

# City of Lancaster

## Fiscal Year 2018-2019

### Budget Cover Page

This budget will raise more revenue from property taxes than last year's budget by an amount of \$2,609,355, which is a 13.15 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$946,982.

The members of the governing body voted on the budget as follows:

**FOR:** Mayor Clyde C. Hairston Councilmember Racheal Hill  
Mayor Pro Tem Marco Mejia Councilmember Derrick D. Robinson  
Deputy Mayor Pro Tem Stanley Jaglowski

**AGAINST:**

**PRESENT** and not voting:

**ABSENT:** Councilmember Nina Morris

#### Property Tax Rate Comparison

	<b>2018-2019</b>	<b>2017-2018</b>
Property Tax Rate:	\$0.867500/100	\$0.867500/100
Effective Tax Rate:	\$0.799447/100	\$0.837838/100
Effective Maintenance & Operations Tax Rate:	\$0.556367/100	\$0.583201/100
Rollback Tax Rate:	\$0.900543/100	\$0.966241/100
Debt Rate:	\$0.266300/100	\$0.266300/100

Total debt obligation for City of Lancaster secured by property taxes: \$83,060,000



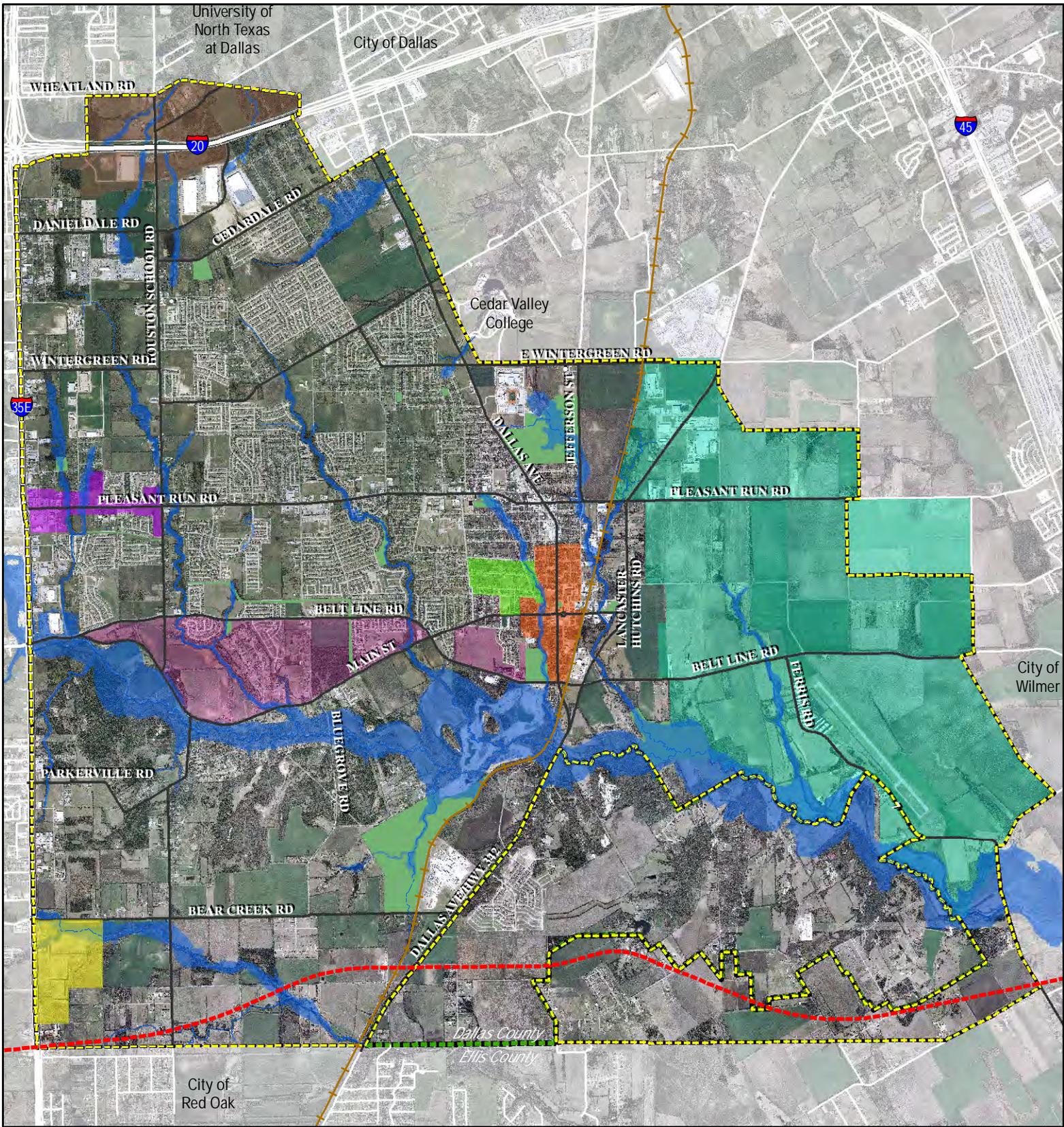
FY 2018 - 2019  
**Adopted Budget**

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2015-2025 THE DECADE OF RENAISSANCE

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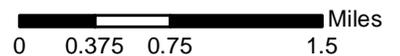
★ ★ ★ THE SHINING STAR OF TEXAS ★ ★ ★



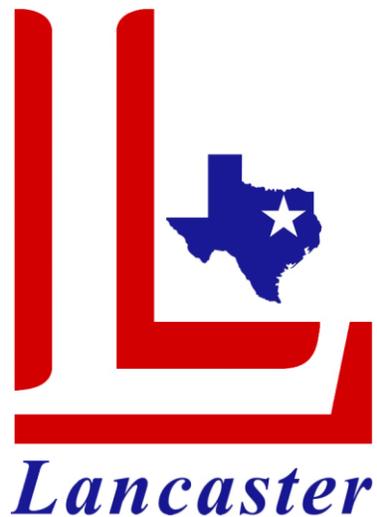
**Legend**

	City Limits		Campus District
	Lancaster ETJ		Historic Districts
	Parks		Lanport District
	Creeks		Medical District
	Proposed Interstate		Mills Branch
	Floodplain		Redevelopment District
			Sundial Center

**City of Lancaster**



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



**For Fiscal Year**

October 1, 2018 to September 30, 2019

**As Presented to Mayor and City Council**

# City of Lancaster

2018-2019 Annual Budget

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# City Council Goals & Objectives

## FY 2018-2019

### **VISION :**

Lancaster is a thriving and diverse community where we value our historical assets and natural beauty. Residents and stakeholders are engaged and take pride in this City. Lancaster is the Shining Star of Texas with opportunities to live, learn, work and play.

### **MISSION :**

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

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

- Review Specialty Incentive Pay Program
- Evaluate compensation to address compression
- Continue Lancaster University
- Continue City Council annual Strategic Planning and Team Building Exercises



**Quality Development** - The City encourages high quality, diverse housing, commercial and retail development and public facilities. Policies encourage sustainable building practices, conservation and the use of alternative energy sources.

- Continue design and development of new City Hall Downtown TIF
- Continue Economic Development Strategic Plan-Incentive Policy Update; Retail Recruitment Strategy
- Establish and implement revitalization incentives for existing commercial and retail centers
- Ensure Development Codes and Comprehensive Plan encourages the development of Estate style and/or Gated Communities
- Adopt Xeriscape amendments to the Lancaster Development Code (LDC), Code of Ordinances and/or applicable development regulations
- Implement the Comprehensive Plan Update
- Review and update the following plans: Campus District, Historic District, Downtown District, LanPort District, Medical District, Mills Branch Overlay District, Master Thoroughfare, Hike & Bike Trail, Stormwater Master Plan, Water & Wastewater Master Plan, Streetscape Master Plan, IH-35 Corridor
- Implementation of Tax Increment Finance District (TIF's) for Key Growth Areas
- Create "High-End Friendly" Development Codes:
  - ◆ Consider new low density zoning category (SF 2, 3)
  - ◆ Review the 20% "Empty Nester" and square footage minimums for residential development
- Market to high-end developers
- Conduct a Hotel Feasibility Study and recruit a new Hotel Implement Land Bank Policy

**Financially Sound Government** - The City has a long-range financial plan and prudent fiscal policies and processes. Appropriate reserve levels and a competitive tax rate ensure that the City has funds available to address the needs of the community and responsibly manage its debt.

**Sound Infrastructure** - The City has preventative maintenance programs to ensure well-maintained infrastructure, including streets, water, stormwater, wastewater and other assets.

- Implementation of a Street Maintenance Fund
- Continue Infrastructure Implementation Project - Pleasant Run Road Phases 1, 2, 3 & 4
- Implementation of Water/Waste Water Master Plan for new and upgrade projects
- Complete Airport terminal construction
- Work with the Best Southwest Partnership to implement public transportation options
- Conduct a Loop 9 Corridor Study
- Update Pavement Management Plan and implement
- Complete a Flood Plain Reclamation Study for Country View Golf Course

**Healthy, Safe, & Engaged Community** - Lancaster is a place where we embrace public safety and compassionate enforcement in our neighborhoods to sustain vibrant residential and business communities. The community celebrates unity and participates in citywide events, recreational and cultural activities. Residents have opportunities for involvement in civic life through boards and commissions, youth and parent volunteer opportunities in recreation, sports teams, City elections, and Civic Academies, Schools and Citywide celebrations.

- Ensure update of Parks and Open Space Master Plan encourages family-friendly parks with restrooms
- Develop an expanded Community Health Initiative
- Expand the Business Retention and Expansion Program (BREP)
- Revise Boards and Commissions Criteria to ensure engagement quarterly
- Establish a program for short-term rentals
- Enhance communication with faith-based community
- Senior Cares Initiative
- Review and consider outreach for animal shelter

**Effective Municipal Operations** - The City delivers financial sustainability quality services utilizing delivery methods that engages residents to take pride in our City.

- Establish and implement a Communications and Marketing Plan for all services, including Lancaster Regional Airport
- Improve public communication methods and content delivery
- Review City Charter to ensure compliance with applicable State laws
- Continue partnership with Best Southwest Cities
- Continue annual review of Council Rules and Procedures
- Provide a monthly scorecard to show progression on the implementation of existing plans (i.e. Comprehensive Plan)

# City of Lancaster

## Principal City Officials

### City Council

Clyde C. Hairston.....	Mayor .....	Term Expires May 2021
Carol Strain-Burk.....	Council Member, District 1.....	Term Expires May 2019
Stanley Jaglowski .....	Dep. Mayor Pro Tem, District 2...	Term Expires May 2020
Marco Mejia.....	Mayor Pro Tem, District 3.....	Term Expires May 2019
Derrick D. Robinson.....	Councilmember, District 4 .....	Term Expires May 2020
Racheal Hill .....	Councilmember, District 5 .....	Term Expires May 2019
Nina Morris.....	Councilmember, District 6 .....	Term Expires May 2020

### City Executive Staff

Opal Mauldin-Jones.....	City Manager
Rona Stringfellow .....	Deputy City Manager
Fabrice Kabona .....	Assistant City Manager
Sorangel O. Arenas .....	City Secretary
Andrew Waits.....	Director of Public Works
Kenneth L. Johnson .....	Fire Chief
Sean Johnson.....	Managing Director of Quality of Life & Cultural Services
Dori Lee .....	Director of Human Resources
Jermaine Sapp.....	Director of Equipment & Facility Services
Baron Sauls.....	Director of Finance
Shane Shepard .....	Director of Economic Development
Sam Urbanski .....	Police Chief

# **City of Lancaster**

Our Mission



**LANCASTER CITY GOVERNMENT**

Is ***FINANCIALLY SUSTAINABLE***

And provides

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

Our citizens have

***TRUST AND CONFIDENCE IN***

***CITY GOVERNMENT AND LEADERS.***





The Honorable Clyde C. Hairston &  
Members of the City Council  
211 N. Henry St.  
Lancaster, Texas 75146

Mayor Hairston and Members of Council:

It is with great pleasure that I present the Fiscal Year 2018/2019, City of Lancaster Annual Operating Budget. The adopted budget is submitted in accordance with all statutory requirements. It outlines the City's spending plan and priorities for the coming fiscal year, which runs from October 1, 2018 to September 30, 2019.

The adoption of the City's budget is arguably the single most important document the City produces each year. More than any other individual plan, report, resolution, or ordinance, the annual budget document defines your collective vision, values, and policy objectives for our City. The FY 2018/2019 budget was prepared with the goal of providing quality, innovative services that set the standard for professionalism and excellence.

The last year has seen a progressive trend in local economic conditions with an increase in commercial projects. Sales tax is trending to end the year with a 23.2% increase which is significantly higher than the original budgeted estimates. Most major revenue sources have held steady. Based on these factors along with commercial development that is expected to continue over the next year, we remain optimistic regarding the City of Lancaster's future opportunities.

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

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

The total proposed budget projected revenues for all funds for Fiscal Year 2018/2019 is \$61,491,341; expected operating expenditures equal \$58,038,645 of which \$4,887,248 is for annual debt service; with total authorized staff of 313.5 full-time equivalent (FTE) employees.

## **BUDGET HIGHLIGHTS**

### PROPERTY TAX

This budget will raise more revenue from property taxes than last year's budget by an amount of \$2,609,355, which is a 13.15 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$946,982.

The members of the governing body voted on the budget as follows:

For:

Mayor Clyde C. Hairston	Councilmember Carol Strain-Burk
Mayor Pro Tem Marco Mejia	Councilmember Derrick D. Robinson
Deputy Mayor Pro Tem Stanley Jaglowski	Councilmember Racheal Hill

Absent: Councilmember Nina Morris

Property Tax Rate:	\$0.867500/100
Effective Tax Rate:	\$0.799447/100
Effective Maintenance & Operations Tax Rate:	\$0.556367/100
Maintenance & Operations Rate	\$0.601200/100
Rollback Tax Rate:	\$0.900543/100
Debt Rate:	\$0.266300/100

### General Fund Revenues

The City's total tax base increased by 14.03%, or approximately \$315,604,546. Based on the Certified Tax Roll received from the Dallas Central Appraisal District, the City's tax base is \$2,564,358,642. From the current tax rate of \$0.8675 per \$100 of assessed valuation, the maintenance and operations (M&O) apportionment of the tax rate is \$0.6012 and the interest and sinking fund requirements of the tax rate is \$0.2663. These rates did not change from the prior fiscal year.

The budgeted revenue in the General Fund is \$29,032,709 of which \$6,617,854 is from sales tax, compared to the estimated \$26,243,463 in the prior fiscal year. This represents an increase of approximately \$2,789,246 or 10.6%.

The two largest sources of revenue within this fund are property tax and sales tax. These two sources account for approximately 75.5% of the fund's total revenue in FY 2018/2019. Based on our projections, sales taxes should generate 22.8% of the General Fund in FY 2018/2019, whereas property taxes are projected to generate 52.7%.

### General Fund Expenditures

The total General Fund expenditures are budgeted at \$29,031,373, which is approximately a 9% increase from the FY 2017-2018 budget.

### Other Budget Highlights

The focus of this budget is financial sustainability that proactively addresses current economic conditions. As a municipal government we are implementing strategies that maintain the quality of services delivered to our community, in a lean fiscal environment. These strategies include promoting an avenue by which the City of Lancaster can attract and retain quality employees. The City's employees are a valuable asset. In order to accomplish this, the FY 2018/2019 budget places great emphasis on maximizing limited resources and developing long-term sustainability.

### Water and Wastewater Fund

Expenses for fiscal year 2018/2019 are budgeted at \$14,308,572, an \$872,471 decrease from the prior fiscal year 2017/2018. Though the City experienced a 20% decrease in costs from Dallas Water Utilities (DWU), we also incurred a 5% increase in wastewater treatment costs from the Trinity River Authority (TRA). The Water and Wastewater fund remains healthy enough to prevent any increases in Water and Wastewater utility rates in FY 2018/2019.

### Compensation Survey

Since 2013 the City Council expressed a desire to establish a pay policy or goal to be at the middle average of our survey cities.

City Council continued to support compensation review as a goal under the professional and committed workforce objective.

Council has taken steps towards achieving the stated goal by providing a 3% pay plan adjustment across the board for FY 2018/2109 with a salary differential allowance given to eligible employees with bilingual certification.

### Summary

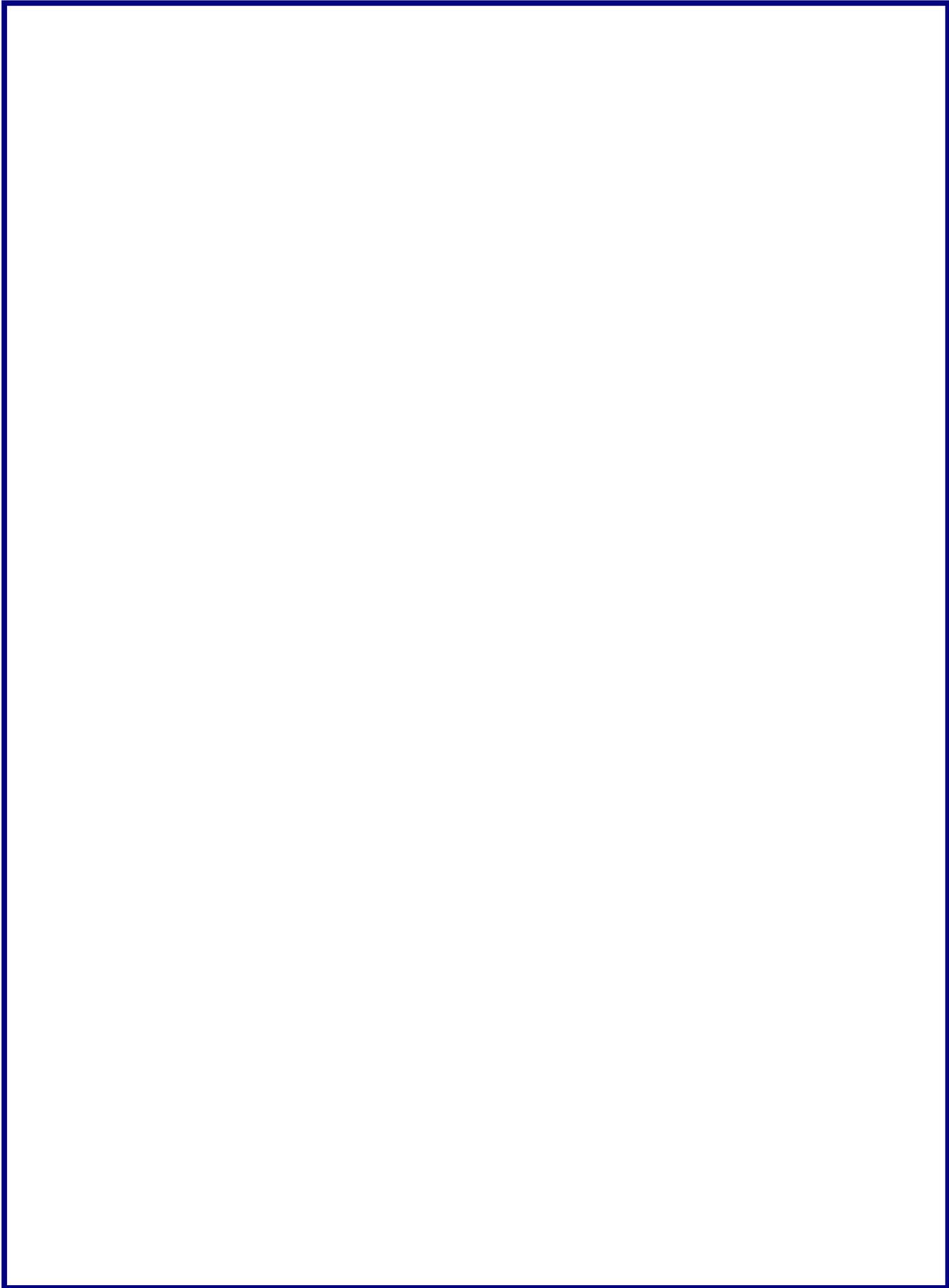
The Executive Summary will provide a more detailed overview of items included in the FY 2018/2019 adopted budget.

The City of Lancaster continues toward realizing the stated vision and mission based on P.R.I.D.E: the productivity, resourcefulness, integrity, dedication, and excellence of City Council and staff. I would like to acknowledge the contributions and teamwork of the Executive Team and Division Managers in preparing this budget. Also, a special thank you to the City employees who remain committed to the success of the City of Lancaster. We are grateful and proud of the opportunity to serve the residents of the City of Lancaster.

It is my honor to present this budget as the product of diligent work with confidence that this sound financial plan parallels the positive future of our organization and our city, to remain the Shining Star of Texas.

Respectfully submitted,

  
Opal Mauldin-Jones  
City Manager



# **EXECUTIVE SUMMARY**

This Executive Summary has been prepared as a general overview to the FY 2018/2019 Budget for the City of Lancaster. It provides a brief review of the fiscal plans of the City Council and Administration.

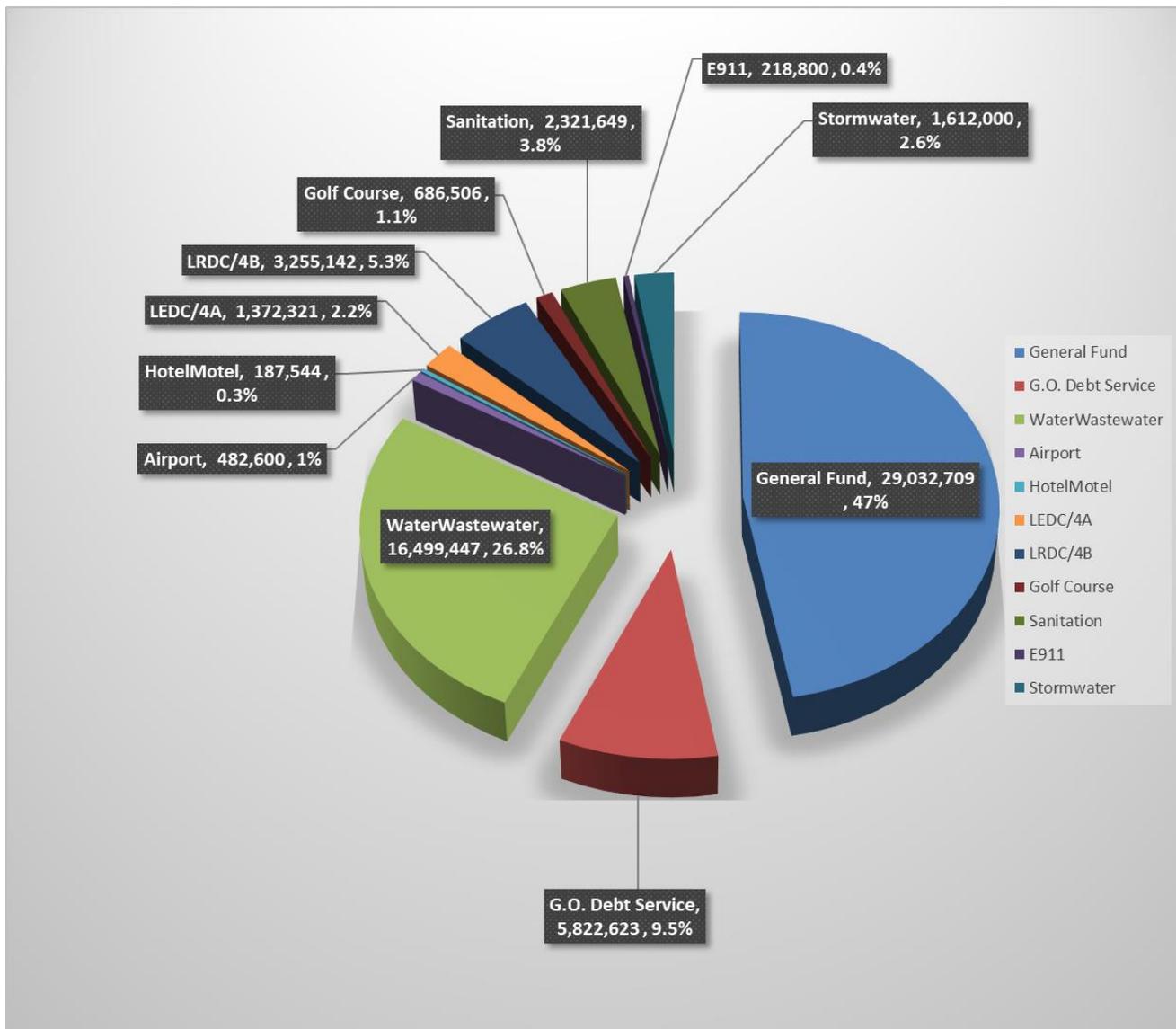
Annually Lancaster City Council conducts a Strategic Planning Session. With facilitator assistance, the Council reviews the progress of current projects and initiatives and develops goals and objectives for the upcoming budget year. The City Manager communicates the City Council Goals & Objectives to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

The City Council has adopted six goals aimed at guiding Lancaster's future growth and development as well as focusing on the efforts of the City organization. The goals incorporated in the 2018/2019 budget are as follows:

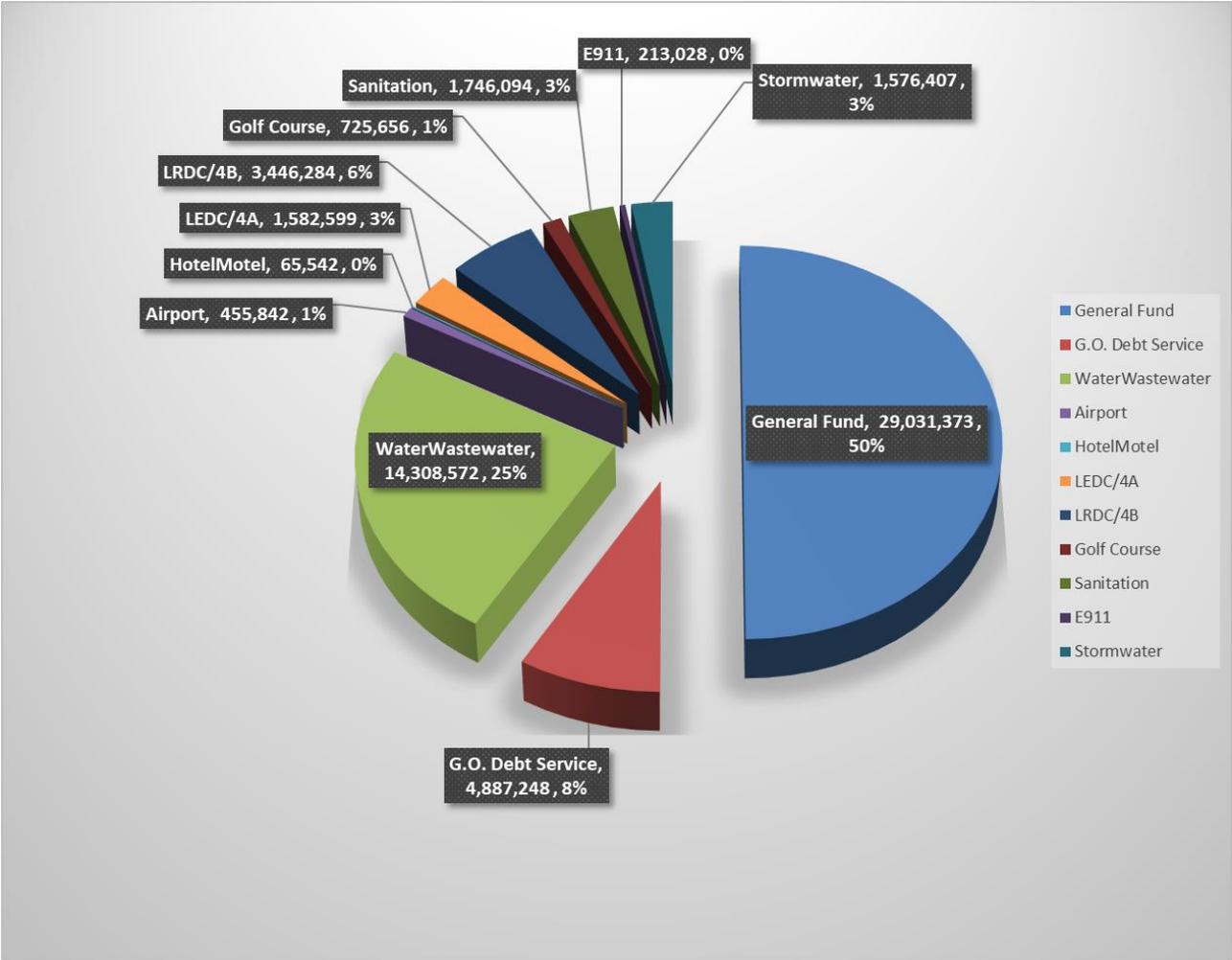
1. Financially Sound Government
2. Sound Infrastructure
3. Quality Development
4. Professional and Committed City Workforce
5. Healthy, Safe & Engaged Community
6. Effective Municipal Operations

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

**SUMMARY OF REVENUES BY FUND**



**SUMMARY OF EXPENDITURES BY FUND**



## **GENERAL FUND**

The General Fund provides basic City services that are supported through tax revenues and user fees. The General Fund accounts for approximately 47% of total revenues of the City. Based on historical information and economic trends, the FY2018/2019 adopted budget for the General Fund reflects a revenue projection of \$29,032,709. Total budgeted General Fund revenue increased by approximately 10% compared to FY 2017/2018 revenues of approximately \$26,243,463. A discussion of each of the primary sources of revenue in the General Fund is included in the following pages.

### **PROPERTY TAX**

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

Current property tax revenue for FY 2018/2019 is budgeted at \$15,298,586 an increase of approximately \$1,589,076. Over the past ten years, Lancaster's property tax base has increased from \$1,710,471,846 in 2008 to the current base of approximately \$2,564,358,642 or 50%. 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
- ❖ 24 Hour Emergency Medical Services (EMS)
- ❖ Park Facilities
- ❖ Neighborhood Services/Code Compliance
- ❖ Public Streets Maintenance
- ❖ Animal Control Services
- ❖ Emergency Management Services
- ❖ Emergency Communication Services



**Tax Rate**

The approved budget for FY 2018/2019 reflects no change in the ad valorem tax rate of 0.867500. The proposed distribution for the tax rate remains unchanged from FY 2017/2018 set at .601200 per \$100 valuation for Operations and Maintenance and 0.266300 per \$100 valuation for the Interest and Sinking.

**Property Tax Historical Distribution**

Fiscal Year	Operating & Maintenance	Interest & Sinking	Total Tax Rate
Fiscal Year 2009-2010	.650200	.217300	.867500
Fiscal Year 2010-2011	.601200	.266300	.867500
Fiscal Year 2011-2012	.601200	.266300	.867500
Fiscal Year 2012-2013	.601200	.266300	.867500
Fiscal Year 2013-2014	.601200	.266300	.867500
Fiscal Year 2014-2015	.601200	.266300	.867500
Fiscal Year 2015-2016	.601200	.266300	.867500
Fiscal Year 2016-2017	.601200	.266300	.867500
Fiscal Year 2017-2018	.601200	.266300	.867500
Fiscal Year 2018-2019	.601200	.266300	.867500

**Top Ten Property Tax Payers FY 2018/2019**

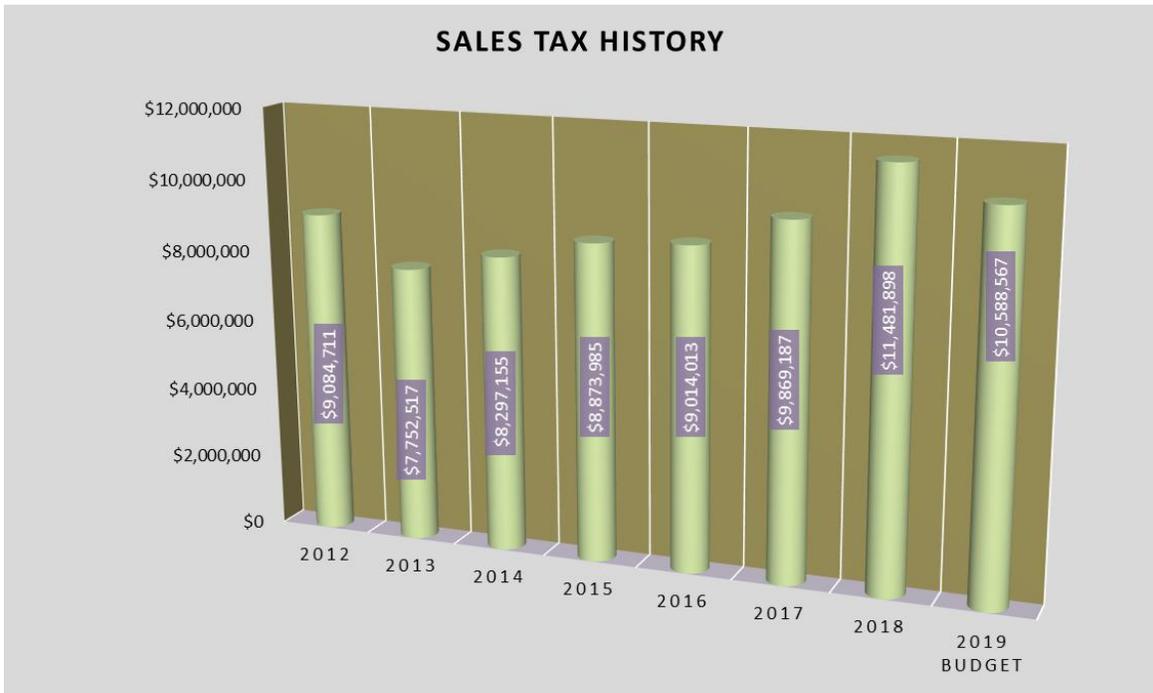
<b>Owner Name</b>	<b>Market</b>	<b>Taxable</b>
PROLOGIS	\$158,646,420	\$158,646,420
AT&T MOBILITY LLC	\$69,021,430	\$69,021,430
ONCOR ELECTRIC DELIVERY	\$64,501,160	\$64,501,160
UNITED NATURAL FOODS INC	\$63,046,460	\$46,820,162
MOBIS PARTS AMERICA LLC	\$60,916,580	\$41,126,603
2935 DANIELDALE RD HOLDINGS LLC	\$39,107,650	\$39,107,650
I-20 COMMERCE CENTER LLC	\$31,082,250	\$31,082,250
DFW ROLLING HILLS APARTMENTS	\$25,575,320	\$25,575,320
WALMART STORES INC	\$22,322,730	\$22,322,730
PEPSICO INC	\$23,962,780	\$17,763,172
<b>TOTAL TAX UNIT</b>	<b>\$558,182,780</b>	<b>\$515,966,897</b>

**SALES TAX**

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

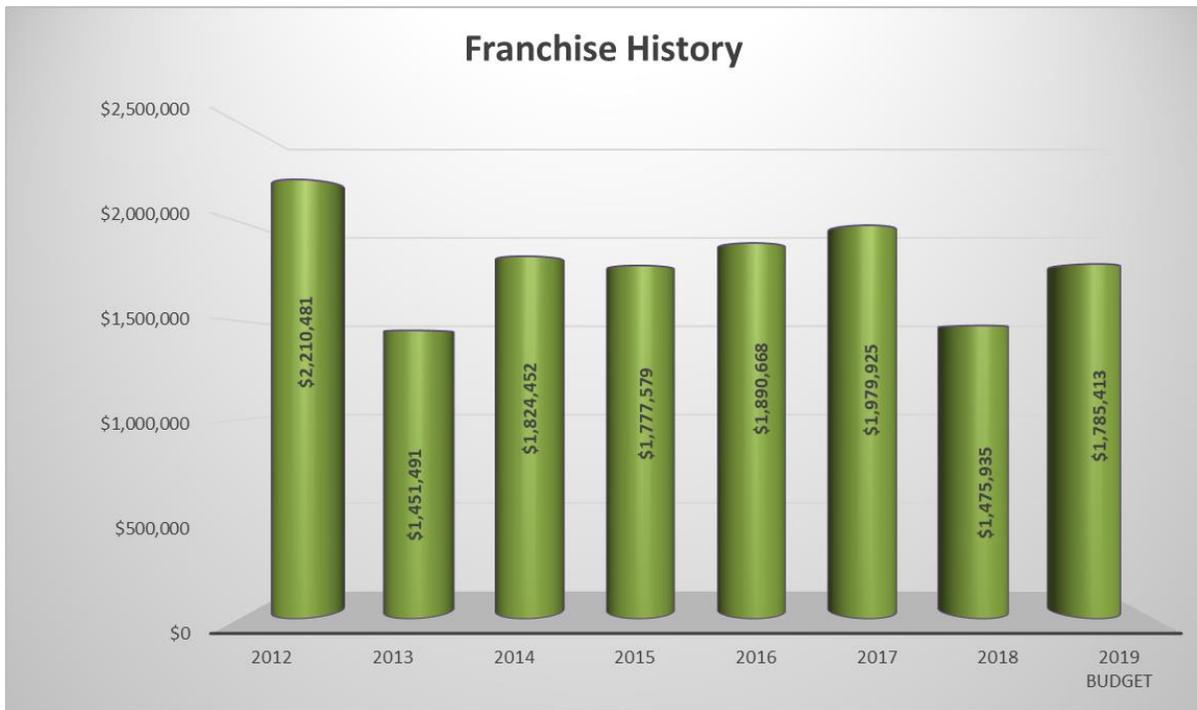
General Fund Sales tax is budgeted at \$6,617,854 which accounts for 22.8% of General Fund revenue. The following chart reflects the trend of actual sales tax collections for the city as a whole.

General Fund	1.00
Property Tax Reduction	0.25
Economic Development Corp. – 4A	0.25
Recreational Development Corp. – 4B	0.50
State of Texas	6.25
<b>TOTAL PERCENT OF TAXABLE SALES</b>	<b>8.25</b>



### Franchise Fees

Franchise Fees are charged for the continued use of the public rights-of-way. Franchise Fees account for approximately 6.2% of General Fund revenue. The largest portion of franchise revenue is derived from electric franchise. Total Franchise Fees are projected at \$1,785,413. This budget remained the same as the previous year.



### **Inter Fund Transfers**

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

Water/Wastewater	Stormwater
LEDC	LRDC
Golf	Airport
	Sanitation

The City periodically brings in a consulting firm to perform a Cost Allocation Study to assist in determining the administrative cost of the General Fund to provide service to the other funds. The transfers are based on data from the study. Transfers make up approximately 7% of the General Fund budgeted revenue. The budget for transfers is \$2,070,824.

### **Fines and Forfeitures**

Fines and Forfeitures include revenue derived from various sources such as court fines, animal fees, and other public safety fees including warrant, subpoena, and probation fees. Fines and forfeitures account for approximately 2.8% of General Fund revenue. Fines and Fees are budgeted at \$811,500.

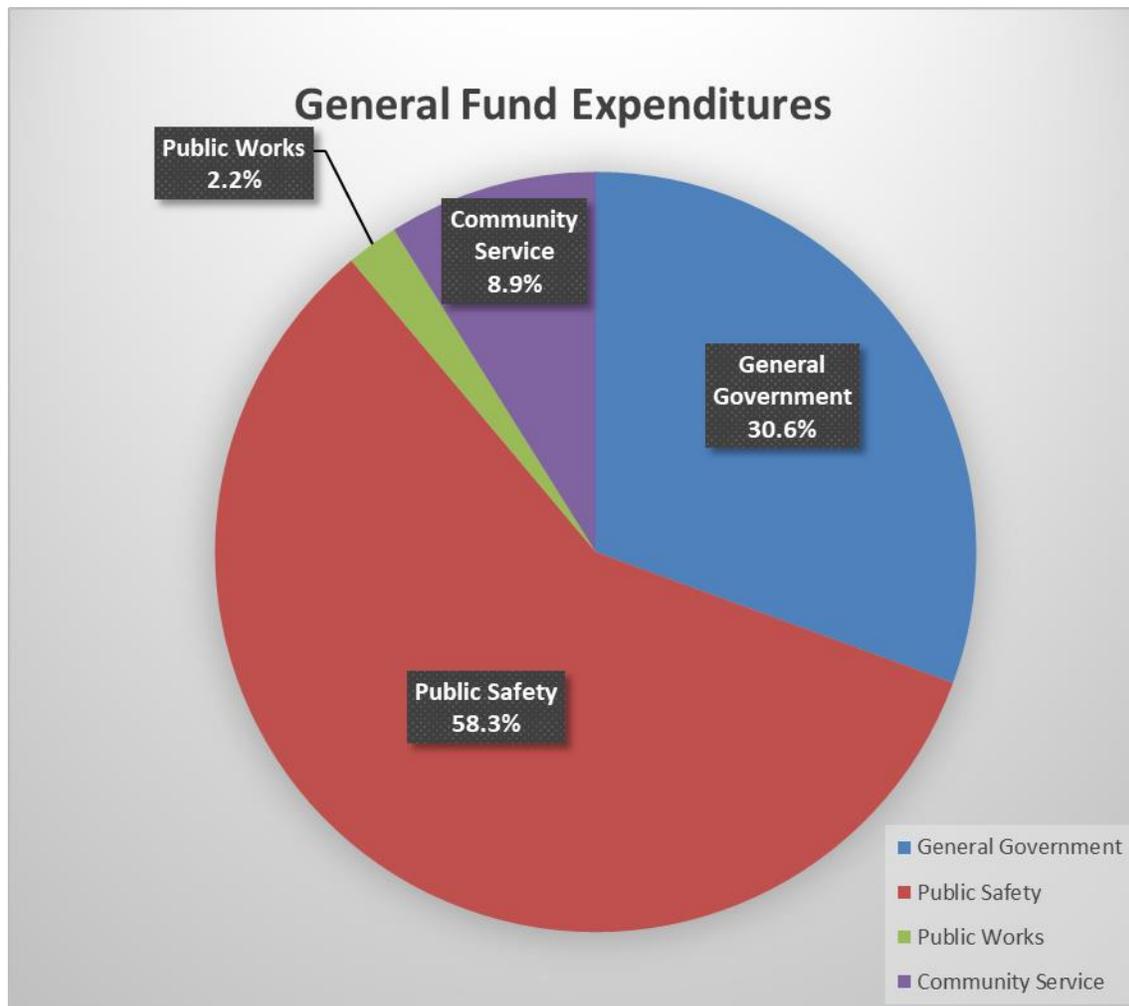
### **Charges for Service, Interest, and Other Revenue**

Other revenue consists of various sources including ambulance service, interest earnings, refunds and recoveries of expenditures. The Fiscal Year 2018/2019 budget for other revenue is \$2,448,532.



## **GENERAL FUND EXPENDITURES**

The Adopted General Fund Budget for Fiscal Year 2018/2019 is \$29,031,373. This is an increase of 9% from the Fiscal Year 2017/2018 adopted budget. The following narrative section describes the expenditures in detail.



### **Public Safety (Police, Fire, & Civil Service)**

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

Public Safety accounts for 58.3% of the General Fund budget. The total Public Safety budget is \$16,925,263. This represents approximately a 9.8% increase from the Fiscal Year 2017/2018 budget.

## **General Government**

The general government function accounts for approximately 30.6% of General Fund expenditures. The General Government function includes the following departments:

City Council	Purchasing
City Manager's Office	Human Resources
Legal	Information Technology
City Secretary	Equipment Services & Facilities
Finance	

These departments provide the administrative functions to ensure the City operates efficiently. Due to the slowdown in the national economy and its effects on the City of Lancaster's revenue stream, it was necessary to maintain the cost of city administrative functions. The approved budget for these divisions is \$8,884,121.

## **Other Divisions**

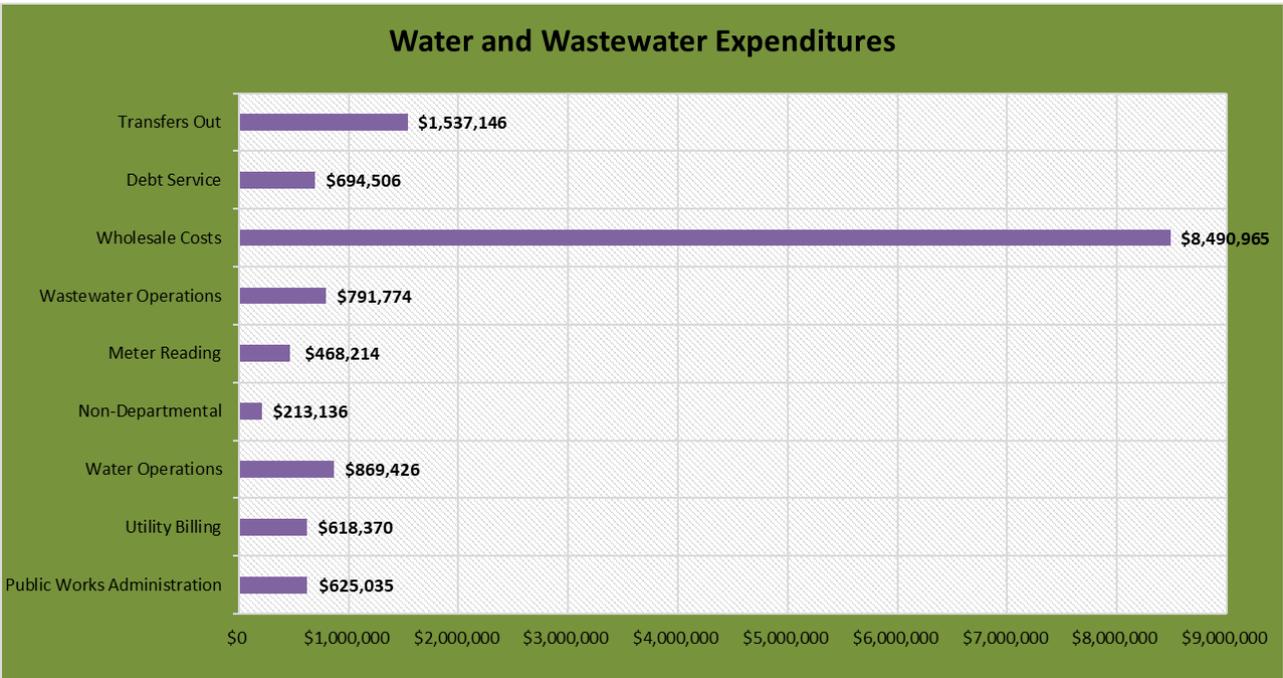
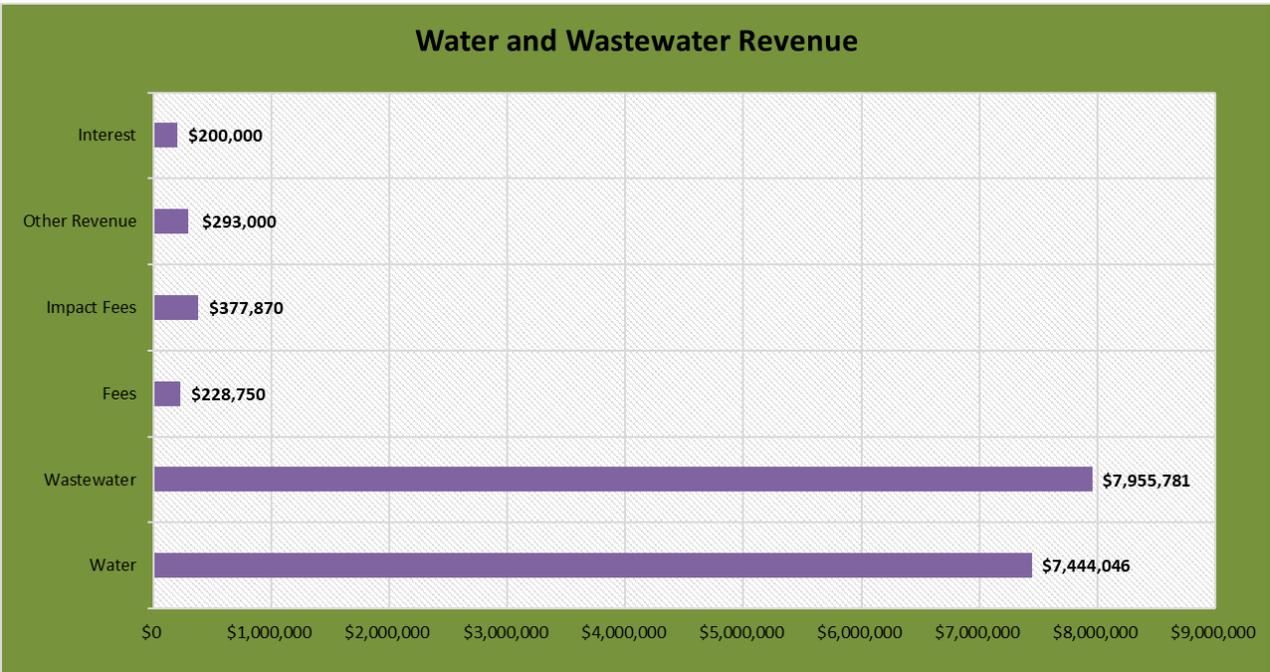
Other departments include Public Works, Community Services, Community Development and Non-Departmental. These divisions make up approximately 11.1% of General Fund Expenditures.

## **Fund Balance**

The General Fund is estimated to end the 2018/2019 fiscal year with a fund balance of \$10,323,945. This represents approximately 35.6% of operating expenditures.

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

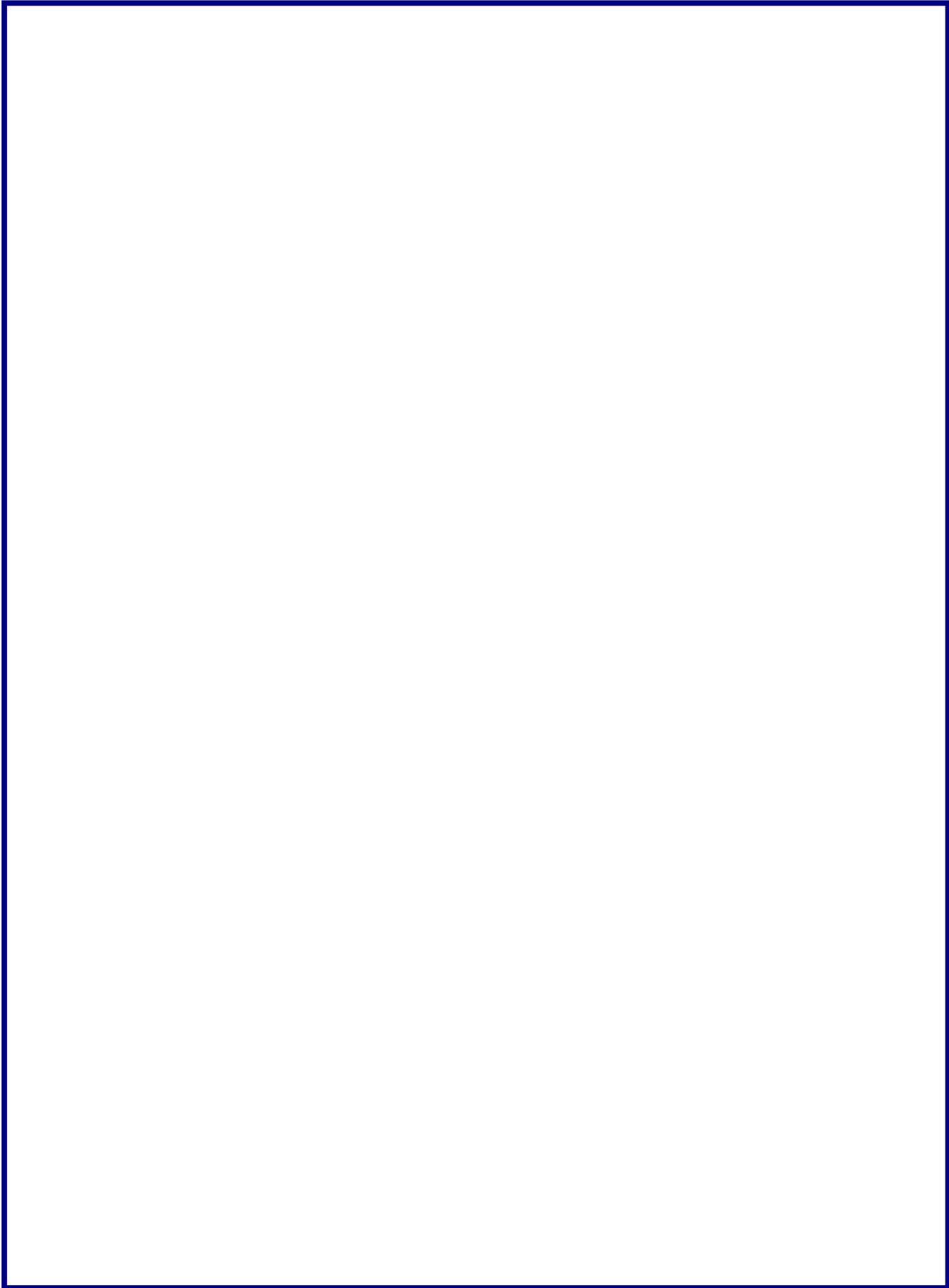
The municipal water system serves approximately 15,308 connections with an average consumption of 10,288 gallons annually. There are roughly 12,138 connections to the City's Sewer System. The Water and Wastewater Fund accounts for approximately 26.8% of the City's total revenues and 24.6% of the City's total expenditures.



Fiscal year 2018/2019 water and wastewater revenues are expected to increase by approximately \$206,870 or 1.3% from year end estimates for fiscal year 2017/2018. Budgeted Expenditures are \$14,308,572 this fiscal year compared to the prior year of \$15,181,043. The Water and wastewater fund balance is projected at \$13,527,076 at the end of the 2019 fiscal year.

## **DEBT OVERVIEW**

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



# **COMMUNITY INFORMATION**

## **City of Lancaster**

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

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

### **Historical Overview**

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

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

The founder of Lancaster was "Honest A" Bledsoe. Bledsoe was born in Lancaster, Garrard County, Kentucky in 1801. An interesting note about his name: according to family lore, when his father, Moses Bledsoe, first looked at his newborn son, he is said to have remarked, "He looks like a Bledsoe". Thus his name, A Bledsoe, is unmarked by a period. As a young man, Bledsoe had settled in Missouri. In 1846, he ventured to the new state of Texas. Liking what he saw, he secured a 640-acre tract of land one mile west of what was later to become the town site of Lancaster and returned to Missouri to collect his wife and

six children. Once his family was settled in Texas, Bledsoe began various speculative enterprises by which he hoped to make his fortune.

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

## Community Information

**Demographics** – **Population:** 37,880      **Land Area:** 33.150 Sq. Miles  
**Median House Value:** \$137,666 (Market value)      **Average Household Income:** \$51,131

**Housing** – The average new housing costs in the City of Lancaster range from the 120,000's and up. The residential housing in the community consists of: single family 97% and multi-family 3%. The median household income is \$57,542. The average family size is 3.47\*.

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

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

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

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

\*Source: North Central Council of Governments, U.S. 2010 Census and Dallas Central Appraisal District.

The Recreation Center features an indoor aquatic facility with a double loop water slide, lazy river, zero depth entry, vortex, four (4) lane lap pool, and a 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, and a multi-purpose classroom. In addition, 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.

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

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

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

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



**Public Schools** – The Lancaster Independent School District (Lancaster ISD) educates more than 7,000 students annually and is the first K-12 STEM district in the state of Texas. Lancaster ISD operates on a \$66 million annual budget to provide numerous fundamental and extra-curricular educational opportunities for Lancaster children. The district currently has six elementary schools, one 6th Grade Center, one Middle School, one 9th Grade Center,

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



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

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

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



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

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

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

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

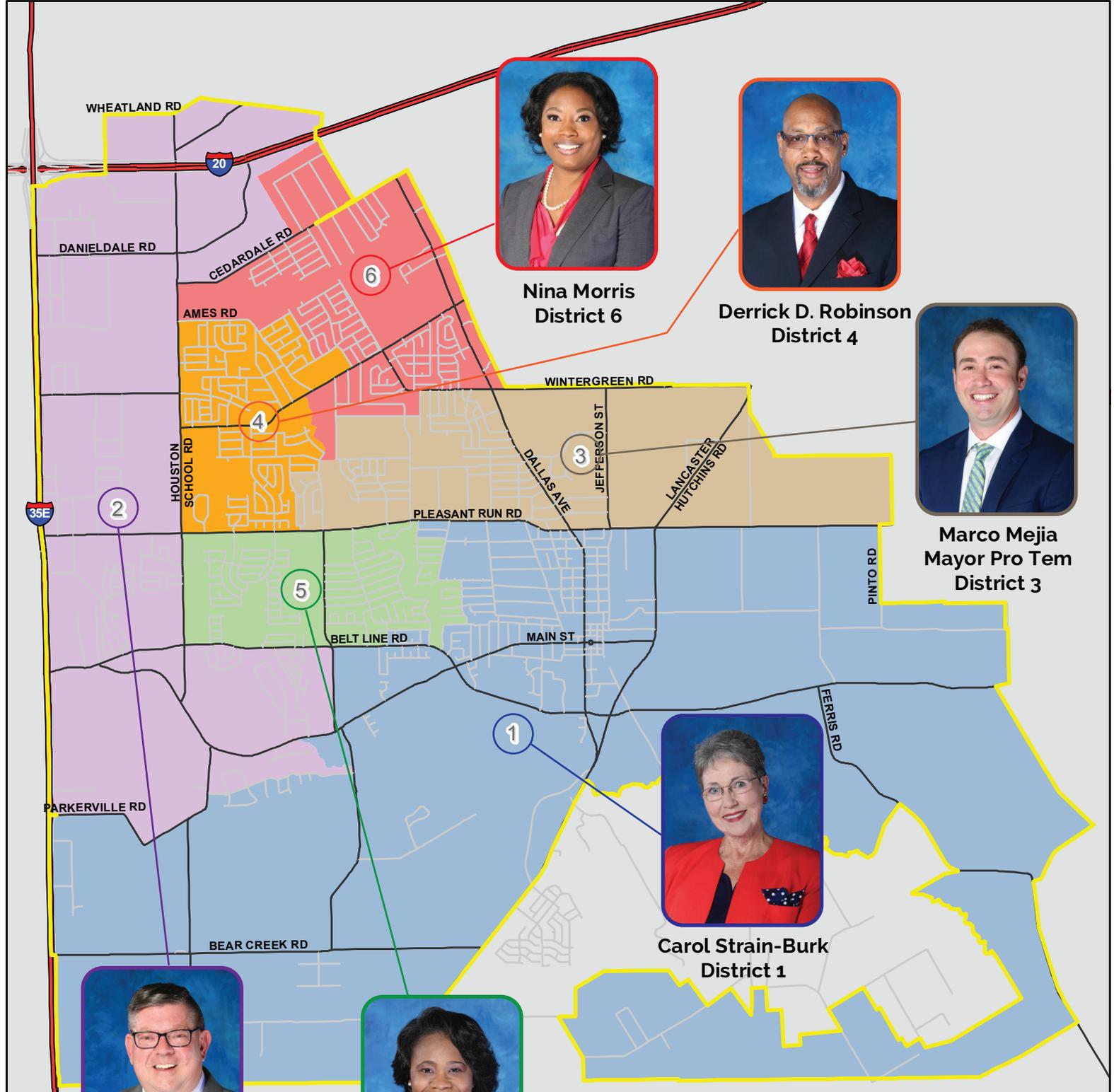
**Lancaster Regional Airport** – The Airport offers our aviation community a range of value-



added services, including a pilot's lounge, complimentary high-speed wireless internet and hanger space. A newly completed 24-hour self-service fuel station adds to the resources available to aviators. The Airport has extended its runway to 6,500 feet and has plans for future improvements that will make flying more accommodating for visiting aviators.

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

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



**Nina Morris**  
District 6



**Derrick D. Robinson**  
District 4



**Marco Mejia**  
Mayor Pro Tem  
District 3



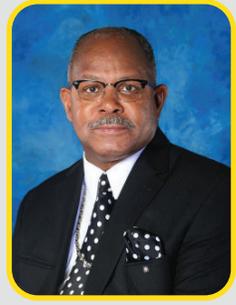
**Carol Strain-Burk**  
District 1



**Stanley Jaglowski**  
Deputy Mayor Pro Tem  
District 2



**Racheal Hill**  
District 5



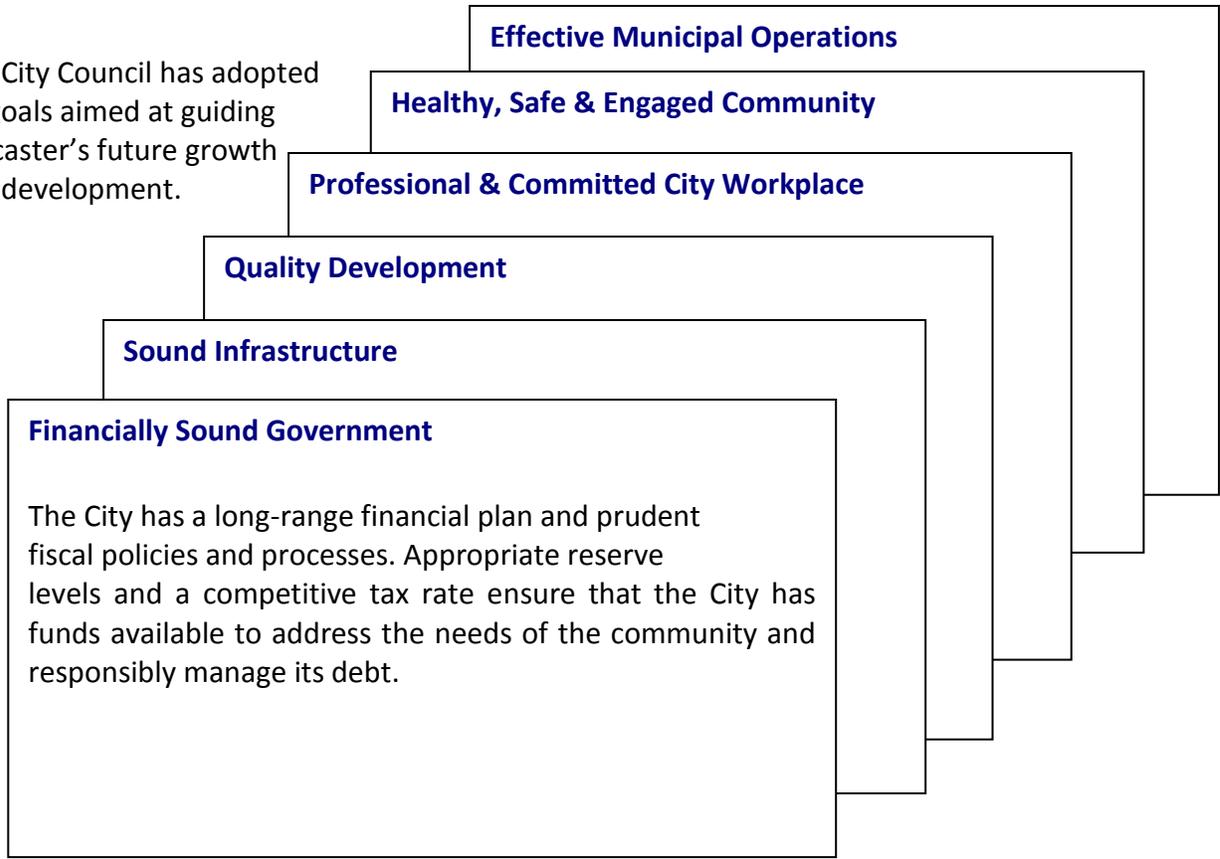
**Clyde C. Hairston**  
Mayor



# City of Lancaster Mayor & City Council

## 2018-2019 Goals and Objectives

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



### Sound Infrastructure

The City has preventative maintenance programs to ensure well-maintained infrastructure, including streets, water, stormwater, wastewater and other assets.

- ▶ Implementation of a Street Maintenance Fund
- ▶ Continue Infrastructure Implementation Project – Pleasant Run Road Phases 1, 2, 3 & 4
- ▶ Implementation of Water/Waste Water Master Plan for new and upgrade projects
- ▶ Complete Airport terminal construction
- ▶ Work with the Best Southwest Partnership to implement public transportation options
- ▶ Conduct a Loop 9 Corridor Study
- ▶ Update Pavement Management Plan and implement
- ▶ Complete a Flood Plain Reclamation Study for Country View Golf Course

## Quality Development

The City encourages high quality, diverse housing, commercial and retail development and public facilities. Policies encourage sustainable building practices, conservation and the use of alternative energy sources.

- ▶ Continue design and development of a new City Hall - Downtown TIF
- ▶ Continue Economic Development Strategic Plan Incentive Policy Update; Retail Recruitment Strategy
- ▶ Establish and implement revitalization incentives for existing commercial and retail centers
- ▶ Ensure Development Codes and Comprehensive Plan encourages the development of Estate style and/or Gated Communities
- ▶ Adopt Xeriscape amendments to the Lancaster Code (LDC), Code of Ordinances and/or applicable development regulations
- ▶ Implement the Comprehensive Plan Update
- ▶ Review and update the following plans: Campus District, Historic District, Downtown District, Lan Port District, Medical District, Mills Branch Overlay District, Master Thoroughfare, Hike & Bike Trail, Stormwater Master Plan, Water & Wastewater Master Plan, Streetscape Master Plan, IH-35 Corridor
- ▶ Implementation of Tax Increment Finance District (TIF's) for Key Growth Areas
- ▶ Create "High-End Friendly" Development Codes:
  - Consider new low density zoning category (SF 2, 3)
  - Review the 20% "Empty Nester" and square footage minimums for residential development
- ▶ Market to high-end Feasibility Study and recruit a new Hotel
- ▶ Implement Land Bank Policy

## Professional and Committed City Workforce

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

Some employees live in the City and all have a sense of ownership for the community. City employees feel needed and appreciated by elected officials, residents, and businesses and are respectful to and appreciative of their customers and the City's governing body. The City's executive staff is engaged with residents and attends community events, upholds strong customer service, and uses technology to aid them in working smarter.

- ▶ Review Specialty Incentive Pay Program
- ▶ Evaluate compensation to address compression
- ▶ Continue Lancaster University
- ▶ Continue City Council annual Strategic Planning and Team Building Exercises

## **Healthy, Safe and Engaged Community**

Lancaster is a place where we embrace public safety and compassionate enforcement in our neighborhoods to sustain vibrant residential and business communities.

The community celebrates unity and participates in citywide events, recreational and cultural activities Residents have opportunities for involvement in civic life through boards and commissions, youth and parent volunteer opportunities in recreation, sports teams, City elections, Civic Academies, Schools and City-wide celebrations.

- ▶ Ensure update of Parks and Open Space Master Plan encourages family-friendly parks with restrooms
- ▶ Develop an expanded Community Health Initiative
- ▶ Expand the Business Retention and Expansion Program (BREP)
- ▶ Revise Boards and Commissions Criteria to ensure engagement quarterly
- ▶ Establish a program for short-term rentals
- ▶ Enhance communication with faith-based community
- ▶ Senior Cares Initiative
- ▶ Review and consider outreach for animal shelter

## **Effective Municipal Operations**

The City delivers financial sustainability quality services utilizing delivery methods that engages residents to take pride in our City.

- ▶ Establish and implement a Communications and Marketing Plan for all services, including Lancaster Regional Airport
- ▶ Improve public communication methods and content delivery
- ▶ Review City Charter to ensure compliance with applicable State laws
- ▶ Continue partnership with Best Southwest Cities
- ▶ Continue annual review of Council Rules and Procedures
- ▶ Provide a monthly scorecard to show progression on the implementation of existing plans (i.e. Comprehensive Plan)

## Executive Leadership Team



### **Opal Mauldin-Jones, City Manager**

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



### **Rona Stringfellow, Deputy City Manager**

Responsible for operations and administration, CIP, Public Information and Regional Airport operations. Committed to providing excellent customer service through our Community Relations Division as well as in working with neighborhoods in the formation of Public Improvement Districts.



### **Fabrice Kabona, Assistant City Manager**

Responsible for Budget, Code Compliance, Animal Services, Utility Billing, Purchasing and Municipal Court. Manages contract for the Solid Waste and Recycling services.



### **Sorangel O. Arenas, City Secretary**

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



### **Baron Sauls, Director of Finance**

Has the responsibility of documenting revenues, expenditures, accounts receivable/payable, and investments.



### **Dori Lee, Director of Human Resources**

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



**Shane Shepard, Director of Economic Development**

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



**Jermaine Sapp, Director of Equipment & Facility Services**

Responsible for direct oversight of city fleet operations, maintenance and repair of city vehicles, equipment and facilities.



**Andrew Waits, Director of Public Works**

Over sees operations for storm water, streets, waste water and water.



**Kenneth Johnson, Fire Chief**

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



**Sam Urbanski, Police Chief**

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



**Sean Johnson, Managing Director of Quality of Life & Cultural Services**

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

## City Excellence

**Is it right for the community?**

**Is it right for the department?**

**Is it ethical and legal?**

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

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

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

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



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



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



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



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



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

City of Lancaster, Texas  
FINANCIAL MANAGEMENT POLICY  
October 8, 2018



RESOLUTION NO. 2018-10-78

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

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

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

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

**SECTION 1.** The City of Lancaster Financial Policy, attached hereto and incorporated herein by reference as Exhibit "1", having been reviewed by the City Council of the City of Lancaster, Texas, and found to be acceptable and in the best interest of the City and its citizens is hereby in all things approved; and, the City Manager and staff shall implement and execute the procedures and policies adopted therein.

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

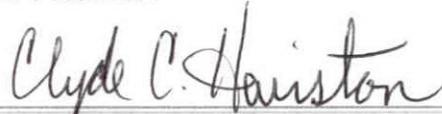
**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 8th day of October, 2018.

**ATTEST:**



Sorangel O. Arenas, City Secretary

**APPROVED:**



Clyde C. Hairston, Mayor

**APPROVED AS TO FORM:**



David T. Ritter, City Attorney

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CITY OF LANCASTER, TEXAS  
FINANCIAL MANAGEMENT POLICY STATEMENT

The overriding goal of the Financial Management Policy is to enable the City to achieve a long-term, stable and positive financial condition. The watchwords of the City's financial management include integrity, prudent stewardship, planning, accountability, and full disclosure. The purpose of the Financial Management Policy is to provide guidelines for planning and directing the City's day to day financial affairs and to assist staff in developing recommendations to the Mayor and City Council. Specifically, this policy framework mandates the pursuit of the following fiscal objectives:

- I. Revenues**  
Design, maintain and administer a revenue system that will assure a reliable, equitable, diversified and sufficient revenue stream to support desired City services.
- II. Expenditures**  
Identify priority services, establish and define appropriate service levels and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of services.
- III. Fund Balance/Working Capital/Net Assets**  
Maintain the fund balance, working capital and net assets of the various operating funds at levels sufficient to protect the City's credit worthiness as well as its financial position from emergencies.
- IV. Capital Expenditures and Improvements**  
Annually review and monitor the condition of the City's capital equipment and infrastructure, setting priorities for its replacement and renovation based on needs, funding alternatives and availability of resources.
- V. Debt Management**  
Establish guidelines for debt financing that will provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current and future revenues.
- VI. Cash Management and Investments**  
Invest the City's operating cash to ensure the absolute safety of principal, provide for necessary liquidity and optimize yield in accordance with the City's adopted Investment Policy.

- VII. Intergovernmental Relations**  
Coordinate efforts with other governmental agencies to achieve common policy objectives, share the cost of providing governmental services on an equitable basis and support appropriate favorable legislation at the state and federal level.
- VIII. Grants**  
Aggressively investigate, pursue and effectively administer federal, state, local and foundation grants-in-aid, which address and support the City's current priorities and policy objectives.
- IX. Economic Development**  
Initiate, encourage and participate in economic development efforts to create job opportunities and strengthen the local economy and tax base.
- X. Fiscal Monitoring**  
Prepare and present reports for the current and multi-year periods that analyze, evaluate and forecast the City's financial performance and economic condition.
- XI. Accounting, Auditing and Financial Reporting**  
Comply with prevailing federal, state and local statutes and regulations. Conform to generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA) and the Government Finance Officers Association (GFOA).
- XII. Internal Controls**  
Establish a system of internal controls designed to maintain an environment to provide management with reasonable assurance that assets are safeguarded against loss from unauthorized use or disposition.
- XIII. Risk Management**  
Prevent and/or reduce the financial impact to the City due to claims and losses through prevention, transfer of liability and/or a program of self-insurance of the liability.
- XIV. Operating Budget**  
Develop and maintain a balanced budget for operating funds that presents a clear understanding of the goals of the City Council, service levels and performance standards. A Balanced Budget is defined as revenues and any appropriated fund balance equal expenditures.
- XV. Five Year Plans**  
Long term financial planning is intended to ensure sustainability of programs and integrate operating and capital financial planning.

## **I. Revenues**

The City shall use the following guidelines to design, maintain and administer a revenue system that will assure a reliable, equitable, diversified and sufficient revenue stream to support desired City services.

### **A. Balance and Diversification in Revenue Sources**

The City shall strive to maintain a balance and diversified revenue system to protect the City from fluctuations in any one source due to changes in economic conditions that adversely impact that source.

### **B. User Fees**

For services that benefit specific users, where possible the City shall establish and collect fees to recover the cost of those services. Where feasible and desirable, the City shall seek to recover full direct and indirect costs. City staff shall review user fees on a regular basis to calculate their full cost recovery levels, to compare them to the current fee structure and to recommend adjustments where necessary.

### **C. Property Tax Revenues/Tax Rate**

The City shall strive to reduce its reliance on residential property tax revenues by revenue diversification, implementation of user fees and economic development. The City shall also strive to minimize tax rate increases.

### **D. Utility/Enterprise Funds User Fees**

Utility rates and enterprise funds user fees shall be set at levels sufficient to cover operating expenditures, meet debt obligations, provide additional funding for capital improvements and provide adequate levels of working capital and debt coverage.

### **E. Administrative Services Charges**

The City shall prepare a cost allocation plan to determine the administrative services charges due to the General Fund from enterprise funds for overhead and staff support. Where appropriate, the enterprise funds shall pay the General Fund for direct services rendered.

### **F. Revenue Estimates for Budgeting**

In order to maintain a stable level of service, the City shall use a conservative, objective and analytical approach when preparing revenue estimates for current and multi-year periods. The process shall include analysis of probable economic changes and their impacts on revenues, historical collection rates and trends in revenues. This approach should reduce the likelihood of actual revenues falling short of budget estimates during the year and should avoid mid-year service reductions.

## **G. Revenue Collection and Administration**

The City shall maintain high collection rates for all revenues by keeping the revenue system as simple as possible in order to facilitate payment. In addition, since a revenue should exceed the cost of producing it, the City shall strive to control and reduce administrative costs. The City shall pursue to the full extent allowed by state law all delinquent taxpayers and other overdue in payments to the City. The fees based on user charges shall be reviewed annually to ensure continuing coverage of the cost of services. The City shall revise user fees with review of the City Council to adjust for the costs of inflation and additional recovery increments. The City shall review and adopt utility rates annually that shall generate revenues required to fully cover operating expenditures, meet the legal restrictions of all applicable bond covenants, and provide for an adequate level of working capital needs. A method is established whereby the General and administrative services performed on the Enterprise Fund's behalf. The process shall be documented and disclosed to the City's auditors for review. All revenue collections will be consolidated under Finance and be audited annually.

## **II. Expenditures**

The City shall use the following guidelines to identify necessary services, establish appropriate service levels and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of services.

### **Current Funding Basis**

The City shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus the planned use of fund balance accumulated through prior year savings.

### **Avoidance of Operating Deficits**

The City shall take timely corrective action if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit is projected at year-end.

### **Maintenance of Capital Assets**

Within the resources available each fiscal year, the City shall maintain capital assets and infrastructure at a sufficient level to protect the City's investment, to minimize future replacement and maintenance costs and to continue service levels.

### **Periodic Program Reviews**

Periodic program reviews for efficiency and effectiveness shall be performed. Programs not meeting efficiency and effectiveness objectives shall be brought up to required standards or be subject to reduction or elimination.

### **Purchasing**

The City shall make every effort to maximize any discounts offered by creditors/vendors. Vendors with balances due the City will have payments due to the vendor offset against the amount due the city. The City will follow state law concerning the amount of purchase requiring formal bidding procedures and approval by the City Council. For purchases where competitive bidding is not required, the City shall seek to obtain the most favorable terms and pricing possible. Every effort will be made to include minority business enterprises in the bidding process.

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.

## **III. Fund Balance/Working Capital/Net Assets**

In accordance with the requirements of Governmental Accounting Standards Board Statement Number 53, the City shall use the following guidelines to explain and define the purpose of fund balance, working capital and retained earnings of the various operating funds. The City will describe fund balance as follows: (1) Un-spendable – portion of net resources that cannot be spent, i.e. assets that will never convert to cash or not convert during the current period, or resources that must be maintained intact pursuant to legal or contractual requirements. (2) Restricted – portion of net resources that are required to be reserved by external legal restrictions such as debt covenants, grantors, contributors or other governments. (3) Committed – portion of fund balance that represents resources whose use is constrained by limitations that the City

imposes upon itself by council action and require council action to release. (4) Assigned – portion of fund balance that reflects the City's intended use of resources. (5) Unassigned-surplus fund balance.

The City shall use the following guidelines to maintain the fund balance, working capital and net assets of the various operating funds at levels sufficient to protect the City's creditworthiness as well as its financial position from unforeseeable emergencies.

**General Fund Unassigned Fund Balance**

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

**Other Operating Funds Unrestricted Net Assets; Enterprise Working Capital**

In other operating funds, the City shall strive to maintain a positive unrestricted net assets position to provide sufficient reserves for emergencies and revenue shortfalls. 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	12.00%	18.00%	25.00%
Airport Fund	12.00%	18.00%	25.00%
Golf Fund	12.00%	18.00%	25.00%

Debt Service Funds 12% of Current Year Debt Payment

**Use of Fund Balance/Net Assets**

Fund Balance/Net Assets shall be used only for emergencies, non-recurring expenditures, major capital purchases that cannot be accommodated through current year savings, and as designated by Council. Should such use reduce the balance below the appropriate level set as the objective for that fund, recommendations will be made on how to restore it.

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 invoices. Accounts receivable procedures shall target for a maximum of 60 days of service.

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

##### **Capital Expenditures and Improvements**

The City shall annually review and monitor the condition of the City's capital equipment and infrastructure, setting priorities for its replacement and renovation based on needs, funding alternatives and availability of resources.

##### **Capital Improvements Program**

The City shall annually review the Capital Improvements Program (CIP), potential new projects and the current status of the City's infrastructure, replacement and renovation needs, updating the program as appropriate. All projects, ongoing and proposed, shall be prioritized based on a n analysis of current needs and resource availability, For every project, all operation, maintenance and replacement expenditures shall be fully casted. The CIP shall also present the City's long-term borrowing plan, debt payment schedules and other debt outstanding or planned, including general obligation bonds, revenue bonds, certificates of obligation and lease/purchase agreements.

##### **Replacement of Capital Assets (Equipment) on a Regular Schedule**

The City shall annually prepare a schedule for the replacement of its non-infrastructure capital assets. Within the resources available each fiscal year, the City shall replace these assets according to this schedule.

##### **Capital Expenditure Financing**

The City recognizes that there are several methods of financing capital requirements. It can budget the funds from current revenues; it can take the funds from fund balance/retained earnings as allowed by the Fund Balance/Net Assets Policy; it can utilize funds from grants and foundations or it can borrow money through debt. Debt financing includes general obligation bonds, revenue bonds, certificates of obligation, lease/purchase agreements and certificates

of participation. Guidelines for assuming debt are set forth in the Debt Policy Statements.

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.

## **V. Debt Management**

The City shall use the following guideline for debt financing which will provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current and future revenues.

### **Use of Debt Financing**

Debt financing, including general obligation bonds, revenue bonds, certificates of obligation and lease/purchase agreements, shall only be used to purchase capital assets. Debt payments should be structured to provide that capital assets, which are funded by the debt, have a longer life than the debt associated with those assets. Long Term Debt shall not be used for operating purposes. The life of the bonds shall not exceed the useful life of the projects.

### **Amortization of Debt**

The City shall structure new best issue payment schedules to utilize the City's declining debt payment schedules to keep tax increases for debt to a minimum. Capital projects that, by their character or size, are outside the normal core service projects will require careful evaluation of financial feasibility.

### **Affordability Targets**

The City shall use an objective analytical approach to determine whether it can afford to assume new debt beyond the amount it retires each year. This process shall compare generally accepted standards of affordability to the current values for the City. These standards shall include debt per capita, debt as a percent of taxable value, debt service payments as a percent of current revenues and current expenditures and the level of overlapping net debt of all local taxing jurisdictions. The process shall also examine the direct costs and benefits of the proposed expenditures as determined in the City's annual update of the Capital Improvements Planning Program. The decision on whether or not to assume new debt shall be based on these costs and benefits and on the City's ability to "afford" new debt as determined by the aforementioned standards. The City shall use cities with similar bond ratings for debt ratio benchmarks.

### **Sale Process**

The City shall use a competitive bidding process in the sale of debt 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.

### **Rating Agencies Presentations**

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

### **Continuing Disclosure**

The City is committed to continuing disclosure of financial and pertinent credit information relevant to the City's outstanding securities.

### **Debt Refunding**

City staff and the financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt.

When appropriate, self-supporting revenue bonds shall be issued before general obligation bonds. Interest earnings on bond proceeds shall be credited to the appropriate bond/capital fund. The bonds shall have a provision which allows them to be recalled after the tenth year of issue.

The Debt Service 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.

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.

## **VI. Cash Management and Investments**

The City's available cash shall be invested according to the standard of prudence set forth in Section 2256.0066 of the Texas Government Code. The following shall be the objectives of the City of Investment Policy listed in their order of importance: preservation of capital and protection of investment principal, maintenance of sufficient liquidity to meet anticipated cash flows, diversification to avoid unreasonable market risks and attainment of a market value rate of return. The investment income derived from pooled investment accounts shall be allocated to contributing funds based upon the proportions of respective average balances relative to total pooled balances.

## **VII. Intergovernmental Relations**

The City shall coordinate efforts with other governmental agencies to achieve common policy objectives, share the cost of providing government services on an equitable basis and support appropriate favorable legislation at the state and federal levels.

### **Interlocal Cooperation in Delivering Services**

In order to promote the effective and efficient delivery of services, the City shall work with other local jurisdictions to share on an equitable basis the costs of services, to share facilities and to develop joint programs to improve service to its citizens.

### **Legislative Program**

The City shall cooperate with other jurisdictions to actively oppose any state or federal regulation or proposal that mandates additional City programs or services and does not provide the funding for implementation.

## **VIII. Grants**

The City shall seek, apply for, obtain and effectively administer federal, state and foundation grants-in-aid that address the City's current and future priorities and policy objectives.

### **Grant Guidelines**

The City shall seek, apply for and obtain those grants that are consistent with priority needs and objectives identified by Council.

### **Grant Review**

The City shall review all grant submittals for their cash or in-kind match requirements, their potential impact on the operating budget and the extent to which they meet the City's policy objectives. If there are cash match requirements, the source of funding shall be identified and approved prior to application, as set forth in the Grant Policy.

## **IX. Economic Development**

The City shall initiate, encourage and participate in economic development efforts to create job opportunities and strengthen the local economy and tax base.

### **Commitment to Expansion and Diversification**

The City shall encourage and participate in economic development efforts to expand Lancaster's economy and tax base, to increase local employment and to invest when there is a defined specific long-term return. These efforts shall not only focus on new areas but on redevelopment of older areas and other established sections of Lancaster where development can generate additional jobs and other economic benefits.

### **Increase Non-Residential Share of Tax Base**

The City's economic development program shall seek to expand the non-residential share of the tax base to decrease the tax burden on residential homeowners

### **Coordinate Efforts with Other Jurisdictions**

The City's economic development program shall encourage close cooperation with other local jurisdictions to promote the economic well-being of this area

### **Use of Other Incentives**

The City shall use tax re-investment zones as allowed by law and shall seek new sources to encourage business expansion. The City shall also coordinate with state and federal agencies on offering any incentive programs they may provide for potential economic expansion.

## **X. Fiscal Monitoring**

Reports shall be prepared and presented on a regular basis to analyze, evaluate and forecast the City's financial performance and economic condition for the current year and for multi-years.

### **Financial Status and Performance Reports**

Quarterly reports shall be prepared comparing expenditures and revenues to current budget for fiscal year-to-date, and to prior year actual fiscal year-to-date.

### **Five-Year Forecast of Revenues and Expenditures**

A five-year forecast of revenues and expenditures, including a discussion of major trends affecting the City's financial position, shall be prepared. The forecast shall examine critical issues facing the City, economic conditions and the outlook for the upcoming budget year. The document shall incorporate elements of the International City Management Association financial trend monitoring system, providing further insight into the City's financial position and alerting the Council to potential problem areas requiring attention.

## **XI. Accounting, Auditing and Financial Reporting**

The City shall comply with prevailing local, state and federal regulations. Its accounting practices and financial reporting shall conform to generally accepted accounting principles promulgated by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA) and the Government Finance Officers Association (GFOA). The City Council shall select an independent firm of certified public accountants to perform an annual audit of all operations. The City shall continue to participate in the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting

program and the Texas Comptroller's Office Leadership Circle program promoting financial transparency.

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

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

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

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

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

## **XII. Internal Controls**

The Chief Financial Officer is responsible for developing citywide written guidelines on accounting, cash handling, and other financial matters that will be approved by the City Manager. The Chief Financial Officer will assist department heads as needed in tailoring these guidelines into detailed written procedures to fit each department's specific requirements.

Each department head is responsible to ensure that good internal controls are followed throughout his or her department, that all finance department guidelines on accounting and internal controls are implemented, and that all independent auditor internal control recommendations are addressed

### **XIII. Risk Management**

The City will utilize a safety program, an employee health program and a risk management program to prevent and/or reduce the financial impact on the City from claims and losses. Transfer of liability for claims will be utilized where appropriate via transfer to other entities through insurance and/or by contract. Prevention of claims through the safety program and the employee health program will be employed.

### **XIV. Operating Budget**

The City shall establish an operating budget, which shall link revenues and expenditures to the goals of the City Council. It will be the City's goal to participate in the Government Finance Officers Association's Distinguished Budget Presentation Award program and to obtain the award annually.

Current operating revenue will be sufficient to support current operating expenditures. Debt or bond financing will not be used to finance current expenditures. Deferrals, short-term loans, or one-time sources shall be avoided as budget balancing techniques. Annually recurring revenue will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay) or Council may authorize the City Manager to utilize unrestricted fund balance to make up the difference.

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

### **XV. Five Year Financial Plans**

#### **Capital Improvement Plan**

The City shall prepare annually a five year Capital Improvements Plan that incorporates all capital funds, existing and planned, showing planned projects by phase and by fiscal year. The first year of this CIP shall constitute the City's capital budget for the year.

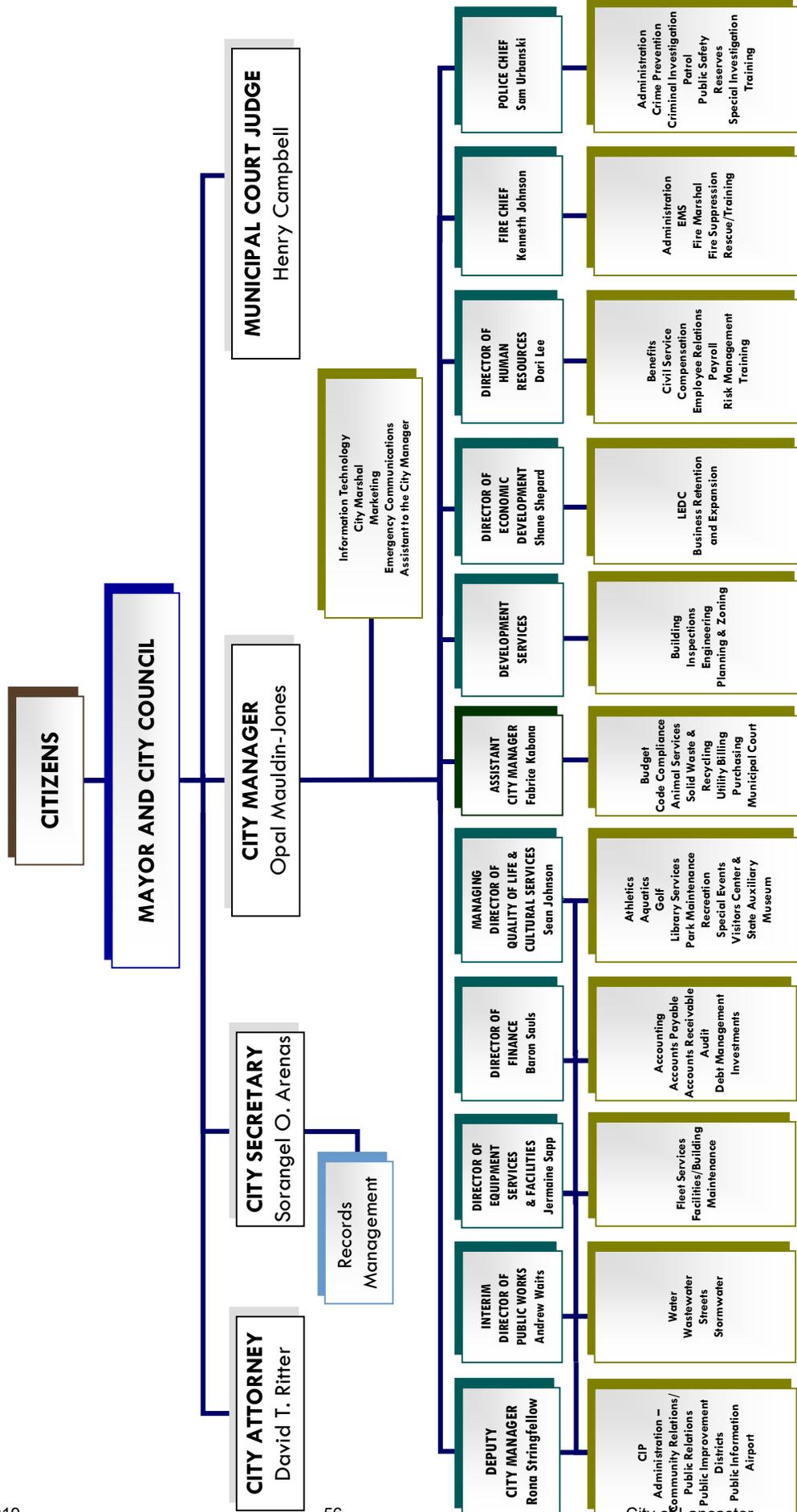
#### **Long Range Financial Forecast**

The City shall prepare annually a Long Range Financial Forecast that projects revenue and expenditures for the General, Utility, Debt Service and any other major fund for a five year period. The forecast shall attempt to determine the impact on future revenue and expenditures from changes in the economy, population change, and implementation of the CIP including planned bond sales.

# **PERSONNEL AND SALARY INFORMATION**

# FY 2018-2019 Organizational Chart

## City of Lancaster





**City of Lancaster Personnel Schedule**

<b>City Manager's Office</b> 01-02	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	City Manager	1999	NON	1	1	1
	Deputy City Manager	1901	NON	0	0	0.75
	Assistant City Manager	1805	NON	0.75	0.75	1
	Assistant to the City Manager	1522	15-E	0.75	0.75	0.75
	Admin. & Comm. Relations Supervisor	1416	14-E	0.75	0.75	0.75
	CM Executive Assistant	6004	60-N	1	1	1
	Administrative Secretary	5522	55-N	0.5	0.5	0.5
	<b>TOTAL</b>			<b>4.75</b>	<b>4.75</b>	<b>5.75</b>
<b>Building Services</b> 01-06	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Building Maint. Worker II	5608	56-N	2	2	2
	<b>TOTAL</b>			<b>2</b>	<b>2</b>	<b>2</b>
<b>Municipal Court</b> 01-08	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Court Administrator	1401	14-E	1	1	1
	Court Clerk	5402	54-N	3	3	3
	<b>TOTAL</b>			<b>4</b>	<b>4</b>	<b>4</b>
<b>Building Inspections</b> 01-09	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Chief Building Official	1715	17-E	0	0	1
	Building Official	1603	16-E	1	1	1
	Building Inspector	5902	59-N	2	2	2
	Permit Technician	5607	56-N	2	0	0
	<b>TOTAL</b>			<b>5</b>	<b>3</b>	<b>4</b>
<b>Fleet Services</b> 01-10	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Director of Equipment & Facility Services	1810	NON	1	1	1
	Lead Mechanic	5723	57-N	1	1	1
	Mechanic/Fleet Services	5603	56-N	2	2	2
	<b>TOTAL</b>			<b>4</b>	<b>4</b>	<b>4</b>
<b>Streets</b> 01-12	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Foreman II	5905	59-N	1	1	1
	Heavy Equipment Operator II	5710	57-N	1	1	1
	Heavy Equipment Operator I	5404	54-N	1	1	1
	Maintenance Worker II	5212	52-N	1	1	1
	<b>TOTAL</b>			<b>4</b>	<b>4</b>	<b>4</b>

## City of Lancaster Personnel Schedule

Parks 01-13	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Park Operations Manager	1517	15-E	1	1	1
	Foreman II	5913	59-N	1	1	1
	Foreman I	5715	57-N	1	1	1
	Maintenance Worker II	5202	52-N	7	7	7
<b>TOTAL</b>				<b>10</b>	<b>10</b>	<b>10</b>

Police 01-14	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Police Chief	1801	NON	1	1	1
	Assistant Police Chief	3301	P4-CS	2	2	2
	Lieutenant	3201	P3-CS	6	6	6
	Sergeant	3101	P2-CS	7	7	7
	Police Officer	3001	P1-CS	44	47	50
	CID Technician	5716	57-N	1	1	1
	Property & Evidence Tech.	5714	57-N	1	1	1
	Public Service Officer	5316	53-N	2	2	3
	PT Public Service Officer (fte .5)	0059	01-N	0.5	0.5	0.5
	Administrative Secretary	5522	55-N	1	1	1
	<b>TOTAL</b>				<b>65.5</b>	<b>68.5</b>

Fire 01-15	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Fire Chief	1802	NON	1	1	1
	Asst. Fire Chief	4401	F5-CS	1	1	1
	Battalion Chief	4301	F4-CS	5	5	5
	Captain	4201	F3-CS	9	9	10
	Fire Engineer	4101	F2-CS	21	21	21
	Fire Fighter	4001	F1-CS	25	25	28
	Administrative Secretary	5522	55-N	1	1	1
<b>TOTAL</b>				<b>63</b>	<b>63</b>	<b>67</b>

Planning & Development 01-17	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Director of Development Services	1804	NON	1	1	1
	Sr. Planner	1614	16-E	1	1	1
	Planner	1518	15-E	0	1	1
	Development Coordinator	5912	59-N	1	1	1
	Planning Technician	5606	56-N	0	0	1
	Permit Technician	5607	56-N	0	2	2
<b>TOTAL</b>				<b>3</b>	<b>6</b>	<b>7</b>

City Secretary 01-18	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	City Secretary	1998	NON	1	1	1
	Deputy City Secretary	5916	59-N	1	1	1
	Records Supervisor	5915	59-N	1	1	1
	Administrative Secretary	5522	55-N	1	1	1
	Records Technician	5417	54-N	1	1	1
	PT Records Technician (fte .5)	0067	01-N	1	1	1
<b>TOTAL</b>				<b>6</b>	<b>6</b>	<b>6</b>

## City of Lancaster Personnel Schedule

Finance 01-19	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Director of Finance	1703	NON	1	1	1
	Asst. Director of Finance	1712	17-E	1	1	1
	Chief Accountant	1516	15-E	1	1	1
	Accountant	6007	60-N	0.75	0.75	0.75
	Account Payables Specialist	5518	55-N	1	1	1
<b>TOTAL</b>				<b>4.75</b>	<b>4.75</b>	<b>4.75</b>

Animal Services 01-24	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Animal Services Officer	5719	57-N	2	2	2
	PT On Call Animal Control	0065	01-N	0.5	0.5	0.5
	PT Animal Shelter Attendant (.5)	0064	01-N	1	1	1
	<b>TOTAL</b>				<b>3.5</b>	<b>3.5</b>

Purchasing 01-29	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Purchasing Agent	1515	15-E	1	1	1
	<b>TOTAL</b>				<b>1</b>	<b>1</b>

Human Resources 01-31	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Director of Human Resources	1702	NON	1	1	1
	Benefits & Risk Manager	1417	14-E	1	1	1
	Human Resources Generalist	1309	13-E	0	0	1
	Administrative Secretary	5522	55-N	1	1	1
<b>TOTAL</b>				<b>3</b>	<b>3</b>	<b>4</b>

Emergency Communications 01-34	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Dispatch & Emergency Mgr Superintendent	1617	16-E	0	1	1
	Dispatch Manager	1415	14-E	1	1	1
	Lead 911 Dispatcher	5717	57-N	4	4	4
	911 Dispatchers	5602	56-N	9	9	8
	PT - 911 Dispatchers	0012	01-N	-	-	1
<b>TOTAL</b>				<b>14</b>	<b>15</b>	<b>15</b>

Code Compliance 01-35	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Senior Code Officer	5910	59-N	1	1	1
	Code Compliance Officer	5704	57-N	3	4	4
	Maintenance Worker II - Code	5213	52-N	0	1	1
<b>TOTAL</b>				<b>4</b>	<b>6</b>	<b>6</b>

Information Technology 01-37	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	IT Manager	1616	16-E	0.75	0.75	0.75
	GIS Coordinator	1519	15-E	0.5	0.5	0.5
	Computer Systems Admin.	6008	60-N	2	2	2
	PT Hourly IT (fte .5)	0051	01-N	0.5	0.5	0.5
<b>TOTAL</b>				<b>3.75</b>	<b>3.75</b>	<b>3.75</b>

## City of Lancaster Personnel Schedule

Fire Marshal 01-38	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Fire Marshal	4301	F4-CS	1	1	1
	Fire Inspector	4201	F3-CS	0	0	1
	Administrative Secretary	5522	55-N	1	1	1
<b>TOTAL</b>				<b>2</b>	<b>2</b>	<b>3</b>

City Marshal 01-39	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	City Marshal	6009	60-N	1	1	1
	Warrant Officer	5317	53-N	1	1	1
	PT Deputy City Marshal (fte .5)	0031	01-N	0.5	0.5	0.5
<b>TOTAL</b>				<b>2.5</b>	<b>2.5</b>	<b>2.5</b>

Public Relations 01-55	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Community Programs Coordinator	1529	15-E	0	0	1
	<b>TOTAL</b>				<b>0</b>	<b>0</b>

<b>GENERAL FUND TOTAL</b>	<b>209.75</b>	<b>216.75</b>	<b>230.75</b>
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PW - Administration Engineering 05-02	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Deputy City Manager	1901	NON	0	0	0.25
	Assistant City Manager	1805	NON	0.25	0.25	0
	City Engineer	1707	17-E	1	1	1
	IT Manager	1616	16-E	0.25	0.25	0.25
	GIS Coordinator	1519	15-E	0.25	0.25	0.25
	Assistant to the City Manager	1522	15-E	0.25	0.25	0.25
	Admin. & Comm. Relations Supervisor	1416	14-E	0.25	0.25	0.25
	Project Manager	1404	14-E	1	1	1
	Construction Inspector	5903	59-N	2	2	2
	<b>TOTAL</b>				<b>5.25</b>	<b>5.25</b>

Utility Billing 05-20	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Utility Billing Manager	1505	15-E	1	1	1
	Accountant	6007	60-N	0.25	0.25	0.25
	Administrative Secretary	5522	55-N	0.25	0.25	0.25
	Utility Billing Clerk	5415	54-N	3	3	3
<b>TOTAL</b>				<b>4.5</b>	<b>4.5</b>	<b>4.5</b>

Water 05-21	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Director of Public Works	1803	NON	0.5	0.5	0.5
	Superintendent-W/WW	1601	16-E	1	1	1
	Crew Leader	5711	57-N	1	1	1
	Water Systems Operator	5705	57-N	1	1	1
	Administrative Secretary	5522	55-N	1	1	1
	Maintenance Worker II	5201	52-N	2	2	2
<b>TOTAL</b>				<b>6.5</b>	<b>6.5</b>	<b>6.5</b>

Meter Reading 05-27	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Meter Technician	5310	53-N	2	2	2
<b>TOTAL</b>				<b>2</b>	<b>2</b>	<b>2</b>

## City of Lancaster Personnel Schedule

Waste Water 05-30	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Foreman III	6003	60-N	1	1	1
	Crew Leader	5721	57-N	4	4	4
	Heavy Equipment Operator I	5403	54-N	1	1	1
	Maintenance Worker II	5208	52-N	4	4	4
<b>TOTAL</b>				<b>10</b>	<b>10</b>	<b>10</b>
<b>WATER FUND TOTAL</b>				<b>28.25</b>	<b>28.25</b>	<b>28.25</b>

Airport 09-40	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Airport Manager	1615	16-E	1	1	1
	Airport Operations Superviosr	5720	57-N	1	0	0
	Airport Operations Agent	5114	51-N	1	2	2
	PT Airport Labor (fte .5)	0030	01-N	1.5	2	2
<b>AIRPORT FUND TOTAL</b>				<b>4.5</b>	<b>5</b>	<b>5</b>

Visitors Center 14-52	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	PT Visitors Center Attendant (fte .5)	0058	01-N	1	1	1
	<b>VISITOR'S CENTER TOTAL</b>				<b>1</b>	<b>1</b>

LEDC 16-02	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Director of Economic Development	1704	NON	1	1	1
	Research & Business Dev. Mgr	1530	15--E	0	0	1
	Marketing Manager	1528	15-E	1	1	0
	Administrative Secretary	5522	55-N	0.25	0.25	0.25
<b>LEDC FUND TOTAL</b>				<b>2.25</b>	<b>2.25</b>	<b>2.25</b>

P&R Administration 17-02	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Managing Director of QL&CS	1809	NON	1	1	1
	Administrative Secretary	5522	55-N	1	1	1
	<b>TOTAL</b>				<b>2</b>	<b>2</b>

Library 17-07	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Library Manager	1524	15-E	1	1	1
	Assistant Library Manager	1410	14-E	1	1	1
	Library Assistant	5211	52-N	1	1	1
	PT Library Reference Assistant (fte .5)	0062	01-N	1.5	1.5	1.5
	PT Library Aide Technical Services (fte .5)	0061	01-N	1.5	1.5	1.5
	PT Library Circulation Attendant (fte .5)	0060	01-N	1.5	1.5	1.5
	PT Library Circulation Attendant (fte .25)	0060	01-N	0.25	0.25	0.25
	<b>TOTAL</b>				<b>7.75</b>	<b>7.75</b>

Senior Life Center 17-54	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Senior Center Supervisor	1315	13-E	1	1	1
	Senior Van Driver	5210	52-N	1	1	1
	Senior Life Attendant	5117	51-N	0	0	1
<b>TOTAL</b>				<b>2</b>	<b>2</b>	<b>3</b>

## City of Lancaster Personnel Schedule

Recreation 17-56	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Assistant Director of QL&CS	1713	17-E	1	1	1
	Recreation Superintendent	1508	15-E	1	1	1
	Recreation Supervisor	1316	13-E	2	2	2
	Aquatics Supervisor	1317	13-E	1	1	1
	Recreation Leader	5112	51-N	1	1	1
	Day Porter	5115	51-N	1	1	1
	PT Senior Lifeguard (fte .50)	0007	01-N	2	2	2
	PT Summer Lifeguard (fte .25)	0053	01-N	1.25	1.25	1.25
	PT Year-round Lifeguards (fte .5)	0008	01-N	5	5	5
PT Recreation Attendant (fte .5)	0027	01-N	4	4	3.5	
<b>TOTAL</b>				<b>19.25</b>	<b>19.25</b>	<b>18.75</b>

Youth Program 17-56-01	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	PT Youth Program Leaders (fte .50)	0011	01-N	2	2	2
	<b>TOTAL</b>				<b>2</b>	<b>2</b>
<b>RECREATION FUND TOTAL</b>				<b>33</b>	<b>33</b>	<b>33.5</b>

Storm Water 53-04	Position	Job Code	Pay Grade	Adopted 16/17	Adopted 17/18	Proposed 18/19
	Director of Public Works	1803	NON	0.5	0.5	0.5
	Superintendent-Streets/Drain.	1503	15-E	1	1	1
	GIS Coordinator	1519	15-E	0.25	0.25	0.25
	Foreman II	5905	59-N	1	1	1
	Heavy Equipment Operator II	5712	57-N	1	1	1
	Heavy Equipment Operator I	5403	54-N	2	2	2
	Light Equipment Operator	5302	53-N	3	3	3
	Maintenance Worker II	5212	52-N	4	4	4
<b>STORMWATER TOTAL</b>				<b>12.75</b>	<b>12.75</b>	<b>12.75</b>

<b>GRAND TOTAL</b>				<b>291.5</b>	<b>299</b>	<b>313.5</b>
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**City of Lancaster**  
2018/2019 General Government Pay Plan  
Adopted 10/1/2018



**Annual**

PAY GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
	<i>Minimum</i>		<i>1st Quartile</i>		<i>Midpoint</i>		<i>3rd Quartile</i>		<i>Maximum</i>
51	\$28,805.51	\$30,260.32	\$31,714.01	\$33,166.60	\$34,622.52	\$36,075.11	\$37,529.92	\$38,983.62	\$40,438.43
52	\$30,467.51	\$32,025.92	\$33,582.10	\$35,142.74	\$36,701.15	\$38,256.21	\$39,814.62	\$41,373.03	\$42,932.55
53	\$32,226.43	\$33,895.12	\$35,566.04	\$37,234.73	\$38,907.87	\$40,578.79	\$42,247.48	\$43,917.28	\$45,588.20
54	\$34,086.72	\$35,879.05	\$37,668.05	\$39,457.05	\$41,248.27	\$43,038.38	\$44,828.49	\$46,618.60	\$48,407.59
55	\$36,075.11	\$37,992.21	\$39,908.19	\$41,825.29	\$43,744.62	\$45,662.83	\$47,579.93	\$49,494.80	\$51,415.25
56	\$38,129.22	\$40,184.45	\$42,239.68	\$44,293.80	\$46,351.25	\$48,405.37	\$50,457.25	\$52,512.48	\$54,567.71
57	\$40,352.66	\$42,553.81	\$44,756.08	\$46,958.35	\$49,158.39	\$51,360.66	\$53,560.70	\$55,760.74	\$57,963.01
58	\$42,671.89	\$45,483.49	\$47,382.76	\$49,739.87	\$52,095.87	\$54,448.52	\$56,806.74	\$59,162.73	\$61,516.50
59	\$45,152.65	\$47,675.73	\$50,199.93	\$52,721.90	\$55,241.65	\$57,766.96	\$60,072.83	\$62,812.02	\$65,335.10
60	\$47,765.96	\$50,467.28	\$53,168.59	\$55,871.03	\$58,572.34	\$61,274.77	\$63,974.98	\$66,677.41	\$69,379.84
13	\$52,016.78	\$54,980.98	\$57,944.08	\$60,908.28	\$63,872.49	\$66,838.93	\$69,800.91	\$72,766.23	\$75,730.44
14	\$57,997.55	\$61,341.61	\$64,686.79	\$68,028.62	\$71,374.91	\$74,717.86	\$78,061.92	\$81,407.10	\$84,751.16
15	\$65,069.98	\$68,864.08	\$72,662.63	\$76,458.96	\$80,257.51	\$84,053.83	\$87,849.04	\$91,643.14	\$95,441.69
16	\$73,510.34	\$77,842.48	\$82,181.29	\$86,518.99	\$90,854.47	\$95,191.06	\$99,526.53	\$103,864.23	\$108,203.05
17	\$83,603.80	\$88,592.05	\$93,579.18	\$98,457.14	\$103,556.78	\$108,546.14	\$113,535.50	\$118,522.63	\$123,514.22
18	\$95,702.36	\$101,475.93	\$107,250.62	\$113,024.20	\$118,795.55	\$124,570.24	\$130,343.82	\$136,115.17	\$141,889.86
19	\$109,061.90	\$115,420.30	\$121,773.13	\$128,131.52	\$134,487.69	\$140,846.09	\$147,202.26	\$153,559.55	\$159,915.72

**Bi-weekly**

PAY GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
	<i>Minimum</i>		<i>1st Quartile</i>		<i>Midpoint</i>		<i>3rd Quartile</i>		<i>Maximum</i>
51	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
52	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
53	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
54	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
55	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
56	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
57	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
58	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
59	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
60	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
13	\$2,000.65	\$2,114.65	\$2,228.62	\$2,342.63	\$2,456.63	\$2,570.73	\$2,684.65	\$2,798.70	\$2,912.71
14	\$2,230.67	\$2,359.29	\$2,487.95	\$2,616.49	\$2,745.19	\$2,873.76	\$3,002.38	\$3,131.04	\$3,259.66
15	\$2,502.69	\$2,648.62	\$2,794.72	\$2,940.73	\$3,086.83	\$3,232.84	\$3,378.81	\$3,524.74	\$3,670.83
16	\$2,827.32	\$2,993.94	\$3,160.82	\$3,327.65	\$3,494.40	\$3,661.19	\$3,827.94	\$3,994.78	\$4,161.66
17	\$3,215.53	\$3,407.39	\$3,599.20	\$3,786.81	\$3,982.95	\$4,174.85	\$4,366.75	\$4,558.56	\$4,750.55
18	\$3,680.86	\$3,902.92	\$4,125.02	\$4,347.08	\$4,569.06	\$4,791.16	\$5,013.22	\$5,235.20	\$5,457.30
19	\$4,194.69	\$4,439.24	\$4,683.58	\$4,928.14	\$5,172.60	\$5,417.16	\$5,661.63	\$5,906.14	\$6,150.60

**Hourly**

PAY GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
	<i>Minimum</i>		<i>1st Quartile</i>		<i>Midpoint</i>		<i>3rd Quartile</i>		<i>Maximum</i>
51	\$13.85	\$14.55	\$15.25	\$15.95	\$16.65	\$17.34	\$18.04	\$18.74	\$19.44
52	\$14.65	\$15.40	\$16.15	\$16.90	\$17.64	\$18.39	\$19.14	\$19.89	\$20.64
53	\$15.49	\$16.30	\$17.10	\$17.90	\$18.71	\$19.51	\$20.31	\$21.11	\$21.92
54	\$16.39	\$17.25	\$18.11	\$18.97	\$19.83	\$20.69	\$21.55	\$22.41	\$23.27
55	\$17.34	\$18.27	\$19.19	\$20.11	\$21.03	\$21.95	\$22.87	\$23.80	\$24.72
56	\$18.33	\$19.32	\$20.31	\$21.30	\$22.28	\$23.27	\$24.26	\$25.25	\$26.23
57	\$19.40	\$20.46	\$21.52	\$22.58	\$23.63	\$24.69	\$25.75	\$26.81	\$27.87
58	\$20.52	\$21.87	\$22.78	\$23.91	\$25.05	\$26.18	\$27.31	\$28.44	\$29.58
59	\$21.71	\$22.92	\$24.13	\$25.35	\$26.56	\$27.77	\$28.88	\$30.20	\$31.41
60	\$22.96	\$24.26	\$25.56	\$26.86	\$28.16	\$29.46	\$30.76	\$32.06	\$33.36
13	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
14	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
15	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
16	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
17	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
18	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
19	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt



City of Lancaster  
**2018-2019 Salary Structure Detail**  
 Civil Service Personnel  
 Adopted 10/1/2018



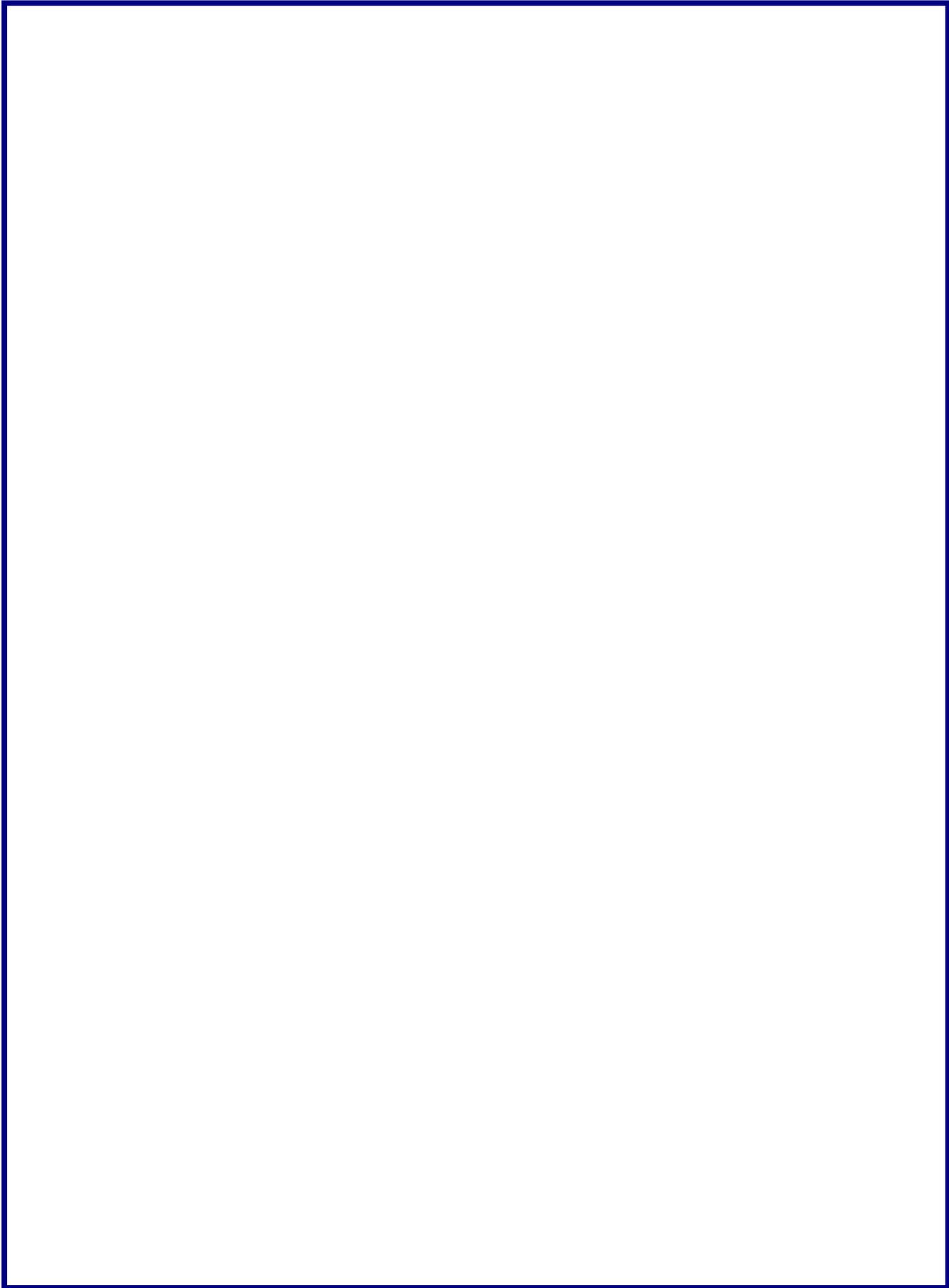
Department	Pay Grade	Code Position	Proposed								
			18/19	Frequency:	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Police	Pay Grade: P1-CS	3001 Police Officer	50	hourly	25.24	26.35	27.52	28.51	29.53	30.59	31.69
				bi-weekly	2,019.12	2,108.18	2,201.70	2,280.44	2,362.17	2,447.10	2,535.48
				monthly	4,374.76	4,567.73	4,770.35	4,940.96	5,118.02	5,302.05	5,493.53
				annually	52,497.12	54,812.80	57,244.21	59,291.46	61,416.25	63,624.56	65,922.35
Police	Pay Grade: P2-CS	3101 Police Sergeant	7	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4		
				hourly	35.32	36.43	37.54	38.65	39.76		
				bi-weekly	2,825.29	2,914.22	3,003.05	3,091.84	3,180.68		
				monthly	6,121.46	6,314.14	6,506.61	6,698.99	6,891.47		
annually	73,457.55	75,769.66	78,079.38	80,387.90	82,697.62						
Police	Pay Grade: P3-CS	3201 Police Lieutenant	6	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4		
				hourly	41.87	43.19	44.52	45.84	47.16		
				bi-weekly	3,349.49	3,455.35	3,561.26	3,667.11	3,772.97		
				monthly	7,257.23	7,486.59	7,716.05	7,945.42	8,174.78		
annually	87,086.79	89,839.12	92,592.65	95,344.98	98,097.32						
Police	Pay Grade: P4-CS	3301 Assistant Chief	2	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4		
				hourly	49.72	51.30	52.89	54.47	56.05		
				bi-weekly	3,977.76	4,104.27	4,230.92	4,357.42	4,484.02		
				monthly	8,618.49	8,892.59	9,166.98	9,441.08	9,715.38		
annually	103,421.83	106,711.03	110,003.81	113,293.00	116,584.58						
<b>TOTAL POLICE</b>			<b>65</b>								
Fire	Pay Grade: F1-CS	4001 Fire Fighter	28	Frequency:	Step 1	Step 2	Step 3	Step 4	Step 5		
				hourly	24.74	25.84	26.99	27.96	28.97		
				* hourly	18.67	19.50	20.37	21.10	21.86		
				bi-weekly	1,978.97	2,066.89	2,159.21	2,236.76	2,317.29		
monthly	4,287.77	4,478.26	4,678.29	4,846.31	5,020.79						
annually	51,453.22	53,739.07	56,139.46	58,155.69	60,249.46						
* hourly rate for 24-hour shift personnel only											
Fire	Pay Grade: F2-CS	4101 Fire Engineer	21	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4		
				hourly	31.96	32.62	33.27	33.93	34.58		
				* hourly	24.12	24.62	25.11	25.61	26.10		
				bi-weekly	2,557.13	2,609.44	2,661.84	2,714.15	2,766.42		
monthly	5,540.46	5,653.79	5,767.33	5,880.67	5,993.91						
annually	66,485.46	67,845.52	69,207.97	70,568.03	71,926.89						
* hourly rate for 24-hour shift personnel only											
Fire	Pay Grade: F3-CS	4201 Fire Captain*	10	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4		
				hourly	36.21	37.22	38.24	39.26	40.28		
		4201 Fire Inspector*	1	* hourly	27.33	28.09	28.86	29.63	30.40		
				bi-weekly	2,896.51	2,977.95	3,059.58	3,141.08	3,222.71		
monthly	6,275.76	6,452.23	6,629.10	6,805.67	6,982.54						
annually	75,309.14	77,426.79	79,549.20	81,668.02	83,790.43						
* proposed 1/1/2019 - 2 new captains											
Fire	Pay Grade: F4-CS	4301 Battalion Chief	5	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4		
				hourly	42.07	42.81	43.56	44.31	45.05		
		4301 Fire Marshal	1	* hourly	31.75	32.31	32.88	33.44	34.00		
				bi-weekly	3,365.60	3,425.16	3,484.86	3,544.42	3,604.11		
monthly	7,292.13	7,421.18	7,550.52	7,679.57	7,808.91						
annually	87,505.55	89,054.11	90,606.25	92,154.80	93,706.95						
* hourly rate for 24-hour shift personnel only											
Fire	Pay Grade: F5-CS	4401 Asst. Chief	1	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4		
				hourly	46.75	48.33	49.92	51.50	53.08		
				* hourly	35.28	36.48	37.67	38.87	40.06		
				bi-weekly	3,740.17	3,866.76	3,993.32	4,119.92	4,246.42		
monthly	8,103.69	8,377.99	8,652.19	8,926.49	9,200.59						
annually	97,244.29	100,535.88	103,826.27	107,117.85	110,407.04						
<b>TOTAL FIRE</b>			<b>67</b>	* hourly rate for 24-hour shift personnel only							
			132	<b>Total Public Safety - Civil Service Employees</b>							



City of Lancaster  
**2017-2018 Part Time Position Pay Plan**  
 Adopted 10/1/2018



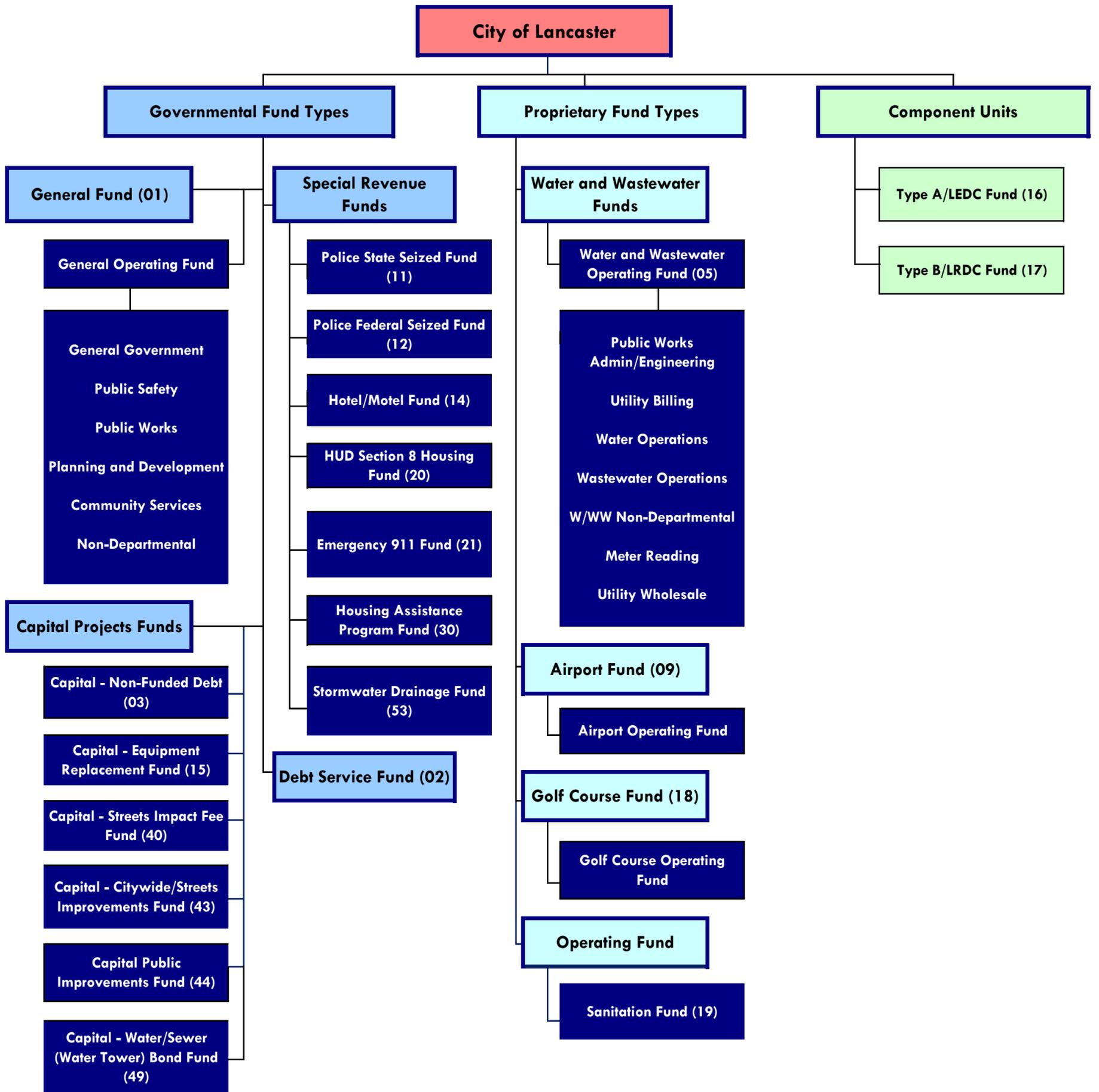
Position Title	Position Code	Hourly Rate
<b>Airport</b>		
Airport Operations Agent	0030	\$13.06
<b>Administrative</b>		
IT Technician	0051	\$17.04
Records Technician	0056	\$15.45
Substitute Administrative Support	0063	\$14.62
<b>Labor</b>		
Substitute Labor Support	0068	\$14.62
<b>Public Safety</b>		
Public Service Officer	0059	\$13.91
Deputy Marshal	0031	\$21.50
Dispatcher	0012	\$17.28
<b>Quality of Life &amp; Cultural Services</b>		
Library Circulation Attendant	0060	\$9.64
Library Aide Technical Services	0061	\$11.25
Library Aide Reference Assistant	0062	\$13.81
Recreation Attendant	0027	\$9.64
Senior Lifeguard	0007	\$10.71
Year-Round Lifeguard	0008	\$9.91
Summer Lifeguard	0053	\$9.91
Visitor Center Attendant	0058	\$9.64
Youth Program Leaders	0011	\$10.71
<b>Animal Control</b>		
Animal Shelter Attendant	0064	\$13.32
On Call Animal Control	0065	\$18.66



# FUND STRUCTURE

# FUND STRUCTURE

City of Lancaster



# City of Lancaster

## Fund Structure

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

### **Governmental Fund Types**

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

### **General Funds**

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

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

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

- City Council
- City Secretary
- Office of the City Manager
- Legal
- Finance
- Purchasing
- Human Resources
- Municipal Court
- Equipment Services & Facilities

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

- Police
- Emergency Communications
- Fire
- Emergency Management
- Fire Marshal
- Civil Service
- City Marshal

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

- Streets

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

- Planning
- Building Inspections
- Code Compliance
- Animal Services

### **E. Community Services Division**

- Parks Operations

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

- Non-Departmental
- Transfers

## **II. Special Revenue Funds**

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

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

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

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

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

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

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

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

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

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

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

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

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

## **III. Debt Service Funds**

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

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

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

## **IV. Capital Improvement Funds**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**C. Water Operations (21)**

**D. Wastewater Operations (30)**

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

**F. Meter Reading (27)**

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

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

**I. Transfers (80)**

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

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

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

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

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

**Component Units**

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

The Type A Fund provides the support and resources for the operation of the Lancaster Economic Development Corporation (LEDC). Revenues are provided by 1/4 cent sales tax, and support the promotion and development of new and expanded business enterprises in the city.

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

The Type B Fund provides the support and resources for the operation of the Lancaster Recreational Development Corporation (LRDC). Revenues are provided by 1/2 cent sales tax, and support the promotion of recreational opportunities such as recreation center, library, senior life center, and their associated maintenance, operations and debt.

# **GENERAL FUND**

# CITY-WIDE OPERATING FUND TOTALS

Fund Summary as of: 8/4/2018

TOTAL REVENUES		2016	2017	2018		2019
Fund Number	Fund	Actual	Actual	Year to Date	Budget	Proposed
	1 General Fund	25,058,916	27,033,240	24,752,000	26,243,463	29,032,709
	2 G.O. Debt Service	6,010,687	12,408,278	6,324,086	5,878,623	5,822,623
	5 WaterWastewater	16,738,112	17,950,222	14,690,864	16,292,577	16,499,447
	9 Airport	1,992,197	494,610	314,837	451,000	482,600
	14 HotelMotel	130,366	139,955	94,007	86,000	187,544
	16 LEDC/4A	1,139,622	1,264,079	2,118,919	1,030,000	1,372,321
	17 LRDC/4B	2,904,437	3,333,935	2,383,331	2,988,000	3,255,142
	18 Golf Course	70,170	114,785	341,748	627,000	686,506
	19 Sanitation	2,374,798	2,698,959	2,090,203	2,279,298	2,321,649
	21 E911	309,456	284,429	242,106	218,800	218,800
	53 Stormwater	1,522,759	1,796,829	1,472,065	1,412,000	1,612,000
Total		\$ 58,251,521	\$ 67,519,320	\$ 54,824,167	\$ 57,506,761	\$ 61,491,341
TOTAL EXPENDITURES		2016	2017	2018		2019
Fund Number	Fund	Actual	Actual	Year to Date	Budget	Proposed
	1 General Fund	23,859,143	24,807,289	21,500,000	26,637,033	29,031,373
	2 G.O. Debt Service	5,804,491	11,467,210	4,668,431	4,727,599	4,887,248
	5 WaterWastewater	14,417,325	14,282,254	13,415,450	15,181,043	14,308,572
	9 Airport	459,451	(175,245)	300,881	425,840	455,842
	14 HotelMotel	44,397	43,169	35,715	68,012	65,542
	16 LEDC/4A	755,477	861,344	900,972	1,567,619	1,582,599
	17 LRDC/4B	2,762,564	2,924,430	2,711,562	3,374,557	3,446,284
	18 Golf Course	142,666	179,867	703,745	765,042	725,656
	19 Sanitation	1,620,072	1,681,087	1,459,447	1,790,842	1,746,094
	21 E911	116,762	116,341	172,038	205,575	213,028
	53 Stormwater	1,166,833	1,366,846	816,943	1,315,591	1,576,407
Total		\$ 51,149,181	\$ 57,554,592	\$ 46,685,185	\$ 56,058,752	\$ 58,038,645
Net Gain (Loss)		\$ 7,102,340	\$ 9,964,728	\$ 8,138,981	\$ 1,448,009	\$ 3,452,696
BALANCES		2016	2017	2018		2019
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	7,102,340	9,964,728	8,138,981	1,448,009	3,452,696
	Beginning Balance	9,167,699	16,270,039	26,234,767	34,333,141	34,373,748
	Ending Balance	16,270,039	26,234,767	34,373,748	35,781,150	37,826,444
	Fund Balance (audited)	27,844,362	23,006,965			
Ending Balance as % of Expenditures		31.81%	45.58%	73.63%	63.83%	65.17%

# GENERAL FUND

Fund Summary as of: 8/4/2018

REVENUES		2016	2017	2018		2019
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	PROPERTY TAX	10,879,761	12,604,467	13,808,023	13,709,510	15,298,586
	SALES TAX	5,633,760	6,168,242	4,649,370	5,965,625	6,617,854
	FRANCHISE TAX	1,890,668	1,979,925	1,475,935	1,785,413	1,785,413
	OTHER TAXES	13,185	26,633	19,162	18,000	18,000
	LICENSES AND PERMITS	1,619,073	1,404,466	1,439,585	1,037,900	1,302,882
	INTERGOVERNMENTAL	11,983	19,891	11,250	15,000	15,000
	CHARGES FOR SERVICES	1,730,888	1,651,245	742,142	911,625	961,800
	FINES AND FORFEITURES	1,024,881	954,732	785,471	811,500	811,500
	INTEREST	18,248	46,536	109,417	50,000	95,000
	MISCELLANEOUS	198,693	139,652	121,241	40,850	40,850
	OPERATING TRANSFERS IN	1,742,788	1,816,435	1,514,861	1,883,040	2,070,824
	GRANT & Other Income	294,988	221,016	75,542	15,000	15,000
	<b>Total</b>	<b>\$ 25,058,916</b>	<b>\$ 27,033,240</b>	<b>\$ 24,752,000</b>	<b>\$ 26,243,463</b>	<b>\$ 29,032,709</b>
EXPENDITURES		2016	2017	2018		2019
Department No		Actual	Actual	Year to Date	Budget	Proposed
	1 City Council	74,033	72,820	68,967	105,697	115,677
	2 City Manager's Office	749,598	725,270	605,859	736,292	894,282
	5 Legal	205,610	283,725	278,450	170,000	250,000
	6 Building Services	1,070,168	1,189,959	974,173	1,083,247	1,118,543
	8 Municipal Court	392,103	419,880	359,118	393,914	420,067
	9 Building Inspections	305,372	440,696	273,004	305,700	435,841
	10 Vehicle Maintenance	296,054	636,434	525,350	657,969	666,531
	12 Streets Operations	431,218	382,607	403,938	544,307	639,344
	13 Parks	610,524	581,741	521,075	626,379	677,414
	14 Police	6,369,867	6,453,131	5,545,091	6,590,606	7,338,141
	15 Fire	6,984,923	7,189,720	6,107,428	7,012,295	7,614,499
	15 Fire-SAFER Grant	262,750	-	-	-	-
	15 Emergency Management	46,491	76,399	72,600	84,177	70,555
	16 Non-Departmental	1,820,742	2,008,590	2,055,024	3,013,340	3,203,474
	17 Planning	281,918	423,002	300,155	911,463	834,175
	18 City Secretary	235,649	384,246	312,250	407,378	425,959
	19 Finance	733,193	686,726	557,009	734,612	769,174
	24 Animal Services	170,459	171,802	165,977	195,816	207,745
	29 Purchasing	109,872	106,693	92,795	117,513	119,647
	31 Human Resources	465,587	486,242	473,048	531,257	578,368
	32 Civil Service	5,867	7,048	5,868	10,150	7,550
	34 Emergency Communications	974,666	898,613	725,078	950,449	1,002,852
	35 Code Compliance	454,824	318,623	304,848	477,072	427,470
	37 Information Technology	506,900	505,012	421,232	523,271	577,053
	38 Fire Marshal	151,778	181,706	154,025	196,703	286,264
	39 City Marshal	148,442	176,368	143,834	189,064	192,885
	52 Vending Contracts	413	236	1,510	-	-
	55 Public Relations	121	-	52,295	68,362	157,864
	<b>Total</b>	<b>23,859,143</b>	<b>24,807,289</b>	<b>21,500,000</b>	<b>26,637,033</b>	<b>29,031,373</b>
BALANCES		2016	2017	2018		2019
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	1,199,773	2,225,952	3,252,001	(393,570)	1,336
	Beginning Balance	3,644,883	4,844,656	7,070,608	7,070,608	10,322,609
	Ending Balance	4,844,656	7,070,608	10,322,609	6,677,039	10,323,945
	Fund Balance (audited)	6,974,910	9,067,940			
	Ending Balance as % of Expenditures	20.31%	28.50%	48.01%	25.07%	35.56%



# City Council



## Organization Chart



## Department Narrative

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

Goals				
<b>Financially Sound City Government</b>				
<ul style="list-style-type: none"> <li>Adopt a balanced budget for FY 2018-2019 by September 30, 2018 that maintains basic service levels and minimizes the impact on City taxpayers and ratepayers</li> </ul>				
<b>Healthy, Safe and Vibrant Neighborhoods</b>				
<ul style="list-style-type: none"> <li>Ensure update of Parks and Open Space Master Plan</li> <li>Develop an expanded Community Health Initiative</li> <li>Expand the Business Retention and Expansion Program (BREP)</li> </ul>				
<b>Professional and Committed City Workforce</b>				
<ul style="list-style-type: none"> <li>Review Specialty Incentive Pay Program</li> <li>Evaluate compensation to address compression</li> <li>Continue Lancaster University</li> <li>Continue City Council annual Strategic Planning and Team Building Exercises</li> </ul>				
<b>Sound Infrastructure</b>				
<ul style="list-style-type: none"> <li>Implementation of a Street Maintenance Fund</li> <li>Continue Infrastructure Implementation Project - Pleasant Run Road Phases 1, 2, 3 &amp; 4</li> <li>Implementation of Water/Waste Water Master Plan for new and upgrade projects</li> </ul>				
<b>Quality Development</b>				
<ul style="list-style-type: none"> <li>Continue design and development of new City Hall Downtown TIP</li> <li>Continue Economic Development Strategic Plan Incentive Policy Update; Retail Recruitment Strategy</li> <li>Establish and implement revitalization incentives for existing commercial and retail centers</li> </ul>				
<b>Effective Municipal Operations</b>				
<ul style="list-style-type: none"> <li>Establish and implement a Communications and Marketing Plan for all services, including Lancaster Regional Airport</li> <li>Improve public communication methods and content delivery</li> <li>Review City Charter to ensure compliance with applicable State laws</li> </ul>				

Budget Summary	2016-2017	2017-2018		2018-2019
	Actual	Actual	Budget	Budget
Supplies	4,832	1,857	8,761	17,181
Services	67,989	67,110	96,936	98,496
<b>Total</b>	<b>72,820</b>	<b>68,967</b>	<b>105,697</b>	<b>115,677</b>

# City Council

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund 1 GENERAL FUND  
Department 1 CITY COUNCIL  
Program 0 CITY COUNCIL**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
201	OFFICE SUPPLIES	\$ 1,918	\$ 1,744	\$ 1,322	\$ 1,820	\$ 1,820
202	UNIFORMS AND CLOTHING	\$ -	\$ 680	\$ 104	\$ 1,116	\$ 1,116
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 90	\$ -	\$ -	\$ -	\$ 5,110
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 4,654	\$ 2,276	\$ 340	\$ 5,000	\$ 9,010
214	POSTAGE/SHIPPING/DELIVERY	\$ 30	\$ 131	\$ 90	\$ 125	\$ 125
231	PC SOFTWARE	\$ -	\$ -	\$ -	\$ 700	\$ -
<b>Supplies Sub Total</b>		<b>\$ 6,692</b>	<b>\$ 4,832</b>	<b>\$ 1,857</b>	<b>\$ 8,761</b>	<b>\$ 17,181</b>
Account Object		Description				
401	TELEPHONE & COMMUNICATIONS	\$ 672	\$ 4,007	\$ 2,640	\$ 4,681	\$ 4,681
407	SPECIAL SERVICES	\$ 14,999	\$ 12,454	\$ -	\$ 16,500	\$ 18,000
414	DUES & SUBSCRIPTIONS	\$ 4,485	\$ 1,310	\$ -	\$ 3,185	\$ 3,185
416	OTHER/PROFESSIONAL SERVICES	\$ 25,067	\$ 25,699	\$ 14,155	\$ 23,955	\$ 23,955
419	AWARDS	\$ 28	\$ -	\$ -	\$ 150	\$ 150
421	PRINTING	\$ 288	\$ 175	\$ 724	\$ 225	\$ 225
424	ELECTION EXPENSE	\$ 710	\$ 73	\$ 30,311	\$ 20,000	\$ 20,000
434	SPECIAL EVENTS	\$ -	\$ 1,703	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 6,358	\$ 2,543	\$ 2,475	\$ 3,240	\$ 3,300
526	TRAVEL & EDUC: CC-MAYOR	\$ 3,514	\$ 3,072	\$ 1,997	\$ 4,000	\$ 4,000
527	TRAVEL & EDUC: CC-DISTRICT 1	\$ 2,235	\$ 3,414	\$ 3,042	\$ 3,500	\$ 3,500
528	TRAVEL & EDUC: CC-DISTRICT 2	\$ 3,284	\$ 3,468	\$ 3,267	\$ 3,500	\$ 3,500
529	TRAVEL & EDUC: CC-DISTRICT 3	\$ -	\$ -	\$ 901	\$ 3,500	\$ 3,500
530	TRAVEL & EDUC: CC-DISTRICT 4	\$ 1,878	\$ 2,976	\$ 2,000	\$ 3,500	\$ 3,500
531	TRAVEL & EDUC: CC-DISTRICT 5	\$ 1,461	\$ 3,710	\$ 2,824	\$ 3,500	\$ 3,500
532	TRAVEL & EDUC: CC-DISTRICT 6	\$ 2,362	\$ 3,385	\$ 2,774	\$ 3,500	\$ 3,500
<b>Sub Total</b>		<b>\$ 67,341</b>	<b>\$ 67,989</b>	<b>\$ 67,110</b>	<b>\$ 96,936</b>	<b>\$ 98,496</b>
<b>Department Total</b>		<b>\$ 74,033</b>	<b>\$ 72,820</b>	<b>\$ 68,967</b>	<b>\$ 105,697</b>	<b>\$ 115,677</b>



# City Manager's Office

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
City Manager	1	1	1
Deputy City Manager	0	0	0.75
Assistant City Manager	0.75	0.75	1
Assistant to the City Manager	0.75	0.75	0.75
Administrative & Community Relations Supervisor	0.75	0.75	0.75
CM Executive Assistant	1	1	1
Administrative Secretary	0.5	0.5	0.5
<b>Total</b>	<b>4.75</b>	<b>4.75</b>	<b>5.75</b>

## Department Narrative

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



Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Adopt a balanced budget for 2018-2019 by September 30, 2018 that maintains basic service levels and minimizes the impact on City taxpayers and ratepayers</li> <li>• Direct staff to monitor budget and scrutinize expenses to yield savings to be put toward funding of the City reserves</li> <li>• Direct staff to write and release positive press releases weekly</li> <li>• Develop schedule of regular meetings with LISD to discuss issues of mutual concern</li> <li>• Support Lancaster neighborhoods in the creation of Public Improvement Districts (PID's) throughout the City to strengthen and connect neighborhoods</li> <li>• Direct and coordinate the successful implementation of High Performance Organization (HPO) activities and</li> <li>• Increase accountability and efficiency of departments through quarterly budget and performance measurement</li> <li>• Implement a new strategic planning, budgeting, and performance measuring procedure that answers the needs and priorities of the citizens, the city council, and the administration</li> <li>• Use the WebQA system to improve communication between city staff and residents thus placing Lancaster on the cutting edge of e-government technology</li> <li>• Coordinate community relations activities including special events</li> <li>• Address the funding and implementation of capital improvement projects deemed beneficial to the City</li> <li>• Support historical preservation, beautification, and conservation initiatives through leadership and community</li> <li>• Represent the City of Lancaster to federal and state legislative agencies, the Chamber of Commerce, school district, Economic Development Corporation, and business leaders throughout the community</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Population	37,730	37,880		38,030
City Council Meetings	42	44		45
City Council Strategic Planning (includes Executive Team)	1	1		1
Executive Team Meetings	47	45		46
General Fund Expenditures	\$24,807,289	\$21,500,000		\$29,031,373
Total Municipal Expenditures	\$57,554,592	\$46,685,185		\$58,452,645
City Sponsored Special Events	72	74		74
WebQa Requests (citywide)	5,880	1,600		1,600
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Proposed budget presented to City Council on or before August 1	Completed	Completed		Completed
Weekly updates presented on-time	100%	100%		100%
Responses to policy questions within 24 hours	98%	98%		100%
General Fund budget per capita	\$657.50	\$703.20		\$763.38
CMO as percentage of General Fund Expenditures	2.92%	2.82%		3.08%
Operations and Maintenance Tax Rate (per \$100 assessed value)	\$0.65020	\$0.60120		\$0.60120
Total Tax Rate	\$0.86750	\$0.86750		\$0.86750
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Personnel	663,013	539,721	665,358	869,846
Supplies	12,994	8,176	15,398	4,224
Maintenance	30	-	-	-
Services	49,233	57,962	55,536	20,212
<b>TOTAL</b>	<b>725,270</b>	<b>605,859</b>	<b>736,292</b>	<b>894,282</b>

# City Manager's Office

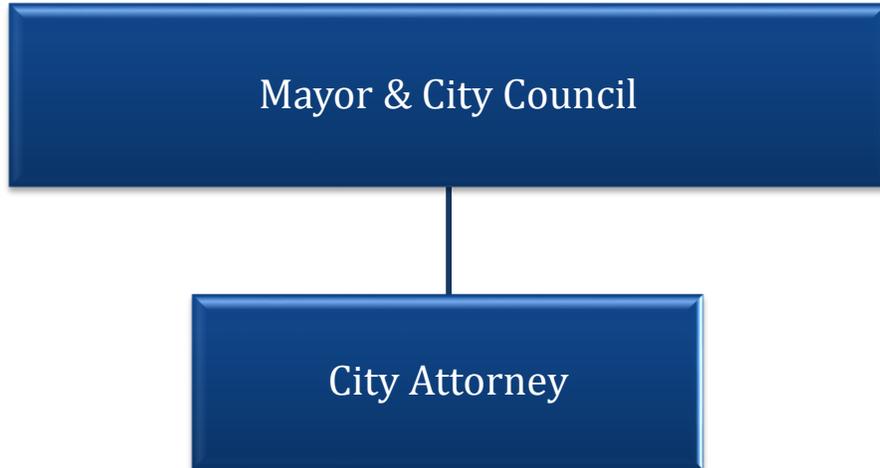
**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund 1 GENERAL FUND  
Department 2 ADMINISTRATION  
Program 0 ADMINISTRATION**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 458,671	\$ 425,646	\$ 357,827	\$ 453,262	\$ 619,491
102	SALARIES-PART TIME	\$ 14,915	\$ 31,010	\$ 5,662	\$ 5,662	\$ -
103	SALARIES-OVERTIME	\$ 990	\$ 2,896	\$ 7,651	\$ 5,500	\$ 700
104	SALARIES-LONGEVITY	\$ 1,822	\$ 2,012	\$ 1,960	\$ 1,843	\$ 2,080
105	GROUP HEALTH INSURANCE	\$ 56,434	\$ 44,829	\$ 36,602	\$ 40,725	\$ 48,265
106	TMRS	\$ 67,176	\$ 61,618	\$ 51,579	\$ 69,394	\$ 91,417
107	FICA	\$ 32,623	\$ 31,795	\$ 27,208	\$ 28,238	\$ 37,040
109	SALARIES-WELL PAY	\$ 2,740	\$ 2,889	\$ 3,153	\$ 3,011	\$ 4,680
110	DENTAL INSURANCE	\$ 2,099	\$ 1,554	\$ 1,129	\$ 2,073	\$ 2,285
111	CITY MANAGER BENEFITS	\$ 29,425	\$ 45,754	\$ 36,293	\$ 43,203	\$ 45,094
113	SALARIES-CAR ALLOWANCE	\$ 12,107	\$ 12,000	\$ 9,500	\$ 10,800	\$ 15,600
114	SALARIES-ASSIGNMENT PAY	\$ 1,009	\$ -	\$ -	\$ -	\$ -
115	CERTIFICATION PAY	\$ -	\$ -	\$ -	\$ -	\$ 840
118	CELL PHONE ALLOWANCE	\$ -	\$ 100	\$ 420	\$ 480	\$ 720
120	GROUP LIFE INSURANCE	\$ 425	\$ 380	\$ 309	\$ 588	\$ 690
130	WORKERS COMPENSATION	\$ 419	\$ 407	\$ 329	\$ 424	\$ 762
131	EAP EXPENSE	\$ 161	\$ 122	\$ 100	\$ 155	\$ 182
<b>Personnel Sub Total</b>		<b>\$ 681,015</b>	<b>\$ 663,013</b>	<b>\$ 539,721</b>	<b>\$ 665,358</b>	<b>\$ 869,846</b>
<b>Supplies</b>						
201	OFFICE SUPPLIES	\$ 5,474	\$ 1,948	\$ 2,489	\$ 2,513	\$ 2,566
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ 297	\$ -	\$ -	\$ -
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 979	\$ 303	\$ 38	\$ 360	\$ 360
214	POSTAGE/SHIPPING/DELIVERY	\$ 9,037	\$ 10,446	\$ 5,648	\$ 12,225	\$ 100
231	SOFTWARE	\$ -	\$ -	\$ -	\$ 300	\$ 1,198
<b>Supplies Sub Total</b>		<b>\$ 15,490</b>	<b>\$ 12,994</b>	<b>\$ 8,176</b>	<b>\$ 15,398</b>	<b>\$ 4,224</b>
<b>Maintenance</b>						
303	MAINT-EQUIP & MACHINERY	\$ -	\$ 30	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ -</b>	<b>\$ 30</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Services</b>						
401	TELEPHONE & COMMUNICATIONS	\$ 448	\$ 456	\$ 478	\$ 500	\$ -
402	RENTAL OF EQUIPMENT	\$ 2,358	\$ -	\$ -	\$ -	\$ -
408	ADVERTISING	\$ 173	\$ 305	\$ -	\$ 110	\$ -
409	TRAVEL & EDUCATION	\$ 22,038	\$ 16,918	\$ 20,240	\$ 20,284	\$ 12,230
414	DUES & SUBSCRIPTIONS	\$ 7,928	\$ 5,185	\$ 7,436	\$ 7,436	\$ 6,214
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ 86	\$ -	\$ -	\$ -
421	PRINTING	\$ 18,899	\$ 19,489	\$ 11,823	\$ 17,820	\$ 148
434	SPECIAL EVENTS	\$ -	\$ 40	\$ -	\$ -	\$ -
442	COMPUTER PROFESSIONAL SERVICES	\$ 192	\$ 238	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 1,056	\$ 1,190	\$ 1,445	\$ 1,620	\$ 1,620
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ 5,326	\$ 16,539	\$ 7,766	\$ -
<b>Services Sub Total</b>		<b>\$ 53,093</b>	<b>\$ 49,233</b>	<b>\$ 57,962</b>	<b>\$ 55,536</b>	<b>\$ 20,212</b>
<b>Department Total</b>		<b>\$ 749,598</b>	<b>\$ 725,270</b>	<b>\$ 605,859</b>	<b>\$ 736,292</b>	<b>\$ 894,282</b>



## Personnel Organization Chart



Legal

### Personnel Summary

There is no personnel for this program.

### Department Narrative

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



# Legal

BUDGET REPORT  
 LINE ITEM DETAIL  
 BY DEPARTMENT

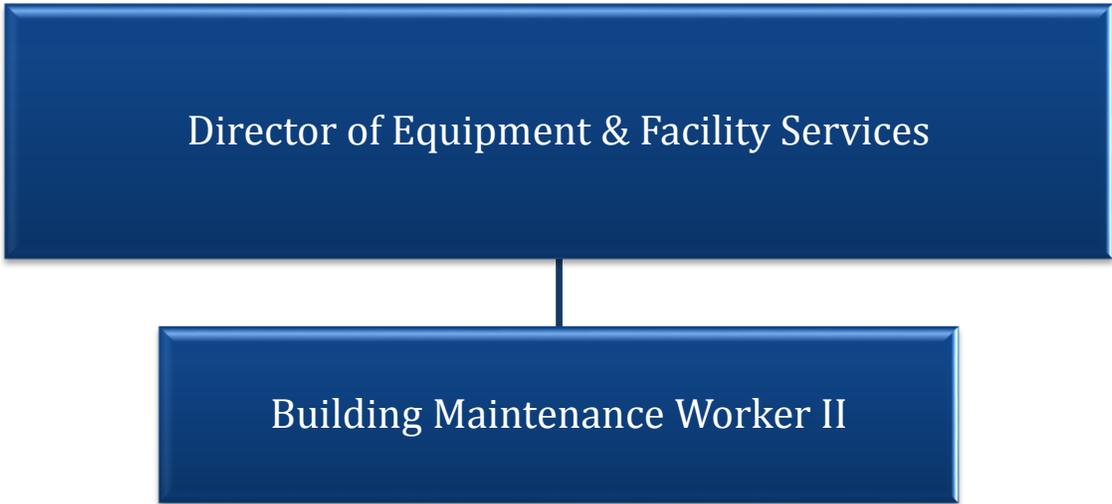
Fund 1 GENERAL FUND  
 Department 5 LEGAL-GENERAL  
 Program 0 LEGAL-GENERAL

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
446	CITY ATTORNEY FEES	\$ 205,610	\$ 283,725	\$ 278,450	\$ 170,000	\$ 250,000
<b>Services Sub Total</b>		<b>\$ 205,610</b>	<b>\$ 283,725</b>	<b>\$ 278,450</b>	<b>\$ 170,000</b>	<b>\$ 250,000</b>
<b>Department Total</b>		<b>\$ 205,610</b>	<b>\$ 283,725</b>	<b>\$ 278,450</b>	<b>\$ 170,000</b>	<b>\$ 250,000</b>



# Building Services

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
Building Maintenance Worker II	2	2	2
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Department Narrative

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



Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Vibrant Community</li> <li>• Quality Development</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Reduce maintenance costs of heating and air conditioning equipment systems by performing routine maintenance of filters, motors, coils, etc. through a yearly HVAC contract</li> <li>• Secure the lowest cost and the most reliable and dependable contractors, when maintenance of city facilities requires out-sourcing expertise</li> <li>• Establish Operation and maintenance cost for Municipal Buildings and Facilities.</li> <li>• Monitor and review all charges for materials and labor cost to ensure compliance with contracts</li> <li>• Evaluate all annual contracts to ensure most efficient use of city funds and resources</li> <li>• Develop a preventative maintenance schedule for all municipal buildings to include inspection of ceilings, lighting, plumbing, electrical, structural, and exteriors.</li> <li>• Provide prompt response to request for repairs and maintenance issues</li> <li>• Maintain safe, clean facilities for our citizens and employees</li> <li>• Plan, develop and implement a scheduled replacement program for replacement of equipment and fixtures</li> <li>• Develop and implement a 5% energy consumption reduction plan for all city buildings</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Number of Buildings	20	21		20
Number of Full-Time Employees	1	2		2
Web QA Requests Per Year	430	430		450
Square Footage of Buildings (Maintenance)	210,126	222,126		222,126
Square Footage of Buildings (Janitorial Services)	146,840	158,840		158,840
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Electrical Accounts Audited and Evaluated	100%	100%		100%
Documented Minor Service Repairs	100%	100%		100%
Sq. Ft of Building Maintenance per Full-Time Employee	210,126	222,126		222,126
Routine Service Requests Completed within 48 Hours	100%	100%		100%
Inspection of Janitorial Maintenance	100%	100%		100%
Monthly Meetings with Contract Service Providers	100%	100%		100%
HUB Vendors Included in Consideration for All Projects	100%	100%		100%
Budget Summary	2016-2017	2017-2018		2018-2019
	Actual	Actual	Budget	Budget
Personnel	66,392	86,481	110,864	114,808
Supplies	6,260	4,204	5,277	3,265
Maintenance	94,269	79,055	151,961	172,768
Services	1,015,903	804,433	815,145	827,702
Capital Outlay	7,135	-	-	-
<b>TOTAL</b>	<b>1,189,959</b>	<b>974,173</b>	<b>1,083,247</b>	<b>1,118,543</b>

# Building Services

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund 1 GENERAL FUND  
Department 6 BUILDING & ADMINISTRATIVE SVCS  
Program 0 BUILDING SERVICES**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 34,474	\$ 45,926	\$ 58,545	\$ 76,028	\$ 78,307
103	SALARIES-OVERTIME	\$ 703	\$ 499	\$ 1,257	\$ 1,160	\$ 700
104	SALARIES-LONGEVITY	\$ 674	\$ 254	\$ 22	\$ 32	\$ 132
105	GROUP HEALTH INSURANCE	\$ 6,993	\$ 8,756	\$ 12,679	\$ 15,127	\$ 14,850
106	TMRS	\$ 4,879	\$ 6,487	\$ 8,194	\$ 10,573	\$ 10,903
107	FICA	\$ 2,719	\$ 3,560	\$ 4,569	\$ 5,908	\$ 6,162
109	SALARIES-WELL PAY	\$ -	\$ -	\$ -	\$ -	\$ 559
110	DENTAL INSURANCE	\$ 442	\$ 435	\$ 548	\$ 867	\$ 867
115	CERTIFICATION PAY	\$ -	\$ -	\$ -	\$ -	\$ 840
120	GROUP LIFE INSURANCE	\$ 43	\$ 46	\$ 70	\$ 306	\$ 306
130	WORKERS COMPENSATION	\$ 364	\$ 396	\$ 556	\$ 782	\$ 1,101
131	EAP EXPENSE	\$ 27	\$ 31	\$ 40	\$ 81	\$ 81
<b>Personnel Sub Total</b>		<b>\$ 51,318</b>	<b>\$ 66,392</b>	<b>\$ 86,481</b>	<b>\$ 110,864</b>	<b>\$ 114,808</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 100	\$ -	\$ (7)	\$ 500	\$ 500
202	UNIFORMS AND CLOTHING	\$ 256	\$ 558	\$ 469	\$ 578	\$ 578
203	MOTOR VEHICLE SUPPLIES	\$ 441	\$ -	\$ -	\$ 250	\$ 250
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 437	\$ 4,572	\$ 2,774	\$ 2,774	\$ 700
211	OTHER OPERATIONAL SUPPLIES	\$ 3,355	\$ 28	\$ -	\$ -	\$ -
218	FUEL & OIL	\$ 589	\$ 1,102	\$ 967	\$ 1,175	\$ 1,237
<b>Sub Total</b>		<b>\$ 5,176</b>	<b>\$ 6,260</b>	<b>\$ 4,204</b>	<b>\$ 5,277</b>	<b>\$ 3,265</b>
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 61,292	\$ 93,329	\$ 75,505	\$ 141,667	\$ 162,768
302	MAINT-MOTOR VEHICLES	\$ 173	\$ (1,168)	\$ 793	\$ 794	\$ -
313	MAINT-FURN & FIXTURES	\$ -	\$ -	\$ -	\$ 500	\$ 500
346	MAINT-HEATING & COOLING SYSTEM	\$ 1,546	\$ 796	\$ 2,758	\$ 8,000	\$ 8,000
351	MAINT-MISC	\$ 2,581	\$ 1,128	\$ -	\$ -	\$ -
363	MAINT-LOCKS & KEYS	\$ 235	\$ 184	\$ -	\$ 1,000	\$ 1,500
<b>Maintenance Sub Total</b>		<b>\$ 65,827</b>	<b>\$ 94,269</b>	<b>\$ 79,055</b>	<b>\$ 151,961</b>	<b>\$ 172,768</b>
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ -	\$ -	\$ -	\$ 400	\$ 400
410	UTILITIES - ELECTRICITY	\$ 617,259	\$ 657,394	\$ 432,936	\$ 478,362	\$ 478,362
416	OTHER/PROFESSIONAL SERVICES	\$ 57,111	\$ 103,139	\$ 37,721	\$ 78,607	\$ 103,683
421	PRINTING	\$ -	\$ -	\$ 42	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 498	\$ 509	\$ 495	\$ 495	\$ 420
498	UTILITIES - GAS	\$ 9,996	\$ 13,205	\$ 29,465	\$ 25,000	\$ 25,000
543	JANITORIAL CONTRACT	\$ 139,905	\$ 141,440	\$ 138,380	\$ 138,380	\$ 123,936
544	PEST CONTROL SERVICES	\$ 9,129	\$ 7,694	\$ 8,117	\$ 7,908	\$ 9,908
548	FIRE SYS INSPECTION CONTRACT	\$ 26,715	\$ 21,803	\$ 23,080	\$ 23,212	\$ 23,212
549	HVAC MAINTENANCE CONTRACT	\$ 70,509	\$ 70,718	\$ 134,196	\$ 62,780	\$ 62,780
<b>Sub Total</b>		<b>\$ 931,121</b>	<b>\$ 1,015,903</b>	<b>\$ 804,433</b>	<b>\$ 815,145</b>	<b>\$ 827,702</b>
Account Object	Description					
609	CAPITAL-MACHINERY & EQUIPMENT	\$ 16,725	\$ 7,135	\$ -	\$ -	\$ -
<b>Capital Sub Total</b>		<b>\$ 16,725</b>	<b>\$ 7,135</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 1,070,168</b>	<b>\$ 1,189,959</b>	<b>\$ 974,173</b>	<b>\$ 1,083,247</b>	<b>\$ 1,118,543</b>



# Municipal Court

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
<b>Court Administrator</b>	1	1	1
<b>Court Clerk</b>	3	3	3
<b>Total</b>	4	4	4

## Department Narrative

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



Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Vibrant Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Implement E-Court Suite for enhanced webservices to all Court customers</li> <li>• Continue with implementation of electronic and paperless procedures</li> <li>• Continuing education and completion of Level 1 and Level 2 Certification for staff</li> <li>• Continue to provide exemplary customer service</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Full-Time Employees	4	4		4
Cases Filed	7,313	7,863		8,000
Cases Disposed	2,401	10,971		10,000
Trials	3,758	11,664		12,000
Jury Trials	2	13		15
Warrants Issued	10,424	10,837		15,000
Warrants Cleared	7,162	32,297		20,000
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Cases sent to collection	9786	4645		4000
Cases entered on day of filing	100%	100%		100%
Percent of Warrants 0-365 days old	21.24	18.96%		20%
Cases filed during period, percent closed	30%	25%		30%
Average age of cases disposed in days	1690	2698		2000
Cases with Time Payment Fee added	7563	3924		5500
Cases paid	3565	3474		5000
Online payments during period	628	820		1200
Cases Appealed	0	0		0
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Personnel	250,111	208,732	254,088	265,179
Supplies	7,446	14,086	16,793	14,626
Maintenance	5,286	-	123,033	-
Services	157,037	136,300	-	134,522
Capital Outlay	-	-	-	5,740
<b>TOTAL</b>	<b>419,880</b>	<b>359,118</b>	<b>393,914</b>	<b>420,067</b>

# Municipal Court

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

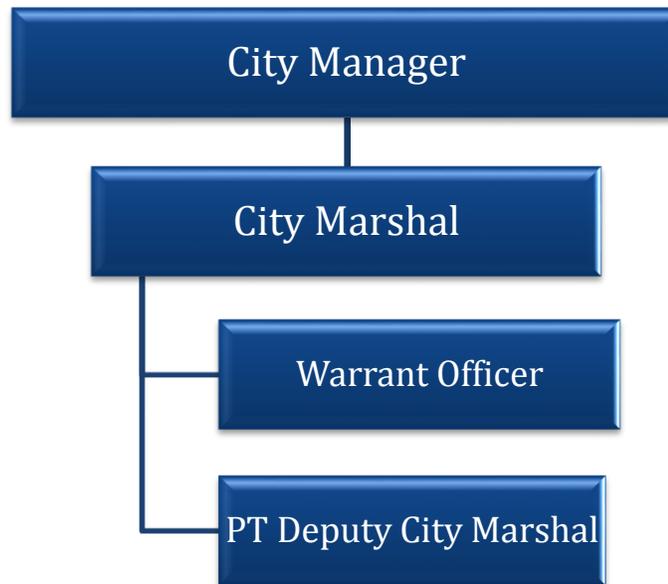
**Fund 1 GENERAL FUND  
Department 8 MUNICIPAL COURT  
Program 0 MUNICIPAL COURT**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 171,156	\$ 171,955	\$ 144,569	\$ 179,007	\$ 184,375
102	SALARIES-PART TIME	\$ 1,067	\$ 3,858	\$ -	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 45	\$ 36	\$ 65	\$ 450	\$ 450
104	SALARIES-LONGEVITY	\$ 1,886	\$ 2,068	\$ 1,682	\$ 2,156	\$ 2,348
105	GROUP HEALTH INSURANCE	\$ 35,463	\$ 31,793	\$ 29,268	\$ 29,268	\$ 33,582
106	TMRS	\$ 23,745	\$ 24,328	\$ 20,178	\$ 25,082	\$ 25,579
107	FICA	\$ 12,578	\$ 12,869	\$ 10,555	\$ 14,013	\$ 14,455
109	SALARIES-WELL PAY	\$ 669	\$ 839	\$ 462	\$ 1,080	\$ 1,298
110	DENTAL INSURANCE	\$ 1,753	\$ 1,413	\$ 1,157	\$ 1,752	\$ 1,752
118	CELL PHONE ALLOWANCE	\$ 524	\$ 520	\$ 420	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 213	\$ 184	\$ 173	\$ 510	\$ 510
130	WORKERS COMPENSATION	\$ 172	\$ 139	\$ 118	\$ 155	\$ 215
131	EAP EXPENSE	\$ 113	\$ 111	\$ 86	\$ 135	\$ 135
<b>Personnel Sub Total</b>		<b>\$ 249,385</b>	<b>\$ 250,111</b>	<b>\$ 208,732</b>	<b>\$ 254,088</b>	<b>\$ 265,179</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 2,337	\$ 1,902	\$ 1,407	\$ 2,000	\$ 2,000
202	UNIFORMS AND CLOTHING	\$ -	\$ 73	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 4,334	\$ 1,314	\$ 1,238	\$ 1,233	\$ 576
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 216	\$ 100	\$ -	\$ -	\$ -
214	POSTAGE/SHIPPING/DELIVERY	\$ 2,695	\$ 4,058	\$ 5,240	\$ 5,240	\$ 4,300
231	SOFTWARE	\$ -	\$ -	\$ 6,201	\$ 8,320	\$ 7,750
<b>Supplies Sub Total</b>		<b>\$ 9,583</b>	<b>\$ 7,446</b>	<b>\$ 14,086</b>	<b>\$ 16,793</b>	<b>\$ 14,626</b>
Account Object	Description					
370	MAINT-SOFTWARE	\$ 1,750	\$ 5,286	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 1,750</b>	<b>\$ 5,286</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Account Object	Description					
407	SPECIAL SERVICES	\$ -	\$ -	\$ 147	\$ 500	\$ 500
409	TRAVEL & EDUCATION	\$ 2,101	\$ 2,039	\$ 2,479	\$ 4,300	\$ 3,725
414	DUES & SUBSCRIPTIONS	\$ 616	\$ 285	\$ 160	\$ 160	\$ 293
416	OTHER/PROFESSIONAL SERVICES	\$ 1,739	\$ 9,389	\$ 4,067	\$ 2,364	\$ 1,164
421	PRINTING	\$ 3,204	\$ 2,785	\$ 1,007	\$ 2,900	\$ 3,740
442	COMPUTER PROFESSIONAL SERVICES	\$ 5,298	\$ 8,125	\$ 9,363	\$ 10,600	\$ 8,100
482	CREDIT CARD PROCESSING FEES	\$ 5,532	\$ 5,766	\$ 6,709	\$ 6,000	\$ 6,000
540	COURT-PROSECUTOR SERVICES	\$ 53,372	\$ 68,869	\$ 62,063	\$ 39,163	\$ 50,000
541	COURT-JUDGE SERVICES	\$ 59,524	\$ 59,779	\$ 50,306	\$ 57,046	\$ 61,000
<b>Services Sub Total</b>		<b>\$ 131,385</b>	<b>\$ 157,037</b>	<b>\$ 136,300</b>	<b>\$ 123,033</b>	<b>\$ 134,522</b>
Account Object	Description					
618	CAPITAL-COMPUTER EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ 5,740
<b>Capital Sub Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,740</b>
<b>Department Total</b>		<b>\$ 392,103</b>	<b>\$ 419,880</b>	<b>\$ 359,118</b>	<b>\$ 393,914</b>	<b>\$ 420,067</b>



# City Marshal

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
City Marshal	1	1	1
Warrant Officer	1	1	1
PT Deputy City Marshal (.5)	0.5	0.5	0.5
<b>Total</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>

## Department Narrative

The City Marshal is responsible for executing orders and mandates of the court. Working closely with other personnel in Court, the City Marshal is also responsible for serving notice and summons, for executing arrest warrants and misdemeanor writs issued by the court, generated by sworn affidavits filed by police officers or the public.



**Goals**

**City Council Goals**

- Healthy, Safe & Vibrant Community

**Department Goals**

- Professional & Committed City Workforce
- Enhance departmental efficiency by reducing officer downtime and developing user friendly reports

Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Full-Time Employees	2	2		2
Reserve Officers	2	2		2
Part.time Deputy Marshal	1	1		1
Volunteer	1	1		1
No 24hr time expire on prisoner pick-ups	0	0		0
Special Expense Fee	105	105		105
Gas & Mileage Fee	90	90		90
Warrants Satisfied	90,000	90,000		90000
Citations/Violations	15	18		25
Arrests	735	835		850
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Zero 24hr time expire on prisoner pick-ups	0	0		0
Special Expense Fee	105%	105		105
Gas & Mileage Fee	90	90		90
Warrants Satisfied	90000%	90,000		90,000
Citations/Violations	15	18		25
Arrests	735	835		850
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Personnel	167,431	135,459	177,543	182,468
Supplies	7,121	5,986	7,521	7,417
Services	1,817	2,389	4,000	3,000
<b>TOTAL</b>	<b>176,369</b>	<b>143,834</b>	<b>189,064</b>	<b>192,885</b>

# City Marshal

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund 1  
Department 39  
Program 0**

**GENERAL FUND  
CITY MARSHAL  
CITY MARSHAL**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 93,845	\$ 102,537	\$ 85,411	\$ 105,754	\$ 108,927
102	SALARIES-PART TIME	\$ -	\$ 20,619	\$ 13,952	\$ 21,704	\$ 22,355
103	SALARIES-OVERTIME	\$ 4,939	\$ 1,414	\$ 619	\$ 619	\$ 500
104	SALARIES-LONGEVITY	\$ 145	\$ 240	\$ 252	\$ 328	\$ 424
105	GROUP HEALTH INSURANCE	\$ 13,097	\$ 15,095	\$ 11,952	\$ 15,018	\$ 14,548
106	TMRS	\$ 13,732	\$ 14,647	\$ 12,059	\$ 18,034	\$ 18,410
107	FICA	\$ 7,585	\$ 9,487	\$ 7,683	\$ 10,076	\$ 10,404
109	SALARIES-WELL PAY	\$ 1,128	\$ 395	\$ 971	\$ 971	\$ 786
110	DENTAL INSURANCE	\$ 827	\$ 871	\$ 578	\$ 876	\$ 876
115	CERTIFICATION PAY	\$ -	\$ -	\$ -	\$ 1,365	\$ 1,801
118	CELL PHONE ALLOWANCE	\$ 1,049	\$ 1,040	\$ 1,100	\$ 1,340	\$ 1,440
120	GROUP LIFE INSURANCE	\$ 116	\$ 123	\$ 102	\$ 357	\$ 357
130	WORKERS COMPENSATION	\$ 766	\$ 884	\$ 716	\$ 1,006	\$ 1,545
131	EAP EXPENSE	\$ 51	\$ 81	\$ 63	\$ 95	\$ 95
<b>Personnel Sub Total</b>		<b>\$ 137,278</b>	<b>\$ 167,431</b>	<b>\$ 135,459</b>	<b>\$ 177,543</b>	<b>\$ 182,468</b>
Account Object	Description					
201	SUPPLIES	\$ 557	\$ 650	\$ 747	\$ 920	\$ 920
202	UNIFORMS AND CLOTHING	\$ 481	\$ 234	\$ 390	\$ 579	\$ 579
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 243	\$ 250	\$ 69	\$ 400	\$ 400
214	POSTAGE/SHIPPING/DELIVERY	\$ 574	\$ 500	\$ 90	\$ 500	\$ 50
218	FUEL & OIL	\$ 5,040	\$ 5,487	\$ 4,690	\$ 5,122	\$ 5,468
<b>Supplies Sub Total</b>		<b>\$ 6,895</b>	<b>\$ 7,121</b>	<b>\$ 5,986</b>	<b>\$ 7,521</b>	<b>\$ 7,417</b>
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ 1,771	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 1,771</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Account Object	Description					
409	TRAVEL & EDUCATION	\$ 1,641	\$ 1,311	\$ 1,689	\$ 3,000	\$ 2,000
414	DUES & SUBSCRIPTIONS	\$ 604	\$ 506	\$ 290	\$ 700	\$ 700
421	PRINTING	\$ 254	\$ -	\$ 98	\$ 300	\$ 300
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 312	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 2,498</b>	<b>\$ 1,817</b>	<b>\$ 2,389</b>	<b>\$ 4,000</b>	<b>\$ 3,000</b>
<b>Department Total</b>		<b>\$ 148,442</b>	<b>\$ 176,368</b>	<b>\$ 143,834</b>	<b>\$ 189,064</b>	<b>\$ 192,885</b>



# Building Inspections

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
<b>Chief Building Official</b>	0	0	1
<b>Building Official</b>	1	1	1
<b>Building Inspector</b>	2	2	2
<b>Permit Technician</b>	2	0	0
<b>Total</b>	5	3	4

## Department Narrative

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



Goals				
<b>City Council Goal:</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Vibrant Community</li> <li>• Quality Development</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Create a public awareness program to inform citizens on permit requirements</li> <li>• Enforce all ordinances consistently</li> <li>• Continue to enhance apartment inspection program</li> <li>• Enforce obsolete and abandoned signage</li> <li>• Enhance food inspection program</li> <li>• Continue to enhance hotel/motel inspection program</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Full Time Employees	3	4		4
Single Family Permits Issued	128	178		90
Commercial Permits Issued	22	18		12
Home Add On	102	67		75
Commercial Add On	42	39		40
Electrical Permits Issued	107	106		100
Plumbing Permits Issued	195	217		200
Fence Permits Issued	139	127		110
Mechanical Permits Issued	121	115		110
Contractor Registrations	450	435		420
Plans Reviewed	1,249	1,458		1,300
Inspections Made	6,198	7,693		6,700
Demolition Permits	9	7		6
Garage Sale Permits	326	267		275
Signs permits	68	59		65
Utility Verifications	44	86		50
Certificate of Occupancies	100	119		100
Back Flow Tests	42	49		75
Food Inspections	244	248		260
Irrigation Permits	67	82		65
Rental Insections	1123	958		1,100
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Requested inspections performed within 8 hours	100%	100%		100%
Complaints addressed within 8 hours	95%	95%		100%
Same day telephone call return from residents and contractors	95%	95%		100%
Single family permits issued	128	178		90
Commercial permits issued	22	18		12
Average number of days from date of inspection request until completion	1	1		1
Number of inspections completed	6198	7693		6800
Number of Development Review time plans reviewed	1604	1800		1700
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Personnel	298,317	248,021	284,609	407,173
Supplies	7,862	6,373	6,089	8,860
Services	134,517	18,611	15,002	19,808
<b>TOTAL</b>	<b>440,696</b>	<b>273,004</b>	<b>305,700</b>	<b>435,841</b>

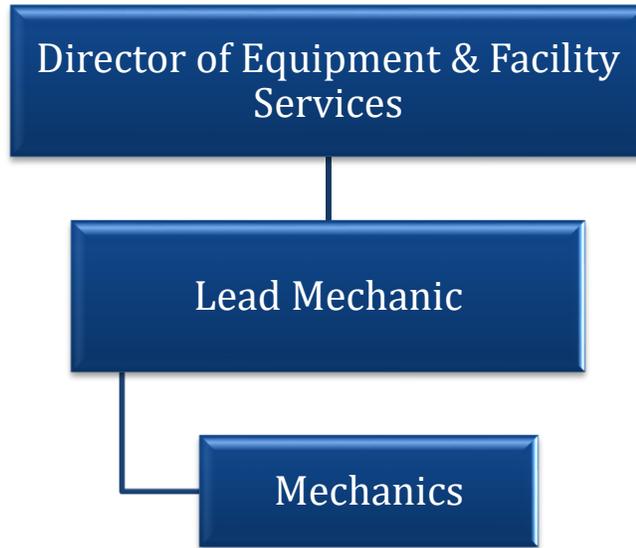
# Building Inspections

<b>BUDGET REPORT LINE ITEM DETAIL BY DEPARTMENT</b>	<b>Fund</b>	<b>1</b>	<b>GENERAL FUND</b>
	<b>Department</b>	<b>9</b>	<b>INSPECTION/CODE/FIRE PREV SVCS</b>
	<b>Program</b>	<b>0</b>	<b>INSPECTION &amp; CODE ENFORCEMENT</b>

	2016	2017	2018	2018	2019
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 207,682	\$ 200,809	\$ 172,194	\$ 199,997	\$ 294,106
102 SALARIES-PART TIME	\$ -	\$ -	\$ 1,075	\$ 1,075	\$ -
103 SALARIES-OVERTIME	\$ 264	\$ 671	\$ 458	\$ 916	\$ -
104 SALARIES-LONGEVITY	\$ 294	\$ 182	\$ 70	\$ 176	\$ 184
105 GROUP HEALTH INSURANCE	\$ 35,446	\$ 39,934	\$ 22,383	\$ 27,938	\$ 33,505
106 TMRS	\$ 27,947	\$ 29,245	\$ 25,302	\$ 25,574	\$ 41,559
107 FICA	\$ 15,059	\$ 15,565	\$ 13,748	\$ 14,287	\$ 22,091
109 SALARIES-WELL PAY	\$ 468	\$ 1,476	\$ 337	\$ 655	\$ 2,133
110 DENTAL INSURANCE	\$ 1,856	\$ 1,830	\$ 822	\$ 1,314	\$ 1,743
113 SALARIES-CAR ALLOWANCE	\$ -	\$ 1,400	\$ 3,800	\$ 4,600	\$ 9,600
114 SALARIES-ASSIGNMENT PAY	\$ -	\$ 6,425	\$ 6,853	\$ 6,860	\$ -
118 CELL PHONE ALLOWANCE	\$ -	\$ 120	\$ 420	\$ 480	\$ 960
120 GROUP LIFE INSURANCE	\$ 239	\$ 227	\$ 171	\$ 306	\$ 408
130 WORKERS COMPENSATION	\$ 317	\$ 313	\$ 323	\$ 350	\$ 776
131 EAP EXPENSE	\$ 117	\$ 120	\$ 66	\$ 81	\$ 108
<b>Personnel Sub Total</b>	<b>\$ 289,688</b>	<b>\$ 298,317</b>	<b>\$ 248,021</b>	<b>\$ 284,609</b>	<b>\$ 407,173</b>
Account Object	Description				
201 OFFICE SUPPLIES	\$ 21	\$ 2,688	\$ 557	\$ 557	\$ 1,000
202 UNIFORMS AND CLOTHING	\$ 260	\$ 244	\$ -	\$ 1	\$ 906
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 101	\$ -	\$ -	\$ 50	\$ 416
211 OTHER OPERATIONAL SUPPLIES	\$ -	\$ 1,582	\$ 2,750	\$ 2,751	\$ 3,538
214 POSTAGE/SHIPPING/DELIVERY	\$ 358	\$ 718	\$ 436	\$ 100	\$ 450
218 FUEL & OIL	\$ 1,056	\$ 2,629	\$ 2,629	\$ 2,630	\$ 2,550
<b>Supplies Sub Total</b>	<b>\$ 1,796</b>	<b>\$ 7,862</b>	<b>\$ 6,373</b>	<b>\$ 6,089</b>	<b>\$ 8,860</b>
Account Object	Description				
302 MAINT-MOTOR VEHICLES	\$ 1,239	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>	<b>\$ 1,239</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Account Object	Description				
401 TELEPHONE & COMMUNICATIONS	\$ 456	\$ 114	\$ -	\$ 1,440	\$ 1,440
408 ADVERTISING	\$ 235	\$ -	\$ -	\$ -	\$ -
409 TRAVEL & EDUCATION	\$ 1,150	\$ 745	\$ 2,046	\$ 2,022	\$ 3,580
414 DUES & SUBSCRIPTIONS	\$ 4,831	\$ 6,863	\$ 8,739	\$ 8,700	\$ 8,576
421 PRINTING	\$ 693	\$ 459	\$ -	\$ -	\$ 500
455 CERTIFICATION FEES	\$ -	\$ 199	\$ -	\$ -	\$ 1,672
462 CELLULAR TELEPHONE & PAGERS	\$ 3,092	\$ 1,554	\$ 1,932	\$ 840	\$ 840
482 CREDIT CARD PROCESSING FEES	\$ 2,192	\$ 2,284	\$ 5,894	\$ 2,000	\$ 3,200
559 CONTRACT/TEMPORARY LABOR	\$ -	\$ 122,300	\$ -	\$ -	\$ -
<b>Services Sub Total</b>	<b>\$ 12,648</b>	<b>\$ 134,517</b>	<b>\$ 18,611</b>	<b>\$ 15,002</b>	<b>\$ 19,808</b>
<b>Department Total</b>	<b>\$ 305,372</b>	<b>\$ 440,696</b>	<b>\$ 273,004</b>	<b>\$ 305,700</b>	<b>\$ 435,841</b>



### Personnel Organization Chart



### Personnel Summary

Position	Adopted '16-17	Adopted'17-18	Proposed'18-19
Director of Equipment & Facility Services	1	1	1
Lead Mechanic	1	1	1
Mechanic/Fleet Services	2	2	2
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>

### Department Narrative

Fleet Services Division provides fleet service for safe and effective vehicles and equipment. The division is committed to the most responsible use of resources by managing the maintenance of vehicles and equipment. The goal is the reduction of equipment down time and decreased interruption of services, as well as fuel management and maintaining vehicle records.

Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Sound Infrastructure</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Provide non-routine and emergency repairs</li> <li>• Increase service level for vehicles through preventative maintenance routines</li> <li>• Extend the life of our fleet and reduce down time</li> <li>• Continue training and education for our mechanics</li> <li>• Help increase job knowledge, productivity, and reduce repair costs</li> <li>• Provide drivers with professional and quality repair in a timely manner</li> <li>• Ensure safe, reliable vehicles and equipment through feedback from daily inspection form</li> <li>• Reduce departmental vehicle downtime through communication and coordination</li> <li>• Help reduce fuel consumption through education and service</li> <li>• Provide a comprehensive program of preventive maintenance</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Total Fleet Services Employees	4	4		4
Non-Emergency Vehicles	13	58		13
Light Trucks	56	41		56
Heavy Trucks	14	18		14
Small Equipment	50	77		50
Light Equipment	32	30		32
Heavy Equipment	15	25		15
Trailers	24	35		24
Emergency Vehicles	50	56		50
Fueling Station (Gas & Diesel)	1	1		1
Fueling Station (Propane)	1	1		1
Annual Fleet Work Orders	1,300	1,300		1,300
Gallons of Unleaded Fuel Consumed	93,000	93,000		93,000
Gallons of Diesel Fuel Consumed	37,000	37,000		37,000
Annual Oil Changes	400	400		400
Annual Repairs	900	900		900
Annual Road Trips for Service	600	600		600
Annual Drive-by Maintenance Checks	900	900		900
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Percentage of maintenance classified preventative	30%	30%		40%
Average downtime of vehicle repaired	2 days	2days		2days
Work orders processed within 24 hours	75%	75%		90%
Budget Summary	2016-2017	2017-2018		2018-2019
	Actual	Actual	Budget	Budget
Personnel	331,700	285,526	340,303	349,678
Supplies	17,577	3,490	70,334	113,451
Maintenance	283,342	230,568	238,276	198,912
Other Services	3,816	5,765	9,056	4,490
<b>TOTAL</b>	<b>636,434</b>	<b>525,350</b>	<b>657,969</b>	<b>666,531</b>

# Vehicle Maintenance

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

Fund        1        **GENERAL FUND**  
Department 10      **FLEET SERVICES**  
Program    0        **EQUIPMENT MAINTENANCE**

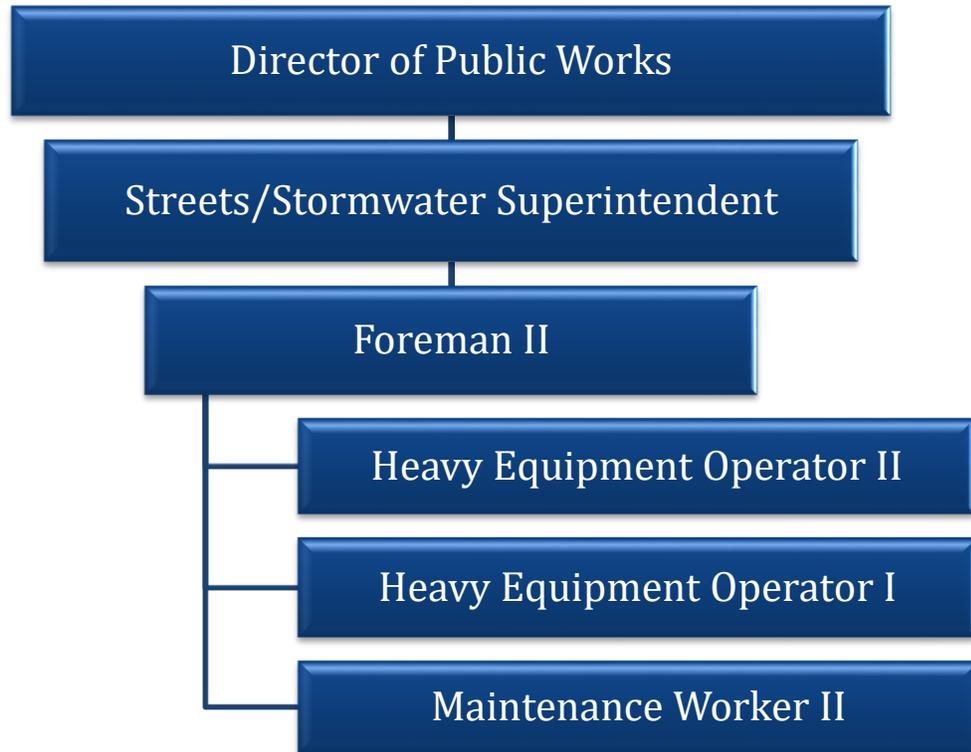
		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	101 SALARIES-REGULAR	\$ 203,007	\$ 229,111	\$ 198,467	\$ 241,363	\$ 248,602
	102 SALARIES-PART TIME	\$ -	\$ 7,509	\$ -	\$ -	\$ -
	103 SALARIES-OVERTIME	\$ 750	\$ 1,658	\$ 1,523	\$ 1,000	\$ 1,000
	104 SALARIES-LONGEVITY	\$ 708	\$ 208	\$ 260	\$ 340	\$ 532
	105 GROUP HEALTH INSURANCE	\$ 25,338	\$ 31,012	\$ 32,613	\$ 35,920	\$ 34,876
	106 TMRS	\$ 28,524	\$ 32,853	\$ 28,166	\$ 34,095	\$ 34,811
	107 FICA	\$ 15,964	\$ 18,578	\$ 15,451	\$ 17,351	\$ 17,746
	109 SALARIES-WELL PAY	\$ -	\$ 1,298	\$ 1,337	\$ 1,483	\$ 1,784
	110 DENTAL INSURANCE	\$ 1,476	\$ 1,428	\$ 1,157	\$ 1,743	\$ 1,743
	113 SALARIES-CAR ALLOWANCE	\$ 4,843	\$ 4,800	\$ 3,800	\$ 4,800	\$ 4,800
	115 CERTIFICATION PAY	\$ -	\$ -	\$ -	\$ -	\$ 420
	120 GROUP LIFE INSURANCE	\$ 243	\$ 235	\$ 218	\$ 510	\$ 510
	130 WORKERS COMPENSATION	\$ 2,411	\$ 2,899	\$ 2,447	\$ 1,563	\$ 2,719
	131 EAP EXPENSE	\$ 95	\$ 111	\$ 87	\$ 135	\$ 135
<b>Personnel Sub Total</b>		<b>\$ 283,360</b>	<b>\$ 331,700</b>	<b>\$ 285,526</b>	<b>\$ 340,303</b>	<b>\$ 349,678</b>
<b>Account Object</b>	<b>Description</b>					
	201 OFFICE SUPPLIES	\$ 412	\$ 1,647	\$ 798	\$ 799	\$ 500
	202 UNIFORMS AND CLOTHING	\$ 1,277	\$ 1,188	\$ 1,150	\$ 1,137	\$ 1,062
	203 MOTOR VEHICLE SUPPLIES	\$ (1)	\$ 1,205	\$ 86	\$ 61,308	\$ 108,517
	204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 4,347	\$ 12,954	\$ 768	\$ 5,500	\$ 1,500
	206 CHEMICALS	\$ 80	\$ -	\$ -	\$ 250	\$ 50
	214 POSTAGE/SHIPPING/DELIVERY	\$ 31	\$ 53	\$ -	\$ 100	\$ 50
	216 MEDICAL SUPPLIES	\$ -	\$ -	\$ -	\$ 50	\$ 25
	218 FUEL & OIL	\$ 442	\$ 530	\$ 689	\$ 690	\$ 752
	231 SOFTWARE	\$ 1,349	\$ -	\$ -	\$ 500	\$ 995
<b>Supplies Sub Total</b>		<b>\$ 7,936</b>	<b>\$ 17,577</b>	<b>\$ 3,490</b>	<b>\$ 70,334</b>	<b>\$ 113,451</b>
<b>Account Object</b>	<b>Description</b>					
	301 MAINT-BLDG & STRUCTURES	\$ -	\$ 459	\$ -	\$ -	\$ -
	302 MAINT-MOTOR VEHICLES	\$ 132	\$ 276,818	\$ 230,568	\$ 236,276	\$ 198,412
	303 MAINT-EQUIP & MACHINERY	\$ (1,184)	\$ 6,065	\$ -	\$ 2,000	\$ 500
	342 MAINT-DATA PROC EQUIPMENT	\$ 856	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ (195)</b>	<b>\$ 283,342</b>	<b>\$ 230,568</b>	<b>\$ 238,276</b>	<b>\$ 198,912</b>
<b>Account Object</b>	<b>Description</b>					
	401 TELEPHONE & COMMUNICATIONS	\$ -	\$ 525	\$ 534	\$ 534	\$ 480
	407 SPECIAL SERVICES	\$ -	\$ 125	\$ 240	\$ 2,000	\$ 250
	409 TRAVEL & EDUCATION	\$ 4,382	\$ 1,557	\$ 820	\$ 4,100	\$ 1,100
	416 OTHER/PROFESSIONAL SERVICES	\$ -	\$ 1,100	\$ 3,680	\$ 1,840	\$ 2,000
	421 PRINTING	\$ -	\$ -	\$ 42	\$ 42	\$ -
	462 CELLULAR TELEPHONE & PAGERS	\$ 571	\$ 509	\$ 450	\$ 540	\$ 660
<b>Services Sub Total</b>		<b>\$ 4,953</b>	<b>\$ 3,816</b>	<b>\$ 5,765</b>	<b>\$ 9,056</b>	<b>\$ 4,490</b>
<b>Department Total</b>		<b>\$ 296,054</b>	<b>\$ 636,434</b>	<b>\$ 525,350</b>	<b>\$ 657,969</b>	<b>\$ 666,531</b>



TREE CITY USA

# Streets

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	'Adopted '17-18	Proposed '18-19
Foreman II	1	1	1
Heavy Equipment Operator II	1	1	1
Heavy Equipment Operator I	1	1	1
Maintenance Worker II	1	1	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Sound Infrastructure</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Increase the maintenance of all paved surfaces through the identification of problem areas</li> <li>• Formulate programs to enhance and extend the life cycle of all Lancaster streets</li> <li>• Increase emergency preparedness and recovery abilities</li> <li>• Respond to emergency situations in both pavement failures, sign repairs and traffic and school outages</li> <li>• Continue training section employees in proper repair and maintenance of pavement surfaces</li> <li>• Reduce severe safety issues by preventative identification, scheduling, and repair of municipal roadways</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Current Miles of Streets and Alleys	262	262		265
Square Yards of Concrete Streets and Alleys Repaired	800	800		1,600
Tonnage of Asphalt Used on Street Repairs	4,361	3,600		4,500
Current Miles of Street and Alley Evaluations	22	25		265
Phone calls and CRM Requests Responded to within	100%	100%		100%
Snow and Ice Plan Implementation Date	November	November		November
Emergency Storm Response within 30 Minutes	90%	90%		90%
Emergency Pavement and Pothole Repair within 24hrs	90%	90%		90%
Procure Replacement Parts within 5 Days	85%	85%		90%
Weekly Street and Alley Evaluations	92%	92%		92%
Traffic Signal Response within 30 Minutes	90%	90%		95%
Traffic Signal Permanent Repair within 3 Days	85%	85%		90%
Sign Hazards Eliminated within 30 Minutes	90%	95%		95%
Sign Re-Order within 2 Days	95%	90%		95%
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Phone calls and CRM requests responded to within	100%	100%		100%
Snow and Ice Plan Implementation	November	November		November
Emergency Pavement and Pothole Repair within 24hrs	95%	92%		95%
Procure Replacement Parts within 5 Days	90%	90%		90%
Weekly Street and Alley Evaluations	92%	92%		95%
Traffic Signal response within 30 minutes	95%	95%		95%
Traffic Signal Permanent Repair within 3 Days	90%	95%		95%
Sign Hazards Eliminated within 30 minutes	90	95%		95%
Sign Re-Order within 2 Days	95%	95%		95%
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Personnel	231,779	177,430	226,395	237,126
Supplies	16,900	15,131	36,012	19,993
Maintenance	131,606	208,577	277,700	377,700
Services	2,322	2,800	4,200	4,525
<b>TOTAL</b>	<b>382,607</b>	<b>403,938</b>	<b>544,307</b>	<b>639,344</b>

# Streets Operations

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund 1 GENERAL FUND  
Department 12 STREETS  
Program 0 STREETS**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 144,279	\$ 152,718	\$ 112,699	\$ 145,698	\$ 150,068
103	SALARIES-OVERTIME	\$ 3,543	\$ 2,752	\$ 3,774	\$ 6,000	\$ 6,000
104	SALARIES-LONGEVITY	\$ 824	\$ 970	\$ 702	\$ 1,120	\$ 1,036
105	GROUP HEALTH INSURANCE	\$ 26,689	\$ 36,230	\$ 31,874	\$ 34,563	\$ 38,452
106	TMRS	\$ 20,299	\$ 21,875	\$ 16,109	\$ 21,051	\$ 21,473
107	FICA	\$ 11,278	\$ 11,687	\$ 8,464	\$ 11,762	\$ 12,137
109	SALARIES-WELL PAY	\$ 968	\$ 1,079	\$ 382	\$ 911	\$ 1,095
110	DENTAL INSURANCE	\$ 1,567	\$ 1,708	\$ 1,126	\$ 1,734	\$ 1,743
115	CERTIFICATION PAY	\$ -	\$ -	\$ -	\$ -	\$ 420
120	GROUP LIFE INSURANCE	\$ 165	\$ 182	\$ 136	\$ 510	\$ 510
130	WORKERS COMPENSATION	\$ 2,138	\$ 2,471	\$ 2,081	\$ 2,911	\$ 4,057
131	EAP EXPENSE	\$ 107	\$ 107	\$ 83	\$ 135	\$ 135
<b>Personnel Sub Total</b>		<b>\$ 211,857</b>	<b>\$ 231,779</b>	<b>\$ 177,430</b>	<b>\$ 226,395</b>	<b>\$ 237,126</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 50	\$ 500	\$ 175	\$ 500	\$ 350
202	UNIFORMS AND CLOTHING	\$ 210	\$ 278	\$ 2,040	\$ 2,631	\$ 2,635
203	MOTOR VEHICLE SUPPLIES	\$ 229	\$ -	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 2,620	\$ 3,982	\$ 3,900	\$ 3,950	\$ 2,600
206	CHEMICALS	\$ -	\$ 28	\$ -	\$ 750	\$ 250
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ -	\$ -	\$ 120	\$ 80
214	POSTAGE/SHIPPING/DELIVERY	\$ 14	\$ -	\$ -	\$ 50	\$ 50
216	MEDICAL SUPPLIES	\$ -	\$ -	\$ -	\$ 100	\$ 50
218	FUEL & OIL	\$ 11,756	\$ 13,603	\$ 9,017	\$ 12,911	\$ 13,978
231	SOFTWARE	\$ 9,840	\$ (1,491)	\$ -	\$ 15,000	\$ -
<b>Supplies Sub Total</b>		<b>\$ 24,720</b>	<b>\$ 16,900</b>	<b>\$ 15,131</b>	<b>\$ 36,012</b>	<b>\$ 19,993</b>
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 486	\$ -	\$ -	\$ -	\$ -
302	MAINT-MOTOR VEHICLES	\$ 12,149	\$ (65)	\$ -	\$ -	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 2,077	\$ -	\$ -	\$ -	\$ -
304	MAINT-STREETS	\$ 98,026	\$ 99,437	\$ 149,127	\$ 200,000	\$ 300,000
305	MAINT-SIDEWALKS & ALLEYS	\$ 52,555	\$ 12,203	\$ 38,883	\$ 40,000	\$ 40,000
307	MAINT-INSTRUMENTS & APPARATUS	\$ 514	\$ 550	\$ 815	\$ 900	\$ 500
314	MAINT-RADIO EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ -
318	MAINT-OFFICE EQUIPMENT	\$ -	\$ 171	\$ -	\$ -	\$ -
319	MAINT-TRAFFIC SIGN SYSTEM	\$ 20,747	\$ 12,972	\$ 17,711	\$ 26,300	\$ 26,700
320	MAINT-STREET MARKINGS	\$ 5,615	\$ 6,337	\$ 2,040	\$ 10,500	\$ 10,500
<b>Maintenance Sub Total</b>		<b>\$ 192,168</b>	<b>\$ 131,606</b>	<b>\$ 208,577</b>	<b>\$ 277,700</b>	<b>\$ 377,700</b>
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 595	\$ 547	\$ 189	\$ 500	\$ 500
409	TRAVEL & EDUCATION	\$ 61	\$ 367	\$ 730	\$ 980	\$ 1,280
413	SANITARY LANDFILL	\$ 500	\$ 66	\$ 149	\$ 500	\$ 500
421	PRINTING	\$ 180	\$ -	\$ -	\$ 300	\$ 325
462	CELLULAR TELEPHONE & PAGERS	\$ 1,136	\$ 1,342	\$ 1,732	\$ 1,920	\$ 1,920
<b>Services Sub Total</b>		<b>\$ 2,472</b>	<b>\$ 2,322</b>	<b>\$ 2,800</b>	<b>\$ 4,200</b>	<b>\$ 4,525</b>
<b>Department Total</b>		<b>\$ 431,218</b>	<b>\$ 382,607</b>	<b>\$ 403,938</b>	<b>\$ 544,307</b>	<b>\$ 639,344</b>



# Parks

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	'Adopted '17-18	Proposed '18-19
Park Operations Manager	1	1	1
Foreman II	1	1	1
Foreman I	1	1	1
Maintenance Worker II	7	7	7
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Engaged Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Establish the Operation and Maintenance cost for Park land maintained</li> <li>• Update Hike and Bike Trails and Streetscape Master Plan</li> <li>• Initiate development of par maintenance plan to attain CAPRA accreditation via NRPA</li> <li>• Update parks needs inventory for park land and amenities for CIP consideration</li> <li>• Complete and Implement tree farm relocation plan utilizing amended tree mitigation ordinance</li> <li>• Develop and implement emergency locator signage system for Bear Creek Nature Park trails</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Number of current parks	17	17		19
School facilities maintained in summer	7	7		7
Acreage of parks maintained	324	324		324
Acreage of athletic facilities maintained	42	42		42
Acreage of municipal facilities maintained	21	21		22
Acreage of large areas maintained	267	267		267
Acreage of Country View Golf Course maintained	N/A	3		3
Total number of Park Acres	768	768		768
Full-Time Employees	9	10		10
Rights of Way/ Median Acreage	1	1		1
Special Events Requiring Park Staffing	8	9		12
Outdoor restrooms maintained	8	9		9
Trail Miles Maintained	2.4	2.4		2.4
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Mow/Trim Parks	35%	35%		35%
Athletic Maintenance	10%	10%		10%
Litter Removal	16%	16		16%
Special Events - set up/break down	8%	8%		8%
Playground Inspection/Maintenance	3%	3%		3%
Forestry/ Horticulture	5%	5%		5%
Amenity improvements/ repairs - Indoors	8%	8%		8%
Chemical Application	5%	5%		5%
Amenity improvements/ repairs - outdoors	10%	10%		10%
Budget Summary	2016-2017	2017-2018		2018-2019
	Actual	Actual	Budget	Budget
Personnel	479,256	444,677	551,716	577,144
Supplies	48,350	33,292	34,746	47,188
Maintenance	13,234	18,505	13,111	16,300
Other Services	34,651	24,601	26,806	18,052
Capital Outlay	6,250	-	-	-
<b>TOTAL</b>	<b>581,741</b>	<b>521,075</b>	<b>626,379</b>	<b>658,684</b>

# Parks

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

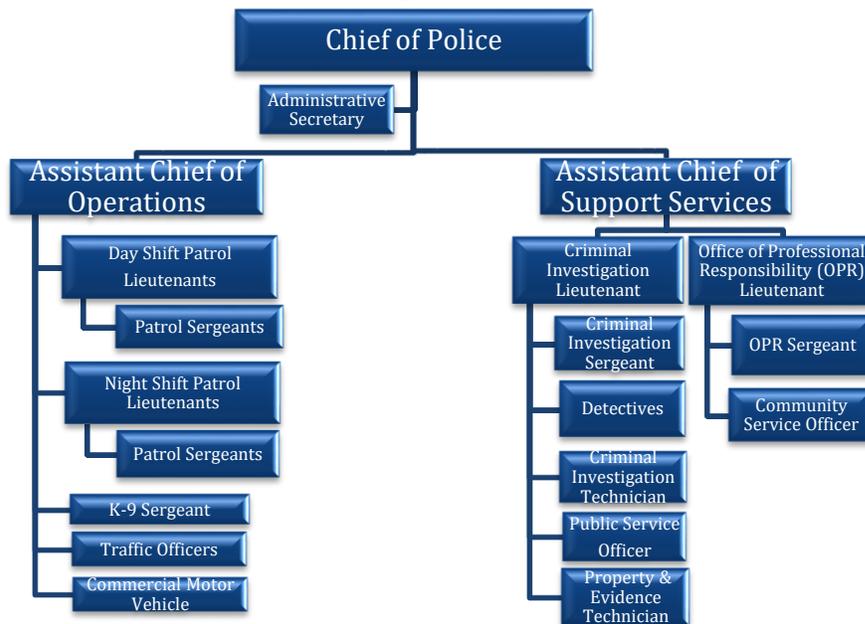
**Fund 1 GENERAL FUND  
Department 13 PARKS AND RECREATION  
Program 0 PARKS AND RECREATION**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 321,841	\$ 316,413	\$ 291,567	\$ 372,749	\$ 383,933
103	SALARIES-OVERTIME	\$ 9,504	\$ 12,873	\$ 9,453	\$ 6,769	\$ 4,500
104	SALARIES-LONGEVITY	\$ 1,977	\$ 2,132	\$ 1,800	\$ 2,376	\$ 2,824
105	GROUP HEALTH INSURANCE	\$ 68,205	\$ 70,837	\$ 72,596	\$ 78,529	\$ 88,042
106	TMRS	\$ 45,673	\$ 46,100	\$ 41,575	\$ 52,361	\$ 53,458
107	FICA	\$ 24,622	\$ 24,070	\$ 21,773	\$ 29,253	\$ 30,209
109	SALARIES-WELL PAY	\$ 139	\$ -	\$ -	\$ -	\$ 2,724
110	DENTAL INSURANCE	\$ 3,876	\$ 3,368	\$ 2,785	\$ 4,353	\$ 4,362
114	SALARIES-ASSIGNMENT PAY	\$ 5,562	\$ -	\$ -	\$ -	\$ -
115	CERTIFICATION PAY	\$ -	\$ -	\$ -	\$ -	\$ 420
118	CELL PHONE ALLOWANCE	\$ 400	\$ 520	\$ 420	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 389	\$ 369	\$ 345	\$ 1,122	\$ 1,122
130	WORKERS COMPENSATION	\$ 3,135	\$ 2,357	\$ 2,153	\$ 3,427	\$ 4,773
131	EAP EXPENSE	\$ 244	\$ 218	\$ 209	\$ 297	\$ 297
<b>Personnel Sub Total</b>		<b>\$ 485,569</b>	<b>\$ 479,256</b>	<b>\$ 444,677</b>	<b>\$ 551,716</b>	<b>\$ 577,144</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 1,320	\$ 591	\$ 215	\$ 500	\$ 500
202	UNIFORMS AND CLOTHING	\$ 1,858	\$ 3,896	\$ 2,294	\$ 2,785	\$ 3,390
203	MOTOR VEHICLE SUPPLIES	\$ 16	\$ -	\$ 99	\$ 99	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 3,040	\$ 2,735	\$ 2,739	\$ 2,750	\$ 3,010
205	JANITORIAL & CLEANING SUPPLIES	\$ -	\$ 2,960	\$ 3,726	\$ 3,732	\$ 4,500
206	CHEMICALS	\$ 5,991	\$ 9,470	\$ 3,807	\$ 3,850	\$ 7,950
208	EDUCATION & REC SUPPLIES	\$ 3,859	\$ 5,379	\$ 6,240	\$ 6,250	\$ 7,242
209	BOTANICAL & AGR SUPPLIES	\$ 3,957	\$ 4,827	\$ 2,303	\$ 2,500	\$ 6,470
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ 293	\$ 198	\$ 215	\$ 300
211	OTHER OPERATIONAL SUPPLIES	\$ -	\$ 2,402	\$ -	\$ -	\$ -
218	FUEL & OIL	\$ 14,325	\$ 15,274	\$ 11,670	\$ 11,672	\$ 13,326
226	SEED	\$ 537	\$ 506	\$ -	\$ 393	\$ 500
231	SOFTWARE	\$ -	\$ 17	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 34,902</b>	<b>\$ 48,350</b>	<b>\$ 33,292</b>	<b>\$ 34,746</b>	<b>\$ 47,188</b>
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 9,235	\$ -	\$ -	\$ -	\$ -
302	MAINT-MOTOR VEHICLES	\$ 21,163	\$ (53)	\$ -	\$ -	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 1,316	\$ 9	\$ 628	\$ 628	\$ -
315	MAINT-PARK EQUIPMENT/FIXTURES	\$ 19,910	\$ 13,277	\$ 12,377	\$ 12,483	\$ 16,300
345	MAINT-ATHLETIC FACILITY	\$ -	\$ -	\$ 5,500	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 51,623</b>	<b>\$ 13,234</b>	<b>\$ 18,505</b>	<b>\$ 13,111</b>	<b>\$ 16,300</b>
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 980	\$ 841	\$ 677	\$ 1,273	\$ 1,804
409	TRAVEL & EDUCATION	\$ 1,455	\$ 1,886	\$ 1,036	\$ 1,858	\$ 1,058
414	DUES & SUBSCRIPTIONS	\$ 257	\$ 249	\$ 230	\$ 370	\$ 670
416	OTHER/PROFESSIONAL SERVICES	\$ 20,602	\$ 24,535	\$ 19,890	\$ 19,525	\$ 12,000
462	CELLULAR TELEPHONE & PAGERS	\$ 2,408	\$ 2,868	\$ 2,767	\$ 3,780	\$ 2,520
559	CONTRACT/TEMPORARY LABOR	\$ 6,178	\$ 4,273	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 31,879</b>	<b>\$ 34,651</b>	<b>\$ 24,601</b>	<b>\$ 26,806</b>	<b>\$ 18,052</b>
Account Object	Description					
602	CAPITAL-BLDG & STRUCTURE	\$ 6,550	\$ 6,250	\$ -	\$ -	\$ -
<b>Capital Sub Total</b>		<b>\$ 6,550</b>	<b>\$ 6,250</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 610,524</b>	<b>\$ 581,741</b>	<b>\$ 521,075</b>	<b>\$ 626,379</b>	<b>\$ 658,684</b>



# Police Department

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	'Adopted '17-18	Proposed '18-19
<b>Chief of Police</b>	1	1	1
<b>Assistant Police Chief</b>	2	2	2
<b>Lieutenant</b>	6	6	6
<b>Sergeant</b>	7	7	7
<b>Police Officer</b>	44	47	50
<b>CID Technician</b>	1	1	1
<b>Property &amp; Evidence Technician</b>	1	1	1
<b>Public Service Officer</b>	2	2	3
<b>PT Public Service Officer (.5)</b>	0.5	0.5	0.5
<b>Administrative Secretary</b>	1	1	1
<b>Total</b>	65.5	68.5	72.5

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Engaged Community</li> <li>• Professional &amp; Committed City Workforce</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Increase the Department's partnership with citizens, neighborhoods, schools, and other community groups</li> <li>• Increase awareness of crime prevention measures by creating community watch groups for businesses</li> <li>• Foster citizen interaction and education by hosting Public Safety Academy Programs</li> <li>• Encourage citizen participation through programs such as Citizens Public Safety Academy, Crime Victim's Assistance, and Volunteer Program</li> <li>• Enhance departmental efficiency by reducing officer downtime and developing user friendly reports</li> <li>• Enhance law enforcement accountability through strengthening patrol reporting, increasing traffic safety enforcement.</li> <li>• Investigate cooperative agreements with other law enforcement agencies on items such as training, intelligence sharing, and grant opportunities</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
City Population / Square City Miles	36,390/33	37,880/33		38,880/33
Sworn Officers	54	58		60
Calls for Service	60,194	68,992		69,000
Citations / Violations	9095	5728		4713
Arrests	2,782	906		2,432
Accidents Reported	664	385		700
Part I Crimes	2,143	563		1,706
Public Safety Academies	1	1		1
Attendance at National Night Out Events	15	20		20
CID Case Investigation	1,054	1,266		
PSO Calls	365	506		
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Outreach PIDs	3	8		8
Homeowner's Association Meeting Attendance	5	11		25
New Community Watch Groups Created	10	0		9
New Business Crime Watch Areas Created	2	0		2
Partnership with UNT-Dallas Criminal Justice Program	Ongoing	n/a		Ongoing
Average Offense Report Completion Time	45 Minutes	45 Minutes		45 minutes
Average Arrest Report Completion Time	60 Minutes	60 Minutes		60minutes
Average Accident Report Completion Time	50 Minutes	50 Minutes		50 minutes
Average Emergency Response Time	4.51 Minutes	4.51 Minutes		4.41
Average Non-Emergency Response Time	9 Minutes	9 Minutes		7 Minutes
Part I Crimes per 1000 Population	59	52		57
Sworn Officers per 1000 Population/per Square City Mile	1.8	1.28		1.8
Budget Summary	2016-2017	2017-2018		2018-2019
	Actual	Actual	Budget	Budget
Personnel	5,782,259	4,884,443	5,871,321	6,678,705
Supplies	186,700	211,066	230,426	196,730
Maintenance	21,748	23,155	42,403	26,986
Services	462,423	426,427	446,456	435,720
<b>TOTAL</b>	<b>6,453,131</b>	<b>5,545,091</b>	<b>6,590,606</b>	<b>7,338,141</b>

# Police Department

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

Fund                    1     GENERAL FUND  
Department        14     POLICE  
Program            0     POLICE

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 3,502,139	\$ 3,535,660	\$ 3,030,456	\$ 3,919,023	\$ 4,590,247
102	SALARIES-PART TIME	\$ 38,981	\$ -	\$ 12,634	\$ 16,285	\$ 16,111
103	SALARIES-OVERTIME	\$ 557,427	\$ 644,101	\$ 528,840	\$ 215,400	\$ 215,400
104	SALARIES-LONGEVITY	\$ 20,689	\$ 21,240	\$ 16,134	\$ 21,020	\$ 20,832
105	GROUP HEALTH INSURANCE	\$ 482,153	\$ 497,169	\$ 383,379	\$ 612,889	\$ 585,668
106	TMRS	\$ 565,770	\$ 598,980	\$ 502,752	\$ 592,197	\$ 671,765
107	FICA	\$ 302,061	\$ 317,992	\$ 274,201	\$ 317,953	\$ 364,490
109	SALARIES-WELL PAY	\$ 33,792	\$ 33,596	\$ 32,046	\$ 25,566	\$ 34,242
110	DENTAL INSURANCE	\$ 19,968	\$ 19,366	\$ 13,965	\$ 26,994	\$ 29,649
113	SALARIES-CAR ALLOWANCE	\$ 1,643	\$ -	\$ -	\$ -	\$ -
114	SALARIES-ASSIGNMENT PAY	\$ 18,719	\$ 3,128	\$ -	\$ 27,040	\$ 29,120
115	CERTIFICATION PAY	\$ 71,512	\$ 70,424	\$ 57,445	\$ 48,085	\$ 50,598
118	CELL PHONE ALLOWANCE	\$ 6,391	\$ 6,240	\$ 4,700	\$ 7,200	\$ 4,800
120	GROUP LIFE INSURANCE	\$ 4,032	\$ 4,013	\$ 3,163	\$ 6,378	\$ 7,422
121	UNIFORMS	\$ 2,065	\$ 1,000	\$ 156	\$ 1,500	\$ 1,500
130	WORKERS COMPENSATION	\$ 28,267	\$ 27,904	\$ 23,398	\$ 32,099	\$ 54,897
131	EAP EXPENSE	\$ 1,569	\$ 1,446	\$ 1,176	\$ 1,692	\$ 1,964
<b>Personnel Sub Total</b>		<b>\$ 5,657,178</b>	<b>\$ 5,782,259</b>	<b>\$ 4,884,443</b>	<b>\$ 5,871,321</b>	<b>\$ 6,678,705</b>
<hr/>						
<b>Account Object</b>	<b>Description</b>					
201	SUPPLIES	\$ 6,230	\$ 8,323	\$ 6,148	\$ 6,457	\$ 5,412
202	UNIFORMS AND CLOTHING	\$ 33,325	\$ 49,379	\$ 92,589	\$ 93,387	\$ 51,935
203	MOTOR VEHICLE SUPPLIES	\$ 180	\$ -	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 7,482	\$ 480	\$ 1,350	\$ 1,400	\$ 6,311
208	EDUCATION & REC SUPPLIES	\$ -	\$ -	\$ -	\$ 500	\$ 500
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 668	\$ 856	\$ 81	\$ 880	\$ 880
211	OTHER OPERATIONAL SUPPLIES	\$ 2,037	\$ -	\$ 3,051	\$ 3,151	\$ 2,817
212	AMMUNITION	\$ 14,139	\$ 15,207	\$ 14,905	\$ 17,485	\$ 20,065
214	POSTAGE/SHIPPING/DELIVERY	\$ 5,749	\$ 3,580	\$ 1,545	\$ 2,750	\$ 2,750
215	TRAINING SUPPLIES	\$ 1,501	\$ 2,306	\$ 3,755	\$ 3,883	\$ 1,554
218	FUEL & OIL	\$ 89,051	\$ 103,665	\$ 84,233	\$ 95,255	\$ 92,398
219	DATA PROCESSING SUPPLIES	\$ 4,469	\$ -	\$ -	\$ -	\$ -
220	INVESTIGATION SUPPLIES	\$ 3,533	\$ 2,904	\$ 3,409	\$ 5,278	\$ 12,108
<b>Supplies Sub Total</b>		<b>\$ 168,364</b>	<b>\$ 186,700</b>	<b>\$ 211,066</b>	<b>\$ 230,426</b>	<b>\$ 196,730</b>
<hr/>						
<b>Account Object</b>	<b>Description</b>					
302	MAINT-MOTOR VEHICLES	\$ 72,340	\$ 1,246	\$ 1	\$ -	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 16,580	\$ -	\$ -	\$ -	\$ -
351	MAINT-MISC	\$ -	\$ 20,502	\$ 23,154	\$ 42,403	\$ 26,986
<b>Maintenance Sub Total</b>		<b>\$ 88,919</b>	<b>\$ 21,748</b>	<b>\$ 23,155</b>	<b>\$ 42,403</b>	<b>\$ 26,986</b>
<hr/>						
<b>Account Object</b>	<b>Description</b>					
407	SPECIAL SERVICES	\$ 3,253	\$ -	\$ -	\$ -	\$ -
409	TRAVEL & EDUCATION	\$ 36,944	\$ 58,211	\$ 58,827	\$ 59,285	\$ 48,910
414	DUES & SUBSCRIPTIONS	\$ 15,639	\$ 10,801	\$ 6,257	\$ 10,390	\$ 10,390
416	OTHER/PROFESSIONAL SERVICES	\$ 21,640	\$ 25,573	\$ 13,891	\$ 13,931	\$ 14,570
419	AWARDS	\$ 500	\$ -	\$ 497	\$ 500	\$ 500
421	PRINTING	\$ 715	\$ 250	\$ 740	\$ 850	\$ 850
434	SPECIAL EVENTS	\$ 935	\$ 247	\$ 563	\$ 800	\$ 800
435	LABORATORY CHARGES	\$ 13,804	\$ 5,892	\$ 5,626	\$ 9,700	\$ 9,700
440	CONSULTANT AND ADVISORY FEES	\$ 10,000	\$ -	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 748	\$ 922	\$ 817	\$ 900	\$ -
473	HIDTA EXPENSES	\$ 1,165	\$ 10,469	\$ -	\$ -	\$ -
482	CREDIT CARD PROCESSING FEES	\$ 62	\$ 59	\$ 42	\$ 100	\$ -
557	CITY JAIL CONTRACT	\$ 350,000	\$ 350,000	\$ 339,167	\$ 350,000	\$ 350,000
<b>Services Sub Total</b>		<b>\$ 455,405</b>	<b>\$ 462,423</b>	<b>\$ 426,427</b>	<b>\$ 446,456</b>	<b>\$ 435,720</b>
<hr/>						
<b>Department Total</b>		<b>\$ 6,369,867</b>	<b>\$ 6,453,131</b>	<b>\$ 5,545,091</b>	<b>\$ 6,590,606</b>	<b>\$ 7,338,141</b>



TREE CITY USA

Fire

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	'Adopted '17-18	Proposed '18-19
<b>Fire Chief</b>	1	1	1
<b>Assistant Fire Chief</b>	1	1	1
<b>Battalion Chief</b>	5	5	5
<b>Captain *</b>	9	9	10
<b>Fire Engineer</b>	21	21	21
<b>Fire Fighter</b>	25	25	28
<b>Administrative Secretary</b>	1	1	1
<b>Total</b>	<b>63</b>	<b>63</b>	<b>67</b>

\* (1) Captain Proposed 1/1/2019

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safety and Vibrant Community</li> </ul>				
<b>Departmental Goals:</b>				
<ul style="list-style-type: none"> <li>• Increase percentage firefighters on scene in 5 min.</li> <li>• Provide advanced care to patients suffering from strokes, heart attacks, trauma, or other medical problems.</li> <li>• Maintain response times as low as possible with increasing call volume and population growth.</li> <li>• Improve response capabilities for large scale disasters such as floods, tornados, terrorism, etc.</li> <li>• Maintain service level of one Mobile Intensive Care Unit (MICU) at each fire station.</li> <li>• Fire station personnel will visit their neighborhoods during the year.</li> <li>• Maintain the Fire Department comprehensive wellness-fitness program.</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Full-Time Employees	57	62		68
Responses (Average per year)	11,767	12,777		13,863
Simultaneous Incidents	1,738	2,110		2,562
Lives Saved	493	480		500
Life Extending Aid	1,378	1,504		1,631
Training Hours	11,884	9,070		12,000.00
Value Saved Exposed to Fire	25,605,960	27,620,806		28,000,000
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Percent of property saved from fire	76%	96%		95%
Paramedics trained	9	3		3
Minimum Apparatus staffing per unit	13	16		16
Response times with increased call volume	5.5	5.17		5.5
Percentage of 4 firefighters on scene in 5 minutes	36%	40%		50%
Percentage of 14 firefighters on scene in 9 minutes	47%	60%		70%
Increase ambulance billing revenue	10%	20%		10%
Dependency on mutual aid assistance	378	110		200
Public Fire Safety Education contacts	8,500	8,500		9,000
In the field CPR recesutations	20	22		20
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Personnel	6,641,288	5,516,285	6,422,966	7,058,786
Supplies	248,011	268,568	273,774	271,432
Maintenance	11,602	10,335	10,475	3,350
Services	263,630	312,240	305,080	280,932
Capital Outlay	25,188	-	-	-
<b>TOTAL</b>	<b>7,189,720</b>	<b>6,107,428</b>	<b>7,012,295</b>	<b>7,614,499</b>

# Fire Department

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund 1 GENERAL FUND  
Department 15 FIRE  
Program 0**

Account Object	Description	2016	2017	2018	2018	2019
		Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 3,684,625	\$ 4,021,355	\$ 3,290,636	\$ 4,231,477	\$ 4,640,180
103	SALARIES-OVERTIME	\$ 586,235	\$ 526,205	\$ 497,091	\$ 200,000	\$ 200,000
104	SALARIES-LONGEVITY	\$ 28,320	\$ 24,770	\$ 20,304	\$ 24,524	\$ 27,008
105	GROUP HEALTH INSURANCE	\$ 813,628	\$ 759,202	\$ 668,305	\$ 688,470	\$ 804,587
106	TMRS	\$ 612,555	\$ 666,477	\$ 544,604	\$ 641,065	\$ 690,569
107	FICA	\$ 330,224	\$ 350,708	\$ 288,143	\$ 348,594	\$ 379,407
108	SALARIES-PARAMEDIC	\$ 102,516	\$ 110,822	\$ 89,350	\$ 116,464	\$ 114,676
109	SALARIES-WELL PAY	\$ 8,390	\$ 13,497	\$ 14,615	\$ 27,549	\$ 35,007
110	DENTAL INSURANCE	\$ 24,215	\$ 24,765	\$ 16,514	\$ 25,770	\$ 27,978
112	SALARIES-OUT OF CLASS	\$ 34,277	\$ 37,808	\$ 19,431	\$ 13,000	\$ 13,000
113	SALARIES-CAR ALLOWANCE	\$ 2,280	\$ 4,800	\$ 1,020	\$ 4,800	\$ -
114	SALARIES-ASSIGNMENT PAY	\$ 4,007	\$ 2,118	\$ -	\$ -	\$ -
115	CERTIFICATION PAY	\$ 33,870	\$ 35,213	\$ 30,784	\$ 37,321	\$ 45,266
118	CELL PHONE ALLOWANCE	\$ 1,321	\$ 1,046	\$ 430	\$ 1,440	\$ 960
120	GROUP LIFE INSURANCE	\$ 4,366	\$ 4,637	\$ 3,777	\$ 6,732	\$ 7,140
125	SALARIES-FLSA OVERTIME	\$ 32,736	\$ 29,173	\$ 7,812	\$ 25,000	\$ 25,000
130	WORKERS COMPENSATION	\$ 26,072	\$ 26,029	\$ 21,464	\$ 27,978	\$ 45,118
131	EAP EXPENSE	\$ 1,517	\$ 1,562	\$ 1,229	\$ 1,782	\$ 1,890
149	TLFFRA ANNUITY PAYMENT	\$ 1,100	\$ 1,100	\$ 775	\$ 1,000	\$ 1,000
<b>Personnel Sub Total</b>		<b>\$ 6,332,253</b>	<b>\$ 6,641,288</b>	<b>\$ 5,516,285</b>	<b>\$ 6,422,966</b>	<b>\$ 7,058,786</b>
<b>Supplies Sub Total</b>						
201	OFFICE SUPPLIES	\$ 4,718	\$ 3,817	\$ 2,944	\$ 3,224	\$ 3,800
202	UNIFORMS AND CLOTHING	\$ 61,337	\$ 51,689	\$ 62,496	\$ 62,496	\$ 70,235
203	MOTOR VEHICLE SUPPLIES	\$ 3,802	\$ -	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 49,747	\$ 46,891	\$ 69,101	\$ 71,687	\$ 56,560
205	JANITORIAL & CLEANING SUPPLIES	\$ 5,584	\$ 4,826	\$ 4,701	\$ 4,950	\$ 4,943
208	EDUCATION & REC SUPPLIES	\$ 2,297	\$ 1,970	\$ 41	\$ 150	\$ 2,000
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 493	\$ 528	\$ 509	\$ 509	\$ 400
211	OTHER OPERATIONAL SUPPLIES	\$ 2,870	\$ 5,174	\$ 2,449	\$ 2,670	\$ 3,070
214	POSTAGE/SHIPPING/DELIVERY	\$ 776	\$ 753	\$ 407	\$ 725	\$ 725
215	TRAINING SUPPLIES	\$ -	\$ 318	\$ 846	\$ 846	\$ 550
216	MEDICAL SUPPLIES	\$ 74,456	\$ 81,638	\$ 78,852	\$ 79,853	\$ 84,299
218	FUEL & OIL	\$ 36,525	\$ 42,130	\$ 35,875	\$ 36,317	\$ 42,630
231	SOFTWARE	\$ 9,028	\$ 8,278	\$ 10,348	\$ 10,348	\$ 2,220
<b>Supplies Sub Total</b>		<b>\$ 251,633</b>	<b>\$ 248,011</b>	<b>\$ 268,568</b>	<b>\$ 273,774</b>	<b>\$ 271,432</b>
<b>Equipment Sub Total</b>						
301	MAINT-BLDG & STRUCTURES	\$ 1,352	\$ -	\$ -	\$ -	\$ -
302	MAINT-MOTOR VEHICLES	\$ 101,685	\$ (303)	\$ -	\$ -	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 12,186	\$ 8,225	\$ 5,075	\$ 5,075	\$ 750
307	MAINT-INSTRUMENTS & APPARATUS	\$ 17,462	\$ 1,120	\$ -	\$ -	\$ -
313	MAINT-FURN & FIXTURES	\$ -	\$ -	\$ 5,260	\$ 5,400	\$ 2,600
314	MAINT-RADIO EQUIPMENT	\$ 3,044	\$ 2,560	\$ -	\$ -	\$ -
<b>Sub Total</b>		<b>\$ 135,729</b>	<b>\$ 11,602</b>	<b>\$ 10,335</b>	<b>\$ 10,475</b>	<b>\$ 3,350</b>
<b>Other Sub Total</b>						
402	RENTAL OF EQUIPMENT	\$ 138	\$ -	\$ -	\$ -	\$ -
407	SPECIAL SERVICES	\$ 6,181	\$ 1,210	\$ 5,528	\$ 5,870	\$ 5,870
409	TRAVEL & EDUCATION	\$ 24,828	\$ 25,123	\$ 24,684	\$ 24,759	\$ 48,293
414	DUES & SUBSCRIPTIONS	\$ 1,742	\$ 2,155	\$ 2,672	\$ 2,672	\$ 2,340
416	PROFESSIONAL SERVICES	\$ 39,047	\$ 42,981	\$ 40,117	\$ 47,618	\$ 42,340
418	MEDICAL EXPENSE	\$ 65	\$ -	\$ 20	\$ 50	\$ 500
420	INTERNAL TRAINING	\$ 1,750	\$ 1,065	\$ -	\$ -	\$ -
434	SPECIAL EVENTS	\$ 702	\$ 478	\$ 197	\$ 225	\$ 75
446	CITY ATTORNEY FEES	\$ 288	\$ -	\$ -	\$ -	\$ -
451	RADIO TIE-IN TO PARKLAND	\$ 14,883	\$ 21,522	\$ 21,766	\$ 21,837	\$ 21,909
453	E M S TRAINING	\$ 43,218	\$ 44,963	\$ 42,714	\$ 66,433	\$ 60,446
455	CERTIFICATION FEES	\$ 5,495	\$ 9,222	\$ 9,773	\$ 11,511	\$ 11,511
462	CELLULAR TELEPHONE & PAGERS	\$ 4,113	\$ 9,304	\$ 4,337	\$ 4,337	\$ 1,920
470	BAD DEBT EXPENSE	\$ 2,348	\$ 80	\$ 1,129	\$ 1,129	\$ -
476	ACCT ANALYSIS FEES-JPM	\$ 5,237	\$ 6,841	\$ 4,664	\$ 6,000	\$ 6,000
482	CREDIT CARD PROCESSING FEES	\$ 52	\$ 96	\$ 294	\$ 294	\$ -
554	AMBULANCE BILLING SERVICE FEE	\$ 102,276	\$ 83,527	\$ 57,893	\$ 57,893	\$ 53,328
558	EMPLOYEE PHYSICAL ASSESSMENT	\$ 12,945	\$ 15,065	\$ 22,620	\$ 23,100	\$ 26,400
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ -	\$ 73,832	\$ 31,352	\$ -
<b>Services Sub Total</b>		<b>\$ 265,308</b>	<b>\$ 263,630</b>	<b>\$ 312,240</b>	<b>\$ 305,080</b>	<b>\$ 280,932</b>
<b>Capital Sub Total</b>						
609	CAPITAL-MACHINERY & EQUIPMENT	\$ -	\$ 19,450	\$ -	\$ -	\$ -
618	CAPITAL-COMPUTER EQUIPMENT	\$ -	\$ 5,738	\$ -	\$ -	\$ -
<b>Capital Total</b>		<b>\$ -</b>	<b>\$ 25,188</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department Total</b>						
<b>Department Total</b>		<b>\$ 6,984,923</b>	<b>\$ 7,189,720</b>	<b>\$ 6,107,428</b>	<b>\$ 7,012,295</b>	<b>\$ 7,614,499</b>



# Emergency Management



## Personnel Organization Chart



## Personnel Summary

There is no personnel for this program.

## Department Narrative

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

Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Vibrant Community</li> </ul>				
<b>Departmental Goals:</b>				
<ul style="list-style-type: none"> <li>• Maintain emergency generators and early warning sirens</li> <li>• Maintaining a credible Emergency Operations Plan (EOP)</li> <li>• Maintain the City of Lancaster's Emergency Operations Center (EOC)</li> <li>• Coordinate with Regional partners in the response to disasters</li> <li>• Maintain response capabilities for large scale disasters such as floods, tornados and terrorism</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Siren activation testing	200	220		200
Severe Weather events monitored	60	67		60
Emergency Plan Annex updates	4	2		8
Code Red maintenance	150	225		300
Generator Checks	60	60		60
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Siren activations	2	4		4
Emergency Operation Center (EOC) activations	30	15		16
Emergency Operation Plan (EOP) rating	Intermediate	Intermediate		Advanced
Generator Activations	5	4		3
City Disaster Training	4	2		4
Regional Disaster meetings	6	8		8
Disaster Drill	6	1		2
Code Red notifications	2	2		2
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Supplies	-	400	1,630	2,500
Maintenance	10,969	16,420	16,420	10,775
Services	65,430	55,780	66,127	57,280
<b>TOTAL</b>	<b>76,399</b>	<b>72,600</b>	<b>84,177</b>	<b>70,555</b>

# Emergency Management

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund 1 GENERAL FUND  
Department 15 FIRE  
Program 4 EMERGENCY MANAGEMENT**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
202	UNIFORMS AND CLOTHING	\$ 198	\$ -	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 469	\$ -	\$ -	\$ -	\$ -
211	OTHER OPERATIONAL SUPPLIES	\$ -	\$ -	\$ -	\$ 130	\$ 1,000
218	FUEL & OIL	\$ 1,197	\$ -	\$ 400	\$ 1,500	\$ 1,500
<b>Supplies Sub Total</b>		<b>\$ 1,864</b>	<b>\$ -</b>	<b>\$ 400</b>	<b>\$ 1,630</b>	<b>\$ 2,500</b>
<hr/>						
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ 7	\$ -	\$ -	\$ -	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 697	\$ (47)	\$ -	\$ -	\$ -
314	MAINT-RADIO EQUIPMENT	\$ 3,147	\$ 241	\$ 5,645	\$ 5,645	\$ -
341	MAINT-EARLY WARNING SIRENS	\$ 18,775	\$ 10,775	\$ 10,775	\$ 10,775	\$ 10,775
<b>Maintenance Sub Total</b>		<b>\$ 22,626</b>	<b>\$ 10,969</b>	<b>\$ 16,420</b>	<b>\$ 16,420</b>	<b>\$ 10,775</b>
<hr/>						
Account Object	Description					
409	TRAVEL & EDUCATION	\$ -	\$ -	\$ 653	\$ 2,000	\$ 1,500
416	PROFESSIONAL SERVICES	\$ 22,000	\$ 65,430	\$ 55,127	\$ 64,127	\$ 55,780
<b>Services Sub Total</b>		<b>\$ 22,000</b>	<b>\$ 65,430</b>	<b>\$ 55,780</b>	<b>\$ 66,127</b>	<b>\$ 57,280</b>
<hr/>						
<b>Department Total</b>		<b>\$ 46,491</b>	<b>\$ 76,399</b>	<b>\$ 72,600</b>	<b>\$ 84,177</b>	<b>\$ 70,555</b>



# Non-Departmental

## Personnel Organization Chart

### Personnel Summary

There is no personnel for this program.

### Department Narrative

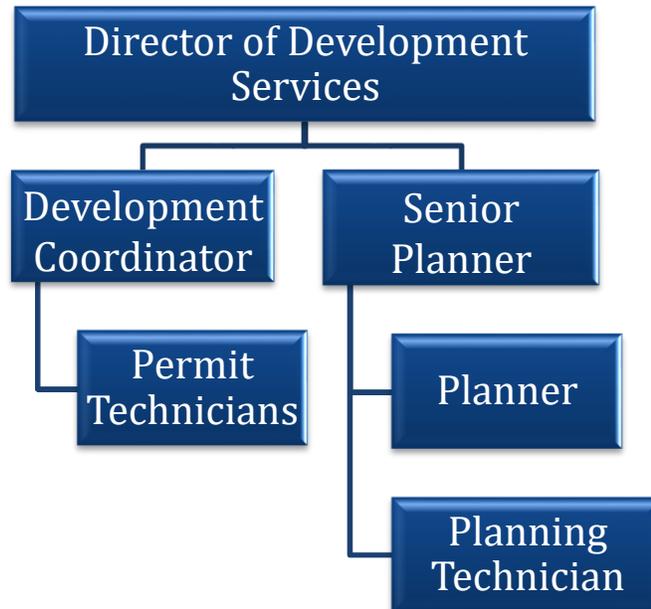
The Non-Departmental Activity includes funds that are used jointly by all departments or the city as a whole. Items include city insurance, dues and subscriptions, special events and other similar items.







## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	'Adopted '17-18	Proposed '18-19
Director of Development Services	1	1	1
Senior Planner	1	1	1
Planner	0	1	1
Development Coordinator	1	1	1
Planning Technician	0	0	1
Permit Technicians	0	2	2
<b>Total</b>	<b>3</b>	<b>6</b>	<b>7</b>

## Department Narrative

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

Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>Quality Development</li> <li>Healthy, Safe and Engaged Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>Promote high quality commercial and residential growth through quality planning procedures and processes</li> <li>Provide clear professional and technical assistance to City Council, City Management, and Lancaster residents, and the development community</li> <li>Update regulations and ordinances for consistency to City Council objectives</li> <li>Minimize conflict between developments and promote sustainability</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Full Time Employees	2	2		4
Lancaster Development Code Review Sessions	8	5		10
Total Plats Received and Reviewed	22	25		35
Total Zoning Requests Received and Processed	19	9		20
Total Site Plans Received and Reviewed	19	9		20
Historic Landmark Preservation Received and Reviewed	2	20		25
Special Exception Received and Reviewed	7	8		15
<b>Long Range Projects</b>				
Lancaster Development Code Conflicts	N/A	Pending		75%
Lancaster Development Code Update	N/A	Pending		100%
Zoning Map Update	N/A	Pending		100%
Future Land Use Plan Update	N/A	Pending		100%
Overlay Districts Update	N/A	Pending		100%
Streetscape Master Plan Update	N/A	Pending		100%
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Comment on Building Plans with Planning Elements within 3 Days	85%	100%		100%
Process Administrative Permits within 3 Days	85%	100%		100%
Complete Site Plan and Plat Applications within 30 days	90%	100%		100%
Zoning Applications Completed with 45 days	85%	100%		100%
Citizen Planning Inquiries Resolved Within 24 Hours	85%	100%		100%
Continuing Education Units Received	40 Units	12 Credits		32 Credits
<b>City Initiated Project</b>				
Special Events Centers	N/A	100%		100%
Short Term Rentals	N/A	100%		100%
Tree Manual	N/A	85%		100%
Budget Summary	2016-2017	2017-2018		2018-2019
	Actual	Actual	Budget	Budget
Personnel	224,415	289,943	398,592	574,630
Supplies	3,023	2,470	3,285	1,800
Maintenance	30	-	-	-
Services	195,534	7,742	509,586	257,745
<b>TOTAL</b>	<b>423,002</b>	<b>300,155</b>	<b>911,463</b>	<b>834,175</b>

# Planning

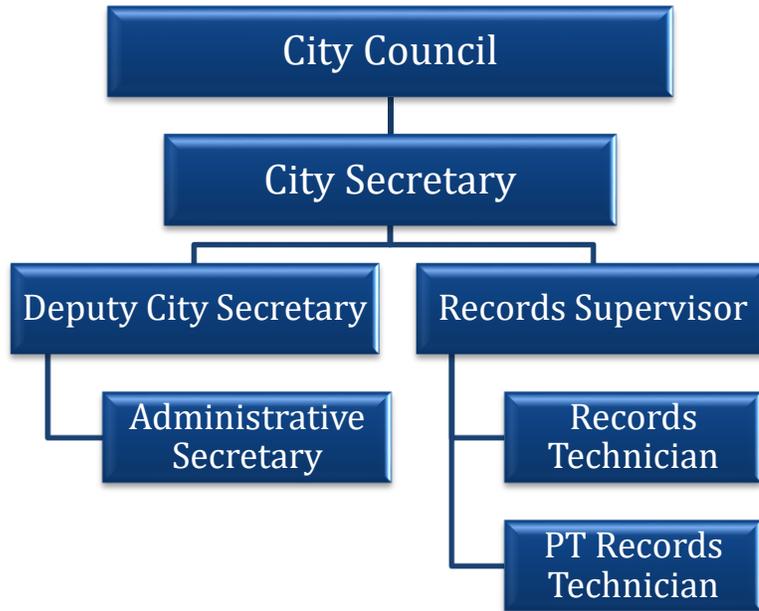
**BUDGET REPORT**  
**LINE ITEM DETAIL**  
**BY DEPARTMENT**

**Fund** 1 **GENERAL FUND**  
**Department** 17 **PLANNING & DEVELOPMENT**  
**Program** 0 **PLANNING & DEVELOPMENT**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 58,934	\$ 152,122	\$ 197,154	\$ 251,014	\$ 398,577
102	SALARIES-PART TIME	\$ 5,484	\$ -	\$ -	\$ -	\$ -
103	SALARIES-OVERTIME	\$ -	\$ 658	\$ 2,098	\$ 2,100	\$ -
104	SALARIES-LONGEVITY	\$ -	\$ -	\$ 136	\$ 308	\$ 208
105	GROUP HEALTH INSURANCE	\$ 5,900	\$ 37,461	\$ 47,442	\$ 65,328	\$ 75,389
106	TMRS	\$ 9,115	\$ 21,377	\$ 27,391	\$ 48,574	\$ 55,134
107	FICA	\$ 4,975	\$ 10,684	\$ 13,889	\$ 27,137	\$ 31,157
109	SALARIES-WELL PAY	\$ -	\$ -	\$ -	\$ 13	\$ 2,831
110	DENTAL INSURANCE	\$ 259	\$ 996	\$ 1,202	\$ 2,601	\$ 3,048
113	SALARIES-CAR ALLOWANCE	\$ 2,043	\$ -	\$ -	\$ -	\$ 4,800
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ 750	\$ 151	\$ 152	\$ -
115	CERTIFICATION PAY	\$ -	\$ -	\$ -	\$ -	\$ 1,680
118	CELL PHONE ALLOWANCE	\$ -	\$ -	\$ -	\$ 328	\$ 480
120	GROUP LIFE INSURANCE	\$ 66	\$ 175	\$ 228	\$ 587	\$ 689
130	WORKERS COMPENSATION	\$ 53	\$ 123	\$ 156	\$ 295	\$ 455
131	EAP EXPENSE	\$ 24	\$ 69	\$ 95	\$ 155	\$ 182
<b>Personnel Sub Total</b>		<b>\$ 86,853</b>	<b>\$ 224,415</b>	<b>\$ 289,943</b>	<b>\$ 398,592</b>	<b>\$ 574,630</b>
Account Object		Description				
201	OFFICE SUPPLIES	\$ 1,259	\$ 1,844	\$ 2,011	\$ 2,400	\$ 1,200
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 248	\$ -	\$ -	\$ -	\$ -
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 265	\$ 536	\$ -	\$ 50	\$ 100
214	POSTAGE/SHIPPING/DELIVERY	\$ 354	\$ 386	\$ 458	\$ 835	\$ 500
218	FUEL & OIL	\$ 510	\$ -	\$ -	\$ -	\$ -
231	SOFTWARE	\$ -	\$ 257	\$ -	\$ -	\$ -
<b>Supplies Sub Total</b>		<b>\$ 2,635</b>	<b>\$ 3,023</b>	<b>\$ 2,470</b>	<b>\$ 3,285</b>	<b>\$ 1,800</b>
Account Object		Description				
302	MAINT-MOTOR VEHICLES	\$ 168	\$ -	\$ -	\$ -	\$ -
303	MAINT-EQUIP & MACHINERY	\$ -	\$ 30	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 168</b>	<b>\$ 30</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Account Object		Description				
408	ADVERTISING	\$ 557	\$ 1,158	\$ 1,692	\$ 2,000	\$ 1,000
409	TRAVEL & EDUCATION	\$ 2,531	\$ 1,824	\$ 1,605	\$ 2,665	\$ 3,000
414	DUES & SUBSCRIPTIONS	\$ 3,964	\$ 1,951	\$ 614	\$ 905	\$ 2,205
416	OTHER/PROFESSIONAL SERVICES	\$ 185,044	\$ 188,978	\$ 456	\$ 500,000	\$ 250,000
421	PRINTING	\$ 84	\$ 1,623	\$ -	\$ 100	\$ 1,000
462	CELLULAR TELEPHONE & PAGERS	\$ 83	\$ -	\$ -	\$ 540	\$ 540
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ -	\$ 3,376	\$ 3,376	\$ -
<b>Services Sub Total</b>		<b>\$ 192,263</b>	<b>\$ 195,534</b>	<b>\$ 7,742</b>	<b>\$ 509,586</b>	<b>\$ 257,745</b>
<b>Department Total</b>		<b>\$ 281,918</b>	<b>\$ 423,002</b>	<b>\$ 300,155</b>	<b>\$ 911,463</b>	<b>\$ 834,175</b>



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	'Adopted '17-18	Proposed '18-19
City Secretary	1	1	1
Deputy City Secretary	1	1	1
Records Supervisor	1	1	1
Administrative Secretary	1	1	1
Records Technician	1	1	1
PT Records Technician (.5)	1	1	1
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>

## Department Narrative

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



Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Financial Sound Government</li> <li>• Sound Infrastructure</li> <li>• Quality Development</li> <li>• Professional &amp; Committed City Workforce</li> <li>• Healthy, Safe &amp; Engaged Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Prepare Lancaster City Council Meeting agendas and maintain an accurate account of such proceedings including Council minutes and codification of ordinances and resolutions as approved by the City Council</li> <li>• Conduct General Municipal Election</li> <li>• Process local permit applications for alcohol beverage permits in compliance with state laws and local ordinances</li> <li>• Scan and index Ordinances and Resolutions as adopted</li> <li>• Serve as a document and information resource for Council, citizens and staff</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
City Council Meetings	36	39		45
Population	37,730	37,880		40,500
Registered Voters	23,033	23,687		25,500
Ordinances Adopted	32	25		30
Resolutions Approved	70	84		95
Ordinances Codified	32	25		30
Proclamations Prepared	23	21		25
Open Records Requests Processed	2,703	3,545		4,500
Elections Held	1	3		1
Quantity of Records Eligible for Destruction (lbs.)	3,420	3,080		4,500
Agenda Packet Pages Produced (electronic)	4,628	5,134		5,550
Legal Notices Published	23	20		25
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Agenda Packets Prepared by Thursday Before Council	100%	100%		100%
Open Records Requests processed in accordance with state law	100%	100%		100%
Ordinances codified	100%	100%		100%
Citywide destruction of eligible records (lbs.)	3,420	3,080		9,500
"Local" Alcohol Beverage Permits issued	4	13		10
Ordinances and Resolutions indexed/scanned as adopted	100%	100%		100%
Council minutes prepared; ordinances and resolutions	100%	100%		100%
Line Item Details Totals	2016-2017	2017-2018		2018-2019
	Actual	Actual	Budget	Budget
Personnel	360,047	293,328	376,129	388,951
Supplies	1,025	1,690	3,200	4,206
Maintenance	60	-	-	-
Services	23,114	17,232	28,049	32,802
<b>Total Expenditures</b>	<b>384,246</b>	<b>312,250</b>	<b>407,378</b>	<b>425,959</b>

# City Secretary's Office

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund 1 GENERAL FUND  
Department 18 CITY SECRETARY  
Program 0 CITY SECRETARY**

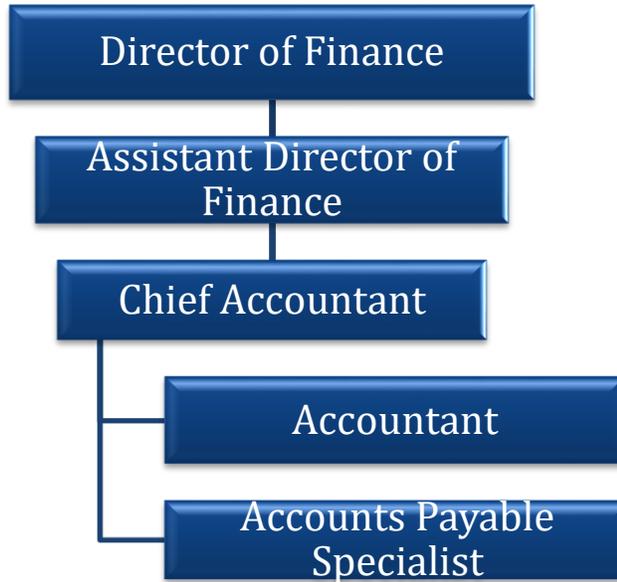
		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 139,056	\$ 223,333	\$ 186,547	\$ 233,089	\$ 241,996
102	SALARIES-PART TIME	\$ 5,698	\$ 27,129	\$ 19,298	\$ 31,206	\$ 32,139
103	SALARIES-OVERTIME	\$ 901	\$ 1,118	\$ 844	\$ 500	\$ 500
104	SALARIES-LONGEVITY	\$ 300	\$ 580	\$ 632	\$ 924	\$ 1,060
105	GROUP HEALTH INSURANCE	\$ 25,485	\$ 47,519	\$ 35,989	\$ 42,813	\$ 41,463
106	TMRS	\$ 19,860	\$ 32,060	\$ 26,544	\$ 37,239	\$ 38,435
107	FICA	\$ 11,391	\$ 19,370	\$ 15,958	\$ 20,803	\$ 21,718
109	SALARIES-WELL PAY	\$ 808	\$ 1,357	\$ 1,802	\$ 1,431	\$ 1,744
110	DENTAL INSURANCE	\$ 1,263	\$ 2,118	\$ 1,381	\$ 2,190	\$ 2,190
113	SALARIES-CAR ALLOWANCE	\$ 4,843	\$ 4,800	\$ 3,800	\$ 4,800	\$ 4,800
115	CERTIFICATION PAY	\$ -	\$ -	\$ -	\$ -	\$ 1,680
120	GROUP LIFE INSURANCE	\$ 171	\$ 273	\$ 222	\$ 714	\$ 714
130	WORKERS COMPENSATION	\$ 118	\$ 202	\$ 170	\$ 230	\$ 322
131	EAP EXPENSE	\$ 87	\$ 188	\$ 141	\$ 190	\$ 190
<b>Personnel Sub Total</b>		<b>\$ 209,982</b>	<b>\$ 360,047</b>	<b>\$ 293,328</b>	<b>\$ 376,129</b>	<b>\$ 388,951</b>
<b>Supplies</b>						
Account Object	Description	2016	2017	2018	2018	2019
201	OFFICE SUPPLIES	\$ 1,954	\$ 827	\$ 1,537	\$ 3,000	\$ 3,000
202	UNIFORMS AND CLOTHING	\$ -	\$ -	\$ -	\$ -	\$ 306
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ -	\$ -	\$ -	\$ 700
214	POSTAGE/SHIPPING/DELIVERY	\$ 239	\$ 198	\$ 153	\$ 200	\$ 200
<b>Supplies Sub Total</b>		<b>\$ 2,193</b>	<b>\$ 1,025</b>	<b>\$ 1,690</b>	<b>\$ 3,200</b>	<b>\$ 4,206</b>
<b>Maintenance</b>						
Account Object	Description	2016	2017	2018	2018	2019
303	MAINT-EQUIP & MACHINERY	\$ -	\$ 60	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ -</b>	<b>\$ 60</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other</b>						
Account Object	Description	2016	2017	2018	2018	2019
401	TELEPHONE & COMMUNICATIONS	\$ 448	\$ 821	\$ 485	\$ 480	\$ 480
402	RENTAL OF EQUIPMENT	\$ -	\$ 193	\$ -	\$ -	\$ -
407	SPECIAL SERVICES	\$ 3,496	\$ 273	\$ 563	\$ 4,892	\$ 4,892
408	ADVERTISING	\$ 1,033	\$ -	\$ 1,787	\$ 325	\$ 500
409	TRAVEL & EDUCATION	\$ 6,034	\$ 6,479	\$ 3,115	\$ 9,855	\$ 13,663
414	DUES & SUBSCRIPTIONS	\$ 555	\$ 525	\$ 813	\$ 1,332	\$ 1,382
416	OTHER/PROFESSIONAL SERVICES	\$ 10,401	\$ 14,334	\$ 9,800	\$ 10,400	\$ 10,520
452	FILING FEES	\$ 372	\$ 140	\$ 219	\$ 225	\$ 825
462	CELLULAR TELEPHONE & PAGERS	\$ 758	\$ 349	\$ 450	\$ 540	\$ 540
559	CONTRACT/TEMPORARY LABOR	\$ 377	\$ -	\$ -	\$ -	\$ -
<b>Sub Total</b>		<b>\$ 23,475</b>	<b>\$ 23,114</b>	<b>\$ 17,232</b>	<b>\$ 28,049</b>	<b>\$ 32,802</b>
<b>Department Total</b>		<b>\$ 235,649</b>	<b>\$ 384,246</b>	<b>\$ 312,250</b>	<b>\$ 407,378</b>	<b>\$ 425,959</b>



TREE CITY USA

# Finance

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	'Adopted '17-18	Proposed '18-19
Director of Finance	1	1	1
Assistant Finance Director	1	1	1
Chief Accountant	1	1	1
Accountant	0.75	0.75	0.75
Account Payables Specialist	1	1	1
<b>Total</b>	<b>4.75</b>	<b>4.75</b>	<b>4.75</b>

## Department Narrative

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



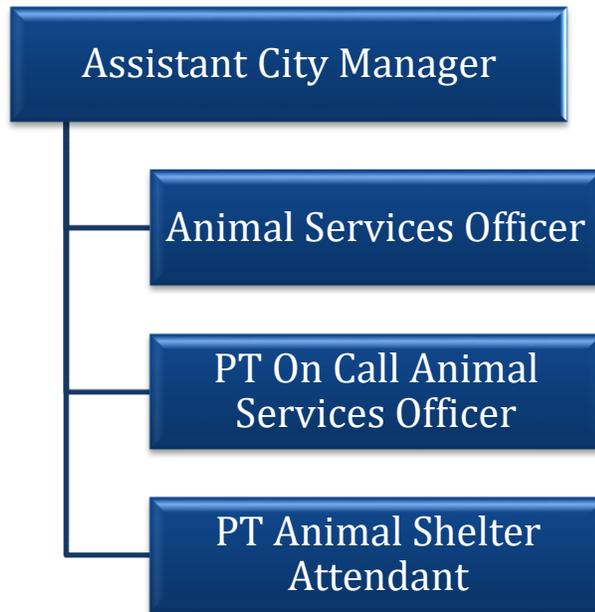
Goals				
<b>Council Goals:</b>				
<ul style="list-style-type: none"> <li>Financially Sound Government</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>Provide financial information to all stakeholders in the form, frequency, and timeliness needed for management</li> <li>Utilize best practices to meet or exceed industry standards of Financial Management and Reporting</li> <li>Coordinate with the City Manager's Office in the preparation of the Annual Operating Budget; Capital Improvement Program (CIP) and Five-Year Financial Forecasts</li> <li>Develop and implement operational accounting policies and procedures.</li> <li>Pursue e-government solutions to improve efficiency and maintain the City's accounting system to meet the needs of all users.</li> <li>Coordinate the preparation of the Comprehensive Annual Financial Report (CAFR) with the external auditors</li> <li>Comply with regulatory agencies and bond covenants regarding financial management, accounting and Internal controls</li> <li>Investment Policy and PFIA training</li> <li>Comptroller's Leadership Circle</li> <li>Comprehensive Annual Financial Report</li> <li>Certificate of Achievement for Excellence in Financial Reporting</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Full-Time Employees	4	5		5
Checking Accounts	8	6		6
Journal Entries Made	6,200	7,633		7,800
Bank Statements Reconciled	96	96		72
Monthly Operations Reports - P.I.D.'s	7	8		8
Accounts Payable Checks Processed	4,528	3,600		3,400
Quarterly Financial & Investment Reporting	4	4		4
Financial Reporting	0	1		1
Financial Policy	1	1		1
Investment Policy	1	1		1
Debt Management Policy	1	1		1
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Bank Reconciliations Finished by following Month End	90%	95%		95%
Monthly Closeouts within 10 Days of Month End	10	10		12
Vendors Paid within 30 Days	95%	95%		95%
Checks Available for Review every Wednesday	95%	95%		95%
Audit presentation to Council (Months after year end)	6 mos.	6 mos.		6 mos.
Periodic Inventories, Audits, and Reports	5	4		4
Budget Summary	2016-2017	2017-2018		2018-2019
	Actual	Actual	Budget	Budget
Personnel	453,404	334,662	465,999	480,105
Supplies	7,547	7,111	10,387	9,530
Maintenance	33	-	-	-
Services	225,742	215,236	258,227	279,539
<b>TOTAL</b>	<b>686,726</b>	<b>557,009</b>	<b>734,612</b>	<b>769,174</b>





# Animal Services

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
Animal Services Officer	2	2	2
PT On Call Animal Services Officer	0.5	0.5	0.5
PT Animal Shelter Attendant (.5)	1	1	1
<b>Total</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>

## Department Narrative

The Animal Services Division works closely with residents to obtain and encourage continued compliance with the city and state laws. The main focus is on domestic animals, but officers are also trained to assist customers with birds, coyotes and other species, with the employment of two full-time Animal Services Officers (ASOs) and three part-time officers. Staff also conducts shot and adoption clinics periodically that assist in controlling the growing population of stray animals in the City.



**Goals**

**City Council Goal**

- Healthy, Safe & Vibrant Community
- Civic Engagement

**Departmental Goals**

- 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
- Maintain all state required certifications for animal adoptions (euthanasia, dart gun, etc...)

<b>Workload Indicators</b>	<b>16-17 Actual</b>	<b>17-18 Actual</b>		<b>2018-2019 Target</b>
Full-Time Employees	3	3.5		3.5
Adoptions	158	185		350
Redemptions	72	137		80
Euthanizations (including diseased and owner request)	150	170		20
Deceased Animal Pickup	148	272		10
Micro Chip Inserted	86	350		500
Animal Bite Investigations	8	12		5
Animals at Large	2,200	2,700		1,000
Aggressive Dogs	0	14		5
Livestock too close to residents	8	4		2
Traps issued	15	16		50
Snakes	20	0		0
<b>Performance Measurement</b>	<b>16-17 Actual</b>	<b>17-18 Actual</b>		<b>2018-2019 Target</b>
Animal Services requests answered within 8 hours	85%	95%		100%
Increase monthly adoptions	85%	50%		100%
Meet State Shelter Requirements	100%	100%		100%
<b>Budget Summary</b>	<b>2016-2017 Actual</b>	<b>2017-2018</b>		<b>2018-2019 Budget</b>
		<b>Actual</b>	<b>Budget</b>	
Personnel	149,548	147,915	172,782	182,665
Supplies	8,187	9,119	12,162	12,852
Other Services	14,067	8,943	10,872	12,228
<b>TOTAL</b>	<b>171,802</b>	<b>165,977</b>	<b>195,816</b>	<b>207,745</b>

# Animal Services

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund**                    **1**        **GENERAL FUND**  
**Department**        **24**        **ANIMAL CONTROL**  
**Program**              **0**        **ANIMAL CONTROL**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 91,092	\$ 69,883	\$ 62,714	\$ 78,358	\$ 80,708
102	SALARIES-PART TIME	\$ 17,543	\$ 37,960	\$ 47,662	\$ 45,757	\$ 47,129
103	SALARIES-OVERTIME	\$ 3,622	\$ 5,604	\$ 1,368	\$ 2,400	\$ 2,400
104	SALARIES-LONGEVITY	\$ 738	\$ 166	\$ 244	\$ 252	\$ 348
105	GROUP HEALTH INSURANCE	\$ 20,075	\$ 14,944	\$ 17,431	\$ 15,127	\$ 19,112
106	TMRS	\$ 14,136	\$ 10,543	\$ 8,864	\$ 17,491	\$ 17,880
107	FICA	\$ 8,374	\$ 8,599	\$ 8,130	\$ 9,772	\$ 10,105
109	SALARIES-WELL PAY	\$ 162	\$ -	\$ -	\$ 487	\$ 588
110	DENTAL INSURANCE	\$ 962	\$ 743	\$ 578	\$ 867	\$ 876
115	CERTIFICATION PAY	\$ -	\$ -	\$ -	\$ -	\$ 420
118	CELL PHONE ALLOWANCE	\$ 524	\$ 520	\$ 420	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 108	\$ 80	\$ 76	\$ 459	\$ 459
130	WORKERS COMPENSATION	\$ 963	\$ 399	\$ 319	\$ 1,209	\$ 2,037
131	EAP EXPENSE	\$ 81	\$ 107	\$ 110	\$ 123	\$ 123
<b>Personnel Sub Total</b>		<b>\$ 158,380</b>	<b>\$ 149,548</b>	<b>\$ 147,915</b>	<b>\$ 172,782</b>	<b>\$ 182,665</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 56	\$ 851	\$ 630	\$ 1,000	\$ 1,000
202	UNIFORMS AND CLOTHING	\$ 166	\$ 514	\$ 730	\$ 731	\$ 939
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 396	\$ 2,378	\$ 2,206	\$ 2,749	\$ 3,049
205	JANITORIAL & CLEANING SUPPLIES	\$ 23	\$ 281	\$ 919	\$ 1,385	\$ 906
206	CHEMICALS	\$ 1,845	\$ 99	\$ -	\$ 100	\$ 800
211	OTHER OPERATIONAL SUPPLIES	\$ -	\$ -	\$ -	\$ -	\$ 700
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ 152	\$ 148	\$ 150	\$ 300
216	MEDICAL SUPPLIES	\$ 72	\$ -	\$ -	\$ 100	\$ 100
218	FUEL & OIL	\$ 1,817	\$ 1,294	\$ 1,574	\$ 1,827	\$ 1,558
224	ANIMAL CARE SUPPLIES	\$ 1,407	\$ 2,618	\$ 2,911	\$ 4,120	\$ 3,500
<b>Supplies Sub Total</b>		<b>\$ 5,782</b>	<b>\$ 8,187</b>	<b>\$ 9,119</b>	<b>\$ 12,162</b>	<b>\$ 12,852</b>
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ 1,187	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 1,187</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 120	\$ -	\$ -	\$ -	\$ -
409	TRAVEL & EDUCATION	\$ 197	\$ 620	\$ 350	\$ 800	\$ 1,350
414	DUES & SUBSCRIPTIONS	\$ 3,514	\$ 3,910	\$ 4,781	\$ 4,782	\$ 4,108
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ 1,709	\$ 330	\$ 460	\$ 460
418	MEDICAL EXPENSE	\$ -	\$ 6,645	\$ 2,693	\$ 4,010	\$ 4,610
421	PRINTING	\$ 188	\$ -	\$ -	\$ -	\$ 300
435	LABORATORY CHARGES	\$ -	\$ 86	\$ -	\$ -	\$ 500
462	CELLULAR TELEPHONE & PAGERS	\$ 1,091	\$ 1,097	\$ 789	\$ 820	\$ 900
<b>Services Sub Total</b>		<b>\$ 5,110</b>	<b>\$ 14,067</b>	<b>\$ 8,943</b>	<b>\$ 10,872</b>	<b>\$ 12,228</b>
<b>Department Total</b>		<b>\$ 170,459</b>	<b>\$ 171,802</b>	<b>\$ 165,977</b>	<b>\$ 195,816</b>	<b>\$ 207,745</b>



# Purchasing

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
Purchasing Agent	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>Financially Sound City Government</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>Provide assistance to departments within the City for procuring materials / services in the most efficient and economical way that adheres to all related Texas purchasing statutes and the internal purchasing policy</li> <li>Update purchasing policy and conduct training for all employees involved in the buying process.</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Bid Types Processed	74	93		106
ITQ-Invitation to Quote	38	16		44
ITB-Invitation to Bid	29	21		30
RFQ-Request for Qualifications	2	11		2
RFP-Request for Proposal	4	31		40
RFI-Request for Information	0	0		0
Requisitions Processed	1,198	1,471		1,800
Procurement Card Transactions	3,416	3,747		4,500
Purchase Orders Processed	1,128	2,387		2,800
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Vendor Inquiries Resolved Within 48 Hours	99%	100%		100%
Electronic Vendor Self Update	99%	100%		100%
Electronic Procurement System Operational	100%	100%		100%
Contract Management System Operational	100%	100%		100%
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Personnel	86,913	72,546	89,849	91,749
Supplies	452	573	1,124	1,024
Services	19,328	19,676	26,540	26,874
<b>TOTAL</b>	<b>106,693</b>	<b>92,795</b>	<b>117,513</b>	<b>119,647</b>

# Purchasing

BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT

Fund 1 GENERAL FUND  
Department 29 PURCHASING  
Program 0 PURCHASING

Account Object	Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Budget	2019 Proposed
101	SALARIES-REGULAR	\$ 58,255	\$ 61,335	\$ 51,026	\$ 63,178	\$ 65,073
104	SALARIES-LONGEVITY	\$ 54	\$ 102	\$ 114	\$ 148	\$ 196
105	GROUP HEALTH INSURANCE	\$ 10,860	\$ 11,973	\$ 9,479	\$ 11,927	\$ 11,458
106	TMRS	\$ 7,999	\$ 8,522	\$ 7,078	\$ 8,723	\$ 8,898
107	FICA	\$ 4,175	\$ 4,396	\$ 3,950	\$ 4,874	\$ 5,028
109	SALARIES-WELL PAY	\$ 449	\$ -	\$ 486	\$ 379	\$ 456
110	DENTAL INSURANCE	\$ 442	\$ 435	\$ 289	\$ 438	\$ 438
120	GROUP LIFE INSURANCE	\$ 73	\$ 74	\$ 61	\$ 102	\$ 102
130	WORKERS COMPENSATION	\$ 47	\$ 49	\$ 41	\$ 53	\$ 73
131	EAP EXPENSE	\$ 27	\$ 27	\$ 21	\$ 27	\$ 27
<b>Personnel Sub Total</b>		<b>\$ 82,383</b>	<b>\$ 86,913</b>	<b>\$ 72,546</b>	<b>\$ 89,849</b>	<b>\$ 91,749</b>
Account Object	Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Budget	2019 Proposed
201	OFFICE SUPPLIES	\$ 4,980	\$ 422	\$ 560	\$ 904	\$ 904
202	UNIFORMS AND CLOTHING	\$ 57	\$ -	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 435	\$ -	\$ -	\$ -	\$ -
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 80	\$ -	\$ -	\$ 20	\$ 20
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ 30	\$ 13	\$ 200	\$ 100
<b>Supplies Sub Total</b>		<b>\$ 5,551</b>	<b>\$ 452</b>	<b>\$ 573</b>	<b>\$ 1,124</b>	<b>\$ 1,024</b>
Account Object	Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Budget	2019 Proposed
401	TELEPHONE & COMMUNICATIONS	\$ 448	\$ 419	\$ 440	\$ 480	\$ 480
407	SPECIAL SERVICES	\$ -	\$ -	\$ -	\$ 900	\$ -
408	ADVERTISING	\$ 405	\$ 595	\$ 925	\$ 450	\$ 450
409	TRAVEL & EDUCATION	\$ 4,419	\$ 1,681	\$ 1,963	\$ 875	\$ 1,209
414	DUES & SUBSCRIPTIONS	\$ 315	\$ 945	\$ 430	\$ 295	\$ 295
421	PRINTING	\$ 42	\$ -	\$ -	\$ -	\$ -
434	SPECIAL EVENTS	\$ 81	\$ 254	\$ 205	\$ 250	\$ 250
442	COMPUTER PROFESSIONAL SERVICES	\$ 15,158	\$ 15,266	\$ 15,218	\$ 22,750	\$ 23,650
462	CELLULAR TELEPHONE & PAGERS	\$ 1,070	\$ 168	\$ 495	\$ 540	\$ 540
<b>Services Sub Total</b>		<b>\$ 21,938</b>	<b>\$ 19,328</b>	<b>\$ 19,676</b>	<b>\$ 26,540</b>	<b>\$ 26,874</b>
<b>Department Total</b>		<b>\$ 109,872</b>	<b>\$ 106,693</b>	<b>\$ 92,795</b>	<b>\$ 117,513</b>	<b>\$ 119,647</b>



# Human Resources

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	'Adopted '17-18	Proposed '18-19
Director of Human Resources	1	1	1
Benefits & Risk Manager	1	1	1
Human Resources Generalist	0	0	1
Human Resources Secretary	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>4</b>

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>Professional &amp; Committed City Workforce</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>Recruit, attract and select the best employees for Lancaster</li> <li>Empower managers and employees throughout the city organization</li> <li>Have a market-based compensation system</li> <li>Job Description Updates</li> <li>Policy and Procedure Manual Update</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Total Full-time City of Lancaster Employees	250	253		275
Applications Received and Processed	2526	2368		2800
Liability and Property Claims	14	12		10
Pre-Hire Drug Screens and Background Checks	118	147		120
In-House Training Programs	17	13		15
Benefit Programs Managed	22	22		22
Workers Compensation Claims	35	18		15
Total Volunteers	88	55		90
Total Volunteer Hours	4,497	3,200		4,550
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Turnover in Agency	13%	8%		10%
Accurate Payroll Checks	100%	100%		100%
Performance Evaluations Completed On-Time	95%	95%		95%
Job Postings within 24 Hours	100%	100%		100%
Claims Processed within 7 Days	100%	100%		100%
Budget Summary	2016-2017	2017-2018		2018-2019
	Actual	Actual	Budget	Budget
Personnel	294,180	297,497	344,938	386,778
Supplies	5,028	5,474	5,750	5,350
Maintenance	30	-	-	-
Other Services	187,004	170,077	180,569	186,240
<b>TOTAL</b>	<b>486,242</b>	<b>473,048</b>	<b>531,257</b>	<b>578,368</b>

# Human Resources

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

Fund **1** GENERAL FUND  
Department **31** HUMAN RESOURCES/PERSONNEL  
Program **0** HUMAN RESOURCES

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 186,012	\$ 200,479	\$ 200,477	\$ 230,592	\$ 270,201
102	SALARIES-PART TIME	\$ 2,950	\$ 5,325	\$ 7,578	\$ 7,578	\$ -
103	SALARIES-OVERTIME	\$ -	\$ 494	\$ 371	\$ 371	\$ -
104	SALARIES-LONGEVITY	\$ 867	\$ 906	\$ 1,042	\$ 1,080	\$ 1,272
105	GROUP HEALTH INSURANCE	\$ 25,130	\$ 36,065	\$ 39,147	\$ 46,617	\$ 48,614
106	TMRS	\$ 26,054	\$ 28,594	\$ 28,119	\$ 32,500	\$ 37,727
107	FICA	\$ 14,410	\$ 15,343	\$ 15,413	\$ 17,747	\$ 19,185
109	SALARIES-WELL PAY	\$ 1,290	\$ 443	\$ -	\$ 1,292	\$ 1,928
110	DENTAL INSURANCE	\$ 1,180	\$ 1,251	\$ 1,081	\$ 1,314	\$ 1,743
113	SALARIES-CAR ALLOWANCE	\$ 4,843	\$ 4,800	\$ 3,800	\$ 4,800	\$ 4,800
118	CELL PHONE ALLOWANCE	\$ -	\$ -	\$ -	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 211	\$ 222	\$ 214	\$ 306	\$ 408
130	WORKERS COMPENSATION	\$ 155	\$ 170	\$ 170	\$ 180	\$ 312
131	EAP EXPENSE	\$ 82	\$ 88	\$ 87	\$ 81	\$ 108
<b>Personnel Sub Total</b>		<b>\$ 263,183</b>	<b>\$ 294,180</b>	<b>\$ 297,497</b>	<b>\$ 344,938</b>	<b>\$ 386,778</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 5,243	\$ 3,559	\$ 3,421	\$ 3,500	\$ 3,500
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 1,153	\$ 105	\$ 1,165	\$ 1,200	\$ 1,100
214	POSTAGE/SHIPPING/DELIVERY	\$ 736	\$ 1,364	\$ 887	\$ 1,050	\$ 750
<b>Supplies Sub Total</b>		<b>\$ 7,133</b>	<b>\$ 5,028</b>	<b>\$ 5,474</b>	<b>\$ 5,750</b>	<b>\$ 5,350</b>
Account Object	Description					
303	MAINT-EQUIP & MACHINERY	\$ -	\$ 30	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ -</b>	<b>\$ 30</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Account Object	Description					
408	ADVERTISING	\$ 1,348	\$ 2,589	\$ 1,675	\$ 2,500	\$ 4,500
409	TRAVEL & EDUCATION	\$ 6,216	\$ 1,884	\$ 7,429	\$ 7,430	\$ 7,000
414	DUES & SUBSCRIPTIONS	\$ 871	\$ 1,888	\$ 2,065	\$ 2,065	\$ 2,200
416	OTHER/PROFESSIONAL SERVICES	\$ 26,035	\$ 26,465	\$ 21,911	\$ 23,695	\$ 25,000
418	MEDICAL EXPENSE	\$ 1,656	\$ 1,499	\$ -	\$ -	\$ 1,500
419	AWARDS	\$ 745	\$ 517	\$ 697	\$ 700	\$ 1,000
420	INTERNAL TRAINING	\$ 8,252	\$ 7,686	\$ 8,110	\$ 8,110	\$ 8,000
421	PRINTING	\$ -	\$ 686	\$ -	\$ 29	\$ 1,000
440	CONSULTANT AND ADVISORY FEES	\$ 44,555	\$ 26,171	\$ 22,342	\$ 30,000	\$ 30,000
442	COMPUTER PROFESSIONAL SERVICES	\$ 104,556	\$ 117,112	\$ 105,353	\$ 105,500	\$ 105,500
462	CELLULAR TELEPHONE & PAGERS	\$ 498	\$ 509	\$ 495	\$ 540	\$ 540
539	MISC. HEALTH BENEFIT	\$ 540	\$ -	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 195,271</b>	<b>\$ 187,004</b>	<b>\$ 170,077</b>	<b>\$ 180,569</b>	<b>\$ 186,240</b>
<b>Department Total</b>		<b>\$ 465,587</b>	<b>\$ 486,242</b>	<b>\$ 473,048</b>	<b>\$ 531,257</b>	<b>\$ 578,368</b>



# Civil Service

## Personnel Organization Chart



## Personnel Summary

There is no personnel for this program.

## Department Narrative

Civil Service was established in the City of Lancaster in May 1995. The State and Local Government Code 143 provides Civil Service Rules and Regulations for the Lancaster Police Officers and Fire Fighters. The Civil Service Commission 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 provides procedures for Police and Fire Fighter Civil Service entrance exams for employment and promotional exams for promotional purposes within each department.



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>Professional &amp; Committed City Workforce</li> <li>Healthy, Safe &amp; Vibrant Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>Work with all Civil Servants and the respective Chiefs to build mutual respect and understanding within each department in an attempt to retain quality employees</li> <li>Schedule testing for all civil service new hires, vacant positions, or promotions</li> <li>Work with the Human Resources department to recruit and hire qualified employees</li> <li>Provide an avenue for Lancaster Civil Servants employed by the City of Lancaster to communicate areas for concern to the Lancaster Civil Service Commission</li> <li>Increase communication with the Civil Servants of the City of Lancaster through more open dialog</li> <li>Handle hearings and appeals of possible violations of the Civil Service Code that are brought to the Commission by Civil Servants</li> <li>Maintain a process whereby Lancaster Civil Servants can feel comfortable in trying to work out possible problems and concerns before violation of the Civil Service Code are affected</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Total Police Civil Service Personnel	53	54		63
Total Fire Civil Service Personnel	55	61		62
Civil Service Applications for Employment	337	254		300
Civil Service Applications for Promotion	20	3		10
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Number of Service Appeals	3	3		0
Number of Hearings	2	3		0
Number of Commission Meetings	1	2		1
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Supplies		2,625	2,800	200
Services	7,048	3,243	7,350	7,350
<b>TOTAL</b>	<b>7,048</b>	<b>5,868</b>	<b>10,150</b>	<b>7,550</b>

# Civil Service

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

Fund 1 GENERAL FUND  
Department 32 CIVIL SERVICE  
Program 0

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ -	\$ 2,570	\$ 2,600	\$ -
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ -	\$ 55	\$ 200	\$ 200
<b>Supplies Sub Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,625</b>	<b>\$ 2,800</b>	<b>\$ 200</b>
<b>Account Object Description</b>						
408	ADVERTISING	\$ -	\$ -	\$ 429	\$ 500	\$ 500
409	TRAVEL & EDUCATION	\$ -	\$ -	\$ 455	\$ 650	\$ 700
414	DUES & SUBSCRIPTIONS	\$ 98	\$ 198	\$ 198	\$ 200	\$ 150
440	CONSULTANT AND ADVISORY FEES	\$ 5,769	\$ 6,850	\$ 2,161	\$ 6,000	\$ 6,000
<b>Sub Total</b>		<b>\$ 5,867</b>	<b>\$ 7,048</b>	<b>\$ 3,243</b>	<b>\$ 7,350</b>	<b>\$ 7,350</b>
<b>Department Total</b>		<b>\$ 5,867</b>	<b>\$ 7,048</b>	<b>\$ 5,868</b>	<b>\$ 10,150</b>	<b>\$ 7,550</b>



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	'Adopted '17-18	Proposed '18-19
<b>Emergency Communication &amp; Emergency Management Superintendent</b>	0	1	1
<b>Dispatch Manager</b>	1	1	1
<b>Lead 911 Dispatcher</b>	4	4	4
<b>911 Dispatcher</b>	9	9	8
<b>PT Dispatcher (.50)</b>	0	0	1
<b>Total</b>	14	15	15

## Department Narrative

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

Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Vibrant Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Aim to provide the most effective and efficient communications program possible</li> <li>• Satisfy emergency and routine communications and informational needs for the City's Public Safety Departments</li> <li>• Increase departmental efficiency through the recruitment, selection, and training of qualified communication personnel</li> <li>• Establish and maintain a positive relationship with other departments, citizens, and public safety agencies</li> <li>• Maintain effective staffing by sustaining an operational vacancy rate at or below 10%</li> <li>• Promote employee development through education and succession planning</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Wireless 911 Calls	14,000	59,258		62,221
Total 911 Calls	35,450	135,835		142,627
Non-Emergency Calls	163,000	112,576		118,205
Total Police Calls For Service (CFS)	33,000	97,477		102,351
Police Priority 1 or 2 Calls For Service	1,900	6,126		6,432
Total Fire Calls For Service	7,250	8,631		9,063
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
911 Calls Answered within 6 Seconds	78%	91%		95%
911 Calls Answered within 10 Seconds	88%	99%		100%
Abandoned 911 Calls	1683	10134		6226
Average Time to Dispatch Police Priority 1 or 2 CFS	41 SEC	118 seconds		60 seconds
Average Time to Dispatch Fire/EMS CFS	32 SEC	120 seconds		30 seconds
Budget Summary	2016-2017	2017-2018		2018-2019
	Actual	Actual	Budget	Budget
Personnel	819,455	697,706	913,234	956,067
Supplies	6,361	3,276	7,425	8,230
Services	72,797	24,096	29,790	38,555
<b>TOTAL</b>	<b>898,613</b>	<b>725,078</b>	<b>950,449</b>	<b>1,002,852</b>

# Emergency Communications

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

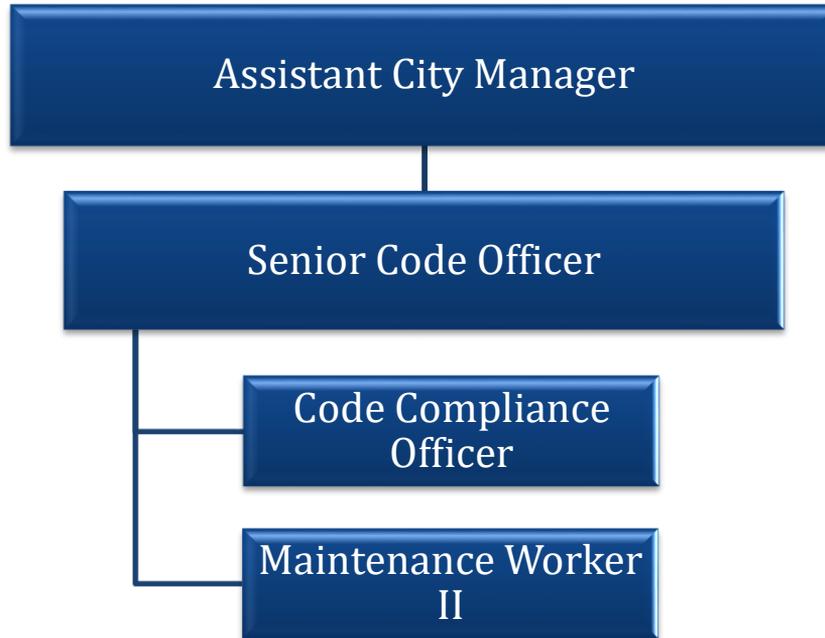
**Fund 1 GENERAL FUND  
Department 34 EMERGENCY COMMUNICATIONS  
Program 0 EMERGENCY COMMUNICATIONS**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 421,549	\$ 466,472	\$ 370,931	\$ 625,337	\$ 624,347
102	SALARIES-PART TIME	\$ 21,952	\$ 3,582	\$ -	\$ -	\$ 38,564
103	SALARIES-OVERTIME	\$ 121,060	\$ 122,307	\$ 137,259	\$ 25,000	\$ 25,000
104	SALARIES-LONGEVITY	\$ 625	\$ 1,106	\$ 1,144	\$ 1,672	\$ 1,880
105	GROUP HEALTH INSURANCE	\$ 88,386	\$ 97,470	\$ 70,579	\$ 108,811	\$ 108,534
106	TMRS	\$ 73,157	\$ 76,833	\$ 71,239	\$ 89,881	\$ 89,021
107	FICA	\$ 41,495	\$ 43,813	\$ 38,215	\$ 50,215	\$ 53,259
109	SALARIES-WELL PAY	\$ 1,866	\$ 1,301	\$ 3,903	\$ 3,905	\$ 4,559
110	DENTAL INSURANCE	\$ 3,422	\$ 4,747	\$ 3,151	\$ 5,184	\$ 6,078
115	CERTIFICATION	\$ -	\$ -	\$ -	\$ -	\$ 840
118	CELL PHONE ALLOWANCE	\$ 524	\$ 520	\$ 232	\$ 480	\$ 960
120	GROUP LIFE INSURANCE	\$ 500	\$ 542	\$ 422	\$ 1,607	\$ 1,530
130	WORKERS COMPENSATION	\$ 522	\$ 464	\$ 409	\$ 717	\$ 1,036
131	EAP EXPENSE	\$ 336	\$ 298	\$ 223	\$ 425	\$ 459
<b>Personnel Sub Total</b>		<b>\$ 775,394</b>	<b>\$ 819,455</b>	<b>\$ 697,706</b>	<b>\$ 913,234</b>	<b>\$ 956,067</b>
<b>Supplies</b>						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
201	OFFICE SUPPLIES	\$ 2,089	\$ 3,219	\$ 1,399	\$ 3,500	\$ 3,500
202	UNIFORMS AND CLOTHING	\$ 637	\$ 1,092	\$ -	\$ 1,400	\$ 1,400
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 9,068	\$ 2,050	\$ 1,775	\$ 2,375	\$ 3,180
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ -	\$ 102	\$ 150	\$ 150
234	PRINTING SUPPLIES	\$ 150	\$ -	\$ -	\$ -	\$ -
<b>Supplies Sub Total</b>		<b>\$ 11,945</b>	<b>\$ 6,361</b>	<b>\$ 3,276</b>	<b>\$ 7,425</b>	<b>\$ 8,230</b>
<b>Services</b>						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
303	MAINT-EQUIP & MACHINERY	\$ 104,520	\$ -	\$ -	\$ -	\$ -
314	MAINT-RADIO EQUIPMENT	\$ 300	\$ -	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 104,820</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other</b>						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
409	TRAVEL & EDUCATION	\$ 408	\$ 5,555	\$ 599	\$ 2,000	\$ 10,000
414	DUES & SUBSCRIPTIONS	\$ 135	\$ -	\$ 105	\$ 1,425	\$ 1,650
416	OTHER/PROFESSIONAL SERVICES	\$ 2,475	\$ 6,409	\$ 2,239	\$ 2,749	\$ 2,749
462	CELLULAR TELEPHONE & PAGERS	\$ 21,070	\$ 29,647	\$ 21,153	\$ 23,616	\$ 24,156
<b>Services Sub Total</b>		<b>\$ 24,088</b>	<b>\$ 41,611</b>	<b>\$ 24,096</b>	<b>\$ 29,790</b>	<b>\$ 38,555</b>
<b>Contract Labor</b>						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
559	CONTRACT/TEMPORARY LABOR	\$ 58,419	\$ 31,186	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 58,419</b>	<b>\$ 31,186</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 974,666</b>	<b>\$ 898,613</b>	<b>\$ 725,078</b>	<b>\$ 950,449</b>	<b>\$ 1,002,852</b>



# Code Compliance

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	'Adopted '17-18	Proposed '18-19
Senior Code Officer	1	1	1
Code Compliance Officer	3	4	4
Maintenance Worker II	0	1	1
<b>Total</b>	<b>4</b>	<b>6</b>	<b>6</b>

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Vibrant Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Train staff to be more compassionate, compliance friendly, professional, and consistent</li> <li>• Evaluate and update all ordinances concerning Code compliance to be consistent</li> <li>• Create program to educate residents and/or business owners on local regulations to achieve compliance</li> <li>• Provide weekend and after hours coverage of City ordinance violations</li> <li>• Continuous education of Homeowner Association's to become better equipped to handle violations</li> <li>• Enforce all in a consistent and professional manner</li> <li>• Review and evaluate current bulk trash ordinance to develop a more consistent way to address violations</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Full Time Employees	3	5		6
Weed and Grass Violations	1,911	2,699		2,700
Bulk Trash Violations	1,175	754		2,000
Junk/Inoperable Vehicles	196	332		350
Overhanging Limbs	617	635		700
Parking Violations	394	448		550
Sign Violations	8	44		50
Trash/Junk Violations	89	387		400
Fence Violations	391	327		400
Illegal Dumping	37	54		60
72 Hour Parking on Street	89	158		250
Inspections	8,698	11,792		12,000
Brush/Rubbish/Garbage Accumulation outside Storage	1,359	1,255		1,700
Pools, building security, misc.	197	667		700
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Code violations addressed within 48 hours of report	85%	85%		85%
Emergency complaints addressed immediately upon receipt	90%	90%		90%
Management complaint addressed within one work day	95%	95%		95%
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Personnel	214,282	250,161	333,289	340,210
Supplies	10,540	10,732	13,851	10,138
Services	93,801	43,956	129,932	77,122
<b>TOTAL</b>	<b>318,623</b>	<b>304,849</b>	<b>477,072</b>	<b>427,470</b>

# Code Compliance

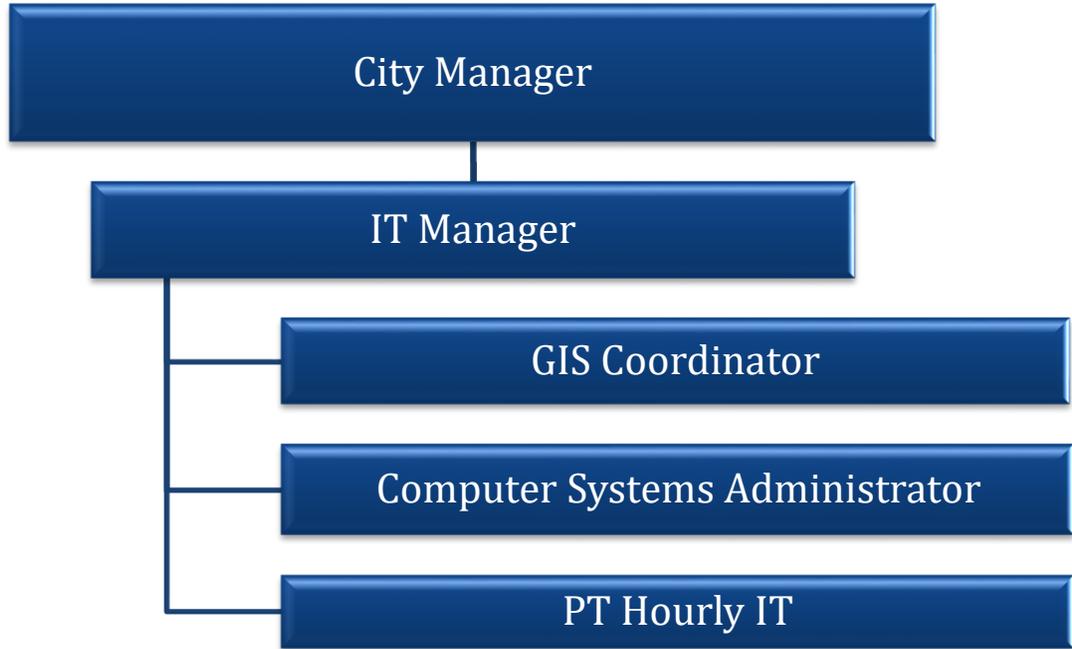
**BUDGET REPORT**  
**LINE ITEM DETAIL**  
**BY DEPARTMENT**

**Fund** 1 **GENERAL FUND**  
**Department** 35 **CODE ENFORCEMENT**  
**Program** 0 **NEIGHBORHOOD SERVICES**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 154,757	\$ 151,980	\$ 178,760	\$ 231,917	\$ 242,089
102	SALARIES-PART TIME	\$ -	\$ -	\$ 2,526	\$ 3,500	\$ -
103	SALARIES-OVERTIME	\$ 563	\$ 1,117	\$ 1,234	\$ 2,400	\$ 400
104	SALARIES-LONGEVITY	\$ 556	\$ 586	\$ 140	\$ 696	\$ 384
105	GROUP HEALTH INSURANCE	\$ 22,192	\$ 25,777	\$ 26,641	\$ 37,872	\$ 35,607
106	TMRS	\$ 21,263	\$ 21,309	\$ 24,627	\$ 32,098	\$ 33,176
107	FICA	\$ 11,789	\$ 11,607	\$ 13,703	\$ 17,934	\$ 18,749
109	SALARIES-WELL PAY	\$ 279	\$ -	\$ 452	\$ 1,393	\$ 1,699
110	DENTAL INSURANCE	\$ 1,236	\$ 1,358	\$ 1,415	\$ 2,163	\$ 2,601
118	CELL PHONE ALLOWANCE	\$ -	\$ -	\$ -	\$ -	\$ 480
120	GROUP LIFE INSURANCE	\$ 192	\$ 179	\$ 195	\$ 689	\$ 714
130	WORKERS COMPENSATION	\$ 779	\$ 269	\$ 351	\$ 2,445	\$ 4,122
131	EAP EXPENSE	\$ 104	\$ 99	\$ 117	\$ 182	\$ 189
<b>Personnel Sub Total</b>		<b>\$ 213,709</b>	<b>\$ 214,282</b>	<b>\$ 250,161</b>	<b>\$ 333,289</b>	<b>\$ 340,210</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 521	\$ 1,994	\$ 976	\$ 1,300	\$ 1,000
202	UNIFORMS AND CLOTHING	\$ 485	\$ 809	\$ 1,854	\$ 1,698	\$ 1,493
203	MOTOR VEHICLE SUPPLIES	\$ 151	\$ -	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 155	\$ 557	\$ 2,520	\$ 2,740	\$ 1,600
214	POSTAGE/SHIPPING/DELIVERY	\$ 5,299	\$ 3,553	\$ 1,225	\$ 3,000	\$ 1,500
216	MEDICAL SUPPLIES	\$ -	\$ -	\$ -	\$ 75	\$ 75
218	FUEL & OIL	\$ 2,347	\$ 3,627	\$ 4,158	\$ 5,038	\$ 4,470
<b>Supplies Sub Total</b>		<b>\$ 8,958</b>	<b>\$ 10,540</b>	<b>\$ 10,732</b>	<b>\$ 13,851</b>	<b>\$ 10,138</b>
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ 1,802	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 1,802</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 228	\$ 60	\$ 75	\$ 4,120	\$ -
408	ADVERTISING	\$ -	\$ -	\$ -	\$ 1,235	\$ -
409	TRAVEL & EDUCATION	\$ 1,744	\$ 900	\$ 1,071	\$ 2,550	\$ 2,200
414	DUES & SUBSCRIPTIONS	\$ 4,009	\$ 5,307	\$ 7,105	\$ 8,072	\$ 5,232
421	PRINTING	\$ 836	\$ 992	\$ -	\$ 1,200	\$ 2,030
423	CONTRACT MOWING	\$ 213,464	\$ 76,793	\$ 20,308	\$ 92,320	\$ 55,360
434	SPECIAL EVENTS	\$ 122	\$ -	\$ -	\$ 200	\$ 200
452	FILING FEES	\$ 8,152	\$ 6,092	\$ 12,237	\$ 16,000	\$ 10,000
455	CERTIFICATION FEES	\$ 262	\$ 898	\$ 100	\$ 515	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 1,537	\$ 2,760	\$ 3,059	\$ 3,720	\$ 2,100
<b>Services Sub Total</b>		<b>\$ 230,354</b>	<b>\$ 93,801</b>	<b>\$ 43,956</b>	<b>\$ 129,932</b>	<b>\$ 77,122</b>
<b>Department Total</b>		<b>\$ 454,824</b>	<b>\$ 318,623</b>	<b>\$ 304,848</b>	<b>\$ 477,072</b>	<b>\$ 427,470</b>



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	'Adopted '17-18	Proposed '18-19
<b>IT Manager</b>	0.75	0.75	0.75
<b>GIS Coordinator</b>	0.5	0.5	0.5
<b>Computer Systems Administrator</b>	2	2	2
<b>PT Hourly IT (.50)</b>	0.5	0.5	0.5
<b>Total</b>	3.75	3.75	3.75

## Department Narrative

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



Goals				
<b>City Council Goal</b>				
<ul style="list-style-type: none"> <li>• Financially Sound City Government</li> <li>• Civic Engagement</li> <li>• Healthy, Safe &amp; Vibrant Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Maintain the city computer infrastructure ensuring the reliability and security of electronic resources.</li> <li>• Support the technology needed to conduct the administrative functions of the city</li> <li>• Enhance municipal operations by providing the technological resources necessary for insuring technically competent</li> <li>• Manage and maintain the life cycle of software to ensure performance and quality in municipal computer systems</li> <li>• Manage and maintain the life cycle of software to ensure performance and quality in municipal computer</li> <li>• Purchase citywide capital computer equipment</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Information Technology Staff	4.5	4.5		4.5
City Employees being Supported	258	258		273
City Desktop/Laptops Supported	322	322		320
City Servers Supported	32	32		33
Public Library Computer Replacement	0	0		15
City Server Replacement - Virtualized	10	4		3
CRM - Helpdesk Requests	589	413		450
City PC Replacements	60	25		20
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Supported End User per IT Personnel	60	57		57
Supported Computer System per IT Personnel	74	74		73
Average CRM - Help desk call per day	2	2		2
Technical Training Class per Staff Member	1	1		1
Percentage of Computers Replaced City Wide	10	10		7%
Max # of hours passed before responding to helpdesk request	4	4		3
Budget Summary	16-17 Actual	2017-2018		2018-2019 Target
		Actual	Budget	
Personnel	327,955	270,315	336,556	345,888
Supplies	73,979	67,352	91,301	115,100
Maintenance	64,622	32,771	37,735	54,050
Other Services	16,772	17,729	24,615	24,505
Capital Outlay	21,684	33,064	33,064	37,510
<b>TOTAL</b>	<b>505,012</b>	<b>421,231</b>	<b>523,271</b>	<b>577,053</b>

# Information Technology

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

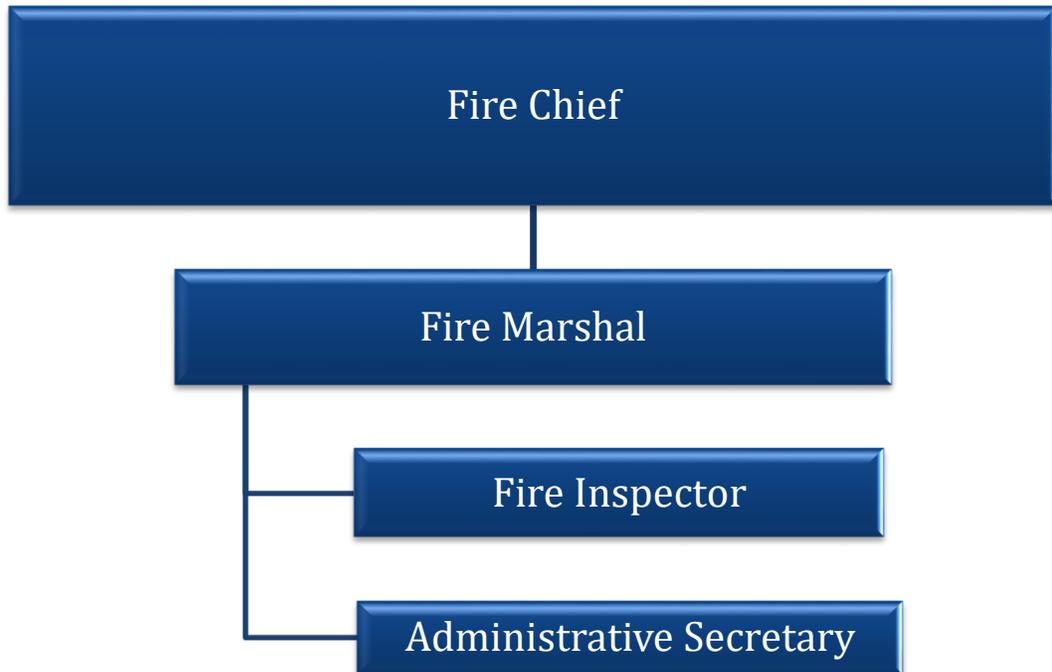
**Fund 1 GENERAL FUND  
Department 37 INFORMATION TECHNOLOGY  
Program 0 INFORMATION TECHNOLOGY**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 211,231	\$ 220,115	\$ 184,603	\$ 228,566	\$ 235,422
102	SALARIES-PART TIME	\$ 17,438	\$ 17,785	\$ 12,397	\$ 17,204	\$ 17,720
103	SALARIES-OVERTIME	\$ 1,214	\$ 892	\$ 819	\$ 1,800	\$ 1,800
104	SALARIES-LONGEVITY	\$ 1,231	\$ 1,550	\$ 1,282	\$ 1,289	\$ 1,445
105	GROUP HEALTH INSURANCE	\$ 27,962	\$ 34,524	\$ 27,193	\$ 29,482	\$ 28,622
106	TMRS	\$ 29,355	\$ 31,147	\$ 25,842	\$ 34,400	\$ 35,179
107	FICA	\$ 17,412	\$ 17,921	\$ 14,909	\$ 19,218	\$ 19,879
109	SALARIES-WELL PAY	\$ 941	\$ 988	\$ 1,018	\$ 1,388	\$ 1,673
110	DENTAL INSURANCE	\$ 1,439	\$ 1,417	\$ 941	\$ 1,415	\$ 1,424
115	CERTIFICATION PAY	\$ -	\$ -	\$ -	\$ -	\$ 840
118	CELL PHONE ALLOWANCE	\$ 1,049	\$ 1,040	\$ 840	\$ 960	\$ 960
120	GROUP LIFE INSURANCE	\$ 264	\$ 266	\$ 219	\$ 485	\$ 485
130	WORKERS COMPENSATION	\$ 186	\$ 194	\$ 161	\$ 220	\$ 310
131	EAP EXPENSE	\$ 116	\$ 115	\$ 91	\$ 129	\$ 129
<b>Personnel Sub Total</b>		<b>\$ 309,838</b>	<b>\$ 327,955</b>	<b>\$ 270,315</b>	<b>\$ 336,556</b>	<b>\$ 345,888</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 71	\$ 86	\$ -	\$ -	\$ -
211	OTHER OPERATIONAL SUPPLIES	\$ 1,307	\$ 2,614	\$ 3,115	\$ 4,000	\$ 4,000
231	SOFTWARE	\$ 18,159	\$ 35,448	\$ 20,069	\$ 37,200	\$ 38,400
240	CIRCUIT CONNECTIVITY	\$ 22,646	\$ 17,038	\$ 28,094	\$ 33,900	\$ 45,900
241	IT HARDWARE-NON COMPUTER	\$ 3,374	\$ 3,227	\$ 3,575	\$ 3,701	\$ 4,000
242	COMPUTERS/SERVERS	\$ 10,589	\$ 15,022	\$ 12,500	\$ 12,500	\$ 16,000
243	NETWORK EQUIPMENT	\$ 11,270	\$ 545	\$ -	\$ -	\$ 6,800
<b>Supplies Sub Total</b>		<b>\$ 67,417</b>	<b>\$ 73,979</b>	<b>\$ 67,352</b>	<b>\$ 91,301</b>	<b>\$ 115,100</b>
Account Object	Description					
370	MAINT-SOFTWARE	\$ 27,905	\$ 27,023	\$ 27,736	\$ 27,700	\$ 28,600
371	MAINT-HARDWARE	\$ 34,279	\$ 32,805	\$ 5,035	\$ 5,035	\$ 20,450
372	MAINT-NETWORK EQUIPMENT	\$ 10,284	\$ 4,793	\$ -	\$ 5,000	\$ 5,000
<b>Maintenance Sub Total</b>		<b>\$ 72,468</b>	<b>\$ 64,622</b>	<b>\$ 32,771</b>	<b>\$ 37,735</b>	<b>\$ 54,050</b>
Account Object	Description					
409	TRAVEL & EDUCATION	\$ 8,564	\$ 2,002	\$ 3,474	\$ 9,650	\$ 9,650
414	DUES & SUBSCRIPTIONS	\$ -	\$ 150	\$ -	\$ 425	\$ 195
421	PRINTING	\$ -	\$ 69	\$ -	\$ -	\$ -
442	COMPUTER PROFESSIONAL SERVICES	\$ 9,782	\$ 13,954	\$ 13,805	\$ 14,000	\$ 14,000
462	CELLULAR TELEPHONE & PAGERS	\$ 548	\$ 597	\$ 450	\$ 540	\$ 660
<b>Services Sub Total</b>		<b>\$ 18,894</b>	<b>\$ 16,772</b>	<b>\$ 17,729</b>	<b>\$ 24,615</b>	<b>\$ 24,505</b>
Account Object	Description					
618	CAPITAL-COMPUTER EQUIPMENT	\$ 38,283	\$ 21,684	\$ 33,064	\$ 33,064	\$ 37,510
<b>Capital Sub Total</b>		<b>\$ 38,283</b>	<b>\$ 21,684</b>	<b>\$ 33,064</b>	<b>\$ 33,064</b>	<b>\$ 37,510</b>
<b>Department Total</b>		<b>\$ 506,900</b>	<b>\$ 505,012</b>	<b>\$ 421,232</b>	<b>\$ 523,271</b>	<b>\$ 577,053</b>



# Fire Marshal

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
<b>Fire Marshal</b>	1	1	1
<b>Fire Inspector*</b>	0	0	1
<b>Administrative Secretary</b>	1	1	1
<b>Total</b>	2	2	3
*Proposed 1/1/2019			

## Department Narrative

The Fire Marshal is an essential element in our Community Risk Reduction efforts. Some of the Fire Marshal's key functions include: managing fire prevention and education programs including safety inspections and school and community fire prevention education; approving building plans and ensuring that buildings meet the fire code; participates in certificate of occupancy process; investigates fire causes, determines if arson and files charges in such cases; works with outside agencies to collaborate and ensure best practices in fire codes and investigation practices.



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Vibrant Community</li> <li>• Quality Development</li> </ul>				
<b>Departmental Goals:</b>				
<ul style="list-style-type: none"> <li>• Continue our assessment of the hazards in the community.</li> <li>• Consult with prospective builders on fire code requirements and insurance requirements.</li> <li>• Review and issue permits for dangerous processes such as hazardous materials, fireworks, and new fuel</li> <li>• Investigate fires within the city not only to determine the cause of the fire, but also if a certain product is a fire hazard.</li> <li>• Educate youths and adults through fire prevention classes using printed material and the educational mobile fire house.</li> <li>• Serve on the Development Review Committee.</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Full-Time Employees	2	2		3
Review building plans and fire protection system plans	198	55		66
Conduct fire safety demonstrations/presentations	180	40		72
Conduct fire origin and cause investigations	14	269		25
Conduct fire inspections	222	177		645
Conduct operational permit inspections		82		90
Fire alarm permits		91		116
Burn permits		4		2
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
CO inspection within 8 days of request	100%	100%		100%
State required inspection within 8 days of request	100%	100%		100%
Plan review within 8 days of submittal	100%	100%		100%
Budget Summary	2016-2017	2017-2018		2018-2019
	Actual	Actual	Budget	Budget
Personnel	169,656	145,841	187,587	273,861
Supplies	3,970	4,075	4,526	7,463
Other Services	8,080	4,109	4,590	4,940
<b>TOTAL</b>	<b>181,706</b>	<b>154,025</b>	<b>196,703</b>	<b>286,264</b>

# Fire Marshal

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

Fund                    **1**            **GENERAL FUND**  
 Department        **38**           **FIRE MARSHAL**  
 Program             **0**            **FIRE MARSHAL**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 92,951	\$ 113,356	\$ 97,238	\$ 121,486	\$ 183,281
103	SALARIES-OVERTIME	\$ 9,685	\$ 4,595	\$ 4,702	\$ 10,000	\$ 10,000
104	SALARIES-LONGEVITY	\$ 326	\$ 380	\$ 338	\$ 456	\$ 512
105	GROUP HEALTH INSURANCE	\$ 17,102	\$ 19,173	\$ 16,260	\$ 19,545	\$ 26,157
106	TMRS	\$ 14,279	\$ 17,044	\$ 14,530	\$ 18,984	\$ 27,322
107	FICA	\$ 7,793	\$ 8,987	\$ 7,846	\$ 10,605	\$ 15,179
108	SALARIES-PARAMEDIC	\$ -	\$ -	\$ -	\$ -	\$ 2,101
109	SALARIES-WELL PAY	\$ -	\$ 952	\$ 665	\$ 824	\$ 1,400
110	DENTAL INSURANCE	\$ 656	\$ 780	\$ 570	\$ 876	\$ 1,314
114	SALARIES-ASSIGNMENT PAY	\$ 1,520	\$ 2,080	\$ 1,680	\$ 2,080	\$ 2,080
115	CERTIFICATION PAY	\$ 488	\$ 1,069	\$ 971	\$ 1,203	\$ 2,043
118	CELL PHONE ALLOWANCE	\$ 420	\$ 520	\$ 420	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 107	\$ 134	\$ 113	\$ 306	\$ 382
130	WORKERS COMPENSATION	\$ 463	\$ 537	\$ 464	\$ 661	\$ 1,509
131	EAP EXPENSE	\$ 44	\$ 51	\$ 42	\$ 81	\$ 101
<b>Personnel Sub Total</b>		<b>\$ 145,832</b>	<b>\$ 169,656</b>	<b>\$ 145,841</b>	<b>\$ 187,587</b>	<b>\$ 273,861</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 176	\$ 458	\$ 377	\$ 400	\$ 400
202	UNIFORMS AND CLOTHING	\$ 1,051	\$ 1,194	\$ -	\$ 250	\$ 250
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 948	\$ -	\$ 386	\$ 335	\$ 1,105
208	EDUCATION & REC SUPPLIES	\$ 94	\$ 836	\$ 791	\$ 800	\$ 1,000
214	POSTAGE/SHIPPING/DELIVERY	\$ 45	\$ (7)	\$ 29	\$ 100	\$ 100
215	TRAINING SUPPLIES	\$ -	\$ 524	\$ 117	\$ 120	\$ 1,650
218	FUEL & OIL	\$ 218	\$ 215	\$ 2,074	\$ 2,221	\$ 2,464
231	SOFTWARE	\$ -	\$ 750	\$ 300	\$ 300	\$ 494
<b>Supplies Sub Total</b>		<b>\$ 2,533</b>	<b>\$ 3,970</b>	<b>\$ 4,075</b>	<b>\$ 4,526</b>	<b>\$ 7,463</b>
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ 40	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 40</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Account Object	Description					
409	TRAVEL & EDUCATION	\$ 1,586	\$ 1,895	\$ 3,073	\$ 3,125	\$ 3,475
414	DUES & SUBSCRIPTIONS	\$ 215	\$ 680	\$ 486	\$ 465	\$ 465
416	OTHER/PROFESSIONAL SERVICES	\$ 1,572	\$ 5,505	\$ 550	\$ 1,000	\$ 1,000
<b>Services Sub Total</b>		<b>\$ 3,373</b>	<b>\$ 8,080</b>	<b>\$ 4,109</b>	<b>\$ 4,590</b>	<b>\$ 4,940</b>
<b>Department Total</b>		<b>\$ 151,778</b>	<b>\$ 181,706</b>	<b>\$ 154,025</b>	<b>\$ 196,703</b>	<b>\$ 286,264</b>

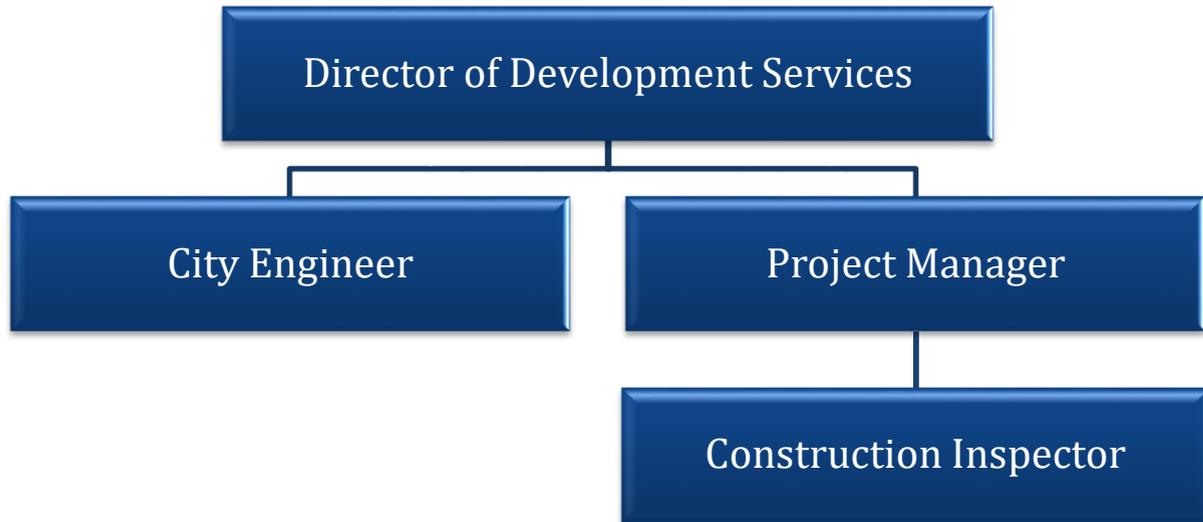
# **WATER/WASTEWATER FUND**

## WATER AND WASTEWATER FUND

REVENUES		2016	2017	2018		2019
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Water	7,266,123	7,391,445	6,224,682	7,444,046	7,444,046
	Wastewater	7,760,011	7,880,229	6,393,830	7,955,781	7,955,781
	Fees	939,777	1,387,981	594,079	219,750	228,750
	Impact Fees	-	631,824	835,211	180,000	377,870
	Other Revenue	356,016	483,113	335,581	293,000	293,000
	Interest	72,358	175,630	307,482	200,000	200,000
	Transfers In	343,827	-	-	-	-
	<b>Total</b>	<b>\$ 16,738,112</b>	<b>\$ 17,950,222</b>	<b>\$ 14,690,864</b>	<b>\$ 16,292,577</b>	<b>\$ 16,499,447</b>
EXPENDITURES		2016	2017	2018		2019
Department No		Actual	Actual	Year to Date	Budget	Proposed
	2 Public Works Administration	1,331,582	1,859,135	484,606	630,552	625,035
	20 Utility Billing	569,669	560,931	459,470	603,417	618,370
	21 Water Operations	893,252	884,860	705,853	882,304	869,426
	22 Non-Departmental	54,073	173,673	77,665	81,382	213,136
	27 Meter Reading	708,733	507,290	737,816	711,336	468,214
	30 Wastewater Operations	973,789	798,471	632,254	779,051	791,774
	42 Wholesale Costs	8,053,670	7,718,366	7,759,040	8,453,745	8,490,965
	50 Debt Service	358,248	270,319	1,050,807	1,487,106	694,506
	80 Transfers Out	1,474,308	1,509,208	1,507,940	1,552,150	1,537,146
	<b>Total</b>	<b>\$ 14,417,325</b>	<b>\$ 14,282,254</b>	<b>\$ 13,415,450</b>	<b>\$ 15,181,043</b>	<b>\$ 14,308,572</b>
BALANCES		2016	2017	2018		2019
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	2,320,787	3,667,968	1,275,414	1,111,534	2,190,875
	Beginning Balance	7,374,701	6,316,826	10,060,787	10,060,787	11,336,201
	Ending Balance	9,695,488	9,984,794	11,336,201	11,172,321	13,527,076
	Fund Balance (audited)	24,203,389	27,459,393			
	Ending Balance as % of Expenditures	67.25%	69.91%	84.50%	73.59%	94.54%



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
Deputy City Manager	0	0	0.25
Assistant City Manager	0.25	0.25	0
City Engineer	1	1	1
IT Manager	0.25	0.25	0.25
GIS Coordinator	0.25	0.25	0.25
Assistant to the City Manager	0.25	0.25	0.25
Administrative & Community Relations Supervisor	0.25	0.25	0.25
Project Manager	1	1	1
Construction Inspector	2	2	2
<b>Total</b>	<b>5.25</b>	<b>5.25</b>	<b>5.25</b>

## Department Narrative

The Engineering Division ensures quality engineered infrastructure and a safe environment for our customers through technical review of proposed developments and monitoring for conformance to city design standards. They provide construction inspections and information services for engineering issues in a professional and responsive manner.

Goals				
<b>City Council Goal</b>				
<ul style="list-style-type: none"> <li>• Sound Infrastructure</li> <li>• Quality Development</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Ensure water quality through compliance with TCEQ compliance</li> <li>• Provide a streamlined support and access to data through GIS for citizens, other departments, and the development community</li> <li>• Oversee the master planning of the wastewater and water distribution systems</li> <li>• Serve as the City's regulatory authority to assure conformance to City Ordinance for the design and construction of private development projects through plan review, plan approval, construction inspection and final project acceptance</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Construction Plans reviewed	15	20		18
Development Review Committee Meetings	45	40		43
Utility Coordination Committee Meetings	2	1		4
Right of Way Permits issued	350	98		110
GIS Data Inputs from residential and Commercial plats	8	8		8
Residential Developments constructed and accepted	1	0		2
Commercial Developments constructed and accepted	8	10		10
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Consultant and Contractor Pay Estimates within 1 week	100%	100%		100%
Expenditure Reports Reviewed Monthly	100%	100%		100
Revenue Reports Reviewed Monthly	100%	100%		100
Weekly Staff Meetings	50	50		50
Construction Plans completed within 7 Days	100%	100%		100%
Short Term GIS Projects completed	100%	100%		100
Long Term GIS Projects completed	50%	50%		50
Customer Infrastructure Requests completed in 48 hours	90%	90%		90
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Personnel	605,115	433,859	531,861	549,223
Supplies	7,426	5,162	7,550	6,825
Maintenance	28,475	23,792	34,200	34,200
Other Services	1,218,120	21,793	56,941	34,788
<b>TOTAL</b>	<b>1,859,135</b>	<b>484,606</b>	<b>630,552</b>	<b>625,035</b>

# Engineering

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

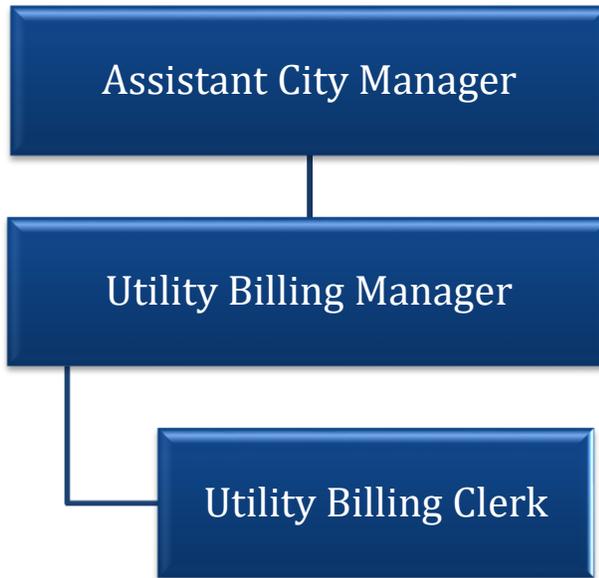
**Fund**                    5        **WATER AND SEWER FUND**  
**Department**        2        **UTILITY ADMINISTRATION**  
**Program**              0        **ADMINISTRATION**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 250,298	\$ 369,734	\$ 296,001	\$ 382,516	\$ 399,425
103	SALARIES-OVERTIME	\$ 2,676	\$ 11,022	\$ 21,437	\$ 500	\$ 500
104	SALARIES-LONGEVITY	\$ 1,832	\$ 2,700	\$ 1,612	\$ 2,671	\$ 2,790
105	GROUP HEALTH INSURANCE	\$ 32,866	\$ 57,387	\$ 42,285	\$ 55,784	\$ 52,640
106	TMRS	\$ 34,705	\$ 53,364	\$ 44,017	\$ 53,426	\$ 55,225
107	FICA	\$ 18,342	\$ 27,758	\$ 23,394	\$ 28,956	\$ 29,716
109	SALARIES-WELL PAY	\$ -	\$ -	\$ 1,103	\$ 2,311	\$ 2,817
110	DENTAL INSURANCE	\$ 1,466	\$ 2,219	\$ 1,331	\$ 2,293	\$ 2,290
113	SALARIES-CAR ALLOWANCE	\$ -	\$ -	\$ -	\$ 1,200	\$ 1,200
118	CELL PHONE ALLOWANCE	\$ 784	\$ 1,040	\$ 840	\$ 960	\$ 1,200
120	GROUP LIFE INSURANCE	\$ 282	\$ 428	\$ 329	\$ 640	\$ 640
130	WORKERS COMPENSATION	\$ 1,358	\$ 1,553	\$ 1,405	\$ 434	\$ 610
131	EAP EXPENSE	\$ 95	\$ 143	\$ 103	\$ 170	\$ 170
133	PENSION EXPENSE	\$ 9,700	\$ 77,767	\$ -	\$ -	\$ -
<b>Personnel Sub Total</b>		<b>\$ 354,404</b>	<b>\$ 605,115</b>	<b>\$ 433,859</b>	<b>\$ 531,861</b>	<b>\$ 549,223</b>
<b>Supplies</b>						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
201	OFFICE SUPPLIES	\$ 2,873	\$ 2,004	\$ 1,274	\$ 1,633	\$ 2,168
202	UNIFORMS AND CLOTHING	\$ 1,053	\$ 1,736	\$ 1,655	\$ 1,430	\$ 1,430
204	MINOR EQUIP/FURN/FIX/TOOLS/ECT	\$ -	\$ 794	\$ 814	\$ 1,260	\$ -
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 90	\$ 127	\$ 228	\$ 225	\$ 225
214	POSTAGE/SHIPPING/DELIVERY	\$ 64	\$ -	\$ -	\$ 100	\$ 100
216	MEDICAL SUPPLIES	\$ -	\$ -	\$ -	\$ 45	\$ 45
218	FUEL & OIL	\$ 905	\$ 2,765	\$ 1,192	\$ 2,857	\$ 2,857
<b>Supplies Sub Total</b>		<b>\$ 4,985</b>	<b>\$ 7,426</b>	<b>\$ 5,162</b>	<b>\$ 7,550</b>	<b>\$ 6,825</b>
<b>Maintenance</b>						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
302	MAINT-MOTOR VEHICLES	\$ 49	\$ (25)	\$ -	\$ -	\$ -
342	MAINT-DATA PROCESSING EQUIP	\$ 24,905	\$ 28,500	\$ 23,792	\$ 34,200	\$ 34,200
<b>Maintenance Sub Total</b>		<b>\$ 24,954</b>	<b>\$ 28,475</b>	<b>\$ 23,792</b>	<b>\$ 34,200</b>	<b>\$ 34,200</b>
<b>Services</b>						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
401	TELEPHONE & COMMUNICATIONS	\$ -	\$ 742	\$ 646	\$ 960	\$ 960
402	RENTAL OF EQUIPMENT	\$ -	\$ -	\$ -	\$ 5,000	\$ 2,500
409	TRAVEL & EDUCATION	\$ 204	\$ 822	\$ 2,493	\$ 2,470	\$ 2,470
410	UTILITIES - ELECTRICITY	\$ 5,399	\$ 6,614	\$ 3,983	\$ 4,118	\$ 4,118
414	DUES & SUBSCRIPTIONS	\$ 115	\$ 260	\$ 260	\$ 546	\$ 433
416	OTHER/PROFESSIONAL SERVICES	\$ 8,334	\$ 10,235	\$ 9,098	\$ 18,040	\$ 8,500
420	INTERNAL TRAINING	\$ -	\$ -	\$ -	\$ 350	\$ 350
421	PRINTING	\$ 327	\$ 179	\$ 418	\$ 535	\$ 535
427	ENGINEERING	\$ -	\$ 2,900	\$ 3,000	\$ 20,000	\$ 10,000
431	SURVEY	\$ -	\$ 5,500	\$ -	\$ 1,800	\$ 1,800
438	TESTING	\$ -	\$ 500	\$ -	\$ 1,500	\$ 1,500
442	COMPUTER PROFESSIONAL SERVICES	\$ -	\$ 952	\$ 990	\$ 902	\$ 902
462	CELLULAR TELEPHONE & PAGERS	\$ 473	\$ 915	\$ 905	\$ 720	\$ 720
473	DEPRECIATION EXPENSE	\$ 931,636	\$ 1,188,501	\$ -	\$ -	\$ -
543	JANITORIAL CONTRACT	\$ 750	\$ -	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 947,238</b>	<b>\$ 1,218,120</b>	<b>\$ 21,793</b>	<b>\$ 56,941</b>	<b>\$ 34,788</b>
<b>Department Total</b>		<b>\$ 1,331,582</b>	<b>\$ 1,859,135</b>	<b>\$ 484,606</b>	<b>\$ 630,552</b>	<b>\$ 625,035</b>



# Utility Billing

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
Utility Billing Manager	1	1	1
Accountant	0.25	0.25	0.25
Administrative Secretary	0.25	0.25	0.25
Utility Billing Clerk	3	3	3
<b>Total</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Professional &amp; Committed City Workforce</li> <li>• Sound Infrastructure</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Maximize sources of revenue through continuous monitoring and review of consumption and customer accounts</li> <li>• Create a positive and friendly impression of the City of Lancaster for newcomers, visitors, and residents with friendly customer service</li> <li>• Process all activities in the most economical and efficient manner</li> <li>• Serve the City of Lancaster's utility customers through courteous service and knowledgeable staff.</li> <li>• Respond to customer inquiries in a timely manner, and maintain the timely and accurate posting of payments to accounts</li> <li>• Notify management and Council of potential problem areas and opportunities for improvement in all areas concerning the City of Lancaster Utilities' financial health</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Population	37,360	37,880		38,000
Water Customers	11,910	11,950		12,600
Wastewater Customers	11,487	11,513		12,300
Bills Processed Monthly	11,791	12,574		12,000
Service Orders Processed (per month)	3,423	3,004		
Bill Adjustments (monthly)	88	68		
Cut-off of Services (monthly)	356	389		
Returned Checks Processed (Year)	353	380		
Payments Processed (per Month)	3,650	3,669		
New Service Connections(year to date)	1,924	1,187		
Discontinue Services (year to date)	1735	1,147		
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Billing counter staffed with at least 2 employees at all	100%	99%		100%
Phone calls resolved within 24 hours	97%	98%		100%
Accurate Account Billings	98%	98%		100%
Accurate Posting of Payments	99%	99%		100%
Delinquent Account Collection rate	98%	98%		100%
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Personnel	266,025	224,892	270,452	277,281
Supplies	4,553	3,188	4,900	5,660
Maintenance	804	677	805	2,985
Services	289,550	230,712	327,260	332,444
<b>TOTAL</b>	<b>560,931</b>	<b>459,470</b>	<b>603,417</b>	<b>618,370</b>

# Utility Billing

BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT

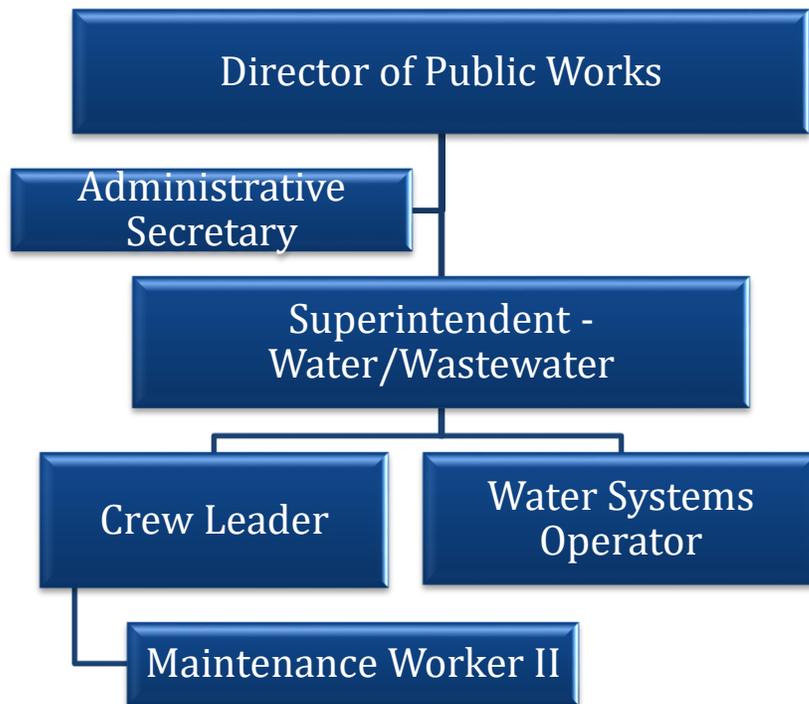
Fund 5 WATER AND SEWER FUND  
Department 20 UTILITY BILLING  
Program 0 UTILITY ADMINISTRATION

Account Object	Description	2016	2017	2018	2018	2019
		Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 171,824	\$ 179,210	\$ 148,952	\$ 184,595	\$ 191,090
102	SALARIES-PART TIME	\$ -	\$ -	\$ 2,615	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 2,479	\$ 3,784	\$ 4,276	\$ 2,000	\$ 2,000
104	SALARIES-LONGEVITY	\$ 957	\$ 1,190	\$ 1,172	\$ 1,390	\$ 1,606
105	GROUP HEALTH INSURANCE	\$ 37,317	\$ 38,879	\$ 30,680	\$ 37,545	\$ 36,295
106	TMRS	\$ 24,098	\$ 25,718	\$ 21,483	\$ 25,961	\$ 26,606
107	FICA	\$ 12,943	\$ 13,643	\$ 11,765	\$ 14,504	\$ 15,034
109	SALARIES-WELL PAY	\$ 1,262	\$ 742	\$ 1,250	\$ 1,123	\$ 1,356
110	DENTAL INSURANCE	\$ 1,958	\$ 1,850	\$ 1,229	\$ 1,972	\$ 1,862
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ -	\$ 650	\$ -	\$ -
118	CELL PHONE ALLOWANCE	\$ 524	\$ 520	\$ 420	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 215	\$ 219	\$ 179	\$ 562	\$ 562
130	WORKERS COMPENSATION	\$ 142	\$ 149	\$ 125	\$ 171	\$ 241
131	EAP EXPENSE	\$ 123	\$ 122	\$ 97	\$ 149	\$ 149
133	PENSION EXPENSE	\$ 6,897	\$ -	\$ -	\$ -	\$ -
<b>Personnel Sub Total</b>		<b>\$ 260,738</b>	<b>\$ 266,025</b>	<b>\$ 224,892</b>	<b>\$ 270,452</b>	<b>\$ 277,281</b>
<b>Supplies</b>						
Account Object	Description	2016	2017	2018	2018	2019
201	OFFICE SUPPLIES	\$ 3,473	\$ 1,251	\$ 780	\$ 1,500	\$ 1,500
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 492	\$ 1,192	\$ 559	\$ 900	\$ 1,660
214	POSTAGE/SHIPPING/DELIVERY	\$ 2,316	\$ 2,110	\$ 1,849	\$ 2,500	\$ 2,500
<b>Supplies Sub Total</b>		<b>\$ 6,281</b>	<b>\$ 4,553</b>	<b>\$ 3,188</b>	<b>\$ 4,900</b>	<b>\$ 5,660</b>
<b>Maintenance</b>						
Account Object	Description	2016	2017	2018	2018	2019
318	MAINT-OFFICE EQUIPMENT	\$ -	\$ 804	\$ 677	\$ 805	\$ 2,985
<b>Maintenance Sub Total</b>		<b>\$ -</b>	<b>\$ 804</b>	<b>\$ 677</b>	<b>\$ 805</b>	<b>\$ 2,985</b>
<b>Services</b>						
Account Object	Description	2016	2017	2018	2018	2019
401	TELEPHONE & COMMUNICATIONS	\$ -	\$ -	\$ 413	\$ -	\$ -
402	RENTAL OF EQUIPMENT	\$ 2,673	\$ 3,489	\$ 3,489	\$ 3,530	\$ 3,530
407	SPECIAL SERVICES	\$ 4,819	\$ 4,171	\$ 3,769	\$ 5,500	\$ 5,500
409	TRAVEL & EDUCATION	\$ 485	\$ -	\$ -	\$ -	\$ -
416	OTHER/PROFESSIONAL SERVICES	\$ 113,661	\$ 114,079	\$ 90,738	\$ 157,400	\$ 154,400
421	PRINTING	\$ 617	\$ -	\$ 503	\$ 830	\$ 830
437	AUDIT SERVICES	\$ 53,425	\$ 38,400	\$ 34,400	\$ 40,000	\$ 40,000
442	COMPUTER PROFESSIONAL SERVICES	\$ 5,379	\$ 5,023	\$ 4,505	\$ 10,000	\$ 10,000
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 312	\$ -	\$ -
473	DEPRECIATION EXPENSE	\$ 4,525	\$ 2,364	\$ -	\$ -	\$ -
482	CREDIT CARD PROCESSING FEES	\$ 117,065	\$ 122,023	\$ 88,792	\$ 110,000	\$ 118,184
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ -	\$ 3,791	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 302,649</b>	<b>\$ 289,550</b>	<b>\$ 230,712</b>	<b>\$ 327,260</b>	<b>\$ 332,444</b>
<b>Department Total</b>		<b>\$ 569,669</b>	<b>\$ 560,931</b>	<b>\$ 459,470</b>	<b>\$ 603,417</b>	<b>\$ 618,370</b>



# Water

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
Director of Public Works	0.5	0.5	0.5
Superintendent - Water/Wastewater	1	1	1
Crew Leader	1	1	1
Water Systems Operator	1	1	1
Administrative Secretary	1	1	1
Maintenance Worker II	2	2	2
<b>Total</b>	<b>6.5</b>	<b>6.5</b>	<b>6.5</b>

## Department Narrative

The Water Division works to maintain and operate the City's water distribution system in a manner that provides a safe working environment for the field personnel and continuous service to the customers of the City and maximizes the investment in the system through the use of properly trained, experienced, and certified employees and necessary equipment. The Division checks for leaks in the water mains and water lines on a regular basis. The Water Division works with all utility companies and contractors to locate all city services and review plans for construction to ensure proper size of water mains; proper number of fire hydrants; and proper numbers and locations for services and design.



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Professional &amp; Committed City Workforce</li> <li>• Sound Infrastructure</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Maximize sources of revenue through continuous monitoring and review of consumption and customer accounts</li> <li>• Create a positive and friendly impression of the City of Lancaster for newcomers, visitors, and residents with friendly customer service</li> <li>• Process all activities in the most economical and efficient manner</li> <li>• Serve the City of Lancaster's utility customers through courteous service and knowledgeable staff.</li> <li>• Respond to customer inquiries in a timely manner, and maintain the timely and accurate posting of payments to accounts</li> <li>• Notify management and Council of potential problem areas and opportunities for improvement in all areas concerning the City of Lancaster Utilities' financial health</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Population	37,360	37,880		38,000
Water Customers	11,910	11,950		12,600
Wastewater Customers	11,487	11,513		12,300
Bills Processed Monthly	11,791	12,574		12,000
Service Orders Processed (per month)	3,423	3,004		
Bill Adjustments (monthly)	88	68		
Cut-off of Services (monthly)	356	389		
Returned Checks Processed (Year)	353	380		
Payments Processed (per Month)	3,650	3,669		
New Service Connections(year to date)	1,924	1,187		
Discontinue Services (year to date)	1735	1,147		
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Billing counter staffed with at least 2 employees at all	100%	99%		100%
Phone calls resolved within 24 hours	97%	98%		100%
Accurate Account Billings	98%	98%		100%
Accurate Posting of Payments	99%	99%		100%
Delinquent Account Collection rate	98%	98%		100%
Budget Summary	2016-2017 Actual	2017-2018		2018-2019
		Actual	Budget	Budget
Personnel	266,025	224,892	270,452	277,281
Supplies	4,553	3,188	4,900	5,660
Maintenance	804	677	805	2,985
Services	289,550	230,712	327,260	332,444
<b>TOTAL</b>	<b>560,931</b>	<b>459,470</b>	<b>603,417</b>	<b>618,370</b>

# Utility Billing

BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT

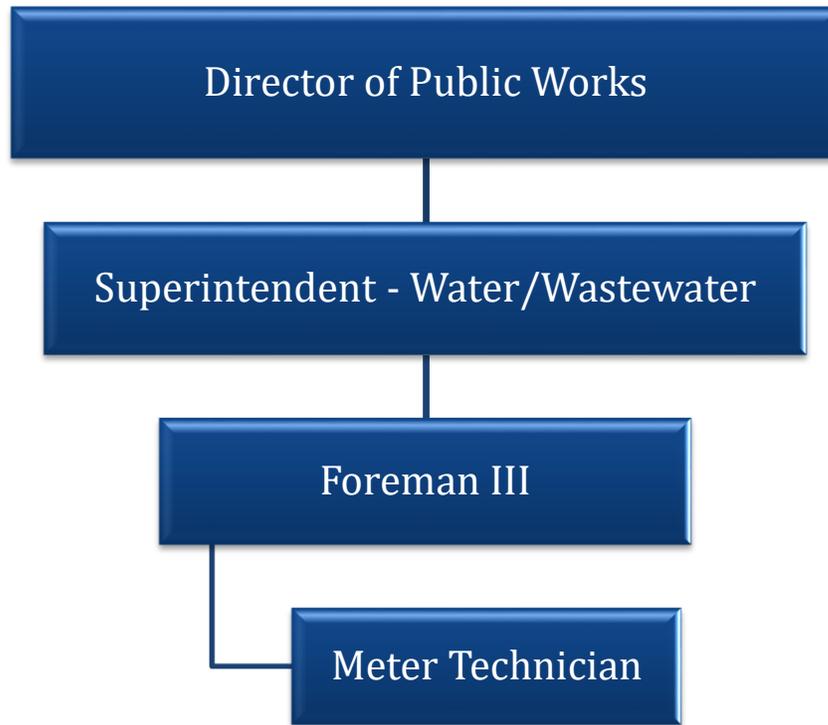
Fund 5 WATER AND SEWER FUND  
Department 20 UTILITY BILLING  
Program 0 UTILITY ADMINISTRATION

Account Object	Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Budget	2019 Proposed
101	SALARIES-REGULAR	\$ 171,824	\$ 179,210	\$ 148,952	\$ 184,595	\$ 191,090
102	SALARIES-PART TIME	\$ -	\$ -	\$ 2,615	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 2,479	\$ 3,784	\$ 4,276	\$ 2,000	\$ 2,000
104	SALARIES-LONGEVITY	\$ 957	\$ 1,190	\$ 1,172	\$ 1,390	\$ 1,606
105	GROUP HEALTH INSURANCE	\$ 37,317	\$ 38,879	\$ 30,680	\$ 37,545	\$ 36,295
106	TMRS	\$ 24,098	\$ 25,718	\$ 21,483	\$ 25,961	\$ 26,606
107	FICA	\$ 12,943	\$ 13,643	\$ 11,765	\$ 14,504	\$ 15,034
109	SALARIES-WELL PAY	\$ 1,262	\$ 742	\$ 1,250	\$ 1,123	\$ 1,356
110	DENTAL INSURANCE	\$ 1,958	\$ 1,850	\$ 1,229	\$ 1,972	\$ 1,862
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ -	\$ 650	\$ -	\$ -
118	CELL PHONE ALLOWANCE	\$ 524	\$ 520	\$ 420	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 215	\$ 219	\$ 179	\$ 562	\$ 562
130	WORKERS COMPENSATION	\$ 142	\$ 149	\$ 125	\$ 171	\$ 241
131	EAP EXPENSE	\$ 123	\$ 122	\$ 97	\$ 149	\$ 149
133	PENSION EXPENSE	\$ 6,897	\$ -	\$ -	\$ -	\$ -
<b>Personnel Sub Total</b>		<b>\$ 260,738</b>	<b>\$ 266,025</b>	<b>\$ 224,892</b>	<b>\$ 270,452</b>	<b>\$ 277,281</b>
Account Object	Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Budget	2019 Proposed
201	OFFICE SUPPLIES	\$ 3,473	\$ 1,251	\$ 780	\$ 1,500	\$ 1,500
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 492	\$ 1,192	\$ 559	\$ 900	\$ 1,660
214	POSTAGE/SHIPPING/DELIVERY	\$ 2,316	\$ 2,110	\$ 1,849	\$ 2,500	\$ 2,500
<b>Supplies Sub Total</b>		<b>\$ 6,281</b>	<b>\$ 4,553</b>	<b>\$ 3,188</b>	<b>\$ 4,900</b>	<b>\$ 5,660</b>
Account Object	Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Budget	2019 Proposed
318	MAINT-OFFICE EQUIPMENT	\$ -	\$ 804	\$ 677	\$ 805	\$ 2,985
<b>Maintenance Sub Total</b>		<b>\$ -</b>	<b>\$ 804</b>	<b>\$ 677</b>	<b>\$ 805</b>	<b>\$ 2,985</b>
Account Object	Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Budget	2019 Proposed
401	TELEPHONE & COMMUNICATIONS	\$ -	\$ -	\$ 413	\$ -	\$ -
402	RENTAL OF EQUIPMENT	\$ 2,673	\$ 3,489	\$ 3,489	\$ 3,530	\$ 3,530
407	SPECIAL SERVICES	\$ 4,819	\$ 4,171	\$ 3,769	\$ 5,500	\$ 5,500
409	TRAVEL & EDUCATION	\$ 485	\$ -	\$ -	\$ -	\$ -
416	OTHER/PROFESSIONAL SERVICES	\$ 113,661	\$ 114,079	\$ 90,738	\$ 157,400	\$ 154,400
421	PRINTING	\$ 617	\$ -	\$ 503	\$ 830	\$ 830
437	AUDIT SERVICES	\$ 53,425	\$ 38,400	\$ 34,400	\$ 40,000	\$ 40,000
442	COMPUTER PROFESSIONAL SERVICES	\$ 5,379	\$ 5,023	\$ 4,505	\$ 10,000	\$ 10,000
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 312	\$ -	\$ -
473	DEPRECIATION EXPENSE	\$ 4,525	\$ 2,364	\$ -	\$ -	\$ -
482	CREDIT CARD PROCESSING FEES	\$ 117,065	\$ 122,023	\$ 88,792	\$ 110,000	\$ 118,184
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ -	\$ 3,791	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 302,649</b>	<b>\$ 289,550</b>	<b>\$ 230,712</b>	<b>\$ 327,260</b>	<b>\$ 332,444</b>
<b>Department Total</b>		<b>\$ 569,669</b>	<b>\$ 560,931</b>	<b>\$ 459,470</b>	<b>\$ 603,417</b>	<b>\$ 618,370</b>



# Meter Reading

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
Meter Technician	2	2	2
<b>Total</b>	2	2	2

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Sound Infrastructure</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Serve the City of Lancaster's utility customers through courteous service, knowledgeable staff, and excellence</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Water Accounts	12,972	12,972		15,312
Wastewater Accounts	11,538	11,538		14,000
Cut-off for Non-Payment	2,163	2,163		1,000
Water Meter Register Replacement	2,920	2,920		2,500
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Accurate Meter Readings	90%	95%		95%
Data Log		15		30
Check for Leaks		162		75
Meter Box Replacement		277		300
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Personnel	64,299	89,989	104,522	106,680
Supplies	441,285	7,414	8,902	10,099
Maintenance	-	639,636	596,032	350,175
Other Services	1,705	777	1,880	1,260
<b>TOTAL</b>	<b>507,290</b>	<b>737,816</b>	<b>711,336</b>	<b>468,214</b>

# Meter Reading

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund 5 WATER AND SEWER FUND  
Department 27 METER READING  
Program 0 METER READING**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 44,139	\$ 35,541	\$ 50,534	\$ 62,578	\$ 64,456
103	SALARIES-OVERTIME	\$ 4,418	\$ 7,257	\$ 7,951	\$ 5,000	\$ 5,000
104	SALARIES-LONGEVITY	\$ -	\$ 14	\$ 42	\$ 32	\$ 156
105	GROUP HEALTH INSURANCE	\$ 9,939	\$ 11,684	\$ 17,741	\$ 20,068	\$ 19,490
106	TMRS	\$ 6,583	\$ 5,938	\$ 8,105	\$ 9,314	\$ 9,490
107	FICA	\$ 3,702	\$ 3,103	\$ 4,367	\$ 5,204	\$ 5,363
109	SALARIES-WELL PAY	\$ -	\$ -	\$ -	\$ 406	\$ 487
110	DENTAL INSURANCE	\$ 534	\$ 341	\$ 578	\$ 867	\$ 876
120	GROUP LIFE INSURANCE	\$ 44	\$ 34	\$ 61	\$ 306	\$ 306
130	WORKERS COMPENSATION	\$ 483	\$ 357	\$ 567	\$ 666	\$ 975
131	EAP EXPENSE	\$ 42	\$ 30	\$ 43	\$ 81	\$ 81
133	PENSION EXPENSE	\$ 1,573	\$ -	\$ -	\$ -	\$ -
<b>Personnel Sub Total</b>		<b>\$ 71,456</b>	<b>\$ 64,299</b>	<b>\$ 89,989</b>	<b>\$ 104,522</b>	<b>\$ 106,680</b>
Account Object	Description					
202	UNIFORMS AND CLOTHING	\$ 432	\$ -	\$ 1,188	\$ 1,188	\$ 1,188
204	MINOR EQUIP AND METERS	\$ -	\$ 436,489	\$ 101	\$ 500	\$ 2,027
211	OTHER OPERATIONAL SUPPLIES	\$ 1,500	\$ 417	\$ 1,192	\$ 1,200	\$ 600
218	FUEL & OIL	\$ 4,020	\$ 4,380	\$ 4,934	\$ 6,014	\$ 6,284
<b>Supplies Sub Total</b>		<b>\$ 5,951</b>	<b>\$ 441,285</b>	<b>\$ 7,414</b>	<b>\$ 8,902</b>	<b>\$ 10,099</b>
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ 2,919	\$ -	\$ -	\$ -	\$ -
309	MAINT-METERS & SETTINGS	\$ 623,220	\$ -	\$ 632,886	\$ 596,032	\$ 346,675
342	MAINT-DATA PROCESSING EQUIP	\$ 4,768	\$ -	\$ 6,750	\$ -	\$ 3,500
<b>Maintenance Sub Total</b>		<b>\$ 630,907</b>	<b>\$ -</b>	<b>\$ 639,636</b>	<b>\$ 596,032</b>	<b>\$ 350,175</b>
Account Object	Description					
409	TRAVEL & EDUCATION	\$ -	\$ 1,197	\$ -	\$ 1,040	\$ 1,040
462	CELLULAR TELEPHONE & PAGERS	\$ 419	\$ 509	\$ 777	\$ 840	\$ 220
<b>Sub Total</b>		<b>\$ 419</b>	<b>\$ 1,705</b>	<b>\$ 777</b>	<b>\$ 1,880</b>	<b>\$ 1,260</b>
Account Object	Description					
612	CAPITAL-METERS & SETTINGS	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Capital Sub Total</b>		<b>\$ -</b>				
<b>Department Total</b>		<b>\$ 708,733</b>	<b>\$ 507,290</b>	<b>\$ 737,816</b>	<b>\$ 711,336</b>	<b>\$ 468,214</b>



# Waste Water

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
<b>Foreman III</b>	1	1	1
<b>Crew Leader</b>	4	4	4
<b>Heavy Equipment Operator I</b>	1	1	1
<b>Maintenance Worker II</b>	4	4	4
<b>Total</b>	10	10	10

## Department Narrative

The Wastewater Division seeks to fulfill the requirements of the Clean Water Act that all cities must have in an ongoing pretreatment program. The program affects any industry that discharges processed wastewater into the sanitary system and whose process uses or produces toxic materials or causes that facility's sewage to be stronger than normal wastewater. The 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.



Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Sound Infrastructure</li> <li>• Quality Development</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Work to minimize inflow/infiltration and to continue inflow and infiltration studies, testing, and identification</li> <li>• Replace and repair aging mains in the sanitary sewer system (including sewer lift station upgrades)</li> <li>• Maintain the physical integrity of utility infrastructure to maximize City investment</li> <li>• Continue TCEQ Sanitary Sewer Overflow Outreach Initiative</li> <li>• Attend HOA and community meetings to educate citizens on the proper care of sewer lines</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Total Municipal Sewer Line	160 miles	160 miles		210 miles
Sewer Line Replacement	500 feet	170 feet		500 feet
Sewer Line Cleaned	965,620 feet	647,215 feet		900,000 feet
Grease Trap Pump out Reports Collected	50	50		50
Weekly Safety Meetings	52	52		52
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Sewer Backups Resolved within 30 Minutes	100%	100%		100%
Phone Inquiries Responded to within 24 Hours	90%	95%		95%
Sewer System Cleaned Annually (700,000 Total Feet)	80%	68%		100%
Main Stoppages Re-Televised within 24 Hours	91%	95%		95%
Grease Traps Pump out Reports	100%	100%		100%
Weekly Safety Meetings Completed	100%	100%		100%
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Personnel	557,386	447,782	566,092	580,431
Supplies	24,370	37,045	37,155	37,598
Maintenance	102,056	86,483	122,998	122,998
Services	114,659	36,145	52,807	50,747
Capital Outlay	-	24,800	-	-
<b>TOTAL</b>	<b>798,471</b>	<b>632,254</b>	<b>779,051</b>	<b>791,774</b>

# Utility Billing

BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT

Fund 5 WATER AND SEWER FUND  
Department 20 UTILITY BILLING  
Program 0 UTILITY ADMINISTRATION

Account Object	Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Budget	2019 Proposed
101	SALARIES-REGULAR	\$ 171,824	\$ 179,210	\$ 148,952	\$ 184,595	\$ 191,090
102	SALARIES-PART TIME	\$ -	\$ -	\$ 2,615	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 2,479	\$ 3,784	\$ 4,276	\$ 2,000	\$ 2,000
104	SALARIES-LONGEVITY	\$ 957	\$ 1,190	\$ 1,172	\$ 1,390	\$ 1,606
105	GROUP HEALTH INSURANCE	\$ 37,317	\$ 38,879	\$ 30,680	\$ 37,545	\$ 36,295
106	TMRS	\$ 24,098	\$ 25,718	\$ 21,483	\$ 25,961	\$ 26,606
107	FICA	\$ 12,943	\$ 13,643	\$ 11,765	\$ 14,504	\$ 15,034
109	SALARIES-WELL PAY	\$ 1,262	\$ 742	\$ 1,250	\$ 1,123	\$ 1,356
110	DENTAL INSURANCE	\$ 1,958	\$ 1,850	\$ 1,229	\$ 1,972	\$ 1,862
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ -	\$ 650	\$ -	\$ -
118	CELL PHONE ALLOWANCE	\$ 524	\$ 520	\$ 420	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 215	\$ 219	\$ 179	\$ 562	\$ 562
130	WORKERS COMPENSATION	\$ 142	\$ 149	\$ 125	\$ 171	\$ 241
131	EAP EXPENSE	\$ 123	\$ 122	\$ 97	\$ 149	\$ 149
133	PENSION EXPENSE	\$ 6,897	\$ -	\$ -	\$ -	\$ -
<b>Personnel Sub Total</b>		<b>\$ 260,738</b>	<b>\$ 266,025</b>	<b>\$ 224,892</b>	<b>\$ 270,452</b>	<b>\$ 277,281</b>
Account Object	Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Budget	2019 Proposed
201	OFFICE SUPPLIES	\$ 3,473	\$ 1,251	\$ 780	\$ 1,500	\$ 1,500
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 492	\$ 1,192	\$ 559	\$ 900	\$ 1,660
214	POSTAGE/SHIPPING/DELIVERY	\$ 2,316	\$ 2,110	\$ 1,849	\$ 2,500	\$ 2,500
<b>Supplies Sub Total</b>		<b>\$ 6,281</b>	<b>\$ 4,553</b>	<b>\$ 3,188</b>	<b>\$ 4,900</b>	<b>\$ 5,660</b>
Account Object	Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Budget	2019 Proposed
318	MAINT-OFFICE EQUIPMENT	\$ -	\$ 804	\$ 677	\$ 805	\$ 2,985
<b>Maintenance Sub Total</b>		<b>\$ -</b>	<b>\$ 804</b>	<b>\$ 677</b>	<b>\$ 805</b>	<b>\$ 2,985</b>
Account Object	Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Budget	2019 Proposed
401	TELEPHONE & COMMUNICATIONS	\$ -	\$ -	\$ 413	\$ -	\$ -
402	RENTAL OF EQUIPMENT	\$ 2,673	\$ 3,489	\$ 3,489	\$ 3,530	\$ 3,530
407	SPECIAL SERVICES	\$ 4,819	\$ 4,171	\$ 3,769	\$ 5,500	\$ 5,500
409	TRAVEL & EDUCATION	\$ 485	\$ -	\$ -	\$ -	\$ -
416	OTHER/PROFESSIONAL SERVICES	\$ 113,661	\$ 114,079	\$ 90,738	\$ 157,400	\$ 154,400
421	PRINTING	\$ 617	\$ -	\$ 503	\$ 830	\$ 830
437	AUDIT SERVICES	\$ 53,425	\$ 38,400	\$ 34,400	\$ 40,000	\$ 40,000
442	COMPUTER PROFESSIONAL SERVICES	\$ 5,379	\$ 5,023	\$ 4,505	\$ 10,000	\$ 10,000
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 312	\$ -	\$ -
473	DEPRECIATION EXPENSE	\$ 4,525	\$ 2,364	\$ -	\$ -	\$ -
482	CREDIT CARD PROCESSING FEES	\$ 117,065	\$ 122,023	\$ 88,792	\$ 110,000	\$ 118,184
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ -	\$ 3,791	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 302,649</b>	<b>\$ 289,550</b>	<b>\$ 230,712</b>	<b>\$ 327,260</b>	<b>\$ 332,444</b>
<b>Department Total</b>		<b>\$ 569,669</b>	<b>\$ 560,931</b>	<b>\$ 459,470</b>	<b>\$ 603,417</b>	<b>\$ 618,370</b>



TREE CITY USA

# Wholesale Costs

## Personnel Organization Chart



### Personnel Summary

There is no personnel for this program.

### Department Narrative

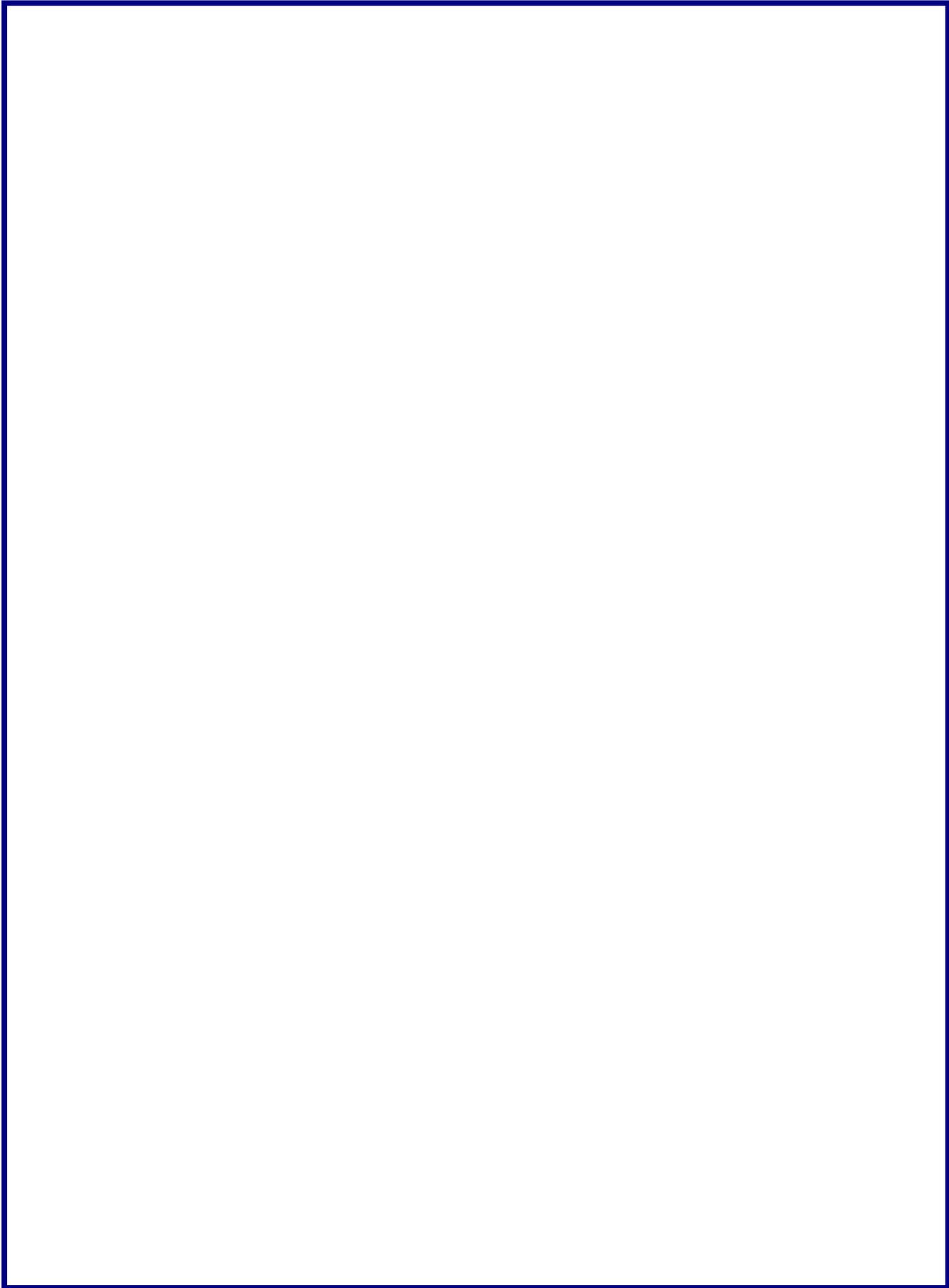
The Utility Wholesale Department accounts for costs associated with the purchase of water and the treatment of wastewater by the Trinity River Authority.



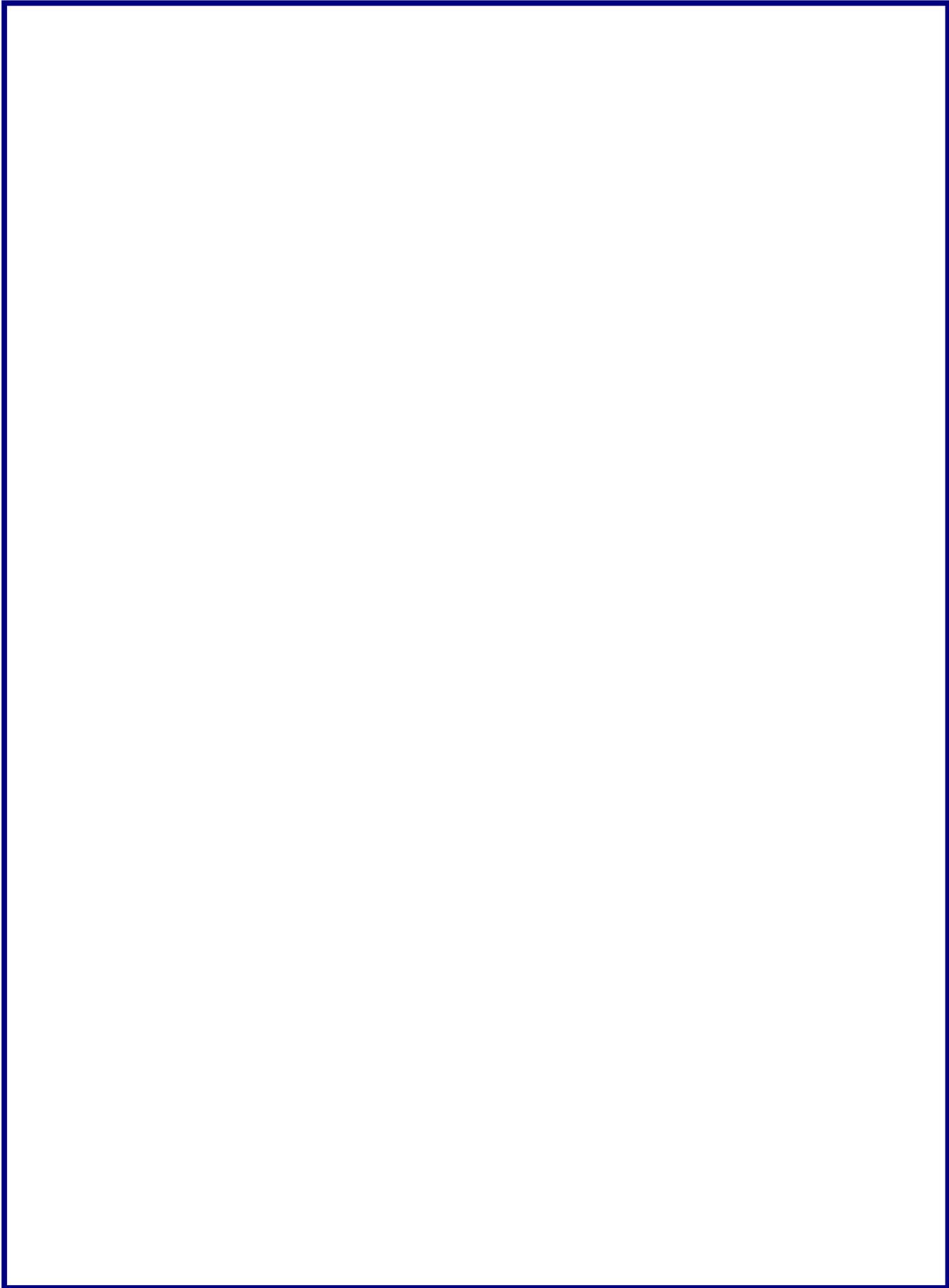
# Wholesale Costs

	Fund	5	WATER AND SEWER FUND
BUDGET REPORT	Department	42	WHOLESALE COSTS
LINE ITEM DETAIL	Program	0	
BY DEPARTMENT			

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	411 WATER PURCHASES	\$ 2,673,492	\$ 2,951,150	\$ 2,356,854	\$ 2,753,745	\$ 2,360,921
	412 SEWAGE TREATMENT	\$ 5,380,177	\$ 4,767,216	\$ 5,402,185	\$ 5,700,000	\$ 6,130,044
	<b>Maintenance Sub Total</b>	<b>\$ 8,053,670</b>	<b>\$ 7,718,366</b>	<b>\$ 7,759,040</b>	<b>\$ 8,453,745</b>	<b>\$ 8,490,965</b>
	<b>Department Total</b>	<b>\$ 8,053,670</b>	<b>\$ 7,718,366</b>	<b>\$ 7,759,040</b>	<b>\$ 8,453,745</b>	<b>\$ 8,490,965</b>



# **SPECIAL REVENUE FUNDS**



**HOTEL/MOTEL TAX  
FUND**

## HOTEL/MOTEL TAX FUND

REVENUES		2016	2017	2018		2019
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	HOTEL/MOTEL TAX	128,392	135,627	86,749	82,000	183,544
	MISCELLANEOUS	410	437	140	-	-
	INTEREST	1,564	3,890	7,117	4,000	4,000
	Total	\$ 130,366	\$ 139,955	\$ 94,007	\$ 86,000	\$ 187,544
<b>EXPENDITURES</b>						
Department No		Actual	Actual	Year to Date	Budget	Proposed
46	HOTEL/MOTEL	-	43	-	-	-
52	Visitor Center	44,397	43,126	35,715	68,012	65,542
	Total	\$ 44,397	\$ 43,169	\$ 35,715	\$ 68,012	\$ 65,542
<b>BALANCES</b>						
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	85,969	96,785	58,291	17,988	122,002
	Beginning Balance	535,168	621,136	717,922	717,922	776,213
	Ending Balance	621,136	717,922	776,213	735,910	898,215
	Fund Balance (audited)	621,137	717,922			
	Ending Balance as % of Expenditures	1399.04%	1663.04%	2173.33%	1082.03%	1370.44%



TREE CITY USA



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
PT Visitors Center Attendant	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Department Narrative

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

Goals				
<b>City Council Goal</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Engaged Community</li> </ul>				
<b>Departmental Goal</b>				
<ul style="list-style-type: none"> <li>• Advertise State Auxiliary Museum &amp; Visitors Center in travel centers throughout state to increase visitors</li> <li>• Provide residents with historical perspective and heritage of Lancaster</li> <li>• Provide attendees with new exhibits via loan or deed of gift</li> <li>• Staff liaison and oversight of Council appointed Museum Advisory Board</li> <li>• Continually increase the number of visitors</li> <li>• Increase the participation of community organizations utilizing facility</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Part-Time Employees		2		2
Annual Visitors		325		700
Special Events		4		8
School Program Visits		2		8
New Exhibits Acquired		1		5
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Weekly museum tours	50%	50%		50%
Quarterly Special Events	25%	25%		25%
Monthly Rentals/reservations	25%	25%		25%
Budget Summary	2016-2017	2017-2018		2018-2019
	Actual	Actual	Budget	Budget
Personnel	22,453	16,330	23,782	24,464
Supplies	-	32	3,102	1,775
Maintenance	-	239	8,500	9,945
Services	20,673	19,115	32,628	29,358
<b>TOTAL</b>	<b>43,126</b>	<b>35,716</b>	<b>68,012</b>	<b>65,542</b>

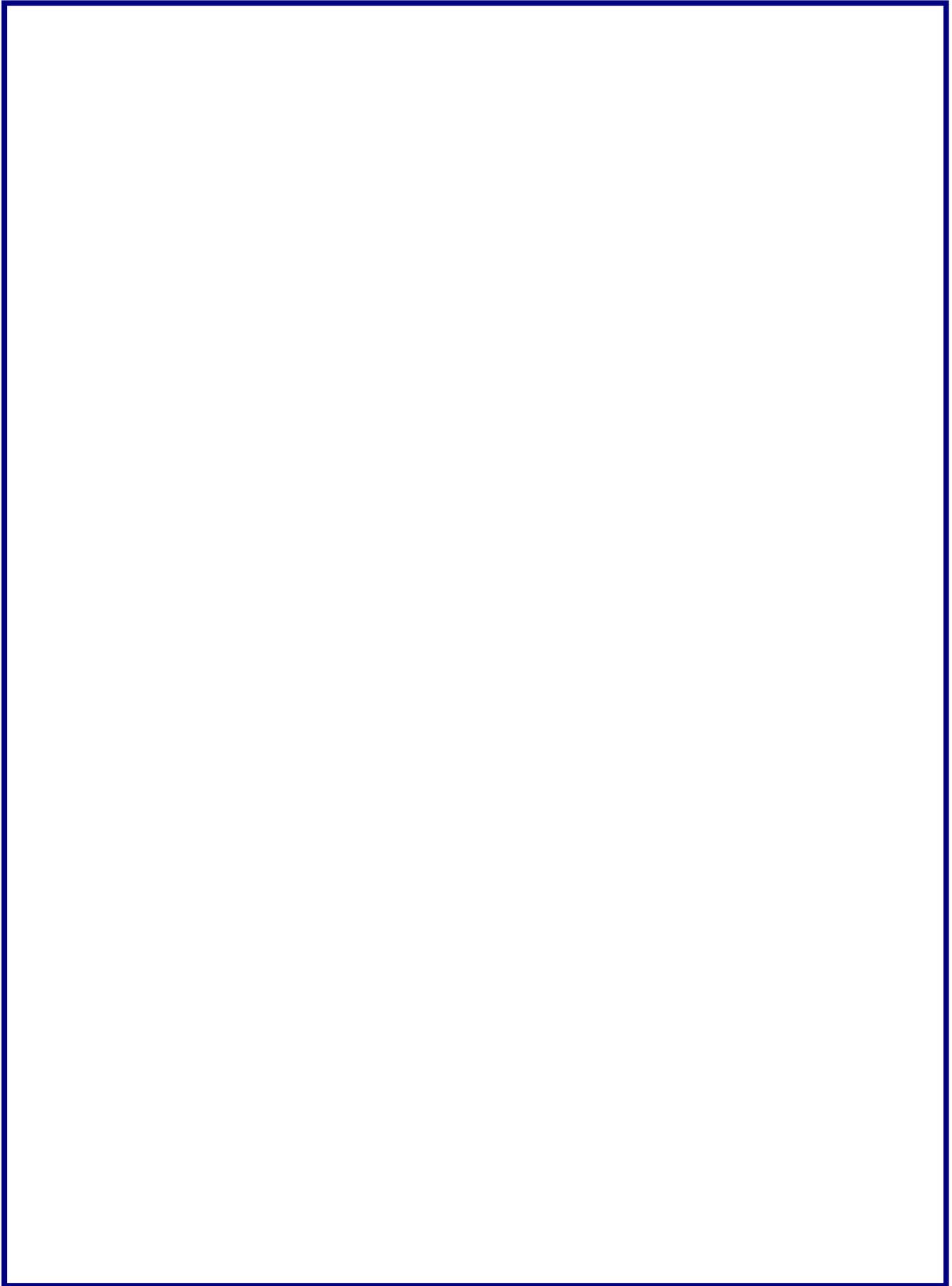
# Visitors Center and State Auxiliary Museum

**BUDGET REPORT**  
**LINE ITEM DETAIL**  
**BY DEPARTMENT**

**Fund**                **14**  
**Department**       **52**  
**Program**             **0**

**HOTEL TAX FUND**  
**Visitor Center**  
**VISITORS CENTER**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Adopted
102	SALARIES-PART TIME	\$ 19,157	\$ 20,074	\$ 14,899	\$ 19,478	\$ 20,062
103	SALARIES-OVERTIME	\$ 54	\$ 689	\$ 232	\$ -	\$ -
106	TMRS	\$ -	\$ -	\$ -	\$ 2,668	\$ 2,716
107	FICA	\$ 1,470	\$ 1,588	\$ 1,157	\$ 1,490	\$ 1,534
120	GROUP LIFE INSURANCE	\$ -	\$ -	\$ -	\$ 102	\$ 102
130	WORKERS COMPENSATION	\$ 72	\$ 54	\$ 9	\$ 16	\$ 22
131	EAP EXPENSE	\$ 54	\$ 48	\$ 33	\$ 28	\$ 28
<b>Personnel Sub Total</b>		<b>\$ 20,807</b>	<b>\$ 22,453</b>	<b>\$ 16,330</b>	<b>\$ 23,782</b>	<b>\$ 24,464</b>
Account Object	Description					
201	SUPPLIES	\$ -	\$ -	\$ 32	\$ 2,064	\$ 1,000
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ -	\$ -	\$ 1,038	\$ 775
<b>Supplies Sub Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 32</b>	<b>\$ 3,102</b>	<b>\$ 1,775</b>
Account Object	Description					
301	MAINT-BLDGS & STRUCTURES	\$ -	\$ -	\$ 239	\$ 8,000	\$ 9,445
363	MAINT-LOCKS & KEYS	\$ -	\$ -	\$ -	\$ 500	\$ 500
<b>Maintenance Sub Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 239</b>	<b>\$ 8,500</b>	<b>\$ 9,945</b>
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 5,182	\$ 3,700	\$ 4,512	\$ 9,480	\$ 10,608
408	ADVERTISING	\$ 315	\$ 437	\$ 2,372	\$ 2,900	\$ 2,000
410	UTILITIES-ELECTRICITY	\$ 7,162	\$ 8,020	\$ 4,898	\$ 5,708	\$ 5,708
411	ALARM SERVICE	\$ 500	\$ 658	\$ 491	\$ 1,020	\$ 1,020
414	DUES & SUBSCRIPTIONS	\$ 200	\$ 315	\$ -	\$ 1,690	\$ 1,442
416	OTHER/PROFESSIONAL SERVICES	\$ 3,714	\$ (220)	\$ 224	\$ 480	\$ 480
434	SPECIAL EVENTS	\$ -	\$ 500	\$ 925	\$ 4,200	\$ 750
543	JANITORIAL SERVICE	\$ 4,420	\$ 4,420	\$ 4,250	\$ 4,440	\$ 4,500
548	SPRINKLER SYSTEM CONTRACT	\$ 465	\$ 465	\$ -	\$ 670	\$ 690
549	HVAC SERVICES CONTRACT	\$ 1,146	\$ 1,934	\$ 955	\$ 1,380	\$ 1,440
554	PEST CONTROL	\$ 486	\$ 446	\$ 487	\$ 660	\$ 720
<b>Services Sub Total</b>		<b>\$ 23,590</b>	<b>\$ 20,673</b>	<b>\$ 19,115</b>	<b>\$ 32,628</b>	<b>\$ 29,358</b>
<b>Department Total</b>		<b>\$ 44,397</b>	<b>\$ 43,126</b>	<b>\$ 35,715</b>	<b>\$ 68,012</b>	<b>\$ 65,542</b>



**4A LEDC  
FUND**

## SALES TAX 4A - ECONOMIC DEVELOPMENT FUND

REVENUES		2016	2017	2018		2019
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	SALES TAXES	1,126,752	1,233,648	929,874	1,000,000	1,323,571
	INTEREST	12,870	30,430	46,145	30,000	30,000
	TRANSFERS IN	-	-	1,142,900	-	18,750
	Total	\$ 1,139,622	\$ 1,264,079	\$ 2,118,919	\$ 1,030,000	\$ 1,372,321
EXPENDITURES		2016	2017	2018		2019
Department No		Actual	Actual	Year to Date	Budget	Proposed
	2 ECON DEV ADMINISTRATION	177,908	300,469	279,652	379,714	304,814
	50 4A DEBT SERVICE	456,789	453,517	170,813	458,300	227,350
	60 MARKETING AND ADVERTISING	64,301	50,879	33,147	68,125	39,955
	63 INCENTIVE PROGRAMS	-	-	375,000	605,000	954,000
	80 TRANSFERS OUT	56,480	56,480	42,360	56,480	56,480
	Total	\$ 755,477	\$ 861,344	\$ 900,972	\$ 1,567,619	\$ 1,582,599
BALANCES		2016	2017	2018		2019
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	384,145	402,734	1,217,947	(537,619)	(210,278)
	Beginning Balance	4,277,430	4,661,575	5,064,311	5,064,311	6,282,258
	Ending Balance	4,661,575	5,064,310	6,282,258	4,526,692	6,071,980
	Fund Balance (audited)	4,661,576	5,061,547			
	Ending Balance as % of Expenditures	617.04%	587.95%	697.28%	288.76%	383.67%



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
Director of Economic Development	1	1	1
Research & Business Dev. Manager	0	0	1
Marketing Manager	1	1	0
Administrative Secretary	0.25	0.25	0.25
<b>Total</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>

## Department Narrative

The Department of Economic Development provides for the recruitment of new business ventures, the expansion of existing industry and the evaluation of requests for incentives from business ventures seeking to create, expand or relocate commercial operations to Lancaster. The department administers the Type A Economic Development sales tax as its primary source of funding. The Department's services are a community resource and are provided at no charge. Review and evaluation of incentives requests is overseen by a five member board of directors. These Board reviews applications for Type A incentives and recommend projects for funding to the City Council for approval.

Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Quality Development</li> <li>• Healthy, Safe &amp; Vibrant Community</li> </ul>				
<b>Departmental Goals</b>				
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 creating an increased commercial tax base, new primary payroll jobs for Lancaster residents and growth in the community's daytime population				
<ul style="list-style-type: none"> <li>• Continue conducting quarterly business retention and expansion program BREP</li> <li>• Continue marketing and recruitment activities directed at locating a hotel-convention center to Lancaster</li> <li>• Continue marketing the development advantages of the Campus District to commercial projects</li> <li>• Continue direct marketing to retail and restaurant operations soliciting their evaluation of Lancaster for future locations with Retail Coach assistance</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Request For Proposals (RFP) for development projects	30	36		35
Meetings with DFW real estate brokers and developers	60	65		70
Marketing initiatives with economic development allies and sales missions recruiting business development and investment	3	3		3
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Request For Proposals (RFP) for development projects	30	36		35
Meetings with DFW real estate brokers and developers	60	65		60
Retention visits with existing industry	4	4		6
Business trade show participation	3	3		3
Direct marketing to retail and restaurants with Retail Coach	65	70		75
Budget Summary	2016-2017	2017-2018		2018-2019
	Actual	Actual	Budget	Budget
Personnel	224,744	189,104	267,643	264,109
Supplies	5,743	7,024	7,221	8,000
Maintenance	31	-	-	-
Other Services	69,950	83,524	104,850	32,705
<b>TOTAL</b>	<b>300,469</b>	<b>279,652</b>	<b>379,714</b>	<b>304,814</b>

# LEDC Type 4A - Administration

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund 16 SALES TAX 4A-ECONOMIC DEVLPMNT  
Department 2 ECON DEV ADMINISTRATION  
Program 0 ECONOMIC DEV - ADMINISTRATION**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 127,875	\$ 166,232	\$ 129,486	\$ 188,598	\$ 195,216
103	SALARIES-OVERTIME	\$ 790	\$ 3,209	\$ 8,455	\$ 15,000	\$ -
104	SALARIES-LONGEVITY	\$ 389	\$ 126	\$ 32	\$ 63	\$ 123
105	GROUP HEALTH INSURANCE	\$ 6,832	\$ 11,880	\$ 16,533	\$ 16,533	\$ 20,177
106	TMRS	\$ 18,413	\$ 24,271	\$ 19,487	\$ 26,650	\$ 27,284
107	FICA	\$ 10,042	\$ 12,850	\$ 10,529	\$ 13,409	\$ 13,717
109	SALARIES-WELL PAY	\$ 1,368	\$ -	\$ -	\$ 1,160	\$ 1,400
110	DENTAL INSURANCE	\$ 525	\$ 458	\$ 489	\$ 977	\$ 876
113	SALARIES-CAR ALLOWANCE	\$ 4,843	\$ 5,400	\$ 3,800	\$ 4,800	\$ 4,800
120	GROUP LIFE INSURANCE	\$ 136	\$ 149	\$ 139	\$ 230	\$ 230
130	WORKERS COMPENSATION	\$ 108	\$ 126	\$ 111	\$ 162	\$ 225
131	EAP EXPENSE	\$ 34	\$ 44	\$ 44	\$ 61	\$ 61
<b>Personnel Sub Total</b>		<b>\$ 171,356</b>	<b>\$ 224,744</b>	<b>\$ 189,104</b>	<b>\$ 267,643</b>	<b>\$ 264,109</b>
<b>Supplies</b>						
Account Object	Description					
201	OFFICE SUPPLIES	\$ 1,515	\$ 948	\$ 776	\$ 776	\$ 800
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ 3,723	\$ -	\$ -	\$ -
210	FOOD/BEVERAGES/ETC.-MEETINGS	\$ -	\$ 502	\$ 5,745	\$ 5,745	\$ 5,200
214	POSTAGE	\$ 6	\$ 570	\$ 502	\$ 700	\$ 2,000
<b>Supplies Sub Total</b>		<b>\$ 1,521</b>	<b>\$ 5,743</b>	<b>\$ 7,024</b>	<b>\$ 7,221</b>	<b>\$ 8,000</b>
<b>Maintenance</b>						
Account Object	Description					
303	MAINT-EQUIP & MACHINERY	\$ -	\$ 31	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ -</b>	<b>\$ 31</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other</b>						
Account Object	Description					
401	COMMUNICATIONS	\$ 1,908	\$ 1,761	\$ 662	\$ 1,168	\$ 1,168
402	RENTAL OF EQUIPMENT	\$ 678	\$ 506	\$ 979	\$ 1,200	\$ 1,200
409	TRAVEL AND EDUCATION	\$ 270	\$ 11,152	\$ 9,833	\$ 9,833	\$ 6,050
414	DUES AND SUBSCRIPTIONS	\$ 1,590	\$ 2,134	\$ 2,614	\$ 3,220	\$ 2,240
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ 38,098	\$ 64,087	\$ 83,546	\$ 8,000
421	PRINTING	\$ 584	\$ 568	\$ 248	\$ 600	\$ 600
446	ATTORNEY FEES	\$ -	\$ 416	\$ 4,743	\$ 4,743	\$ 12,907
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ 484	\$ 360	\$ 540	\$ 540
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ 14,832	\$ -	\$ -	\$ -
<b>Sub Total</b>		<b>\$ 5,030</b>	<b>\$ 69,950</b>	<b>\$ 83,524</b>	<b>\$ 104,850</b>	<b>\$ 32,705</b>
<b>Department Total</b>		<b>\$ 177,908</b>	<b>\$ 300,469</b>	<b>\$ 279,652</b>	<b>\$ 379,714</b>	<b>\$ 304,814</b>



# Economic Development Incentives



## Personnel Organization Chart



## Personnel Summary

There is no personnel for this program.

## Department Narrative

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

Goals				
<b>City Council Goals:</b>				
• Quality Development				
<b>Departmental Goals</b>				
• Efficiently utilize incentive grants to attract projects involving measurable value added capital investment to Lancaster				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Utilize funds to incentivize commitments on existing projects	-	375000		954,000
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Programs	-	375,000	605,000	954,000
<b>TOTAL</b>	-	375,000	605,000	954,000

# LEDC Type 4A - Incentives

BUDGET REPORT  
 LINE ITEM DETAIL  
 BY DEPARTMENT

Fund 16  
 Department 63  
 Program 0

SALES TAX 4A-ECONOMIC DEVLPMNT  
 INCENTIVE PROGRAMS

	2016	2017	2018	2018	2019
Description	Actual	Actual	YTD Actual	Budget	Proposed
977 INCENTIVE PROGRAMS	\$ -	\$ -	\$ 375,000	\$ 605,000	\$ 954,000
<b>Sub Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 375,000</b>	<b>\$ 605,000</b>	<b>\$ 954,000</b>
<b>Department Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 375,000</b>	<b>\$ 605,000</b>	<b>\$ 954,000</b>



### Personnel Organization Chart



### Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
Research & Business Dev. Manager	0	0	1
Marketing Manager	1	1	0
<b>Total</b>	<b>0</b>	<b>1</b>	<b>1</b>

### Department Narrative

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

Goals			
<b>City Council Goals:</b>			
<ul style="list-style-type: none"> <li>• Quality Development</li> </ul>			
<b>Departmental Goals</b>			
<ul style="list-style-type: none"> <li>• Develop action oriented programs that create an interest in Lancaster by developers, commercial real estate brokers and companies looking to expand or relocate their operations creating an increased commercial tax base, new primary payroll jobs for Lancaster residents and growth in the community's daytime population.</li> <li>• Continue conducting quarterly the business retention and expansion program BREP</li> <li>• Continue marketing and recruitment activities directed at locating a hotel-convention center to Lancaster</li> <li>• Continue marketing the development advantages of the Campus District to commercial projects</li> <li>• Working with The Retail Coach, recruit retail and restaurant operations to Lancaster</li> </ul>			

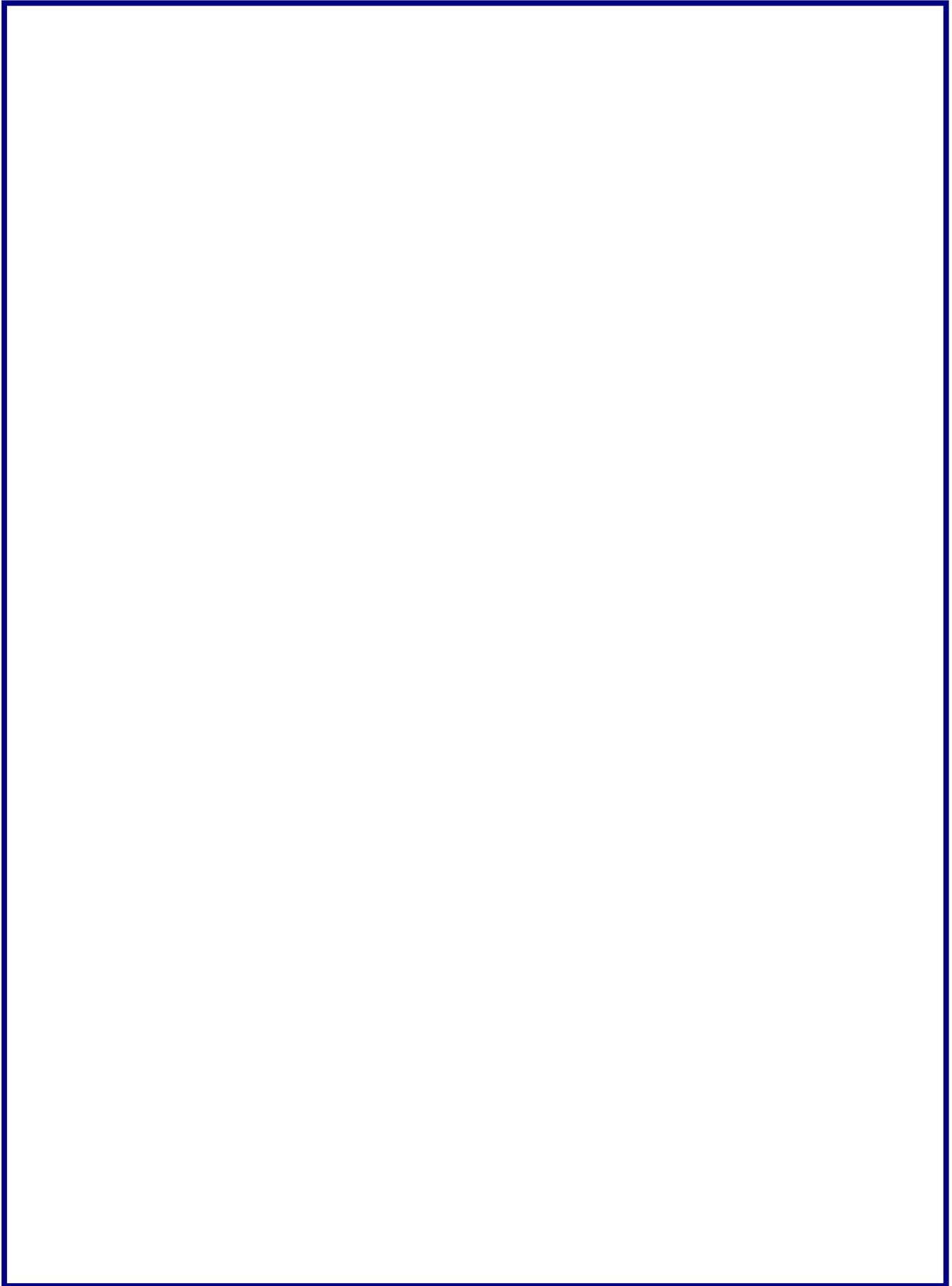
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Request For Proposals (RFP) for development projects	30	51		32
Meetings with DFW real estate brokers and developers	60	65		60
Retention visits with existing industry	4	4		4
Marketing initiatives with economic development allies and sales missions recruitment business development and investment	3	3		3
Sales calls on retail and restaurants with Retail Coach	65	70		75
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Request For Proposals (RFP) for development projects	30	36		32
Meetings with DFW real estate brokers and developers	60	65		60
Retention visits with existing industry	4	4		6
Business trade show participation	3	3		3
Sales calls on retail and restaurants with Retail Coach	65	70		75
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Services	50,879	33,147	68,125	39,955
<b>TOTAL</b>	<b>50,879</b>	<b>33,147</b>	<b>68,125</b>	<b>39,955</b>

# LEDC Type 4A - Marketing

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund            16        SALES TAX 4A-ECONOMIC DEVLPMNT  
Department    60        MARKETING AND ADVERTISING  
Program        0**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	416 OTHER/PROFESSIONAL SERVICES	\$ 15,000	\$ 15,756	\$ 22,508	\$ 38,800	\$ 8,500
	421 PRINTING	\$ -	\$ 237	\$ -	\$ -	\$ -
	902 BUSINESS DEVELOPMENT	\$ 48,561	\$ 23,796	\$ 36	\$ -	\$ -
	909 PROMOTIONAL ITEMS	\$ -	\$ 995	\$ 6,985	\$ 15,825	\$ 19,620
	911 EVENT SPONSORSHIPS	\$ 125	\$ 1,054	\$ 657	\$ 2,250	\$ 2,150
	942 TRADE SHOWS	\$ 615	\$ 9,041	\$ 2,961	\$ 11,250	\$ 9,685
<b>Sub Total</b>		<b>\$ 64,301</b>	<b>\$ 50,879</b>	<b>\$ 33,147</b>	<b>\$ 68,125</b>	<b>\$ 39,955</b>
<b>Department Total</b>		<b>\$ 64,301</b>	<b>\$ 50,879</b>	<b>\$ 33,147</b>	<b>\$ 68,125</b>	<b>\$ 39,955</b>



**4B LRDC  
FUND**

## SALES TAX 4B - CULTURAL RECREATIONAL FUND

REVENUES		2016	2017	2018		2019
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	0 SALES TAXES	2,253,504	2,467,297	1,859,748	2,200,000	2,647,142
	56 RECREATION	516,808	533,859	406,121	653,500	473,500
	54 LIFE CENTER	71,260	76,161	59,494	83,300	83,300
	7 LIBRARY	35,348	99,811	29,152	32,200	32,200
	0 OTHER	11,893	149,035	13,186	13,000	13,000
	0 TRANSFERS IN	12,792	-	-	-	-
	0 INTEREST	2,832	7,772	15,630	6,000	6,000
	Total	\$ 2,904,437	\$ 3,333,935	\$ 2,383,331	\$ 2,988,000	\$ 3,255,142
EXPENDITURES		2016	2017	2018		2019
Department No		Actual	Actual	Year to Date	Budget	Proposed
	2 REC ADMINISTRATION	226,776	214,002	206,693	270,126	251,286
	7 LIBRARY	427,943	506,884	403,867	513,531	528,007
	13 PARKS AND RECREATION	0	8,500	-	-	-
	16 NON-DEPARTMENTAL	104,936	100,052	42,495	69,517	70,517
	50 4B DEBT SERVICE	-	-	804,790	913,825	924,150
	54 SENIOR LIFE CENTER	180,945	239,910	218,747	253,302	298,115
	56 RECREATION CENTER	1,019,298	1,023,757	839,950	1,093,747	1,073,363
	56 DAY CAMP	50,276	56,168	41,357	52,810	56,759
	57 COMMUNITY PARK	6,389	17,257	29,182	41,725	12,100
	80 TRANSFERS OUT	746,000	757,900	124,481	165,974	231,988
	Total	\$ 2,762,564	\$ 2,924,430	\$ 2,711,562	\$ 3,374,557	\$ 3,446,284
BALANCES		2016	2017	2018		2019
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	141,873	409,505	(328,230)	(386,557)	(191,142)
	Beginning Balance	698,688	840,442	1,249,947	1,249,947	921,716
	Ending Balance	840,561	1,249,947	921,716	863,389	730,574
	Fund Balance (audited)	840,442	1,249,947			
	Ending Balance as % of Expenditures	30.43%	42.74%	33.99%	25.59%	21.20%



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
Managing Director of Quality of Life & Cultural Services	1	1	1
Administrative Secretary	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Department Narrative

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

Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Healty, Safe &amp; Engaged Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Monitor, coordinate, and provide direction for operation of Parks, Recreation, &amp; Library Services</li> <li>• Staff liaison and oversight of council appointed LRDC (4B) Board/ Park and Recreation Advisory Board, Library Advisory Board, Museum Advisory Board and Youth Advisory Commission</li> <li>• Seek and apply for Alternative Funding/ Grant Opportunities for Recreation, Leisure &amp; Cultural Programs, Activities, Facilities and future development projects</li> <li>• Implement the LISD/ CoL "Village 20/20" strategic plan involving all respective divisions of QL&amp;CS</li> <li>• Develop Departmental Capital Improvement Project list for future bond considerations</li> <li>• Complete Update of Hike &amp; Bike and Streetscape Master plan in conjunction with Comprehensive plan recommendations</li> <li>• Provide and submit nominations for local, state and national awards and recognition of programs and employees</li> <li>• Attain CAPRA "Commission for Accreditation of Park and Recreation Agencies" via NRPA (National Recreation and Park Association)</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Funded projects completed by Fiscal Year End	100%	100%		100%
Tree City USA Designation	Retained	Retained		Retained
Playful City USA Designation	Retained	Retained		Retained
Recreation Revenues	\$527,000	\$507,000		\$507,000
Total Parks, Recreation, Library, Visitors Center staff	66	68		68
Total Department Buildings	5	5		5
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Funded Projects completed by FY end	100%	100%		100%
Tree City USA Designation	100%	100%		100%
Playful City USA Designation	100%	100%		100%
% of Recreation Revenue Goal Obtained	100%	100%		100%
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Personnel	201,979	178,530	217,966	223,271
Supplies	2,130	5,447	9,100	4,500
Services	9,894	22,716	43,060	23,515
<b>TOTAL</b>	<b>214,002</b>	<b>206,693</b>	<b>270,126</b>	<b>251,286</b>

# Parks, Recreation, and Library Services Administration

<b>BUDGET REPORT</b> <b>LINE ITEM DETAIL</b> <b>BY DEPARTMENT</b>	<b>Fund</b> <b>17</b> <b>Department</b> <b>2</b> <b>Program</b> <b>0</b>	<b>SALES TAX 4B-CULTURAL/RECRTNL</b> <b>REC ADMINISTRATION</b> <b>ADMINISTRATION</b>
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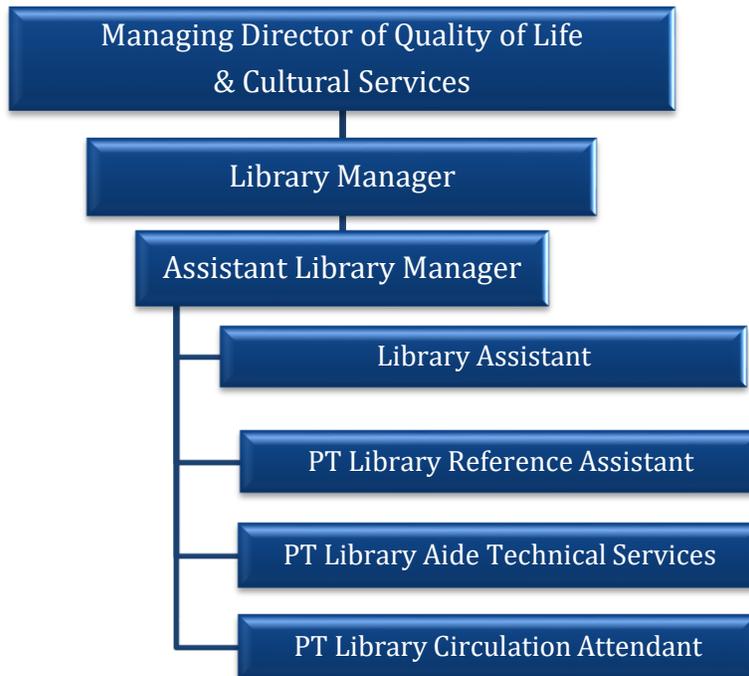
	2016	2017	2018	2018	2019
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 158,157	\$ 147,649	\$ 131,330	\$ 162,595	\$ 167,473
103 SALARIES-OVERTIME	\$ 1,932	\$ 1,111	\$ 1,099	\$ 600	\$ 600
104 SALARIES-LONGEVITY	\$ 449	\$ 304	\$ 284	\$ 372	\$ 468
105 GROUP HEALTH INSURANCE	\$ 13,851	\$ 12,384	\$ 10,578	\$ 13,240	\$ 12,720
106 TMRS	\$ 21,095	\$ 21,475	\$ 18,913	\$ 23,193	\$ 23,631
107 FICA	\$ 12,560	\$ 11,866	\$ 10,234	\$ 10,751	\$ 10,905
109 SALARIES-WELL PAY	\$ 1,800	\$ 1,387	\$ 1,429	\$ 1,008	\$ 1,210
110 DENTAL INSURANCE	\$ 720	\$ 670	\$ 578	\$ 876	\$ 876
113 SALARIES-CAR ALLOWANCE	\$ 4,843	\$ 4,800	\$ 3,800	\$ 4,800	\$ 4,800
120 GROUP LIFE INSURANCE	\$ 158	\$ 147	\$ 132	\$ 306	\$ 306
130 WORKERS COMPENSATION	\$ 129	\$ 130	\$ 110	\$ 144	\$ 201
131 EAP EXPENSE	\$ 54	\$ 55	\$ 43	\$ 81	\$ 81
<b>Personnel Sub Total</b>	<b>\$ 215,748</b>	<b>\$ 201,979</b>	<b>\$ 178,530</b>	<b>\$ 217,966</b>	<b>\$ 223,271</b>
<b>Account Object                      Description</b>					
201 MISC OFFICE SUPPLIES	\$ 3,624	\$ 1,625	\$ 5,320	\$ 8,300	\$ 4,000
210 FOOD/BEVERAGES/ETC-MEETINGS	\$ 934	\$ 282	\$ -	\$ 500	\$ 300
214 POSTAGE	\$ 166	\$ 222	\$ 127	\$ 300	\$ 200
<b>Supplies Sub Total</b>	<b>\$ 4,724</b>	<b>\$ 2,130</b>	<b>\$ 5,447</b>	<b>\$ 9,100</b>	<b>\$ 4,500</b>
<b>Account Object                      Description</b>					
401 TELEPHONE & COMMUNICATIONS	\$ -	\$ 425	\$ -	\$ -	\$ -
409 TRAVEL AND EDUCATION	\$ 1,217	\$ 3,956	\$ 3,355	\$ 4,720	\$ 2,720
414 DUES & SUBSCRIPTIONS	\$ 390	\$ 491	\$ 395	\$ 500	\$ 475
416 OTHER/PROFESSIONAL SERVICES	\$ -	\$ -	\$ 15,093	\$ 33,300	\$ 12,000
462 CELLULAR TELEPHONE & PAGERS	\$ 610	\$ 761	\$ 987	\$ 540	\$ 1,320
473 DEPRECIATION EXPENSE	\$ (0)	\$ -	\$ -	\$ -	\$ -
482 CREDIT CARD PROCESSING FEES	\$ 4,088	\$ 4,261	\$ 2,885	\$ 4,000	\$ 7,000
<b>Service Sub-Total</b>	<b>\$ 6,304</b>	<b>\$ 9,894</b>	<b>\$ 22,716</b>	<b>\$ 43,060</b>	<b>\$ 23,515</b>
<b>Department Total</b>					
<b>Department Total</b>	<b>\$ 226,776</b>	<b>\$ 214,002</b>	<b>\$ 206,693</b>	<b>\$ 270,126</b>	<b>\$ 251,286</b>



# Veterans Memorial Library



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
Library Manager	1	1	1
Assistant Library Manager	1	1	1
Library Assistant	1	1	1
PT Library Reference Assistant (.5)	1.5	1.5	1.5
PT Library Aide Technical Services (.5)	1.5	1.5	1.5
PT Library Circulation Attendant (.5)	1.5	1.5	1.5
PT Library Circulation Attendant (.25)	0.25	0.25	0.25
<b>Total</b>	<b>7.75</b>	<b>7.75</b>	<b>7.75</b>

## Department Narrative

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

Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Engaged Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Keep abreast of library service trends and changes and provide training for staff to strengthen skills.</li> <li>• Expand and strengthen the library's print and non-print resources</li> <li>• Provide on-line access to subscription databases, indexes, and full-text magazines and newspaper articles not otherwise available to internet users</li> <li>• Select, acquire, and organize access to the most current information and ideas in the most effective setting for Lancaster citizens and local library users</li> <li>• Offer library sponsored events to support literacy and lifelong learning for all ages</li> <li>• Implement opportunities of cultural and educational programming, such as weekly preschool story times, ethnic appreciation special events, reading incentives, and special interest programs such as genealogy and art</li> <li>• Provide outreach programs that offer cultural and educational opportunities for Seniors and City Employees through Lancaster University, LISD staff and citizens seeking technology skills advancement</li> <li>• Develop and implement promotional tools, in-house training and out reach to familiarize students, parents and teachers with library's educational-focused databases</li> <li>• Initiate development of Long Range Strategic plan for library</li> <li>• Research and identify initiatives to collect past due fines and fees</li> <li>• Increase workforce development by offering useful resources for the unemployed and underemployed community</li> <li>• Engage in collaborative partnerships with local schools and businesses</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Hours Open	2,810	2,825		2,825
Hours Staffed	3,258	3,379		3,379
Volunteer Hours	1,316	492		600
Patron Visits	81,753	74,698		85,000
New Youth Cards	587	788		1,000
New Adult Cards	1,467	1,241		1,400
New Nonresident Cards	58	70		120
Adult Books Circulation	14,905	15,595		18,000
Juvenile Books Circulation	21,370	20,379		22,000
Videos Circulation	12,312	9,338		10,000
Total Circulation	53,861	51,091		52,000
PC Reservation Usage	35,882	28,206		32,000
Reference Usage	148,676	14,000		144,000
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Increase Summer reading program participation by 25%	N/A	N/A		100%
Replace worn information Technology Items	100%	25%		50%
Increase overall program offerings and attendance by 25%	99%	99%		99%
Implement monthly (1) outreach initiative utilizing the Mobile Outreach Library and Tech Center	Completed	N/A		N/A
Submit E-Rate Application for municipality discount	Completed	90%		100%
Submit applications for TSLAC Grant and secure one annually	100	N/A		100%
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Personnel	305,770	248,204	355,003	359,761
Supplies	76,708	71,095	72,331	74,050
Maintenance	13,787	30,988	33,408	38,844
Other Services	68,943	53,580	52,789	55,352
Capital Outlay	41,676	-	-	-
<b>TOTAL</b>	<b>506,884</b>	<b>403,867</b>	<b>513,531</b>	<b>528,007</b>

# Veterans Memorial Library

**BUDGET REPORT**  
**LINE ITEM DETAIL**  
**BY DEPARTMENT**

**Fund**     **17**     **SALES TAX 4B-CULTURAL/RECRTNL**  
**Department**     **7**     **LIBRARY**  
**Program**         **0**     **LIBRARY**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 132,780	\$ 154,214	\$ 117,234	\$ 166,179	\$ 167,821
102	SALARIES-PART TIME	\$ 103,075	\$ 93,150	\$ 86,208	\$ 110,016	\$ 113,319
103	SALARIES-OVERTIME	\$ 244	\$ 1,247	\$ 175	\$ 100	\$ 100
104	SALARIES-LONGEVITY	\$ 623	\$ 700	\$ 488	\$ 836	\$ 260
105	GROUP HEALTH INSURANCE	\$ 13,778	\$ 13,884	\$ 10,558	\$ 14,238	\$ 13,785
106	TMRS	\$ 18,634	\$ 21,742	\$ 16,282	\$ 38,153	\$ 38,333
107	FICA	\$ 17,654	\$ 18,910	\$ 15,500	\$ 21,313	\$ 21,662
109	SALARIES-WELL PAY	\$ -	\$ 331	\$ 341	\$ 1,001	\$ 1,179
110	DENTAL INSURANCE	\$ 758	\$ 798	\$ 487	\$ 1,314	\$ 1,314
118	CELL PHONE ALLOWANCE	\$ -	\$ 150	\$ 420	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 168	\$ 177	\$ 137	\$ 893	\$ 893
130	WORKERS COMPENSATION	\$ 204	\$ 150	\$ 110	\$ 239	\$ 374
131	EAP EXPENSE	\$ 339	\$ 315	\$ 264	\$ 241	\$ 241
<b>Personnel Sub Total</b>		<b>\$ 288,257</b>	<b>\$ 305,770</b>	<b>\$ 248,204</b>	<b>\$ 355,003</b>	<b>\$ 359,761</b>
<hr/>						
<b>Account Object</b>	<b>Description</b>					
201	MISC OFFICE SUPPLIES	\$ 3,078	\$ 4,564	\$ 7,290	\$ 3,994	\$ 5,900
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,263	\$ 634	\$ -	\$ 1,725	\$ 1,500
205	JANITORIAL & CLEANING SUPPLIES	\$ -	\$ -	\$ -	\$ -	\$ -
207	BOOKS, SUBSCRIPTIONS, ETC.	\$ 59,056	\$ 69,297	\$ 59,542	\$ 61,582	\$ 61,900
210	FOOD/BEVERAGES/ETC-MEETINGS	\$ 122	\$ -	\$ 42	\$ 625	\$ 250
214	POSTAGE	\$ 202	\$ 183	\$ 78	\$ 400	\$ 200
219	COMPUTER SUPPLIES	\$ 337	\$ -	\$ 496	\$ 300	\$ -
231	SOFTWARE	\$ 2,818	\$ 2,030	\$ 3,648	\$ 3,705	\$ 4,300
<b>Supplies Sub Total</b>		<b>\$ 66,876</b>	<b>\$ 76,708</b>	<b>\$ 71,095</b>	<b>\$ 72,331</b>	<b>\$ 74,050</b>
<hr/>						
<b>Account Object</b>	<b>Description</b>					
301	MAINT-BLDG & STRUCTURES	\$ 610	\$ -	\$ -	\$ -	\$ -
313	MAINT-FURN & FIXTURES	\$ -	\$ -	\$ 7,748	\$ 7,749	\$ 6,841
318	MAINT-OFFICE EQUIPMENT	\$ 4,173	\$ 4,254	\$ 13,420	\$ 15,840	\$ 19,565
342	MAINT. DATA PROCESSING EQUIP	\$ 11,755	\$ 9,533	\$ 9,819	\$ 9,819	\$ 12,437
346	MAINT-HEATING & COOLING SYSTEM	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 16,538</b>	<b>\$ 13,787</b>	<b>\$ 30,988</b>	<b>\$ 33,408</b>	<b>\$ 38,844</b>
<hr/>						
<b>Account Object</b>	<b>Description</b>					
401	TELEPHONE & COMMUNICATIONS	\$ 5,508	\$ 13,375	\$ 18,653	\$ 12,000	\$ 18,000
407	SPECIAL SERVICES	\$ 3,193	\$ 3,684	\$ 3,954	\$ 4,300	\$ 5,920
409	TRAVEL AND EDUCATION	\$ 1,100	\$ 940	\$ -	\$ -	\$ 1,830
410	UTILITIES-ELECTRICITY	\$ 42,334	\$ 43,387	\$ 18,181	\$ 22,750	\$ 22,750
411	ALARM SERVICE	\$ 839	\$ 747	\$ 839	\$ 1,272	\$ 1,752
414	DUES & SUBSCRIPTIONS	\$ 391	\$ 157	\$ 325	\$ 325	\$ 600
416	OTHER/PROFESSIONAL SERVICES	\$ 420	\$ 1,494	\$ 8,500	\$ 8,500	\$ -
421	PRINTING	\$ 1,101	\$ 872	\$ -	\$ -	\$ 1,100
434	SPECIAL EVENTS	\$ 58	\$ 187	\$ -	\$ -	\$ -
482	CREDIT CARD PROCESSING FEES	\$ 78	\$ 80	\$ 242	\$ 242	\$ -
498	UTILITIES-GAS	\$ 1,250	\$ 2,714	\$ 2,029	\$ 3,400	\$ 3,400
539	MISC HEALTH BENEFIT	\$ -	\$ -	\$ -	\$ -	\$ -
548	FIRE SYSTEM INSPECTION CONTRAC	\$ -	\$ 1,307	\$ 858	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 56,271</b>	<b>\$ 68,943</b>	<b>\$ 53,580</b>	<b>\$ 52,789</b>	<b>\$ 55,352</b>
<hr/>						
<b>Account Object</b>	<b>Description</b>					
609	CAPITAL-MATCH & EQUIP	\$ -	\$ 41,676	\$ -	\$ -	\$ -
<b>Sub Total</b>		<b>\$ -</b>	<b>\$ 41,676</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<hr/>						
<b>Department Total</b>		<b>\$ 427,943</b>	<b>\$ 506,884</b>	<b>\$ 403,867</b>	<b>\$ 513,531</b>	<b>\$ 528,007</b>



# Senior Life Center

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
Senior Life Center Supervisor	1	1	1
Senior Van Driver	1	1	1
Senior Life Attendant	0	0	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>3</b>

## Department Narrative

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



Goals				
<b>City Council Goal</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Engaged Community</li> </ul>				
<b>Departmental Goal</b>				
<ul style="list-style-type: none"> <li>• Develop and implement mentoring program for seniors with LISD students as part of the "Village 20/20 initiative.</li> <li>• Provide and maintain a meal program for seniors that enables them to receive at least one nutritious meal daily.</li> <li>• Provide and maintain transportation to enable seniors to participate regularly in programming and special events.</li> <li>• Develop a user agreement with neighboring cities to increase recreation programming opportunities and revenues.</li> <li>• Partnership with Recreation Center and Library Services to develop a comprehensive Wellness strategy.</li> <li>• Develop adaptive recreation opportunities for seniors (i.e. Croquet Course, Trail Walking, Cooking Classes, etc.).</li> <li>• Continually increase the number and type of recreational programs offered to seniors.</li> <li>• Increase the participation of seniors in the community.</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Full-Time Employees	2	2		2
Annual Memberships Purchased	500	525		550
Special Events	12	12		12
Outings	35	40		40
Senior Program Participation	600	650		675
Recreation Programs Offered	30	35		40
Meals Served	14,000	14,100		14,200
% Budget Revenues Collected	100%	100%		100%
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Congregate Meal Program	25	25		25%
Recreational Programming	50	50		50%
Special Events	15	15		15%
Transportation	10	10		10%
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Personnel	121,600	102,319	119,784	166,155
Supplies	78,028	91,419	96,646	99,956
Maintenance	240	137	-	-
Services	40,042	24,871	36,872	32,004
<b>TOTAL</b>	<b>239,910</b>	<b>218,747</b>	<b>253,302</b>	<b>298,115</b>

# Senior Life Center

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

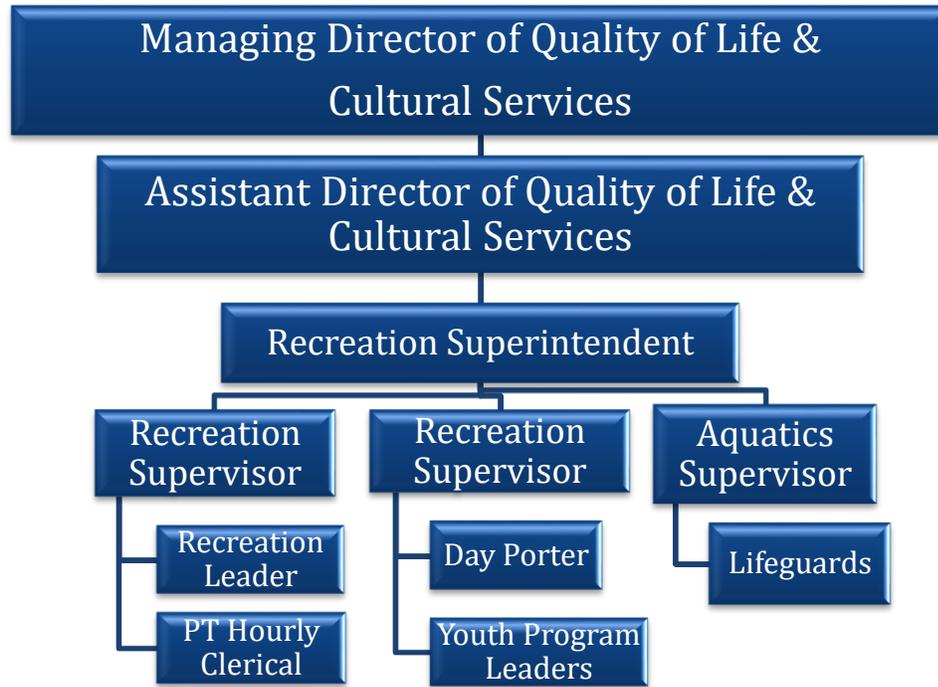
Fund                    17    SALES TAX 4B-CULTURAL/RECRNL  
 Department        54    SENIOR LIFE CENTER  
 Program             0    SENIOR LIFE CENTER

	2016	2017	2018	2018	2019
Account Object                    Description	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 65,219	\$ 80,561	\$ 67,100	\$ 83,108	\$ 114,409
102 SALARIES-PART TIME	\$ 3,474	\$ -	\$ -	\$ -	\$ -
103 SALARIES-OVERTIME	\$ 2,063	\$ 3,283	\$ 4,543	\$ 500	\$ 500
104 SALARIES-LONGEVITY	\$ 50	\$ 146	\$ 190	\$ 240	\$ 596
105 GROUP LIFE INSURANCE	\$ 13,675	\$ 16,396	\$ 12,882	\$ 15,127	\$ 22,124
106 TMRS	\$ 9,678	\$ 12,324	\$ 10,129	\$ 11,617	\$ 15,811
107 FICA	\$ 5,393	\$ 6,732	\$ 5,592	\$ 6,490	\$ 8,933
109 SALARIES-WELL PAY	\$ -	\$ 180	\$ 376	\$ 505	\$ 808
110 DENTAL INSURANCE	\$ 805	\$ 871	\$ 578	\$ 876	\$ 1,314
118 CELL PHONE ALLOWANCE	\$ 524	\$ 520	\$ 420	\$ 480	\$ 480
120 GROUP LIFE INSURANCE	\$ 83	\$ 97	\$ 80	\$ 306	\$ 408
130 WORKERS COMPENSATION	\$ 419	\$ 437	\$ 388	\$ 454	\$ 664
131 EAP EXPENSE	\$ 51	\$ 54	\$ 43	\$ 81	\$ 108
<b>Personnel Sub Total</b>	<b>\$ 101,434</b>	<b>\$ 121,600</b>	<b>\$ 102,319</b>	<b>\$ 119,784</b>	<b>\$ 166,155</b>
Account Object                    Description					
202 CLOTHING-UNIFORMS	\$ 184	\$ 206	\$ 224	\$ 200	\$ 200
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ -	\$ 411	\$ 500	\$ -
205 JANITORIAL & CLEANING SUPPLIES	\$ -	\$ -	\$ 355	\$ 320	\$ 320
208 PROGRAM SUPPLIES	\$ 2,881	\$ 1,817	\$ 2,161	\$ 3,575	\$ 2,000
210 FOOD/BEVERAGES/ETC-MEETINGS	\$ 3,203	\$ 4,993	\$ 3,591	\$ 5,250	\$ 5,250
214 POSTAGE	\$ 216	\$ 14	\$ -	\$ 75	\$ 50
216 MEDICAL SUPPLIES	\$ 242	\$ 86	\$ -	\$ 250	\$ 250
218 FUEL & OIL	\$ 5,824	\$ 7,118	\$ 5,763	\$ 7,276	\$ 7,386
222 LUNCH PROGRAM EXPENSE	\$ 23,016	\$ 60,803	\$ 75,997	\$ 75,000	\$ 80,000
234 LUNCH PROGRAM OTHER SUPPLIES	\$ 3,290	\$ 2,990	\$ 2,915	\$ 4,200	\$ 4,500
<b>Supplies Sub Total</b>	<b>\$ 38,856</b>	<b>\$ 78,028</b>	<b>\$ 91,419</b>	<b>\$ 96,646</b>	<b>\$ 99,956</b>
Account Object                    Description					
301 MAINT-BLDG & STRUCTURES	\$ -	\$ 240	\$ 137	\$ -	\$ -
302 MAINT-MOTOR VEHICLES	\$ 4,258	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>	<b>\$ 4,258</b>	<b>\$ 240</b>	<b>\$ 137</b>	<b>\$ -</b>	<b>\$ -</b>
Account Object                    Description					
401 TELEPHONE & COMMUNICATIONS	\$ 1,330	\$ 1,181	\$ 717	\$ 1,500	\$ 1,500
402 RENTAL OF EQUIPMENT	\$ -	\$ -	\$ -	\$ 500	\$ -
408 ADVERTISING	\$ 758	\$ 1,263	\$ 1,244	\$ 2,612	\$ 2,594
409 TRAVEL AND EDUCATION	\$ 85	\$ -	\$ -	\$ -	\$ -
410 UTILITIES-ELECTRICITY	\$ 28,382	\$ 26,931	\$ 15,047	\$ 22,720	\$ 22,720
411 ALARM SERVICE	\$ 1,575	\$ 3,536	\$ 2,574	\$ 1,990	\$ 1,990
414 DUES & SUBSCRIPTIONS	\$ 15	\$ 15	\$ 45	\$ 100	\$ 100
416 OTHER/PROFESSIONAL SERVICES	\$ 3,632	\$ 786	\$ 3,081	\$ 4,550	\$ 500
421 PRINTING	\$ -	\$ -	\$ -	\$ 300	\$ -
473 DEPRECIATION EXPENSE	\$ (0)	\$ -	\$ -	\$ -	\$ -
544 PEST CONTROL SERVICES	\$ (318)	\$ -	\$ -	\$ -	\$ -
546 REFUNDS	\$ -	\$ -	\$ (1,500)	\$ -	\$ -
548 FIRE SYSTEM INSPECTION CONTRAC	\$ -	\$ 4,460	\$ 1,391	\$ -	\$ -
559 CONTRACT/TEMPORARY LABOR	\$ 939	\$ 1,870	\$ 2,274	\$ 2,600	\$ 2,600
<b>Sub Total</b>	<b>\$ 36,397</b>	<b>\$ 40,042</b>	<b>\$ 24,871</b>	<b>\$ 36,872</b>	<b>\$ 32,004</b>
<b>Department Total</b>	<b>\$ 180,945</b>	<b>\$ 239,910</b>	<b>\$ 218,747</b>	<b>\$ 253,302</b>	<b>\$ 298,115</b>



# Recreation Center

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
Assistant Director of QL&CS	1	1	1
Recreation Superintendent	1	1	1
Recreation Supervisor	2	2	2
Aquatics Supervisor	1	1	1
Recreation Leader	1	1	1
Day Porter	1	1	1
PT Senior Lifeguard (.50)	2	2	2
PT Summer Lifeguard (.25)	1.25	1.25	1.25
PT Year-Round Lifeguard (.50)	5	5	5
PT Hourly Clerical (.50)	4	4	3.5
<b>Total</b>	<b>19.25</b>	<b>19.25</b>	<b>18.75</b>

## Department Narrative

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



Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Engaged Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Develop a fine arts program for implementation throughout the parks &amp; recreation facilities.</li> <li>• Increase the Youth Advisory Committee membership utilizing LISD student council participants</li> <li>• Develop comprehensive wellness strategy to implement healthy programs for Seniors.</li> <li>• Increase outdoor recreation programming at Bear Creek Nature park</li> <li>• Implement Silver Sneakers program</li> <li>• Increase number and type of recreational program offerings</li> <li>• Increase number of Recreation Center annual memberships</li> <li>• Initiate development of adaptive recreation program plan for citizens with disabilities.</li> <li>• Increase participation in aquatic and athletic programming</li> <li>• Plan, implement, coordinate and promote Citywide Special Events &amp; Festivals</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Outdoor Facility Rentals	189	215		225
Indoor Facility Rentals	804	900		950
Recreation ID Cards Purchased	3,203	3,300		3400
Fitness memberships Purchased	181	200		225
Open Swim Admissions	6800	6,900		7000
Full-Time Employees	6	6		6
Special Events	17	18		16
Adult Program Participants	980	1000		1100
Athletic Program Participants	1211	1500		1600
Youth Program Participants	3200	3,300		3400
Aquatic Program Participants	2788	3,173		3,400
Recreation Programs Offered	65	75		85
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Recreation Program	50%	50%		48%
Fitness Center	1%	1%		1%
Aquatics	24%	24%		24%
Athletic	8%	8%		8%
Special Events	6%	6%		6%
Facility Reservation	11%	11%		13%
Budget Summary	2016-2017	2017-2018		2018-2019
	Actual	Actual	Budget	Budget
Personnel	631,985	547,796	749,495	771,589
Supplies	32,853	26,594	21,083	27,109
Maintenance	5,988	14,163	17,631	4,060
Other Services	352,931	251,397	305,538	270,605
<b>TOTAL</b>	<b>1,023,757</b>	<b>839,950</b>	<b>1,093,747</b>	<b>1,073,363</b>

# Recreation Center

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

Department  
Program

17  
56  
0

SALES TAX 4B-CULTURAL/RECRTNL  
RECREATION CENTER  
RECREATION

Account Object	Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Budget	2019 Proposed
101	SALARIES-REGULAR	\$ 287,132	\$ 301,763	\$ 271,480	\$ 366,825	\$ 377,829
102	SALARIES-PART TIME	\$ 197,273	\$ 187,994	\$ 152,896	\$ 205,498	\$ 223,807
103	SALARIES-OVERTIME	\$ 6,026	\$ 3,390	\$ 2,887	\$ 1,000	\$ 1,000
104	SALARIES-LONGEVITY	\$ 347	\$ 486	\$ 570	\$ 704	\$ 1,000
105	GROUP HEALTH INSURANCE	\$ 58,481	\$ 47,779	\$ 42,838	\$ 63,729	\$ 51,673
106	TMRS	\$ 42,628	\$ 42,799	\$ 37,637	\$ 54,522	\$ 54,721
107	FICA	\$ 37,034	\$ 37,841	\$ 32,692	\$ 44,266	\$ 46,566
109	SALARIES-WELL PAY	\$ 1,028	\$ 2,301	\$ 809	\$ 2,221	\$ 2,668
110	DENTAL INSURANCE	\$ 2,640	\$ 2,433	\$ 1,811	\$ 3,039	\$ 3,039
114	SALARIES - ASSIGNMENT PAY	\$ 4,164	\$ -	\$ -	\$ -	\$ -
118	CELL PHONE ALLOWANCE	\$ 1,509	\$ 860	\$ 420	\$ 2,400	\$ 2,400
120	GROUP LIFE INSURANCE	\$ 360	\$ 355	\$ 307	\$ 946	\$ 911
130	WORKERS COMPENSATION	\$ 3,164	\$ 3,341	\$ 2,917	\$ 3,842	\$ 5,460
131	EAP EXPENSE	\$ 658	\$ 643	\$ 530	\$ 503	\$ 515
<b>Personnel Sub Total</b>		<b>\$ 642,443</b>	<b>\$ 631,985</b>	<b>\$ 547,796</b>	<b>\$ 749,495</b>	<b>\$ 771,589</b>
Account Object	Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Budget	2019 Proposed
201	MISC OFFICE SUPPLIES	\$ 205	\$ 982	\$ (45)	\$ -	\$ -
202	CLOTHING-UNIFORMS	\$ 752	\$ 1,311	\$ 1,145	\$ 1,238	\$ 1,345
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,477	\$ 5,855	\$ 986	\$ -	\$ 800
205	JANITORIAL & CLEANING SUPPLIES	\$ 1,158	\$ 3,238	\$ 5,586	\$ 2,800	\$ 3,500
206	CHEMICALS	\$ 7,854	\$ 12,484	\$ 13,191	\$ 10,000	\$ 9,700
208	RECREATIONAL SUPPLIES	\$ 9,724	\$ 6,154	\$ 3,428	\$ 3,528	\$ 7,686
210	FOOD/BEVERAGES/ETC-MEETINGS	\$ 121	\$ 491	\$ 99	\$ 150	\$ 150
214	POSTAGE	\$ 23	\$ 13	\$ -	\$ 50	\$ 50
216	MEDICAL SUPPLIES	\$ 238	\$ 587	\$ 351	\$ 266	\$ 266
218	FUEL & OIL	\$ 1,211	\$ 1,738	\$ 1,852	\$ 3,051	\$ 2,048
219	COMPUTER SUPPLIES	\$ -	\$ -	\$ -	\$ -	\$ 1,564
<b>Supplies Sub Total</b>		<b>\$ 22,762</b>	<b>\$ 32,853</b>	<b>\$ 26,594</b>	<b>\$ 21,083</b>	<b>\$ 27,109</b>
Account Object	Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Budget	2019 Proposed
301	MAINT-BLDG & STRUCTURES	\$ 24,680	\$ -	\$ 49	\$ 690	\$ -
302	MAINT-MOTOR VEHICLES	\$ 532	\$ -	\$ -	\$ -	\$ -
345	MAINT-ATH FIELDS/POOL FACILITY	\$ 1,434	\$ 3,823	\$ 14,010	\$ 16,641	\$ 4,060
346	MAINT-HEATING & COOLING SYSTEM	\$ -	\$ 2,000	\$ -	\$ -	\$ -
363	MAINT-LOCKS & KEYS	\$ 367	\$ 165	\$ 104	\$ 300	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 27,012</b>	<b>\$ 5,988</b>	<b>\$ 14,163</b>	<b>\$ 17,631</b>	<b>\$ 4,060</b>
Account Object	Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Budget	2019 Proposed
402	RENTAL OF EQUIPMENT	\$ 4,872	\$ 1,440	\$ -	\$ -	\$ -
407	SPECIAL SERVICES	\$ 65	\$ -	\$ -	\$ -	\$ -
408	ADVERTISING	\$ 2,179	\$ 4,957	\$ 4,247	\$ 5,400	\$ 5,400
409	TRAVEL AND EDUCATION	\$ 5,413	\$ 6,928	\$ 4,777	\$ 7,340	\$ 8,240
410	UTILITIES-ELECTRICITY	\$ 164,591	\$ 170,411	\$ 76,903	\$ 104,000	\$ 104,000
411	ALARM SERVICE	\$ 5,530	\$ 5,398	\$ 8,739	\$ 7,228	\$ 7,228
414	DUES & SUBSCRIPTIONS	\$ 716	\$ 475	\$ 750	\$ 800	\$ 800
416	OTHER/PROFESSIONAL SERVICES	\$ 12,770	\$ 5,702	\$ 12,008	\$ 15,330	\$ 5,000
434	SPECIAL EVENTS	\$ 32,425	\$ 50,040	\$ 57,564	\$ 46,300	\$ 32,800
442	COMPUTER PROFESSIONAL SERVICES	\$ 8,842	\$ 8,511	\$ 18,871	\$ 24,000	\$ 11,997
462	CELLULAR TELEPHONE & PAGERS	\$ 452	\$ 700	\$ 1,012	\$ 840	\$ 840
473	DEPRECIATION EXPENSE	\$ (0)	\$ -	\$ -	\$ -	\$ -
479	ACTIVITY/ATH SPECIAL EVENTS	\$ 3,369	\$ 8,949	\$ 6,449	\$ 9,000	\$ 9,000
498	UTILITIES-GAS	\$ 13,107	\$ 15,569	\$ 18,941	\$ 20,000	\$ 20,000
544	PEST CONTROL SERVICES	\$ (903)	\$ -	\$ -	\$ -	\$ -
548	FIRE SYSTEM INSPECTION CONTRAC	\$ -	\$ 3,510	\$ 598	\$ -	\$ -
559	CONTRACT/TEMPORARY LABOR	\$ 60,859	\$ 70,342	\$ 40,538	\$ 65,300	\$ 65,300
<b>Other Sub Total</b>		<b>\$ 314,289</b>	<b>\$ 352,931</b>	<b>\$ 251,397</b>	<b>\$ 305,538</b>	<b>\$ 270,605</b>
Account Object	Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Budget	2019 Proposed
609	CAPITAL-MACH & EQUIP	\$ 12,792	\$ -	\$ -	\$ -	\$ -
<b>Other Sub Total</b>		<b>\$ 12,792</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 1,019,298</b>	<b>\$ 1,023,757</b>	<b>\$ 839,950</b>	<b>\$ 1,093,747</b>	<b>\$ 1,073,363</b>



# Youth Programs

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
PT Youth Program Leaders (.50)	2	2	2
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Department Narrative

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



Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Engaged Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Maintain number of youth registered in After School Program in compliance with Standards of Care ratios and budget staff</li> <li>• Maintain number of youth registered in Summer Day Camp in compliance with Standards of Care ratios and budget staff</li> <li>• Increase number of youth participating in specialty recreation programs (outside of After School and Summer Camp)</li> <li>• Increase participation of youth in athletic programming (outside of After School and Summer Camp)</li> <li>• Plan, promote, coordinate and implement holiday special events for summer and afterschool participants</li> <li>• Research and Develop a implementation plan to open a satilite site for LRC Summer Adventure Camp @LISD campus</li> <li>• Increase number of STEAM programs offered to youth</li> </ul>				
<b>Workload Indicators</b>	<b>16-17 Actual</b>	<b>17-18 Actual</b>		<b>2018-2019 Target</b>
Number of youth enrolled in After School	80	80		80
Number of youth enrolled in Summer Camp	80	80		80
Number of youth ID cards purchased	80	80		80
Number of Special Events offered in Afterschool	6	6		8
Number of Field Trips offered in Summer	8	8		8
<b>Performance Measurement</b>	<b>16-17 Actual</b>	<b>17-18 Actual</b>		<b>2018-2019 Target</b>
Part-Time Employees	4	4		4
Homework Assistance	30%	30%		30%
Snacks/ Lunch program	10%	10%		10%
Special Events	10%	10%		10%
Athletics	10%	10%		10%
Field Trips	10%	10%		10%
Recreation Programming	30%	30%		30%
<b>Budget Summary</b>	<b>2016-2017</b>	<b>2017-2018</b>		<b>2018-2019</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
Personnel	48,534	33,042	41,110	45,059
Supplies	85	1,604	1,700	1,700
Services	7,549	6,712	10,000	10,000
<b>TOTAL</b>	<b>56,168</b>	<b>41,357</b>	<b>52,810</b>	<b>56,759</b>

# Recreation Center - Summer Day Camp

<b>BUDGET REPORT LINE ITEM DETAIL BY DEPARTMENT</b>	Department <b>17</b> Program <b>56</b> <b>1</b>	<b>SALES TAX 4B-CULTURAL/RECRTNL RECREATION CENTER SUMMER DAY CAMP</b>
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	2016	2017	2018	2018	2019
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 1,490	\$ -	\$ -	\$ -	\$ -
102 SALARIES-PART TIME	\$ 36,383	\$ 44,727	\$ 30,329	\$ 37,870	\$ 41,407
103 SALARIES-OVERTIME	\$ -	\$ -	\$ 98	\$ -	\$ -
107 FICA	\$ 2,897	\$ 3,389	\$ 2,328	\$ 2,897	\$ 3,168
130 WORKERS COMPENSATION	\$ 252	\$ 313	\$ 216	\$ 294	\$ 432
131 EAP EXPENSE	\$ 95	\$ 105	\$ 72	\$ 49	\$ 52
<b>Personnel Sub Total</b>	<b>\$ 41,118</b>	<b>\$ 48,534</b>	<b>\$ 33,042</b>	<b>\$ 41,110</b>	<b>\$ 45,059</b>
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
208 RECREATIONAL SUPPLIES	\$ 458	\$ 80	\$ 1,475	\$ 1,500	\$ 1,500
217 CONCESSIONS	\$ 131	\$ 5	\$ 128	\$ 200	\$ 200
<b>Supplies Sub Total</b>	<b>\$ 588</b>	<b>\$ 85</b>	<b>\$ 1,604</b>	<b>\$ 1,700</b>	<b>\$ 1,700</b>
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
434 SPECIAL EVENTS	\$ 8,570	\$ 7,549	\$ 5,984	\$ 9,272	\$ 10,000
559 CONTRACT/TEMPORARY LABOR	\$ -	\$ -	\$ 728	\$ 728	\$ -
<b>Other Sub Total</b>	<b>\$ 8,570</b>	<b>\$ 7,549</b>	<b>\$ 6,712</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
<b>Department Total</b>	<b>\$ 50,276</b>	<b>\$ 56,168</b>	<b>\$ 41,357</b>	<b>\$ 52,810</b>	<b>\$ 56,759</b>

# Community Park

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

Fund                    17    SALES TAX 4B-CULTURAL/RECRTNL  
 Department        57    COMMUNITY PARK  
 Program             0    COMMUNITY PARK

	2016	2017	2018	2018	2019
Account Object            Description	Actual	Actual	YTD Actual	Budget	Proposed
209 BOT & AGR SUPPLIES	\$ -	\$ -	\$ -	\$ 500	\$ 500
226 SEED	\$ 591	\$ -	\$ -	\$ 600	\$ 600
<b>Supplies Sub Total</b>	<b>\$ 591</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,100</b>	<b>\$ 1,100</b>
<b>Account Object            Description</b>					
301 MAINT-BLDG & STRUCTURES	\$ -	\$ -	\$ 20,027	\$ 22,025	\$ -
345 MAINT-ATH FIELDS/POOL FACILITY	\$ -	\$ -	\$ 3,155	\$ 12,600	\$ 5,000
<b>Maintenance Sub Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 23,182</b>	<b>\$ 34,625</b>	<b>\$ 5,000</b>
<b>Account Object            Description</b>					
416 OTHER/PROFESSIONAL SERVICES	\$ 5,799	\$ 17,257	\$ 6,000	\$ 6,000	\$ 6,000
473 DEPRECIATION EXPENSE	\$ (0)	\$ -	\$ -	\$ -	\$ -
<b>Sub Total</b>	<b>\$ 5,799</b>	<b>\$ 17,257</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>
<b>Department Total</b>	<b>\$ 6,389</b>	<b>\$ 17,257</b>	<b>\$ 29,182</b>	<b>\$ 41,725</b>	<b>\$ 12,100</b>

# **STORMWATER FUND**

## STORM WATER FUND

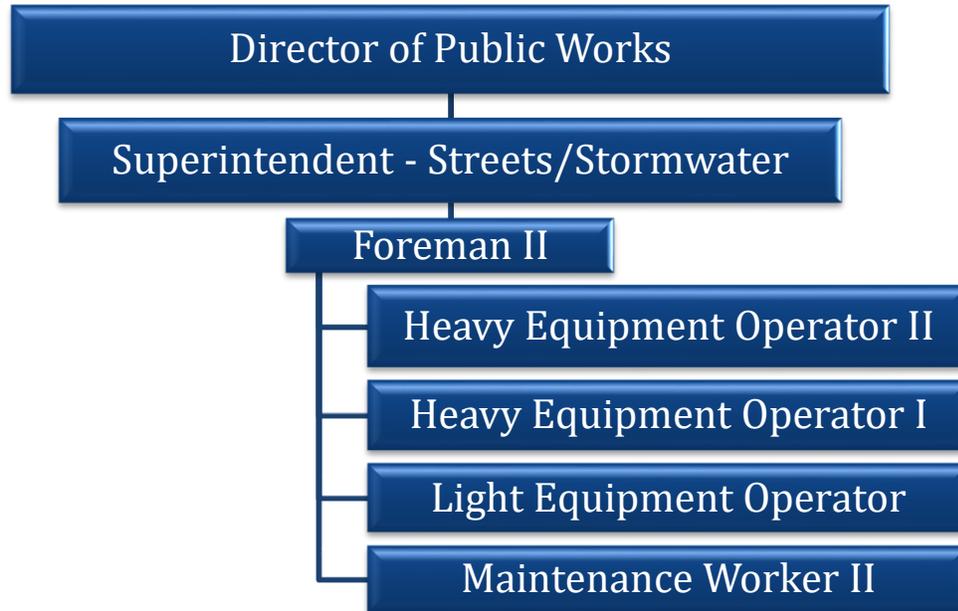
REVENUES		2016	2017	2018		2019
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
0	Drainage Fee	1,517,536	1,643,490	1,437,147	1,400,000	1,600,000
0	Other Revenue	5,223	153,338	34,918	12,000	12,000
Total		\$ 1,522,759	\$ 1,796,829	\$ 1,472,065	\$ 1,412,000	\$ 1,612,000
EXPENDITURES		2016	2017	2018		2019
Department No		Actual	Actual	Year to Date	Budget	Proposed
2	ADMINISTRATION	-	18	-	-	-
4	STORMWATER OPERATIONS	1,058,904	1,077,270	724,970	1,195,799	1,452,265
22	NON-DEPARTMENTAL	17,171	40,497	5,955	10,395	10,395
50	STORM WATER DEBT SERVICE	48,758	184,513	37,608	44,850	49,200
80	TRANSFERS OUT	42,000	64,547	48,410	64,547	64,547
Total		\$ 1,166,833	\$ 1,366,846	\$ 816,943	\$ 1,315,591	\$ 1,576,407
BALANCES		2016	2017	2018		2019
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	355,926	429,983	655,122	96,409	35,593
	Beginning Balance	1,711,656	2,067,582	2,497,565	2,497,565	3,152,687
	Ending Balance	2,067,582	2,497,565	3,152,687	2,593,974	3,188,280
	Fund Balance	2,067,582	2,497,565			
10/13/2011(10 am)	Ending Balance as % of Expenditures	177.20%	182.72%	385.91%	197.17%	202.25%



TREE CITY USA

# Stormwater

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
Director of Public Works	0.5	0.5	0.5
Superintendent - Streets/Stormwater	1	1	1
GIS Coordinator	0.25	0.25	0.25
Foreman II	1	1	1
Heavy Equip. Operator II	1	1	1
Heavy Equip. Operator I	2	2	2
Light Equip. Operator	3	3	3
Maintenance Worker II	4	4	4
<b>Total</b>	<b>12.75</b>	<b>12.75</b>	<b>12.75</b>

## Department Narrative

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



Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Sound Infrastructure</li> <li>• Quality Development</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Identify drainage problem areas for more efficient maintenance</li> <li>• Monitor the condition of drainage systems, schedule maintenance, and perform routine clearing of debris blockages to ensure appropriate flow of rainwater</li> <li>• Identify and correct erosion of embankments</li> <li>• Ensure contaminants are contained, and assist the Engineering Division in the compliance with State and Federal mandated storm-water pollution prevention requirements</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Creeks Within City Boundaries (Linear Feet)	267,423	267,423		267,423
Bridges and Adjacent 50 Foot Easements	62	62		62
Utility Crossing Support Structures Maintained	59	59		59
Open Channel Drainage Easements Maintained (Linear Ft)	491,552	491,552		491,552
Roadside Ditches Maintained (Linear Feet)	917,342	917,342		917,342
Stormwater Flumes Maintained	200	200		200
Catch Basins Maintained	4	4		4
Headwalls Maintained	40	40		40
Stormwater Mains, Laterals, and Inlets Maintained	600	600		600
Debris Removal (Storm and Flood Recovery)	1500 cu yd	1800 cu yd		2200 cu yd
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Phone calls and CRM Requests Responded to within 24	100%	100%		100%
Weekly Review of All Structures and Easements for Blockages	95%	95%		95%
Stormwater Operator Certifications Passed	100%	100%		100%
Budget Summary	2016-2017 Actual	2017-2018		2018-2019 Budget
		Actual	Budget	
Personnel	605,456	535,723	767,284	796,008
Supplies	14,307	14,511	17,487	17,676
Maintenance	3,298	1,877	10,500	5,500
Services	423,354	138,668	400,528	633,081
Capital Outlay	30,855	34,191	-	-
<b>TOTAL</b>	<b>1,077,270</b>	<b>724,970</b>	<b>1,195,799</b>	<b>1,452,265</b>

# Storm Water

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund 53 STORM WATER DRAINAGE  
Department 4 STORMWATER OPERATIONS  
Program 0 STORMWATER OPERATIONS**

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 444,571	\$ 408,060	\$ 362,563	\$ 513,369	\$ 528,772
103	SALARIES-OVERTIME	\$ 7,068	\$ 9,392	\$ 8,142	\$ 11,000	\$ 11,000
104	SALARIES-LONGEVITY	\$ 3,112	\$ 2,956	\$ 2,726	\$ 3,927	\$ 3,803
105	HEALTH INSURANCE	\$ 82,962	\$ 83,761	\$ 71,459	\$ 104,677	\$ 105,709
106	TMRS	\$ 62,014	\$ 58,481	\$ 51,804	\$ 73,103	\$ 75,090
107	FICA	\$ 33,487	\$ 31,295	\$ 27,979	\$ 39,972	\$ 41,452
109	SALARIES-WELL PAY	\$ 783	\$ 659	\$ 1,576	\$ 3,163	\$ 3,830
110	DENTAL INSURANCE	\$ 4,509	\$ 3,942	\$ 2,983	\$ 5,567	\$ 5,585
113	SALARIES-CAR ALLOWANCE	\$ 321	\$ -	\$ -	\$ 2,400	\$ 2,400
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ -	\$ 425	\$ -	\$ 2,764
115	CERTIFICATION PAY	\$ -	\$ -	\$ -	\$ -	\$ 2,100
118	CELL PHONE ALLOWANCE	\$ 22	\$ -	\$ -	\$ -	\$ -
120	LIFE INSURANCE	\$ 524	\$ 475	\$ 402	\$ 1,403	\$ 1,403
130	WORKERS COMPENSATION	\$ 6,879	\$ 6,156	\$ 5,437	\$ 8,331	\$ 11,728
131	EAP EXPENSE	\$ 311	\$ 279	\$ 226	\$ 372	\$ 372
<b>Personnel Sub Total</b>		<b>\$ 646,562</b>	<b>\$ 605,456</b>	<b>\$ 535,723</b>	<b>\$ 767,284</b>	<b>\$ 796,008</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 487	\$ 698	\$ 204	\$ 700	\$ 700
202	UNIFORMS AND CLOTHING	\$ 2,959	\$ 2,256	\$ 2,226	\$ 2,940	\$ 3,375
203	MAINT-MOTOR VEHICLES	\$ 373	\$ -	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 5,828	\$ 2,067	\$ 3,991	\$ 3,945	\$ 1,585
206	CHEMICALS	\$ 1,265	\$ 49	\$ -	\$ 358	\$ 358
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ -	\$ -	\$ 250	\$ -
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ -	\$ -	\$ 50	\$ 50
216	MEDICAL SUPPLIES	\$ -	\$ -	\$ -	\$ 150	\$ 150
218	FUEL AND OIL	\$ 8,351	\$ 9,237	\$ 8,091	\$ 9,094	\$ 11,458
<b>Supplies Sub Total</b>		<b>\$ 19,263</b>	<b>\$ 14,307</b>	<b>\$ 14,511</b>	<b>\$ 17,487</b>	<b>\$ 17,676</b>
Account Object	Description					
301	MAINT-BLDGS & STRUCTURES	\$ 1,689	\$ -	\$ -	\$ -	\$ -
302	MAINT-MOTOR VEHICLES	\$ 29,870	\$ (25)	\$ 292	\$ -	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 1,098	\$ -	\$ -	\$ -	\$ -
305	MAINT-DRAINAGE, BRIDGES, ETC	\$ 310	\$ 2,811	\$ 1,462	\$ 10,000	\$ 5,000
307	MAINT-INSTRUMENTS & APPARATUS	\$ -	\$ 200	\$ 123	\$ 500	\$ 500
318	MAINT-OFFICE EQUIPMENT	\$ 20	\$ 312	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 32,986</b>	<b>\$ 3,298</b>	<b>\$ 1,877</b>	<b>\$ 10,500</b>	<b>\$ 5,500</b>
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 443	\$ 362	\$ 379	\$ 600	\$ 600
409	TRAVEL & EDUCATION	\$ 491	\$ 552	\$ 214	\$ 2,968	\$ 3,018
410	UTILITIES-ELECTRICITY	\$ 5,400	\$ 6,642	\$ 4,072	\$ 3,500	\$ 3,500
413	SANITARY LANDFILL	\$ 5,170	\$ 8,087	\$ 5,623	\$ 5,500	\$ 5,500
414	MEMBERSHIP DUES & SUBSCRIPTION	\$ 3,814	\$ 4,004	\$ 4,893	\$ 4,800	\$ 5,557
416	OTHER/PROFESSIONAL SERVICES	\$ 31,908	\$ 25,405	\$ 9,719	\$ 30,000	\$ 30,000
421	PRINTING	\$ 404	\$ 50	\$ 190	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 3,963	\$ 6,244	\$ 6,156	\$ 5,160	\$ 5,160
565	CONTRACT MOWING SERVICE	\$ 285,074	\$ 372,009	\$ 107,424	\$ 348,000	\$ 579,746
<b>Services Sub Total</b>		<b>\$ 336,667</b>	<b>\$ 423,354</b>	<b>\$ 138,668</b>	<b>\$ 400,528</b>	<b>\$ 633,081</b>
Description						
602 CAPITAL-BLDG & STRUCTURE		\$ 23,426	\$ 30,855	\$ 32,866	\$ -	\$ -
609 CAPITAL-MACHINERY & EQUIPMENT		\$ -	\$ -	\$ 1,325	\$ -	\$ -
<b>Capital Sub Total</b>		<b>\$ 23,426</b>	<b>\$ 30,855</b>	<b>\$ 34,191</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 1,058,904</b>	<b>\$ 1,077,270</b>	<b>\$ 724,970</b>	<b>\$ 1,195,799</b>	<b>\$ 1,452,265</b>

# Storm Water Non-Departmental

<b>BUDGET REPORT LINE ITEM DETAIL BY DEPARTMENT</b>	<b>Fund</b> <b>53</b> <b>Department</b> <b>22</b> <b>Program</b> <b>0</b>	<b>STORM WATER DRAINAGE NON-DEPARTMENTAL NON-PROGRAM</b>
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		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	401 TELEPHONE & COMMUNICATIONS	\$ 17,171	\$ 15,849	\$ 5,955	\$ 10,395	\$ 10,395
	470 BAD DEBT EXPENSE	\$ -	\$ 24,648	\$ -	\$ -	\$ -
	<b>Services Sub Total</b>	<b>\$ 17,171</b>	<b>\$ 40,497</b>	<b>\$ 5,955</b>	<b>\$ 10,395</b>	<b>\$ 10,395</b>
<b>Department Total</b>		<b>\$ 17,171</b>	<b>\$ 40,497</b>	<b>\$ 5,955</b>	<b>\$ 10,395</b>	<b>\$ 10,395</b>

**E911  
FUND**

## E-911 FUND

REVENUES		2016	2017	2018		2019
		Actual	Actual	Year to Date	Budget	Proposed
Department No	Revenue Source					
	E911 INCOME	307,440	279,483	233,048	215,000	215,000
	INTEREST	2,016	4,946	9,059	3,800	3,800
	Total	\$ 309,456	\$ 284,429	\$ 242,106	\$ 218,800	\$ 218,800
EXPENDITURES		2016	2017	2018		2019
		Actual	Actual	Year to Date	Budget	Proposed
Department No						
	47 9-1-1-E	116,762	116,341	172,038	205,575	213,028
	Total	\$ 116,762	\$ 116,341	\$ 172,038	\$ 205,575	\$ 213,028
BALANCES		2016	2017	2018		2019
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	192,694	168,088	70,068	13,225	5,772
	Beginning Balance	584,393	777,087	945,176	945,176	1,015,244
	Ending Balance	777,087	945,176	1,015,244	958,401	1,021,016
	Fund Balance (audited)	777,087	945,176			
	Ending Balance as % of Expenditures	665.53%	812.42%	590.13%	466.20%	479.29%



# E-911

## Personnel Organization Chart



## Personnel Summary

There is no personnel for this program.

## Department Narrative

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



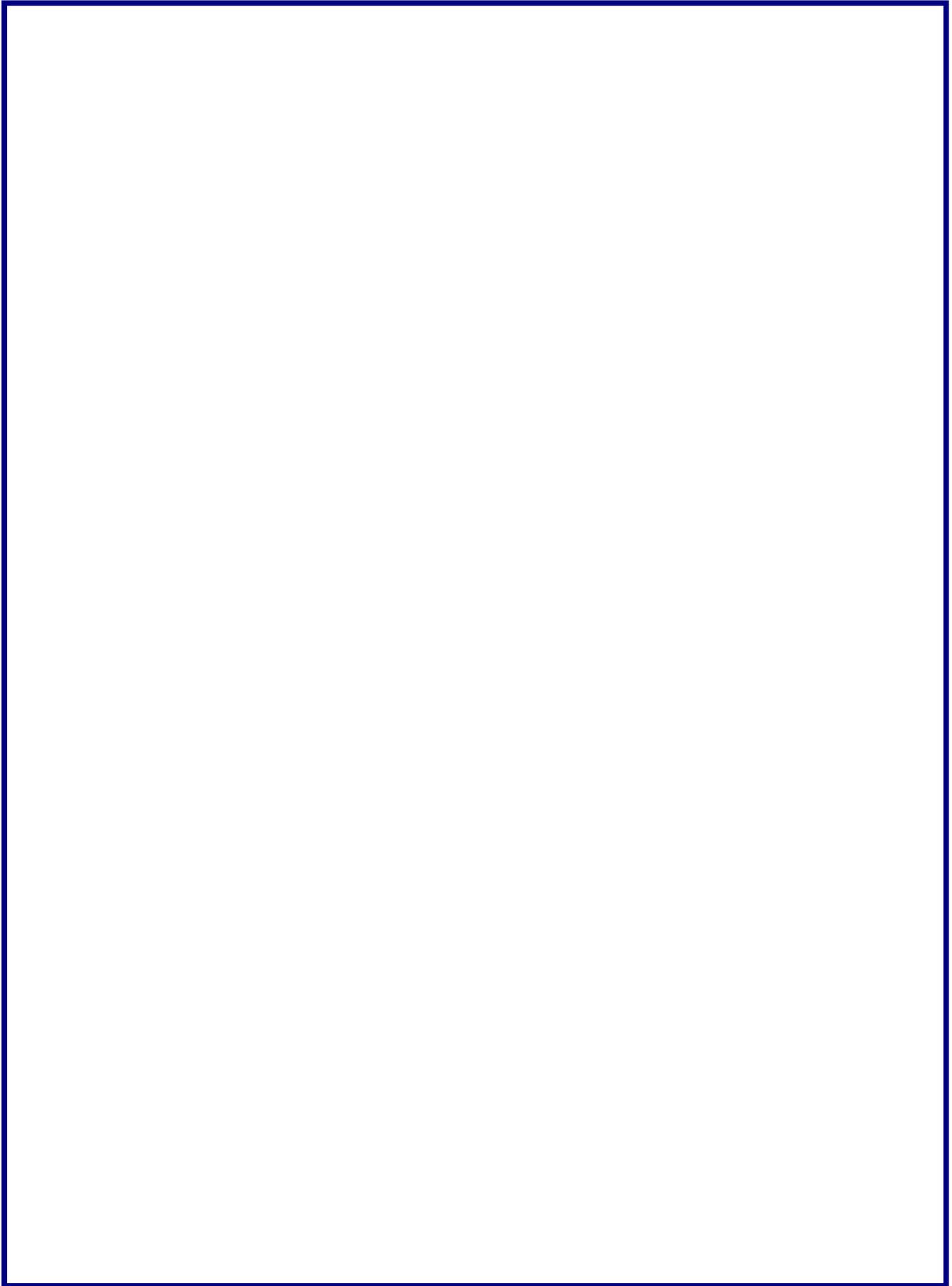
# E-911

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

Fund 21 E-911 FUND  
Department 47 9-1-1-E  
Program 0 EXPENDITURES

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
303	MAINT EQUIP & MACHINERY	\$ 1,081	\$ 114,284	\$ 122,434	\$ 122,475	\$ 129,703
371	MAINT-HARDWARE	\$ -	\$ -	\$ 13,740	\$ 13,740	\$ 13,500
<b>Maintenance Sub Total</b>		<b>\$ 1,081</b>	<b>\$ 114,284</b>	<b>\$ 136,174</b>	<b>\$ 136,215</b>	<b>\$ 143,203</b>
Account Object						
Description						
414	DUES & SUBSCRIPTIONS	\$ -	\$ -	\$ -	\$ -	\$ 225
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ 975	\$ 2,000	\$ 2,100	\$ 2,100
450	ADMINISTRATIVE FEES	\$ -	\$ -	\$ 1,100	\$ 1,100	\$ 1,100
451	COST RECOVERY, WIRELESS 9-1-1	\$ 1,119	\$ 1,081	\$ -	\$ 8,160	\$ 8,400
461	E911 SERVICE PAYMENT AT&T	\$ -	\$ -	\$ 32,764	\$ 58,000	\$ 58,000
<b>Services Sub Total</b>		<b>\$ 1,119</b>	<b>\$ 2,056</b>	<b>\$ 35,864</b>	<b>\$ 69,360</b>	<b>\$ 69,825</b>
Account Object						
Description						
618	CAPITAL-COMPUTER EQUIPMENT	\$ 114,562	\$ -	\$ -	\$ -	\$ -
<b>Capital Sub Total</b>		<b>\$ 114,562</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 116,762</b>	<b>\$ 116,341</b>	<b>\$ 172,038</b>	<b>\$ 205,575</b>	<b>\$ 213,028</b>

# **OTHER FUNDS**



# **AIRPORT FUND**

## AIRPORT FUND

REVENUES		2016	2017	2018		2019
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Airport Operations	198,998	189,777	178,168	290,000	290,000
	Net Fuel Sale	262,420	155,838	78,527	53,000	83,000
	Other Revenue	56,353	77,881	58,142	58,000	59,600
	Transfers In	1,461,001	-	-	-	-
	Grant Revenue	13,424	71,114	-	50,000	50,000
	<b>Total</b>	<b>\$ 1,992,197</b>	<b>\$ 494,610</b>	<b>\$ 314,837</b>	<b>\$ 451,000</b>	<b>\$ 482,600</b>
EXPENDITURES		2016	2017	2018		2019
Departments No		Actual	Actual	Year to Date	Budget	Proposed
	0 Non-Departmental	24,692	-	-	-	-
	40 AIRPORT	405,034	513,897	245,093	315,317	349,319
	40 AIRPORT RAMP GRANT	26,991	63,800	12,591	55,460	56,710
	50 DEBT SERVICE	2,733	(2,942)	11,387	12,650	7,400
	80 TRANSFERS OUT	-	(750,000)	31,810	42,413	42,413
	<b>Total</b>	<b>\$ 459,451</b>	<b>\$ (175,245)</b>	<b>\$ 300,881</b>	<b>\$ 425,840</b>	<b>\$ 455,842</b>
BALANCES		2016	2017	2018		2019
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	1,532,746	669,855	13,956	25,160	26,758
	Beginning Balance	(1,117,849)	414,897	1,084,752	1,084,752	1,098,707
	Ending Balance	414,897	1,084,752	1,098,707	1,109,912	1,125,465
	Fund Balance (audited)	(979,790)	(1,697,057)			
	Ending Balance as % of Expenditures	90.30%	-618.99%	365.16%	260.64%	246.90%



### Personnel Organization Chart



### Personnel Summary

Position	Adopted '16-17	Adopted '17-18	Proposed '18-19
Airport Manager	1	1	1
Operations Supervisor	1	0	0
Airport Operations Agent	1	2	2
Part-Time Operators	1.5	2	2
<b>Total</b>	<b>4.5</b>	<b>5</b>	<b>5</b>

### Department Narrative

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

Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Quality Development</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Position Lancaster Regional Airport as a reputable fixed base operator</li> <li>• Provide enhanced staff training on operations and customer service</li> <li>• Construct terminal building adjacent to newly completed south ramp and 12,000 gallon self-serve fuel facility</li> <li>• Expand/improve/reconstruct north and south parking lots, and terminal access road</li> </ul>				
Workload Indicators	16-17 Actual	17-18 Actual		2018-2019 Target
Airport Acreage	568	568		568
Runway Dimensions (in feet)	6,500 x 100	6,500 x 100		6,500 x 100
Taxiway Dimensions (in feet)	6,500 x 50	6,500 x 50		6,500 x 50
Underground Fuel Storage Tanks (10,000 gallon)	3	3		3
Full-Time Employees	3	3		3
Part-Time Employees	2	3		3
Aircraft Based from Lancaster Airport	190	190		195
Major Aviation Related Businesses	5	6		6
Aviation Museums	2	2		2
Number of Hangars (99 city owned)	177	178		179
Annual Operations (Take-offs and Landings)	58,000	58,000		60,000
Fuel Sales (gallons)	111,000	60,000		120,000
Aboveground Self-Serve fuel Storage (1,000 gallon)	1	1		1
Aboveground Self-Serve fuel Storage (12,000 gallon)	1	1		1
Performance Measurement	16-17 Actual	17-18 Actual		2018-2019 Target
Increase in Gallons of Fuel Sold	-6%			8%
Increase in Annual Take-offs and Landings	0%	0%		5%
Budgeted Revenues Collected	100%	90%		100%
Budget Summary	2016-2017	2017-2018		2018-2019
	Actual	Actual	Budget	Budget
Personnel	244,746	175,498	233,058	266,584
Supplies	13,055	8,133	8,275	6,366
Maintenance	67,379	15,779	59,450	62,500
Other Services	252,518	58,274	69,994	70,579
<b>TOTAL</b>	<b>577,697</b>	<b>257,684</b>	<b>370,777</b>	<b>406,029</b>

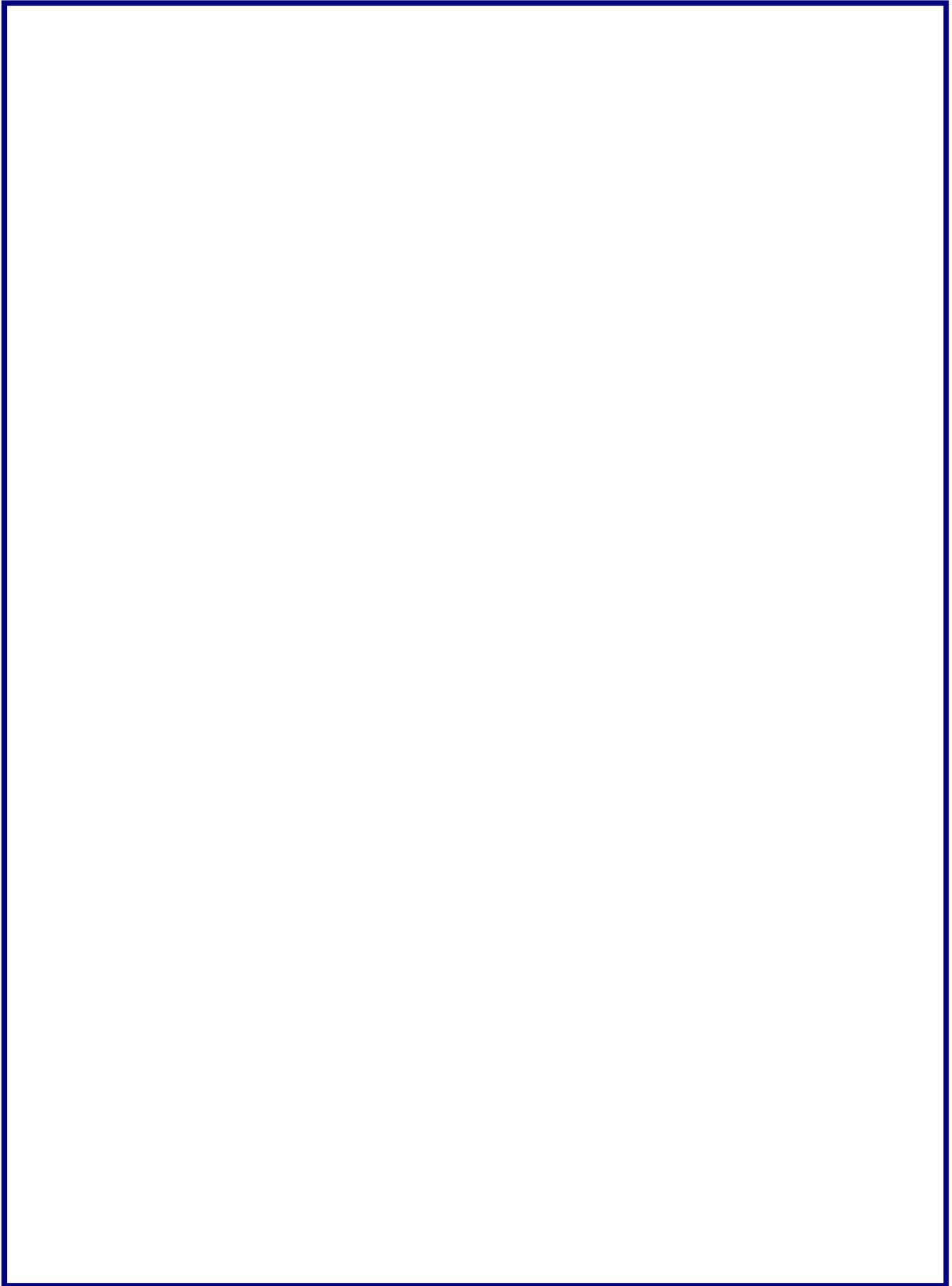
# Regional Airport

BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT

Fund 9  
Department 40  
Program 0

AIRPORT FUND  
AIRPORT  
AIRPORT

	2016	2017	2018	2018	2019
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 145,512	\$ 141,895	\$ 103,075	\$ 107,757	\$ 139,799
102 SALARIES-PART TIME	\$ 41,194	\$ 35,825	\$ 23,464	\$ 67,514	\$ 54,576
103 SALARIES-OVERTIME	\$ 888	\$ 802	\$ 217	\$ 1,000	\$ 1,000
104 SALARIES-LONGEVITY	\$ 178	\$ (336)	\$ 602	\$ 316	\$ 980
105 HEALTH INSURANCE	\$ 22,161	\$ 17,121	\$ 22,026	\$ 15,127	\$ 24,307
106 TMRS	\$ 20,643	\$ 20,874	\$ 14,915	\$ 24,290	\$ 26,715
107 FICA	\$ 14,516	\$ 14,270	\$ 9,679	\$ 13,571	\$ 15,094
109 SALARIES-WELL PAY	\$ 1,284	\$ 1,641	\$ -	\$ 804	\$ 986
110 DENTAL INSURANCE	\$ 1,327	\$ 764	\$ 548	\$ 1,305	\$ 1,314
120 LIFE INSURANCE	\$ 185	\$ 163	\$ 121	\$ 562	\$ 612
130 WORKERS COMPENSATION	\$ 1,153	\$ 1,011	\$ 741	\$ 663	\$ 1,037
131 EAP EXPENSE	\$ 161	\$ 145	\$ 108	\$ 149	\$ 164
133 PENSION EXPENSE	\$ 10,583	\$ 10,571	\$ -	\$ -	\$ -
<b>Personnel Sub Total</b>	<b>\$ 259,785</b>	<b>\$ 244,746</b>	<b>\$ 175,498</b>	<b>\$ 233,058</b>	<b>\$ 266,584</b>
<b>Supplies</b>					
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
201 OFFICE SUPPLIES	\$ 1,715	\$ 1,270	\$ 337	\$ 500	\$ 250
202 UNIFORMS AND CLOTHING	\$ 504	\$ 384	\$ -	\$ -	\$ -
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,909	\$ 833	\$ 265	\$ 500	\$ 250
210 FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ 75	\$ 40	\$ 50	\$ -
211 OTHER OPERATIONAL SUPPLIES	\$ 1,422	\$ 1,165	\$ 890	\$ 1,200	\$ -
214 POSTAGE/SHIPPING/DELIVERY	\$ 394	\$ 316	\$ 412	\$ 300	\$ 350
218 FUEL	\$ 1,945	\$ 2,285	\$ 432	\$ 725	\$ 1,516
221 AVIATION RESALE ITEMS	\$ 8,706	\$ 6,394	\$ 5,756	\$ 5,000	\$ 4,000
231 SOFTWARE	\$ 1,800	\$ 335	\$ -	\$ -	\$ -
<b>Supplies Sub Total</b>	<b>\$ 18,395</b>	<b>\$ 13,055</b>	<b>\$ 8,133</b>	<b>\$ 8,275</b>	<b>\$ 6,366</b>
<b>Maintenance</b>					
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
301 MAINT-BLDG & STRUCTURES	\$ 27,392	\$ 64,193	\$ 12,005	\$ 55,900	\$ 57,550
302 MAINT-MOTOR VEHICLES	\$ 2,379	\$ 341	\$ 834	\$ 750	\$ 1,650
303 MAINT-EQUIP & MACHINERY	\$ 3,074	\$ 2,845	\$ 2,941	\$ 2,800	\$ 3,300
346 MAINT-HEATING & COOLING	\$ 793	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>	<b>\$ 33,638</b>	<b>\$ 67,379</b>	<b>\$ 15,779</b>	<b>\$ 59,450</b>	<b>\$ 62,500</b>
<b>Service</b>					
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
401 TELEPHONE & COMMUNICATIONS	\$ 9,539	\$ 8,805	\$ 3,308	\$ 5,782	\$ 5,782
402 RENTAL OF EQUIPMENT	\$ 20,074	\$ 20,110	\$ 16,000	\$ 19,200	\$ 19,200
407 SPECIAL SERVICES	\$ 713	\$ 872	\$ 456	\$ 766	\$ 371
408 ADVERTISING	\$ 765	\$ 765	\$ 779	\$ 779	\$ 779
409 TRAVEL & EDUCATION	\$ 767	\$ 239	\$ 231	\$ 300	\$ 300
410 UTILITIES - ELECTRICITY	\$ 34,711	\$ 35,739	\$ 21,469	\$ 25,560	\$ 25,560
411 ALARM SERVICE	\$ 360	\$ 360	\$ 300	\$ 360	\$ 360
414 DUES & SUBSCRIPTIONS	\$ 465	\$ 1,043	\$ 568	\$ 843	\$ 843
416 OTHER/PROFESSIONAL SERVICES	\$ 311	\$ 5,506	\$ 388	\$ 416	\$ 640
421 PRINTING	\$ 120	\$ -	\$ -	\$ -	\$ -
423 CONTRACT MOWING	\$ 27,356	\$ 38,610	\$ -	\$ -	\$ -
434 SPECIAL EVENTS	\$ 857	\$ -	\$ -	\$ -	\$ -
446 CITY ATTORNEY FEES	\$ 240	\$ -	\$ -	\$ -	\$ -
462 CELLULAR TELEPHONE & PAGERS	\$ 765	\$ 761	\$ 880	\$ 768	\$ 1,368
473 DEPRECIATION EXPENSE	\$ 6,010	\$ 120,959	\$ -	\$ -	\$ -
482 CREDIT CARD PROCESSING FEES	\$ 8,879	\$ 7,801	\$ 6,297	\$ 7,000	\$ 7,000
543 JANITORIAL CONTRACT	\$ 7,800	\$ 7,800	\$ 7,200	\$ 7,800	\$ 7,800
544 PEST CONTROL SERVICES	\$ 420	\$ 385	\$ 398	\$ 420	\$ 276
546 REFUNDS	\$ 54	\$ (1)	\$ -	\$ -	\$ -
547 4A REIMBURSEMENT	\$ -	\$ 2,764	\$ -	\$ -	\$ 300
<b>Service Sub-Total</b>	<b>\$ 120,207</b>	<b>\$ 252,518</b>	<b>\$ 58,274</b>	<b>\$ 69,994</b>	<b>\$ 70,579</b>
<b>Department Total</b>					
<b>Department Total</b>	<b>\$ 432,025</b>	<b>\$ 577,697</b>	<b>\$ 257,684</b>	<b>\$ 370,777</b>	<b>\$ 406,029</b>



# **GOLF COURSE FUND**

## GOLF COURSE FUND

REVENUES		2016	2017	2018		2019
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	GOLF COURSE REVENUE	70,170	114,785	341,748	627,000	686,506
	Total	\$ 70,170	\$ 114,785	\$ 341,748	\$ 627,000	\$ 686,506
EXPENDITURES		2016	2017	2018		2019
Department No		Actual	Actual	Year to Date	Budget	Proposed
	39 GOLF COURSE	79,666	116,867	675,162	734,709	718,656
	50 DEBT SERVICE	56,000	56,000	23,333	23,333	-
	80 TRANSFERS OUT	7,000	7,000	5,250	7,000	7,000
	Total	\$ 142,666	\$ 179,867	\$ 703,745	\$ 765,042	\$ 725,656
BALANCES		2016	2017	2018		2019
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	(72,496)	(65,082)	(361,996)	(138,042)	(39,150)
	Beginning Balance	(204,246)	(276,742)	(341,824)	(341,824)	(703,820)
	Ending Balance	(276,742)	(341,824)	(703,820)	(479,866)	(742,970)
	Fund Balance (audited)	182,538	191,980			
	Ending Balance as % of Expenditures	-193.98%	-190.04%	-100.01%	-62.72%	-102.39%



## Personnel Organization Chart



## Personnel Summary

There is no personnel for this program.

## Department Narrative

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

**Goals**

**City Council Goals:**

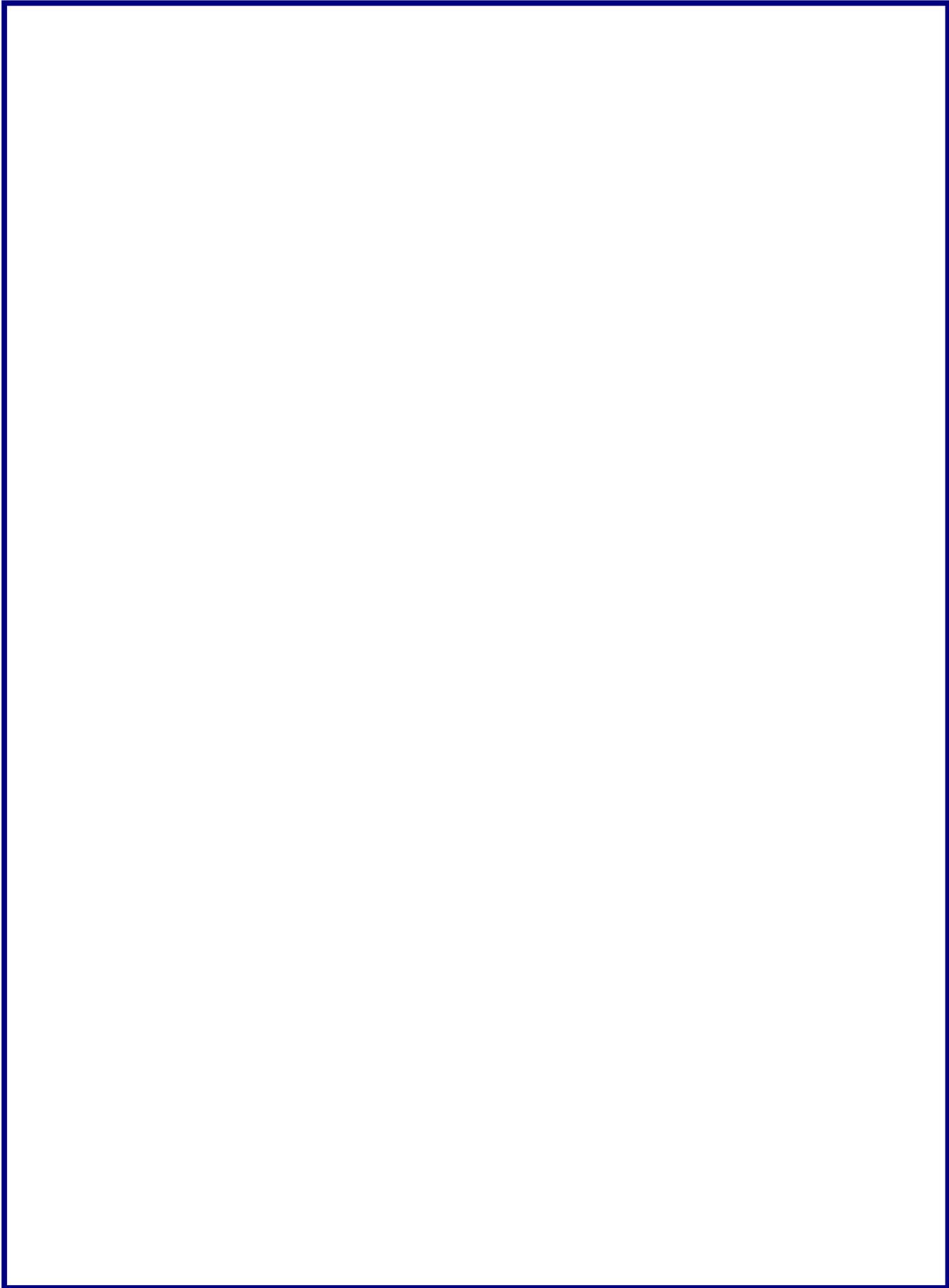
- Quality Development
- Healthy, Safe & Vibrant Community

**Departmental Goals**

- Develop an implementation strategy to address Golf Course Assesment Reccomendations
- Develop and implement land acquisition plan to acquire needed parcels of golf course property
- Develop Capital Improvement Project list for future bond consideration
- Maintain course on a level greater than or equal to surrounding municipal courses
- Increase awareness of the course though effective marketing
- Make the golf course a pleasurable experience for the entire family
- Initiate first swing golf program for youth and beginner golfers

Budget Summary	2016-2017	2017-2018		2018-2019
	Actual	Actual	Budget	Budget
Personnel	-	162,818	121,027	-
Supplies	-	49,317	74,099	80,500
Maintenance	-	79,818	98,260	33,800
Other Services	116,867	374,786	407,473	556,856
Capital Outlay	-	8,422	33,850	47,500
<b>TOTAL</b>	<b>116,867</b>	<b>675,162</b>	<b>734,709</b>	<b>718,656</b>





# **SANITATION FUND**

## SANITATION FUND

REVENUES		2016	2017	2018		2019
		Actual	Actual	Year to Date	Budget	Proposed
Department No	Revenue Source					
	Garbage Collection	2,374,753	2,554,949	2,077,898	2,277,098	2,279,078
	Interest	45	3,625	12,305	2,200	2,200
	NCTCOG Grants	-	140,385	-	-	40,371
	Total	\$ 2,374,798	2,698,959	\$ 2,090,203	\$ 2,279,298	\$ 2,321,649
<b>EXPENDITURES</b>						
EXPENDITURES		2016	2017	2018		2019
		Actual	Actual	Year to Date	Budget	Proposed
Department No						
	2 ADMINISTRATION	6,709	9,163	12,986	9,300	12,180
	11 REFUSE SERVICE	1,391,060	1,419,904	1,075,734	1,211,542	1,247,888
	12 STREET MAINTENANCE	76,677	92,583	258,228	350,000	250,000
	43 NON-DEPARTMENTAL	(4,374)	9,437	-	70,000	86,026
	80 TRANSFERS OUT	150,000	150,000	112,500	150,000	150,000
	Total	\$ 1,620,072	\$ 1,681,087	\$ 1,459,447	\$ 1,790,842	1,746,094
<b>BALANCES</b>						
BALANCES		2016	2017	2018		2019
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	754,726	1,017,871	630,756	488,456	575,555
	Beginning Balance	(532,845)	221,881	1,239,752	1,239,752	1,870,508
	Ending Balance	221,881	1,239,752	1,870,508	1,728,208	2,446,063
	Fund Balance (audited)	118,785	888,382			
	Ending Balance as % of Expenditures	13.70%	73.75%	128.17%	96.50%	140.09%



# Sanitation

## Personnel Organization Chart



## Personnel Summary

There is no personnel for this program.

## Department Narrative

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



# Sanitation

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

Fund 19 TRASH & RECYCLING SERVICE FUND  
 Department 2 ADMINISTRATION  
 Program 0 EXPENDITURES

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
434	SPECIAL EVENTS	\$ 6,709	\$ 9,163	\$ 12,986	\$ 9,300	\$ 10,200
494	MISC EXPENSE	\$ -	\$ -	\$ -	\$ -	\$ 1,980
<b>Services Sub Total</b>		<b>\$ 6,709</b>	<b>\$ 9,163</b>	<b>\$ 12,986</b>	<b>\$ 9,300</b>	<b>\$ 12,180</b>
<b>Department Total</b>		<b>\$ 6,709</b>	<b>\$ 9,163</b>	<b>\$ 12,986</b>	<b>\$ 9,300</b>	<b>\$ 12,180</b>

# **DEBT SERVICE FUND**

## DEBT SERVICE FUND

REVENUES		2016	2017	2018		2019
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Property Taxes	4,816,509	5,955,958	6,098,608	5,588,373	5,588,373
	Interest	2,765	7,895	31,331	6,500	6,500
	Transfers In	1,191,413	6,438,217	194,146	283,750	227,750
	Other Revenue	-	6,208	-	-	-
	<b>Total</b>	<b>\$ 6,010,687</b>	<b>\$ 12,408,278</b>	<b>\$ 6,324,086</b>	<b>\$ 5,878,623</b>	<b>\$ 5,822,623</b>
<b>EXPENDITURES</b>						
Department No		Actual	Actual	Year to Date	Budget	Proposed
	50 Debt Service	5,804,491	11,467,210	3,539,594	4,727,599	4,887,248
	80 Transfers Out	-	-	1,128,838	-	-
	<b>Total</b>	<b>\$ 5,804,491</b>	<b>\$ 11,467,210</b>	<b>\$ 4,668,431</b>	<b>\$ 4,727,599</b>	<b>\$ 4,887,248</b>
<b>BALANCES</b>						
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	206,197	941,067	1,655,654	1,151,024	935,375
	Beginning Balance	602,626	808,823	1,749,892	1,749,892	3,405,546
	Ending Balance	808,823	1,749,891	3,405,546	2,900,916	4,340,921
	Ending Balance as % of Expenditures	13.93%	15.26%	72.95%	61.36%	88.82%

# LEDC Type 4A - Debt Service

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund                    16     SALES TAX 4A-ECONOMIC DEVLPMNT  
Department        50     4A DEBT SERVICE  
Program             0**

	2016	2017	2018	2018	2019
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
502 PRINCIPAL RETIREMENT	\$ -	\$ -	\$ -	\$ 160,000	\$ -
503 INTEREST ON BONDS	\$ 54,376	\$ -	\$ -	\$ 70,550	\$ -
<b>Services Sub Total</b>	<b>\$ 54,376</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 230,550</b>	<b>\$ -</b>
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
702 TRANS TO PRIMARY GOV DSF	\$ 402,413	\$ 453,517	\$ 170,813	\$ 227,750	\$ 227,350
<b>Transfer Sub Total</b>	<b>\$ 402,413</b>	<b>\$ 453,517</b>	<b>\$ 170,813</b>	<b>\$ 227,750</b>	<b>\$ 227,350</b>
<b>Department Total</b>	<b>\$ 456,789</b>	<b>\$ 453,517</b>	<b>\$ 170,813</b>	<b>\$ 458,300</b>	<b>\$ 227,350</b>

# Storm Water - Debt Service

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund                    53     STORM WATER DRAINAGE  
Department        50     STORM WATER DEBT SERVICE  
Program             0**

Account Object	Description	2016	2017	2018	2018	2019
		Actual	Actual	YTD Actual	Budget	Proposed
483	BOND ISSUANCE COSTS	\$ -	\$ 2,322	\$ -	\$ -	\$ -
502	PRINCIPAL RETIREMENT	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 35,000
503	INTEREST ON BONDS	\$ 18,758	\$ 14,824	\$ 7,608	\$ 14,850	\$ 14,200
505	PAYING AGENT FEES	\$ -	\$ 137,367	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		\$ 48,758	\$ 184,513	\$ 37,608	\$ 44,850	\$ 49,200
<b>Department Total</b>		\$ 48,758	\$ 184,513	\$ 37,608	\$ 44,850	\$ 49,200

# Water and Sewer - Debt Service

BUDGET REPORT  
 LINE ITEM DETAIL  
 BY DEPARTMENT

Fund                    5     WATER AND SEWER FUND  
 Department        50    WATER & SEWER DEBT SERVICE  
 Program             0     WATER PRODUCTION & DISTRIBUTION

Account Object	Description	2016	2017	2018	2018	2019
		Actual	Actual	YTD Actual	Budget	Proposed
502	PRINCIPAL RETIREMENT	\$ -	\$ -	\$ 930,000	\$ 1,250,000	\$ 475,000
503	INTEREST ON BONDS	\$ 349,720	\$ 264,822	\$ 118,807	\$ 235,106	\$ 217,506
505	PAYING AGENT FEES	\$ 5,299	\$ 1,250	\$ 2,000	\$ 2,000	\$ 2,000
510	BOND INTEREST EXPENSE	\$ (5,814)	\$ 21,021	\$ -	\$ -	\$ -
525	AMORTIZATION EXPENSE	\$ 9,043	\$ (16,774)	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		\$ 358,248	\$ 270,319	\$ 1,050,807	\$ 1,487,106	\$ 694,506
<b>Department Total</b>		\$ 358,248	\$ 270,319	\$ 1,050,807	\$ 1,487,106	\$ 694,506

# Country View Golf Course - Debt Service

BUDGET REPORT  
 LINE ITEM DETAIL  
 BY DEPARTMENT

Fund 18 GOLF COURSE FUND  
 Department 50 GOLF DEBT SERVICE  
 Program 0

		2016	2017	2018	2018	2019
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	702 TRANS TO GENERAL OPER FUND	\$ 56,000	\$ 56,000	\$ 23,333	\$ 23,333	\$ -
	<b>Personnel Sub Total</b>	<b>\$ 56,000</b>	<b>\$ 56,000</b>	<b>\$ 23,333</b>	<b>\$ 23,333</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 56,000</b>	<b>\$ 56,000</b>	<b>\$ 23,333</b>	<b>\$ 23,333</b>	<b>\$ -</b>

# Regional Airport

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

Fund 9 AIRPORT FUND  
Department 50 DEBT SERVICE  
Program 0

	2016	2017	2018	2018	2019
Description	Actual	Actual	YTD Actual	Budget	Proposed
502 PRINCIPAL ON BONDS	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 5,000
503 PRIN & INT BOND PAYMENTS	\$ 3,375	\$ 2,900	\$ 1,387	\$ 2,650	\$ 2,400
525 AMORITIZATION EXPENSE	\$ (642)	\$ (5,842)	\$ -	\$ -	\$ -
<b>Services Sub Total</b>	<b>\$ 2,733</b>	<b>\$ (2,942)</b>	<b>\$ 11,387</b>	<b>\$ 12,650</b>	<b>\$ 7,400</b>
<b>Department Total</b>	<b>\$ 2,733</b>	<b>\$ (2,942)</b>	<b>\$ 11,387</b>	<b>\$ 12,650</b>	<b>\$ 7,400</b>

**City of Lancaster, Texas**  
**Notes to Basic Financial Statements**  
**September 30, 2017**

**Note 7: Long-term Liabilities**

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

	Beginning Balance	Additions	Retirements	Ending Balance	Due Within One Year
<b>Governmental Activities</b>					
General obligation bonds	\$ 55,260,017	\$ 5,330,000	\$ (5,430,000)	55,160,017	\$ 2,690,000
Certificates of obligation	17,360,105	-	(3,020,105)	14,340,000	365,000
Notes payable	4,151,493	-	(434,932)	3,716,561	577,616
Premiums on bond debt	2,618,372	397,248	(436,560)	2,579,060	-
Compensated absences	2,936,830	2,617,349	(2,936,830)	2,617,349	261,735
OPEB liability	214,307	46,754	-	261,061	-
Net pension liability	12,962,627	-	(670,044)	12,292,583	-
Capital leases	940,356	-	(168,758)	771,598	159,144
<b>Total governmental activities</b>	<b>\$ 96,444,107</b>	<b>\$ 8,391,351</b>	<b>\$ (13,097,229)</b>	<b>\$ 91,738,229</b>	<b>\$ 4,053,495</b>
<b>Business-type Activities</b>					
General obligation bonds	\$ 2,844,983	\$ 1,245,000	\$ (1,580,000)	\$ 2,509,983	\$ 940,000
Certificates of obligation	6,644,896	-	(829,896)	5,815,000	320,000
Premiums on bond debt	116,202	92,790	(38,270)	170,722	-
Net pension liability	1,323,147	-	(65,643)	1,257,504	-
Compensated absences	79,421	79,461	(79,421)	79,461	7,946
<b>Total business-type activities</b>	<b>\$ 11,008,649</b>	<b>\$ 1,417,251</b>	<b>\$ (2,593,230)</b>	<b>\$ 9,832,670</b>	<b>\$ 1,267,946</b>
<b>Discretely Presented</b>					
<b>Component Units</b>					
Notes payable to primary government	\$ 8,541,950	\$ 1,735,000	\$ (2,266,950)	\$ 8,010,000	\$ 845,000
Net pension liability	813,084	-	(42,076)	771,008	-
<b>Total discretely presented component units</b>	<b>\$ 9,355,034</b>	<b>\$ 1,735,000</b>	<b>\$ (2,309,026)</b>	<b>\$ 8,781,008</b>	<b>\$ 845,000</b>

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

During fiscal year 2017, the City executed a current refunding in the amount of \$6,575,000 of series 2007 General Obligation Refunding and Improvement Bonds and Tax, and Waterworks and Sewer System Surplus Revenue Certificates of Obligation. The bonds were refunded with \$6,575,000 Series 2016 General Obligation Refunding and Improvement Bonds dated November 23, 2016, bearing interest rates ranging from 2.00% to 4.00%. The Bonds were issued at a premium of \$490,038 and incurred issuance costs of \$75,919. As a result of the current refunding, the City recorded a deferred loss on refunding of \$139,285. An economic gain was incurred (difference between the present values of the debt service payments on the old and new debt) of \$692,428.

**City of Lancaster, Texas**  
**Notes to Basic Financial Statements**  
**September 30, 2017**

For the governmental activities, compensated absences and net pension liabilities are generally liquidated in the General Fund and Stormwater Fund. The net OPEB obligation is generally liquidated in the General Fund.

General obligation bonds, revenue bonds, certificates of obligation, notes payable and capital leases outstanding at September 30, 2017, consist of the following:

	Governmental Activities	Water and Sewer	Airport	Total Primary Government
<b><u>General Obligation Bonds</u></b>				
\$22,995,000, 2010 General Obligation Build America Bonds, due in annual installments through February 15, 2040, 1.82% – 6.53%	\$ 19,950,000	\$ -	\$ -	\$ 19,950,000
\$12,240,000, 2012 General Obligation Refunding Bonds, due in annual installments through February 15, 2024, 2.00% – 5.00%	8,685,000	220,000	65,000	8,970,000
\$22,530,000, 2015 General Obligation Refunding Bonds, due in annual installments through February 15, 2035, 2.00% – 3.75%	21,315,017	1,014,983	-	22,330,000
\$6,575,000, 2016 General Obligation Refunding Bonds, due in annual installments through February 15, 2032, 2.00% – 4.00%	<u>5,210,000</u>	<u>1,210,000</u>	<u>-</u>	<u>6,420,000</u>
	<u>\$ 55,160,017</u>	<u>\$ 2,444,983</u>	<u>\$ 65,000</u>	<u>\$ 57,670,000</u>
<b><u>Certificates of Obligation</u></b>				
\$12,000,000, 2010 Certificate of Obligation Build America Bonds, due in annual installments through February 15, 2040, 1.82% – 6.53%	\$ 10,420,000	\$ -	\$ -	\$ 10,420,000
\$7,585,000, 2011 Certificate of Obligation Bonds, due in annual installments through August 15, 2031, 2.00% – 3.50%	-	5,815,000	-	5,815,000
\$4,080,000, 2015 Certificate of Obligation Bonds, due in annual installments through February 15, 2035, 2.00% – 3.75%	<u>3,920,000</u>	<u>-</u>	<u>-</u>	<u>3,920,000</u>
	<u>\$ 14,340,000</u>	<u>\$ 5,815,000</u>	<u>\$ -</u>	<u>\$ 20,155,000</u>

**City of Lancaster, Texas**  
**Notes to Basic Financial Statements**  
**September 30, 2017**

The city has pledged future water customer revenues, net of specified operating expenses, to repay \$7.6 million in water system revenue bonds issued in 2011. Proceeds from the bonds provided financing for the improvement to the Airport. The bonds are payable solely from water customer net revenues and are payable through 2032. Annual principal and interest payments on the bonds are expected to require less than 25 percent of net revenues. The total principal and interest remaining to be paid on the bonds is \$7,572,966. Principal and interest paid for the current year and total customer net revenues were \$595,856 and \$4,388,507, respectively.

	<u>Governmental Activities</u>	<u>Total Primary Government</u>	<u>Discretely Presented Component Units</u>
<b><u>Note Payable</u></b>			
\$11,650,000 note payable, due in annual installments through February 15, 2024; 3.00% – 4.50%	\$ -	\$ -	\$ 6,285,000
\$1,125,000 note payable, due in annual installments through February 15, 2027; 2.00% – 3.75%	-	-	1,115,000
\$620,000 note payable, due in annual installments through February 15, 2027; 2.00% – 4.00%	-	-	610,000
\$5,690,000 note payable, due in annual installments beginning October 2013 through October 2022; 7.00%	<u>3,716,561</u>	<u>3,716,561</u>	<u>-</u>
	<u>\$ 3,716,561</u>	<u>\$ 3,716,561</u>	<u>\$ 8,010,000</u>

**Capital Leases**

\$1,250,000 Lease Purchase Agreement due due in monthly installments through January 15, 2024; 2.08%	<u>771,598</u>	<u>771,598</u>	<u>-</u>
	<u>\$ 771,598</u>	<u>\$ 771,598</u>	<u>\$ -</u>

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

**City of Lancaster, Texas**  
**Notes to Basic Financial Statements**  
**September 30, 2017**

As of September 30, 2017, property and equipment under capital leases is carried at \$2,573,129, with \$1,258,833 in estimated accumulated depreciation, included in fixed assets. Amortization of these assets is included with depreciation expense.

The annual requirements to amortize the long-term debt as of September 30, 2017, are as follows:

Fiscal Year	General Obligation Bonds					
	Governmental Activities			Business-type Activities		
	Principal	Interest	Total	Principal	Interest	Total
2018	\$ 2,690,000	\$ 2,687,481	\$ 5,377,481	\$ 940,000	\$ 70,300	\$ 1,010,300
2019	2,780,000	2,599,509	5,379,509	150,000	58,850	208,850
2020	2,675,017	2,481,830	5,156,847	344,983	53,500	398,483
2021	3,005,000	2,337,831	5,342,831	150,000	46,450	196,450
2022	3,155,000	2,185,511	5,340,511	155,000	39,225	194,225
2023-2027	14,600,000	8,712,327	23,312,327	770,000	87,125	857,125
2028-2032	14,230,000	5,308,280	19,538,280	-	-	-
2033-2037	8,225,000	2,318,000	10,543,000	-	-	-
2038-2040	3,800,000	378,950	4,178,950	-	-	-
<b>Total</b>	<b>\$ 55,160,017</b>	<b>\$ 29,009,719</b>	<b>\$ 84,169,736</b>	<b>\$ 2,509,983</b>	<b>\$ 355,450</b>	<b>\$ 2,865,433</b>

Fiscal Year	Certificates of Obligation					
	Governmental Activities			Business-type Activities		
	Principal	Interest	Total	Principal	Interest	Total
2018	\$ 365,000	\$ 775,444	\$ 1,140,444	\$ 320,000	\$ 193,922	\$ 513,922
2019	375,000	759,345	1,134,345	330,000	183,818	513,818
2020	385,000	742,459	1,127,459	340,000	173,347	513,347
2021	395,000	723,744	1,118,744	355,000	164,307	519,307
2022	410,000	702,965	1,112,965	370,000	156,764	526,764
2023-2027	2,585,000	3,154,282	5,739,282	2,080,000	620,097	2,700,097
2028-2032	3,355,000	2,352,875	5,707,875	2,020,000	265,711	2,285,711
2033-2037	4,485,000	1,218,522	5,703,522	-	-	-
2038-2040	1,985,000	197,962	2,182,962	-	-	-
<b>Total</b>	<b>\$ 14,340,000</b>	<b>\$ 10,627,598</b>	<b>\$ 24,967,598</b>	<b>\$ 5,815,000</b>	<b>\$ 1,757,966</b>	<b>\$ 7,572,966</b>

Fiscal Year	Note Payable					
	Governmental Activities			Business-type Activities		
	Principal	Interest	Total	Principal	Interest	Total
2018	\$ 577,616	\$ 270,308	\$ 847,924	\$ -	\$ -	\$ -
2019	618,049	232,520	850,569	-	-	-
2020	661,313	192,087	853,400	-	-	-
2021	707,605	148,824	856,429	-	-	-
2022	704,137	102,532	806,669	-	-	-
2022 - 2023	447,841	53,000	500,841	-	-	-
<b>Total</b>	<b>\$ 3,716,561</b>	<b>\$ 999,271</b>	<b>\$ 4,715,832</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**City of Lancaster, Texas**  
**Notes to Basic Financial Statements**  
**September 30, 2017**

<b>Note Payable</b>			
<b>Fiscal Year</b>	<b>Discretely Presented Component Units</b>		
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2018	\$ 845,000	\$ 299,375	\$ 1,144,375
2019	880,000	271,500	1,151,500
2020	900,000	233,350	1,133,350
2021	945,000	187,925	1,132,925
2022	1,000,000	140,000	1,140,000
2023-2027	<u>3,440,000</u>	<u>188,725</u>	<u>3,628,725</u>
Total	<u>\$ 8,010,000</u>	<u>\$ 1,320,875</u>	<u>\$ 9,330,875</u>

<b>Capital Leases</b>			
<b>Fiscal Year</b>	<b>Governmental Activities</b>		
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2018	\$ 159,144	\$ 16,049	\$ 175,193
2019	162,454	12,739	175,193
2020	90,000	9,360	99,360
2021	90,000	7,488	97,488
2022	90,000	5,616	95,616
2023-2024	<u>180,000</u>	<u>5,616</u>	<u>185,616</u>
Total	<u>\$ 771,598</u>	<u>\$ 56,868</u>	<u>\$ 828,466</u>

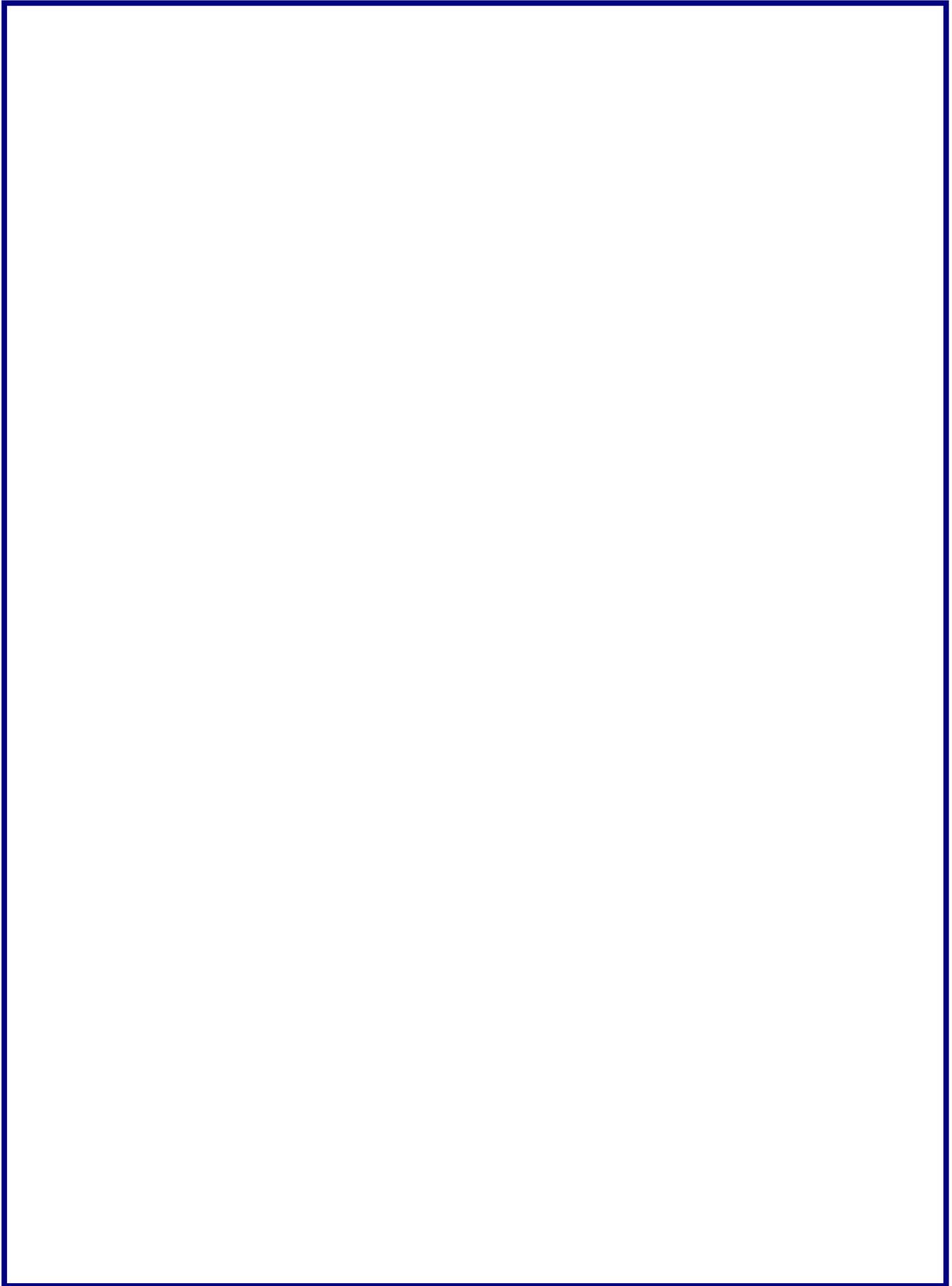
**Note 8: Employee Retirement System**

***Plan Description***

The City provides pension benefits for all of its full-time employees through a nontraditional, joint contributory, hybrid defined benefit plan in the state-wide Texas Municipal Retirement System (TMRS), an agent multiple-employer public employee retirement system. The plan provisions that have been adopted by the City are within options available in the governing state statutes of TMRS. Lancaster Economic Development Corporation and Lancaster Recreational Development Corporation contribute to the plan with a cost share of 0.93% and 4.45%, respectively. There were no significant changes in the component unit's proportion to the plan during fiscal year 2017.

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

# APPENDIX



# **RESOLUTIONS & ORDINANCES**

**ORDINANCE NO. 2018-09-33**

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS, APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2018 AND ENDING SEPTEMBER 30, 2019; PROVIDING THAT EXPENDITURES FOR SAID FISCAL YEAR SHALL BE IN ACCORDANCE WITH SAID BUDGET; PROVIDING FOR THE REPEAL OF ALL ORDINANCES IN CONFLICT; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, the City Manager of the City of Lancaster has submitted to the City Council a proposed budget of the revenues and expenditures for conducting the affairs of the City and providing a complete financial plan for fiscal year 2018-2019; and

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

**WHEREAS, THIS BUDGET WILL RAISE MORE TOTAL PROPERTY TAXES THAN LAST YEAR'S BUDGET BY \$2,609,355 OR 13.15%, AND OF THAT AMOUNT, \$946,982 IS TAX REVENUE TO BE RAISED FROM NEW PROPERTY ADDED TO THE TAX ROLL THIS YEAR.**

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

**SECTION 1.** That the Budget of the revenues and expenditures necessary for conducting the affairs of the City of Lancaster and providing a financial plan for the ensuing fiscal year beginning October 1, 2018 and ending September 30, 2019, as submitted by the City Manager, after the required public hearing, be and the same is hereby adopted as the Budget of the City of Lancaster for the fiscal year beginning October 1, 2018 and ending September 30, 2019 a copy of which is maintained in the office of the City Secretary, and; said budget contains all of the proposed projects and expenditures in accordance with law. (Exhibit A)

**SECTION 2.** That the appropriation for the fiscal year including the budgets of the Lancaster Economic Development Corporation (Type A) and Lancaster Recreational Development Corporation (Type B), which are hereby approved beginning October 1, 2018, and ending September 30, 2019, for the various funds and purposes of the City of Lancaster, which is attached hereto and incorporated herein as Exhibit A and is summarized as follows:

<b><u>Fund</u></b>	<b><u>2018-2019 Budget Expenditures</u></b>
General Fund	\$29,031,373
G.O. Debt Service	\$4,887,248
Water/Wastewater	\$14,308,572
Airport	\$455,842
Hotel/Motel	\$65,542
LEDC/4A	\$1,582,599
LRDC/4B	\$3,446,284
Golf Course	\$725,656
Sanitation	\$1,746,094
E911	\$213,028
Stormwater	\$1,576,407
<b>Total</b>	<b>\$58,038,645</b>

**SECTION 3.** Those expenditures during the fiscal year shall be made in accordance with the budget approved by this ordinance and made part hereof for all purposes unless otherwise authorized by a duly enacted ordinance of the City; and, said budget may be amended from time to time as authorized by ordinance of the City Council.

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

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

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

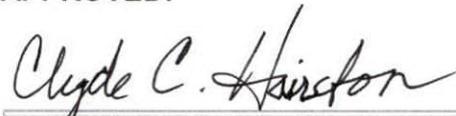
**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 10<sup>th</sup> day of September, 2018.

**ATTEST:**



Sorangel O. Arenas, City Secretary

**APPROVED:**



Clyde C. Hairston, Mayor

**APPROVED AS TO FORM:**



David T. Ritter, City Attorney

**ORDINANCE NO. 2018-09-38**

**AN ORDINANCE OF THE CITY OF LANCASTER, TEXAS LEVYING AD VALOREM TAXES FOR FISCAL YEAR 2018/2019 AT \$0.8675 PER ONE HUNDRED DOLLARS ASSESSED VALUATION OF ALL TAXABLE PROPERTY WITHIN THE CORPORATE LIMITS TO PROVIDE REVENUES FOR CURRENT MAINTENANCE AND OPERATIONAL EXPENSES AND INTEREST AND SINKING FUND REQUIREMENTS; PROVIDING DUE AND DELINQUENT DATES; PENALTIES AND INTEREST; PROVIDING A HOMESTEAD EXEMPTION AND DISABILITY EXEMPTION; AND PROVIDING AN EFFECTIVE DATE.**

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

RECITALS: On Monday, August 20, 2018 and Monday, August 27, 2018 City Council read the ordinance and conducted a public hearing to receive comment regarding the proposed ad valorem tax rate of \$0.8675 per one hundred dollars assessed valuation. No comments were received on August 20, 2018 and # of comments was received on August 27, 2018. The public hearing and meetings were noticed in accordance with the Texas Open Meetings Act, Tax Code, Truth-In-Taxation and Lancaster Home Rule Charter.

**SECTION 1.** There be and is hereby levied for the fiscal year 2018/2019 on all taxable property, real, personal and mixed, situated within the corporate limits of the City of Lancaster, Texas, and not exempt by the Constitution of the State and valid State laws, a tax of eighty-six and seventy-five one thousandths cents (\$0.8675) on each one hundred dollars (\$100.00) assessed value of taxable property, and shall be apportioned and distributed as follows: \$0.6012 for the purpose of paying maintenance and operation, and, defraying the expenses of current operations, and \$0.2663 for interest and sinking fund requirements of the municipal government of the City.

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

**SECTION 3.** THE TAX RATE WILL EFFECTIVELY BE RAISED BY 8.06 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$0.00.

**SECTION 4.** All 2018/2019 ad valorem taxes shall become due and payable on October 1, 2018, shall become delinquent after January 31, 2019. If any person fails to pay the ad valorem taxes on or before the 31st day of January 2019, the penalties and interest as set forth under Section 33.01 of the Texas State Property Tax Code shall apply.

**SECTION 5.** Taxes are payable to the Dallas County Tax Assessor-Collector, Records Building, Dallas, Texas, by contract dated November 12, 2001 and amended April 2014. The City shall have available all the rights and remedies provided by law for the enforcement of the collection of taxes levied under this ordinance.

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

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

**SECTION 8.** In accordance with the Texas State Property Tax Code, and effective with the passage of the ordinance, there is hereby provided an exemption of \$30,000 on homestead property for those head-of-household persons who have attained the age of 65 years prior to January 1, 2019 and an exemption of \$30,000 on disability designations.

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

**SECTION 10.** All recitals are incorporated herein by reference as if fully written.

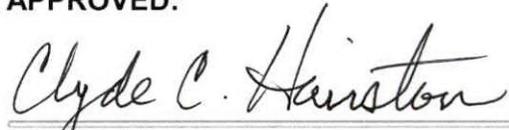
**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 10<sup>th</sup> day of September, 2018.

**ATTEST:**



Sorangel O. Arenas, City Secretary

**APPROVED:**



Clyde C. Hairston, Mayor

**APPROVED AS TO FORM:**



David T. Ritter, City Attorney

**ORDINANCE NO. 2018-09-34**

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS, APPROVING AND ADOPTING A BUDGET FOR PROCEEDS OF SEIZED PROPERTY FOR THE LANCASTER POLICE DEPARTMENT FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2018 AND ENDING SEPTEMBER 30, 2019; PROVIDING THAT EXPENDITURES FOR SAID FISCAL YEAR SHALL BE IN ACCORDANCE WITH SAID BUDGET; PROVIDING FOR THE REPEAL OF ALL ORDINANCES IN CONFLICT; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, the Lancaster Police Department has signed certain agreements with the State Attorney General and United States Department of Justice to share the use of property and/or proceeds from seizures in connection with combined law enforcement activities; and

**WHEREAS**, the Chief of Police of the City of Lancaster Police Department has submitted to the City Council a proposed budget of the expenditures for utilizing such funds in accordance with the law for the benefit of law enforcement activities of the department for fiscal year 2018-2019; and

**WHEREAS**, the City Council has received the Chief of Police's proposed seizure budget, a copy of which proposed seizure budget is attached hereto and incorporated herein as Exhibits A and B, and has been filed with the City Secretary of the City of Lancaster;

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

**SECTION 1.** That the budget of expenditures as set forth in the attachments hereto as Exhibits A and B, for conducting the affairs of the Lancaster Police Department and providing a financial plan for the ensuing fiscal year beginning October 1, 2018 and ending September 30, 2019, is hereby approved as the adopted budget for proceeds of seized property on behalf of the Lancaster Police Department; and, the Department shall expand those funds in accordance with Agreements recited herein and applicable law.

**SECTION 2.** That the appropriations for the fiscal year are hereby approved beginning October 1, 2018, and ending September 30, 2019, for the various funds and purposes of the Lancaster Police Department, which is attached hereto and incorporated herein as Exhibit A and is summarized as follows:

<u>Exhibit "A"</u>	2018-2019 Budget <u>Expenditures</u>
Fund	
Police Seized Funds – State	\$60,022.43

<u>Exhibit "B"</u>	
Police Seized Funds – Federal	\$36,171.02
Total	\$96,193.45

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

**SECTION 4.** That all provisions of the ordinances of the City of Lancaster in conflict with the provisions of this ordinance be and the same are hereby repealed, and all other provisions of the ordinances of the City of Lancaster not in conflict with the provisions of this ordinance shall remain in full force and effect.

**SECTION 5.** That should any sentence, paragraph, subdivision, clause, phase or section of this ordinance be adjudged or held to be unconstitutional, illegal, or invalid, the same shall not affect the validity of this ordinance as a whole, or any part or provision thereof other than the part so decided to be invalid, illegal or unconstitutional.

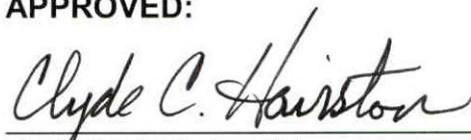
**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 10<sup>th</sup> day of September, 2018.

**ATTEST:**



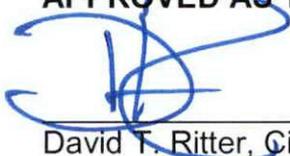
Sorangel O. Arenas, City Secretary

**APPROVED:**



Clyde C. Hairston, Mayor

**APPROVED AS TO FORM:**



David T. Ritter, City Attorney

**ORDINANCE NO. 2018-09-31**

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

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

**WHEREAS**, the City Council has reviewed and approved a budget for the City for fiscal year beginning October 1, 2018 and ending September 30, 2019; and

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

**WHEREAS**, it is the express intent of the City Council that the total number of authorized positions within the Lancaster Fire Department increase by three (3) positions effective October 1, 2018 and two (2) additional positions effective January 1, 2019 for a total of five (5) new positions in the fiscal year 2018/2019. The Police Department staffing will increase by three (3) positions effective October 1, 2018; and

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

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

**SECTION 1.** That City Council hereby establishes the classifications and the number of authorized positions within each classification in the Fire Department. The following strength of force for the Lancaster Fire Department is set forth as follows:

<u>Classification</u>	<b>FIRE PREVENTION</b>	<b>FIRE SUPPRESSION</b>
	<u>Authorized No. of Positions as of 10/01/2018</u>	<u>Authorized No. of Positions as of 10/01/2018</u>
Assistant Chief	0	1
Fire Marshal/Battalion Chief	1	5
Fire Captains	0	9
Fire Engineer	0	21
Fire Fighter	0	28
<hr/> Total	<hr/> 1	<hr/> 64

<u>Classification</u>	<b>FIRE PREVENTION</b>	<b>FIRE SUPPRESSION</b>
	Authorized <u>No. of Positions as of 01/01/2019</u>	Authorized <u>No. of Positions as of 01/01/2019</u>
Assistant Chief	0	1
Fire Marshal/Battalion Chief	1	5
Fire Inspector/Captains	1	10
Fire Engineer	0	21
Fire Fighter	0	28
<hr/> Total	<hr/> 2	<hr/> 65

**SECTION 2.** That City Council hereby establishes the classifications and the number of authorized positions within each classification in the Police Department. At that time and date, the following strength of force for the Lancaster Police Department is set forth as follows:

<u>Classification</u>	<b>POLICE</b>
	Authorized <u>No. of Positions as of 10/1/2018</u>
Assistant Chief	2
Police Lieutenant	6
Police Sergeant	7
Police Officer	50
<hr/> Total	<hr/> 65

**SECTION 3. Severability:** If any provision, section, clause, sentence, or phrase of this ordinance is for any reason held to be unconstitutional, void, invalid, or un-enforced, the validity of the remainder of this ordinance or its application shall not be affected, it being the intent of the City Council in adopting and of the Mayor in approving this ordinance that no portion, provision, or regulation contained herein shall become inoperative or fail by way of reasons of any unconstitutionality or invalidity of any other portion, provision, or regulation.

**SECTION 4. Repealer:** That all other ordinances, section, or parts of ordinances heretofore adopted by the City of Lancaster in conflict with the provisions set out above in this ordinance are hereby repealed or amended as indicated.

**SECTION 5.** This ordinance shall take effect on October 1, 2018.

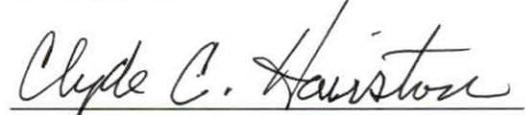
**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 10<sup>th</sup> day of September, 2018.

**ATTEST:**



\_\_\_\_\_  
Sorangel O. Arenas, City Secretary

**APPROVED:**



\_\_\_\_\_  
Clyde C. Hairston, Mayor

**APPROVED AS TO FORM:**



\_\_\_\_\_  
David T. Ritter, City Attorney

RESOLUTION NO. 2018-09-74

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS, RATIFYING THE BUDGET FOR THE FISCAL YEAR 2018/2019 THAT RESULTS IN AN INCREASE OF REVENUES BY 8.5% FROM PROPERTY TAXES THAN THE PREVIOUS YEARS; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, following public notice duly posted and published in all things as required by law, a public hearing was held, by and before the City Council of the City of Lancaster, the subject of which was the proposed budget for the City of Lancaster for Fiscal Year 2018/2019; and

**WHEREAS**, House Bill 3195, as adopted at the Regular Session of the 80th Legislature requires a separate vote on a budget that will require raising more revenue from property taxes than previous years.

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

**SECTION 1.** The City Council hereby ratifies, by a record vote, the adoption of a budget for Fiscal Year 2018/2019 which results in an increase of revenues from property taxes than the previous years.

**SECTION 2.** This Resolution shall become effective immediately from and after its passage, as the law and charter in such cases provides.

**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 10th day of September, 2018.

**ATTEST:**

**APPROVED:**



Sorangel O. Arenas, City Secretary

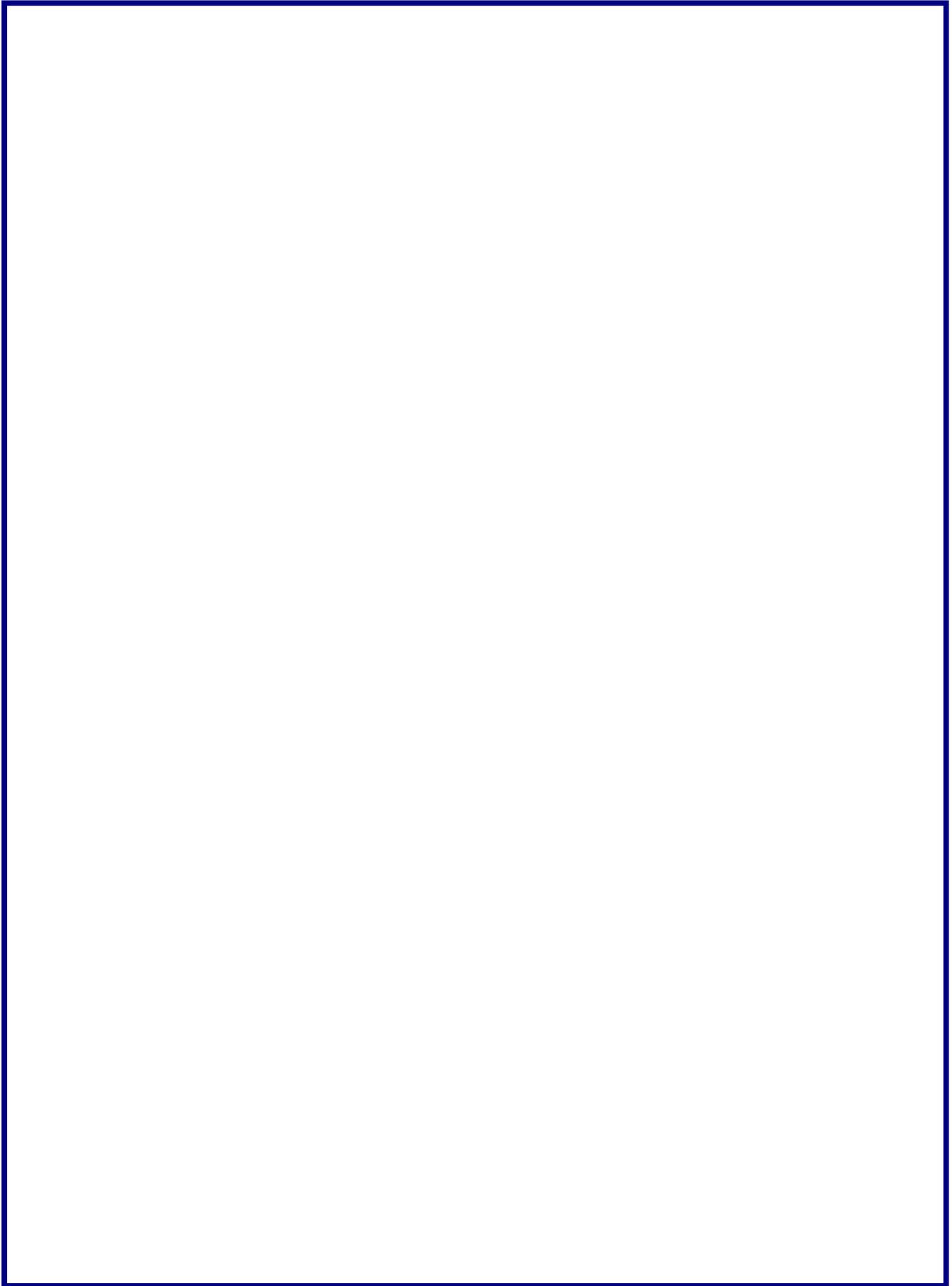


Clyde C. Hairston, Mayor

**APPROVED AS TO FORM:**



David T. Ritter, City Attorney



# **DEFINITIONS OF EXPENDITURE ACCOUNTS**

# City of Lancaster

## Definitions of Expenditure Accounts

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### 0100-0199 PERSONNEL SERVICES

**0101 Salaries - Regular**

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

**0102 Salaries - Part Time**

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

**0103 Salaries - Overtime**

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

**0104 Salaries - Longevity**

Length of service pay for permanent, full time employees.

**0105 Group Health Insurance**

City's participation in group hospitalization insurance plan

**0106 TMRS**

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

**0107 FICA**

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

**0108 Salaries - Paramedic**

Additional pay for certified paramedics

**0109 Salaries - Well Pay**

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

**0110 Dental Insurance**

City's participation in dental insurance plan

**0111 City Manager Benefits**

Specified amount provided for city manager per contract

**0112 Salaries - Out of Class Pay**

Wages for employees temporarily assigned to work in higher position

**0113 Car Allowance**

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

**0114 Salaries - Assignment Pay**

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

**0115 Certification Pay**

Incentive wages provided for employee held certifications

**0120 Group Life Insurance**

City participation in group life insurance plan

**0130 Workers Compensation**

Determined amount paid for workers compensation premiums

**0200-0299 SUPPLIES**

**0201 Office Supplies**

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

**0202 Uniforms and Clothing**

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

**0203 Motor Vehicle Supplies**

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

**0204 Minor Tools and Small Equipment**

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

**0205 Janitorial and Cleaning Supplies**

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

**0206 Chemicals**

Chemicals used in department job functions

**0207 Signs**

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

**0208 Educational and Rec. Supplies**

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

**0209 Botanical and Agricultural Supplies**

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

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

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

**0211 Other Operational Supplies**

Additional expendable supplies needed for the operation of city functions

**0212 Ammunition**

Ammunition used by public safety personnel

**0213 Prisoner Support**

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

**0214 Postage and Delivery**

Costs associated with the mailing and shipping of items

**0215 Training Supplies**

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

**0216 Medical Supplies**

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

**0217 Swimming Pool Concession**

Supplies purchased for resale in swimming pool concessions

**0218 Fuel and Oil**

Fuel and oil for city vehicles

**0219 Data Processing Supplies**

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

**0220 Investigation Supplies**

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

**0222 Course Supplies**

Golf course supplies for maintenance

**0223 Animal Food**

Food for animals held at the animal shelter

**0224 Animal Care Supplies**

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

**0225 Landscaping**

Golf course purchase of trees, shrubs, for landscaping

**0226 Seed**

Seed for parks, landscaping, and golf greens

**0228 Emergency Management Supplies**

Supplies directly associated with the Emergency Management activity

**0230 Civil Service Supplies**

Supplies directly associated with the Civil Service activity

## 0300-0399 MAINTENANCE

### **0301 Building and Structures**

Costs associated with the maintenance of city buildings and structures

### **0302 Motor Vehicles**

Costs necessary for the maintenance of city vehicles

### **0303 Equipment and Machinery**

Repair and maintenance for heavy equipment

### **0304 Streets**

Repair and maintenance for city streets

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

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

### **0306 Water Mains**

Repair and maintenance of water mains

### **0307 Instruments and Apparatus**

Repair and maintenance of instruments and apparatus

### **0308 Sanitary Sewer Mains**

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

### **0309 Meters and Settings**

Repair and maintenance of existing water metering devices

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

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

### **0311 Wells**

Repair and maintenance of existing water wells

### **0312 Lift Stations**

Repair of existing lift stations

### **0313 Furniture and Fixtures**

Costs to maintain office furniture and fixtures

### **0314 Radio Equipment**

Repair costs to radio equipment used for communications in various departments

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

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

### **0316 Filtration Plants**

Repair and replacement of swimming pool filtration system

**0318 Office Equipment**

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

**0319 Traffic Sign System**

Repair and maintenance of existing signs and signals in the city

**0320 Street Markings**

Costs to maintain street markings throughout the city

**0321 Hydrants**

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

**0322 Irrigation**

Maintenance costs on sprinkler systems

**0340 Refuse containers**

Cost of maintenance to commercial refuse containers

**0341 Early Warning Sirens**

Maintenance of city's civil defense sirens

**0342 Computer Maintenance**

Maintenance and repair for city computers and network

**0343 Cart and Path Repair**

Repairs to golf course cart paths

**0344 Library Book Repairs**

Repair and maintenance of library book collection

**0345 Athletic Field / Pool Facilities**

Maintenance to athletic competition fields and swimming pool facilities

**0346 Heating and Cooling Systems**

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

**0350 Other Infrastructure Maintenance**

Includes infrastructure repair and maintenance not relating to other specified categories

**0351 Miscellaneous Maintenance**

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

**0363 Maintenance of Locks and Keys**

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

## 0400 - 0599 OTHER SERVICES

### **0401 Telephone and Communications**

Costs related to telephone system and other communications services

### **0402 Rental of Equipment**

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

### **0403 Casualty Insurance**

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

### **0404 Court Costs**

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

### **0405 District Attorney Fees**

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

### **0406 Unemployment Insurance**

All costs for unemployment insurance

### **0407 Special Services**

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

### **0408 Advertising**

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

### **0409 Travel and Education**

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

### **0410 Utilities - Electricity**

Cost of electricity for city buildings and property

### **0411 Water Purchases**

Payments to Dallas Water Utilities for purchase of water

### **0412 Sewage Treatment**

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

### **0413 Sanitary Landfill**

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

### **0414 Dues and Subscriptions**

Costs for memberships in professional organizations and subscriptions

### **0415 Mileage Reimbursement**

Reimbursement for accountable mileage reimbursement for approved travel

**0416 Other/Professional Services**

Fees paid for professional services not included in another services account

**0417 Purchase of Property**

All expenses related to the purchase of property for city use

**0418 Medical Expense**

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

**0419 Awards**

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

**0420 Internal Training**

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

**0421 Printing**

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

**0423 Contract Mowing**

Costs of contract mowing

**0424 Election Expense**

Expenses related to the holding of city elections

**0425 Workers Compensation**

To include expenditure for insurance relating to job related injuries

**0426 Volunteer Firemen's Pension**

Cost of volunteer firemen's pension plan

**0427 Engineering**

Engineering costs for construction

**0428 Housing Assistance**

HUD housing assistance payments through grant programs

**0429 Demolition Expense**

Includes all expenses for approved demolition to condemned buildings

**0430 Other Cities (Special Investigation)**

Payments made to other cities from special investigation fund

**0431 Survey**

Surveying expenses for construction

**0432 Architect**

Professional architectural design of city buildings

**0433 Animal Disposal Fees**

Includes fees for disposing of animals

**0434 Special Events**

Special events planned for public

**0435 Laboratory Charges**

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

**0436 Improvements by Contractors**

Cost of miscellaneous improvements by contractors

**0437 Contract Audit Services**

Professional service for outside, independent audit services

**0438 Testing**

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

**0439 Easement Acquisition**

All costs involved with easement acquisition

**0440 Consultant and Advisory Fees**

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

**0441 Planning Consultant Fees**

Accounts for the cost of outside planning services

**0442 Computer Professional Services**

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

**0443 Municipal Court Professional Services**

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

**0444 Tax Appraisal Services**

Costs associated with appraising the ad valorem tax

**0445 Pest Control Services**

Cost of pest control for city facilities

**0446 City Attorney Fees**

Used to account for payments made to contract city attorney

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

Account used to pay escrow for waived water impact fees

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

Account used to pay escrow for waived wastewater impact fees

**0449 Future Grants Anticipated**

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

**0450 Administrative Fees**

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

**0451 Radio Tie-In to Parkland**

Cost for paramedic radio tie-in to Parkland Hospital

**0452 Filing Fees**

All legal filing fees

**0453 EMS Training**

Costs associated with the training of emergency medical service personnel

**0455 Certification Fees**

Fees required for certifications for specified personnel

**0456 Newsletter**

Costs of publishing city newsletter

**0458 Fireworks Show**

Fireworks purchased for annual fireworks display

**0460 Settlements**

Accounts for settlement agreements

**0461 Emergency 911 System Lease**

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

**0464 Rental of Office Space**

Cost for office space rental

**0465 Periodical and Publications**

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

**0468 Lancaster Chamber of Commerce**

Payments allocated to support the Chamber of Commerce

**0469 Storage**

Cost of record and furniture storage

**0470 Bad Debt Expense**

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

**0471 Co-Insurance**

Costs for damages not covered by insurance or deductible charges

**0472 Civil Service Director**

Professional services for appointed civil service director

**0474 Note Payments - Lease/Purchase**

Payments for council approved equipment purchased specifically for note payment

**0475 DARE Program Expenses**

Expenses for the Police Department DARE program

**0477 Recreation (Classes) Expenses**

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

**0478 Recreation (Athletic) Expenses**

Costs associated with conducting athletic events

**0479 Recreation (Special Events) Expenses**

Costs involved in conducting special events

**0480 Year-End Settlement**

Year end settlement for HUD funds after audit

**0482 Other Agencies**

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

**0483 Bond Issuance Costs**

Costs to the city for the issuance of bonds

**0484 Depreciation Expense - Buildings**

Annual depreciation on buildings and structures

**0485 Depreciation Expense - Equipment**

Annual depreciation expense on city equipment

**0486 Depreciation Expense - Park Equipment**

Annual depreciation expense on park equipment

**0490 Year End Fixed Asset Transfer**

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

**0491 Maps**

Includes cost for having city maps printed

**0492 Employee Market Adjustments**

Budgeted amount to make adjustments as needed to salaries

**0493 Moving Expenses**

Costs associated with moving

**0495 TRA Contract Bonds**

Trinity River Authority Bonds

**0496 Loss on Refunding**

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

**0497 Tuition Reimbursement**

Expense to reimburse employees for approved college tuition

**0498 Utilities - Gas**

Cost of gas for city facilities

**0499 Depreciation Expense - Park Improvements**

Annual depreciation expense for improvements made to parks

**0500 Revenue Bonds - Principal Retirement**

**0501 Revenue Bonds - Interest Expense**

**0502 Tax Bonds - Principal Retirement**

**0503 Tax Bonds - Interest Expense**

**0504 Reserve Fund Additions**

**0505 Agent Fees**

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

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

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

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

**0522 Contribution to Refunding**

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

Approved amount for mayor's travel and education

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

Approved amount for District 1 Councilperson's travel and education

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

Approved amount for District 2 Councilperson's travel and education

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

Approved amount for District 3 Councilperson's travel and education

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

Approved amount for District 4 Councilperson's travel and education

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

Approved amount for District 5 Councilperson's travel and education

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

Approved amount for District 6 Councilperson's travel and education

**0533 City Council Discretionary Funds**

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

**0534 Outreach Program**

Funds allocated by City Council to fund Lancaster Outreach Center

**0535 Health Department**

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

**0537 Dallas County Tax Collection Services**

Contracted amount to pay for tax collection services

**0538 Upgrade City Lighting**

Funds to upgrade needed lighting in various neighborhoods within the city

**0540 Municipal Court - Prosecutor Services**

Contract amount for city prosecutor services

**0541 Municipal Court - Judge**

Contract amount for judge in city court

**0542 Communications for Data Service**

Funds for contracted data links to other agencies

**0543 Janitorial Contract**

Janitorial services provided to city buildings and facilities

**0545 Professional Staff Development Training**

Professional services for staff development

**0554 Ambulance Billing and Collection Services**

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

**0556 Project Manager**

Project manager fees paid to manage various approved projects and programs

**0557 City Jail Contract**

Funds for contacting of city jail services

**0558 Employee Physical Assessment**

Funds used for the physical assessment of employees

**0559 Contract or Temporary Labor**

Costs for temporary employees contracted from agencies

**0560 Jail/Judicial Services: Prisoners**

Cost for Judicial Services for prisoners under city jail contract

## 0600 - 0699 CAPITAL OUTLAY

### **0601 Land**

Cost of Land Purchased

### **0602 Buildings and Structures**

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

### **0603 Sanitary Sewer System**

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

### **0604 Water Mains**

New or additions to the city water distribution system

### **0606 Streets and Drainage**

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

### **0607 Park System**

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

### **0608 Furniture and Fixtures**

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

### **0609 Machinery and Equipment**

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

### **0610 Motor Vehicles**

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

### **0611 Books**

Library books purchased

### **0612 Meters and Settings**

New meters and settings to water system

### **0613 Fire Hydrants**

New fire hydrants purchased

### **0614 Service Connections**

Connections for new water service

### **0615 Radio Equipment**

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

### **0616 Refuse Containers**

New refuse containers used

### **0617 Office Equipment**

Capitalized office equipment

**0618 Data Processing / Computer Equipment**

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

**0619 Traffic Control Devices**

Purchase of additional traffic signs , signals, and poles

**0620 Software**

Purchase of major capital computer software

**0621 Signs**

Purchase of miscellaneous signs

**0622 Vehicle**

Capitalized transferable accessories

**0623 Films / Audio Visual**

Films and audio visual items purchased by library

**0624 Hand Held Meters**

Purchase of new equipment for hand held meter reading

**0625 Police Equipment**

Capitalized miscellaneous equipment for police use

**0626 Sewer Connections**

New service connection for sewer

**0627 Surplus - Auction Property**

Adjustment for equipment retired from service and available for auction

**0628 Emergency Preparedness Equipment**

Capital purchase for Emergency Management activity

**0629 Fire Equipment**

Capitalized miscellaneous equipment for fire department use

**0630 Safety Equipment - Water/Wastewater**

Equipment purchased for water/wastewater employees

**0633 Testing Equipment**

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

**0700-0799 TRANSFERS OUT**

**0701 Transfer to General Operating Fund**

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

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

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

**0708 Transfer to Wastewater Contingency Fund**

**0709 Transfer to Airport Operating Fund**

**0711 Transfer to Police Special Investigation Fund**

**0713 Transfer to Parks and Recreation Fund**

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

**0715 Transfer to Equipment Replacement Fund**

**0716 Transfer to 4A LEDC Fund**

**0717 Transfer to 4B LRDC Fund**

**0718 Transfer to Golf Course Operating Fund**

**0720 Transfer to HUD Housing Fund**

**0721 Transfer to Emergency 911 Fund**

**0722 Transfer to Airport Debt Service Fund**

**0723 Transfer to Golf Debt Service Fund**

**0724 Transfer to Bridge Debt Service Fund**

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

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

**0731 Transfer to Human Relations Commission Fund**

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

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

**0735 Transfer to Information Services Fund**

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

**0739 Transfer to Street Reserve Fund**

**0740 Transfer to Streets Capital Improvement Fund**

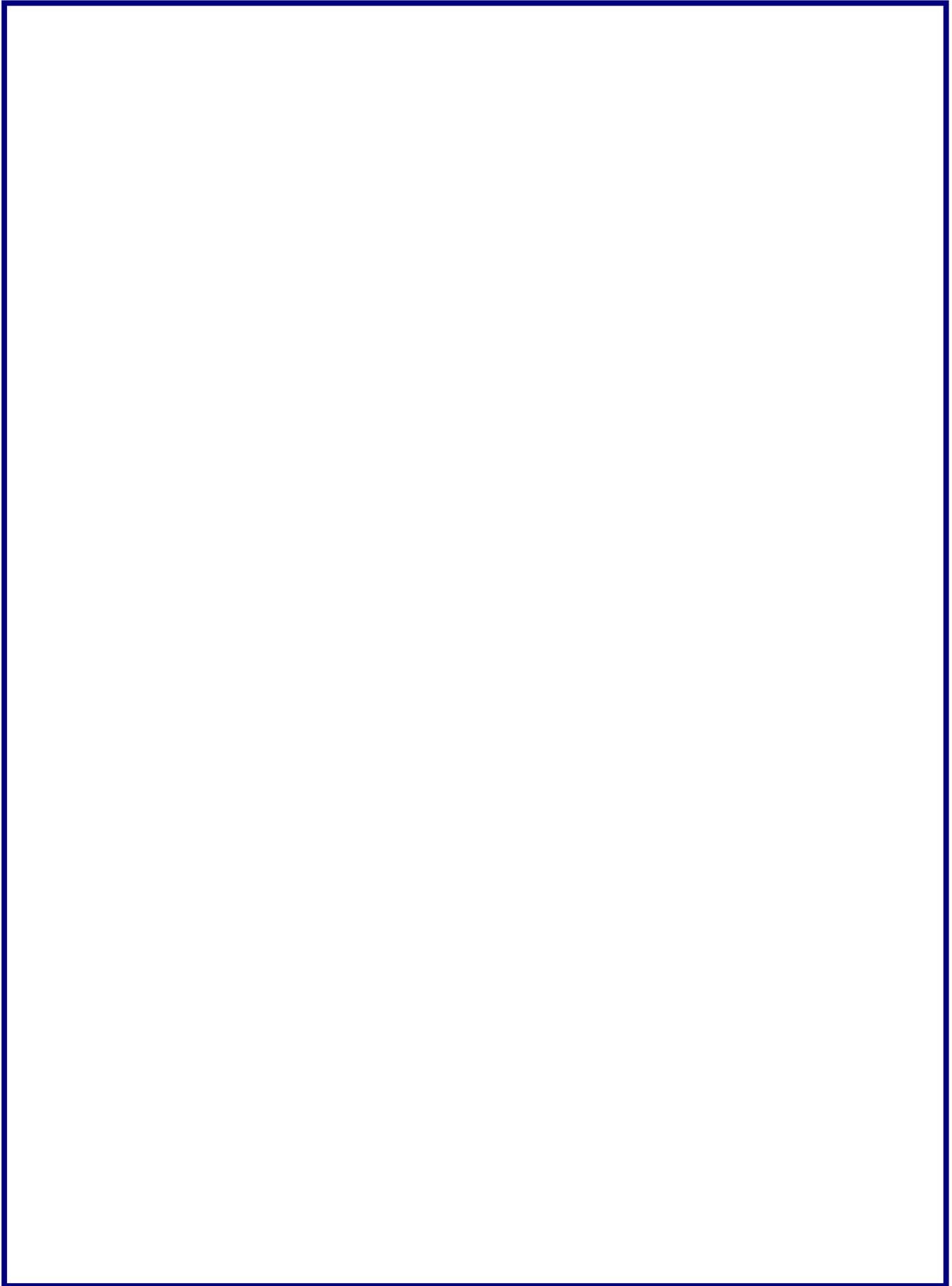
**0741 Transfer to 4B Capital Improvements Fund**

**0743 Transfer to Citywide Capital Improvements Fund**

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

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

**0753 Transfer to Stormwater Drainage Fund**



# **BUDGET GLOSSARY**

# City of Lancaster

## Budget Glossary

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

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

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

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

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

**ADA:** Americans with Disabilities Act.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**CAFR:** Comprehensive Annual Financial Report.

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

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

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

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

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

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

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

**CIP:** Construction In Process.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**EMS:** Emergency Medical Services.

**EMT:** Emergency Medical Technician.

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

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

**EPA:** Environmental Protection Agency.

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

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

**FAA:** Federal Aviation Administration.

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

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

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

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

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

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

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

**FLSA:** Fair Labor Standards Act.

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

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

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

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

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

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

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

**FY:** Fiscal Year.

**GASB:** Governmental Accounting Standards Board.

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

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

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

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

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

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

**GIS:** Geographic Information System.

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

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

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

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

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

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

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

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

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

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

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

the parameters the bidders must work within are less stringent.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Line Items:** See Account Numbers (Codes).

**LISD:** Lancaster Independent School District.

**Long Term Debt:** Debt with a maturity of more than one year after the date of issuance. An average repayment schedule is 20 years.

**Maturities:** The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

**Modified Accrual Basis:** The accrual basis of accounting adapted to the governmental fund type spending measurement focus. Revenues are recognized when they become both "measurable" and "available to finance expenditures of the current period." Expenditures are recognized when the related fund liability is incurred except for (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar items that may be considered expenditures either when paid for or when consumed. All governmental funds, expendable trust funds and agency funds are accounted for using the modified accrual basis of accounting.

**Multi-Year Financial Plan:** A financial overview with five years of projections for all operating funds is presented to city council in conjunction with budget workshops.

**Municipal:** Of or pertaining to a city or its government.

**NCTCOG:** North Central Texas Council of Governments.

**Net Bonded Debt:** Gross bonded debt less any cash or other assets, available and earmarked for its retirement and less all self-supporting debt (e.g., revenue bonds).

**Note:** A certificate pledging payment, issued by a government or bank.

**Object Code:** Expenditure classification according to the types of items purchased or services obtained; for example, personnel services, supplies, etc.

**Maintenance:** All materials or contract expenditures covering repair and upkeep of city buildings, machinery and equipment, computer systems, and land.

**Objectives:** Specific statements of desired ends which can be measured. Objectives are targets used to obtain department goals.

**Official Statement:** A document prepared by local information on the proposed bond sale. The official statement includes information about the creditworthiness of the issuing government, as well as the amount and purpose of the bond issue and the planned means of the debt service repayment.

**Operating Budget:** The portion of the budget that pertains to daily operations that provide the basic government services. The use of annual operating budgets is required by State Law.

**Ordinance:** A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances. Ordinances and other legislation are not passed until the plans for and costs of endorsements are known.

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

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

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

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

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

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

**Proprietary Fund Types:** Sometimes referred to as income determination or commercial-type funds, the classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds). All assets, liabilities, equities, revenues, expenses and transfers relating to the government's business and quasi-business activities are accounted for through proprietary funds. GAAP uses are generally those applicable to similar businesses in the private sector and the measurement focus is on determination of net income, financial position and changes in financial position. However, where the GASB has issued pronouncements applicable to those entities and activities, they should be guided by these pronouncements.

**Public Hearing:** A formal meeting wherein the officials of the governing body hear the public's views and concerns about an action or proposal..

**Purchase Order:** A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated estimated price. Outstanding purchase orders are called encumbrances.

**Purchase Requisition:** The initial purchase request document that, if approved, is the basis for the preparation of the official purchase order.

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

**Rating Agencies:** Independent rating services that evaluate the creditworthiness of government entities in the process of issuing bonded debt.

**Refunding Bonds:** Bonds issued to retire bonds already outstanding. The refunding bonds may be used to provide the resources for redeeming outstanding bonds, or the refunding bonds may be exchanged with the holders of the outstanding bonds,

**Reimbursement:** Repayment to a specific fund for expenditures incurred or services performed by that fund to or for the benefit of another fund.

**Replacement Cost:** The cost of an asset which can render similar service, but which need not be of the same structural form as the property to be replaced.

**Request for Proposals/Quotations (RFP/RFQ):** Formal requests that government entities use in procuring professional services and purchasing major items of equipment or awarding construction contracts. The requests specify the government's requirements for the services requested and the parameters the bidders must consider in submitting their bids for the contract.

**Reserve:** An account used to indicate that a portion of a fund balance is restricted for specific purpose.

**Resolution:** A special or temporary order of a legislative body. An order of a legislative body requiring less legal formality than an ordinance or statute. (See Ordinance)

**Retained Earnings:** An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

**Revenue:** Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, interest income, etc.

**Revenue Bonds:** Bonds whose principal and interest are payable exclusively from a revenue source pledged as the payment source before issuance.

**Revenue Estimate:** A formal estimate of how much revenue will be earned from a specific revenue source for some future period (typically a future fiscal year).

**Risk Management:** An organized attempt to protect a government's assets against accidental loss in the most economic method.

**Rollback Tax Rate:** This is made up of two separate components. The maintenance and operation portion of the rollback tax rate is the tax rate that is needed to raise eight percent more operating funds than the unit levied in the preceding year. The debt rate portion is the tax rate that is needed to pay the debt payments in the coming year. This part of the calculation does not depend on the prior year debt taxes at all - it simply considers what the unit will actually need for the coming year.

**ROW:** Rights-of-Way.

**Single Audit:** An audit performed in conjunction with the Single Audit Act of 1984 and Office of Management and Budget (OMB) Circular A-128, Audits of State and Local Governments. The Single Audit Act requires governments to have one audit performed to meet the needs of all federal grantor agencies.

**Special Assessment:** A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

**Special Investigation Fund:** A fund established to account for financial resources to be used by the Police Department for special investigations.

**Special Revenue Fund:** A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts or for major capital projects) that are legally restricted to expenditures for specified purposes,

**Stormwater Fund:** A fund created to account for financial resources used for the operations, administration, and debt services for storm water drainage.

**Street Improvements Capital Fund:** A fund used to account for financial resources designated for street and drainage improvements and to assemble costs related to these improvements.

**Supplemental Request:** A request to budget an activity at a level above current service levels in order to achieve increased or additional objectives.

**Tax Base:** The total value of all real and personal property in the city as of January 1st of each year, as certified by the Appraisal Review Board. The tax base represents net value after all exemptions.

**Tax Levy:** The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

**Tax Rate:** A percentage applied to all taxable property to raise general revenue. It is derived by dividing the total tax levy by the taxable net property valuation.

**TMRS:** Texas Municipal Retirement System.

**TNRCC:** Texas Natural Resources Conservation Commission.

**TRA:** Trinity River Authority.

**Trial Balance:** A list of the balances of the accounts of a general ledger by debit and credit amounts.

**TXDOT:** Texas Department of Transportation.

**User Charge:** Charges or fees levied to recipients of a particular service (e.g., water, wastewater, waste collection).

**W & S:** Water and Sewer.

**Water and Sewer Fund:** A fund created to account for financial resources used for the operations and specific projects of a pump station, storage reservoir, elevated storage tank, waterline improvements, and debt service. It is operated in a manner similar to private business enterprises where the intent is cost recovery.

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

**Yield:** The rate earned on an investment based on the price paid for the investment, the interest earned during the period held, and the selling price or redemption value of the investment.

Exhibit "1"

City of Lancaster, Texas  
INVESTMENT POLICY

October 8, 2018



RESOLUTION NO. 2018-10-77

**A RESOLUTION APPROVING AND ADOPTING THE CITY OF LANCASTER INVESTMENT POLICY; PROVIDING THAT ALL FUNDS OF THE CITY BE MANAGED AND INVESTED IN A MANNER THAT SERVES TO SATISFY THE REQUIREMENTS OF THE LOCAL GOVERNMENT CODE CHAPTER 2256, "PUBLIC FUNDS INVESTMENT ACT"; MAKING VARIOUS PROVISIONS RELATED TO THE SUBJECT; PROVIDING THAT THE SAME SHALL BE IMPLEMENTED; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, Chapter 2256 of the Government Code, commonly known as the "Public Funds Investment Act" requires the city to adopt a written investment policy regarding the investment of its funds by rule, order, ordinance, or resolution; and

**WHEREAS**, the "Public Funds Investment Act" requires the treasurer; the chief financial officer, if not the treasurer, and the investment officer of the city to attend investment training; and

**WHEREAS**, the investment officers of the city have attended an investment training course as required by the "Public Funds Investment Act"; and

**WHEREAS**, the attached investment policy and incorporated strategy comply with the "Public Funds Investment Act", as amended, and authorize the investment of city funds in safe and prudent investments; and

**WHEREAS**, the City Council must review and approve such Investment Policy at least once annually; and

**WHEREAS**, the City Council hereby affirms that the written Investment Policy will continue to protect City assets by identifying investment objectives, addressing the issues of investment risk versus rewards, and providing the framework for the establishment of controls, limitations and responsibilities of City employees in the performance of their fiduciary responsibilities;

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

**SECTION 1.** The City of Lancaster has complied with the requirements of the "Public Funds Investment Act", and the Investment Policy, as amended, attached hereto and incorporated herein by reference as Exhibit "1," is hereby adopted as the investment policy of the City effective September 17, 2018;

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

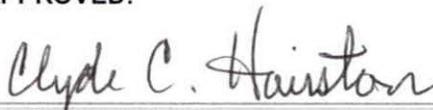
**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 8th day of October, 2018.

**ATTEST:**



Sorangel O. Arenas, City Secretary

**APPROVED:**



Clyde C. Hairston, Mayor

**APPROVED AS TO FORM:**



David T. Ritter, City Attorney

## **City of Lancaster, Texas Investment Policy**

### **I. Purpose**

The purpose of this document is to set forth specific investment policy and strategy guidelines for the City of Lancaster, Texas, the Lancaster Economic Development Corporation (LEDC), and the Lancaster Recreation Development Corporation (LRDC) in order to achieve the objectives in order of priority; safety, public trust, liquidity, diversification, and yield for all investment activity. This policy ensures compliance with Chapter 2256, Public Funds Investment Act of the Texas Government Code to define, adopt and annually review the investment policy of the city.

### **II. Policy Statement**

It is the policy of the City of Lancaster that the administration of its funds and the investment of those funds shall be handled as its highest public trust. Investments shall be made in a manner which will provide the maximum security of principal invested through limitations and diversification while meeting the daily cash flow needs of the City and conforming to all applicable state statutes governing the investment of public funds.

The receipt of a market rate of return will be secondary to the requirements for safety and liquidity. It is the intent of the City to be in complete compliance with local law and the Texas Public Funds Investment Act ("The Act"). The earnings from investment will be used in a manner that best serves the interest of the City.

### **III. Scope**

This investment policy applies to all the financial assets and funds of the City. The City commingles its funds into one pooled investment fund for investment purposes for efficiency and maximum investment opportunity. These funds shall be defined in the City's Annual Financial Report and any new funds created by the City unless specifically exempted by the City Council and this policy.

### **IV. Objective and Strategy**

The City shall manage and invest with five primary objectives, listed in order of priority: safety, public trust, liquidity, diversification and yield. Investments are to be chosen in a manner which promotes diversity by market sector, credit and maturity. The choice of high-grade government investments and high-grade money market instruments is designed to assure the marketability of those investments should liquidity needs arise. To match anticipated cash flow requirements the maximum

weighted average maturity of the overall portfolio may not exceed six months.

**A. Safety**

Safety of principal is the foremost objective of the City. Investments of the City shall be undertaken in a manner that seeks to insure the preservation of capital in the overall portfolio.

**B. Public Trust**

All parties of the City's investment process shall seek to act responsibly as custodians of the public trust. Investment advisors and officials shall avoid any transaction that might impair public confidence in the City's ability to govern effectively and maintain a sound, sustainable city government.

**C. Liquidity**

The City's investment portfolio will be based on a cash flow analysis of needs and will remain sufficiently liquid to enable it to meet all operating and debt/bond requirements which might be reasonably anticipated.

**D. Diversification**

Diversification of the portfolio will include diversification by maturity and market sector and will include the use of a number of broker/dealers for diversification and market coverage. Competitive bidding will be used on each sale and purchase.

**E. Yield**

The City's investment portfolio shall be designed with the objective of attaining a market rate of return, taking into account the City's risk constraints and the cash flow needs of the portfolio. "Market rate of return" may be defined as the average yield of the current six month U.S. Treasury Bill.

Additional priorities are: (1) understanding of the suitability of the investment to the financial requirements of the city; and (2) marketability of the investment if the need arises to liquidate the investment before maturity.

Effective cash management is recognized as essential to good fiscal management. Cash management is defined as the process of managing monies in order to ensure maximum cash availability. The City shall

maintain a comprehensive cash management program which includes collection of accounts receivable, prudent investment of its available cash, disbursement of payments in accordance with invoice terms and the management of banking services.

**V. Legal limitations, Responsibilities and Authority**

Direct specific investment parameters for the investment of public funds in Texas are found in the Public Funds Investment Act, Chapter 2256, Texas Government Code, (the "Act"). The Public Funds Collateral Act, Chapter 2257, Texas Government Code, specifies collateral requirements for all public funds deposits. All investments will be made in accordance with these statutes.

**VI. Standards of Care**

**A. Delegation of Investment Authority**

The Chief Financial Officer, acting on behalf of the City is designated as the Investment Officer of the City and is responsible for investment management decisions and activities. The Director of Finance is designated as the Chief Financial Officer for the City of Lancaster. The Chief Financial Officer is also responsible for considering the quality and capability of staff, investment advisors, and consultants involved in the investment management and procedures. All participants in the investment process shall seek to act as a prudent person as custodian of the public trust.

The Investment Officer shall develop and maintain written administrative procedures for the operation of the investment program which are consistent with this policy. The Procedures will include reference to safekeeping, require and include the "Bond Market Master Repurchase Agreements" (as applicable), wire transfer agreements, banking services contracts, and other investment related activities.

The Investment Officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials and staff. The Investment Officer shall designate a staff person as a liaison/deputy in the event circumstances require timely action and the Investment Officer is unavailable.

No officer or designee may engage in an investment transaction except as provided under the terms of this policy.

**Authorization Resolution**

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

**B. Prudence**

The standard prudence to be used in the investment functions shall be the "prudent person" standard and shall be applied in the context of managing the overall portfolio. This standard states: "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the expected income to be derived."

**Limitation of Personal Liability**

The Investment Officer and those delegated investment authority under this Policy, when acting in accordance with the written procedures and this Policy and in accord with the Prudent Person Rule, shall be relieved of personal liability in the management of the portfolio provided that deviations from expectations for a specific security's credit risk or market price change or portfolio shifts are reported in a timely manner and the appropriate action is taken to control adverse market effects.

**C. Internal Controls**

The Director of Finance is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the entity are protected from loss, theft, or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (a) the cost of a control should not exceed the benefits likely to be derived and (b) the valuation of costs and benefits requires estimates and judgments by management. Therefore, the Director of Finance shall establish a process for annual independent review by an external auditor to assure compliance with policies and

procedures. Quarterly Investment Reports must be formally reviewed at least annually by the independent auditor and reported to the City Council.

A compliance audit of management controls on investments and adherence to the City's established investment policies will be conducted in conjunction with the City's annual audit by the independent auditor.

#### **Cash Flow Forecasting**

Cash Flow forecasting is designed to protect and sustain cash flow requirements of the City. Supplemental to the financial and budgetary systems, the Investment Officer will maintain a cash flow forecasting process designed to monitor and forecast cash positions for investment purposes.

#### **D. Ethics and Conflicts of Interest**

City employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair the ability to make impartial investment decisions. City staff shall properly disclose to the City Manager and City Secretary any material financial interest in a financial institution that conducts business with the City.

An investment officer or City Council member of the City who has a personal business relationship with an organization seeking to sell an investment to the City shall file a disclosure statement disclosing that personal business interest. An investment officer who is related within the second degree by affinity or consanguinity to an individual seeking to sell an investment to the City shall file a state with the Texas Ethics commission and the City Council disclosing that relationship.

#### **E. Training**

Investment officials must complete at least 10 hours of investment training within 12 months of taking office or assuming duties, and shall attend an investment training session not less than once in a two year period and receive not less than 10 hours of instruction relating to

investment responsibilities. The City shall provide the training through courses and seminars offered by professional organizations and associations in order to insure the quality and capability of the City's investment personnel making investment decisions in compliance with Public Funds Investment Act (PFIA). Professional organizations and associations that may provide investment training included the Government Treasurer's Organization of Texas, the University of North Texas, the Government Finance Officers Association of Texas, or the Texas Municipal League.

## **VII. Authorizations**

### **A. Authorized Investments**

Acceptable investments under this policy shall be limited to the instruments listed below and as further described by the Public Funds Investment Act.

1. Obligations of the United States Government, its agencies and instrumentalities and government sponsoring enterprises, not to exceed two years to stated maturity, excluding collateralized mortgage obligations (CMOs);
2. Fully insured or collateralized certificates of deposit from a bank doing business in the State of Texas and under the terms of a written depository agreement with the bank, not to exceed one year to stated maturity;
3. Repurchase agreement and reverse repurchase agreements as defined by the Act, not to exceed 180 days to stated maturity, provided an executed Bond Market Master Repurchase Agreement is on file with the City and the counterparty bank or primary dealer. Flex repurchase agreements used specifically for capital projects may extend beyond two years but only to match the expenditure plan of the projects;
4. No-load, SEC registered money market funds, each approved specifically before use by the City;

5. Constant dollar Texas Local Government Investment Pools as defined by the Public Funds Investment Act; and

If additional types of securities are approved for investment by public funds by state statute, they will not be eligible for investment by the City until this policy has been amended and the amended version is approved by the City Council.

**B. Competitive Bidding Requirement**

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

**C. Delivery versus Payment**

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

**D. Exemption for Existing Investments**

Any investment currently held that does not meet the guidelines of this policy, but are authorized investments at the time of purchase, shall be exempted from the requirements of this policy and is not required to be liquidated. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.

**E. Authorized Financial Dealer and Institutions**

All investments made by the City will be made through either the City's banking services bank or a primary dealer. The Investment Officer will review the list of authorized broker/dealers annually. A list of at least three broker/dealers will be maintained in order to assure competitive bidding. The City Council must review, approve and adopt the Authorized List of Brokers on at least an annual basis.

Securities broker/dealers must meet certain criteria as determined by the Investment Officer. The following criteria must be met by those firms on the list:

- Provision of an audited financial statement each year
- Proof of certification by the National Association of Securities Dealers (NASD) and provision of CRM number
- Proof of current registration with the State Securities Commission

Every broker/dealer and bank the City transacts business with will be provided a copy of this Investment Policy to assure that they are familiar with the goals and objectives of the investment program. A representative of the firm will be required to return a signed certification stating that the Policy has been received and reviewed and that controls are in place to assure that only authorized securities are sold to the City.

### **VIII. Diversification and Maturity Limitations**

It is the policy of the City to diversify its investment portfolio. Invested funds shall be diversified to minimize risk or loss resulting from over-concentration of assets in a specific maturity, specific issuer, or specific class of securities. Diversification strategies shall be established and periodically reviewed. At a minimum, diversification standards by security type and issuer shall be:

Security Type	Max% of Portfolio
U.S. Treasury obligations	100%
U.S. Government agencies and instrumentalities	not to exceed 50%
Fully insured or collateralized CDs	not to exceed 30%
Repurchase agreements	100%
Money Market funds	80%
For Bond funds	
Local Government Investment Pools	100%
Liquidity Pools	not to exceed 20%
Maximum percent ownership of pool	not authorized
For bond funds	

The Investment Officer shall be required to diversify maturities. The Investment Officer, to the extent possible, will attempt to match investment with anticipated cash flow requirements. Matching maturities with cash flow dates will reduce the need to sell securities prior to maturity, thus reducing market risk. Unless matched to a specific requirement, the Investment Officer may not invest more than 20% of the portfolio for a period greater than five (5) years. The Investment Officer may not invest any portion of the portfolio for a period greater than ten (10) years.

#### **IX. Safekeeping and Collateralization**

The laws of the State and prudent treasury management require that all purchased securities be bought on a delivery versus payment basis and be held in safekeeping by an independent Third Party safekeeping agent.

All safekeeping arrangements shall be designated by the Investment Officer and an agreement of the terms executed in writing. The third party custodian shall be required to issue safekeeping receipts to the City listing each specific security, rate, description, maturity, CUSIP number, and other pertinent information. Each safekeeping receipt will be clearly marked that the security is held for the City or pledged to the City.

All securities pledged to the City for certificates of deposit or demand deposits shall be held by an independent third party bank doing business in Texas. The safekeeping bank may not be within the same holding company as the bank from which the securities are pledged.

#### **Collateralization**

Collateralization is required on the time and demand deposits over the FDIC insurance coverage of \$250,000 and repurchase agreements.

In order to anticipate market changes and provide a level of additional security for all funds, the collateralization level required will be 102% of the market value of the principal and accrued interest. Collateral will be held by an independent third party safekeeping agent.

Securities pledged as collateral will be held in the City's name by an independent third party with whom the City has a current custodial agreement. The Investment Officer is responsible for entering into collateralization agreements with third party custodians in compliance with this Policy. The agreements are to specify the acceptable investment securities for collateral, including provisions in relation to possession of the collateral, the substitution or release of investment securities,

ownership of securities, and the method of valuation of securities. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the City and retained. Collateral shall be reviewed at least quarterly to assure that the market value of the pledged securities is adequate.

**X. Performance Evaluation and Reporting**

**A. Methods**

The Investment Officer shall prepare an investment report at least quarterly, including a management summary that provides an analysis of the status of the current investment portfolio and transactions made over the last quarter. This management summary will be prepared in a manner consistent with the requirements of Section 2256.023 (Internal Management Reports) of the PFIA, and that will allow the City to ascertain whether investment activities during the reporting period have conformed to the investment policy. The report should be provided to the City Council.

An independent auditor shall formally review the quarterly reports prepared under this section at least annually, and that auditor shall report the results of the review to City Council.

**B. Performance Standards**

The investment portfolio shall be managed in accordance with the objectives specified in this policy (safety, public trust, liquidity, diversification, and yield). The portfolio should obtain a market average rate of return during a market/economic environment of stable interest rates. The investment officer shall determine whether market yields are being achieved by comparing the portfolio market yield to the three (3) month U.S. Treasury Bill, the six (6) month U.S. Treasury Bill and the two (2) year U.S. Treasury Note.

**C. Marking to Market**

The market value of the portfolio shall be calculated at least quarterly and a statement of the market value of the portfolio shall be issued at least quarterly. The market value of each investment shall be obtained from a source such as the Wall Street Journal, a reputable brokerage firm or security pricing service and reported on the investment reports.

## **XI. Depositories**

The City will designate one banking institution through a competitive process as its central banking services provider at least every three years. This institution will be used for normal banking services including disbursements, collections, and safekeeping of securities. Other banking institutions from which the City may purchase certificates of deposit will also be designated as a depository after they provide their latest audited financial statements to the City.

## **XII. Investment Policy Adoption by City Council**

The City's Investment Policy shall be adopted annually by the City Council. The policy and strategies shall be reviewed on an annual basis prior to adoption. A written resolution approving the review and changes to the policy will be passed and recorded by the City Council.

**EXHIBIT B**

**City of Lancaster, Texas  
Statement of Ethics and Conflicts of Interest**

Investment officials for the City of Lancaster shall refrain from personal business relationships with business organizations that could conflict with the proper execution of the investment program, or which could impair their ability to make partial investment decisions. This would only apply to personal business relationships with business organizations that have been approved by City Council to conduct investment transactions with the City of Lancaster.

An investment official is considered to have a personal business relationship with a business organization if:

- (1) The investment official owns 10 percent or more of the voting stock or shares of the business organization or owns \$5,000 or more of the fair market value of the business.
- (2) Funds received by the investment official from the business organization exceed 10 percent of the investment official's gross income for the previous year.
- (3) The investment official has acquired from the business organization during the previous year investments with a book value of \$2,500 or more for the personal account of the investment official.

I do hereby certify that I do not have a personal business relationship with any business organization approved to conduct investment transactions with the City of Lancaster, nor am I related within the second degree by affinity or consanguinity, as determined under Chapter 573, to an individual seeking to sell an investment to the City of Lancaster as of the date of this statement.

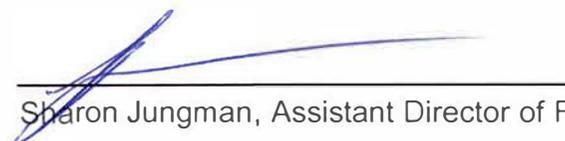
City of Lancaster  
Investment Officials



Baron Sauls, Director of Finance



Date



Sharon Jungman, Assistant Director of Finance



Date

**EXHIBIT C**

**City of Lancaster, Texas  
Approved Broker/Dealers, Financial Institutions and Investment Pools**

**Broker/Dealers**

Coastal Securities  
Duncan-Williams, Inc.  
First Southwest Company

**Public Depositories**

JP Morgan Chase, NA (Primary)

**Investment Pools**

TexPool  
LOGIC  
Texas Class

**EXHIBIT D**

**City of Lancaster, Texas  
Certification by Business Organization**

*(date)*  
City of Lancaster, Texas  
*(Attn: Designated Investment official)*  
211 N. Henry Street  
Lancaster, TX 75146  
Dear Mr./s. *(investment official)*:

This certification is executed on behalf of the City of Lancaster, Texas (the Investor) and \_\_\_\_\_ (the Business Organization), pursuant to the Public Funds Investment Act, Chapter 2256, Texas Government Code, (the Act) in connection with investment transactions conducted between the Investor and Business Organization.

The undersigned Registered Principal of the Business Organization hereby certifies on behalf of the Business Organization that:

1. The undersigned is a Registered Principal of the Business Organization offering to enter an investment transaction with the Investor (Note: as such terms are used in the Public Funds Investment Act, chapter 2256, Texas Local Government Code) and;
2. The Registered Principal of the Business Organization has received and reviewed the Investment Policy furnished by the Investor and;
3. The Registered Principal of the Business Organization has implemented reasonable procedures and controls in an effort to preclude investment transactions conducted between the Business Organization and the Investor that are not authorized by the Investor's investment policy, except to the extent that this authorization is dependent on an analysis of the makeup of the investor's entire portfolio or requires and interpretation of the subjective investment standards.

**Registered Principal**

**Broker Assigned to the Account**

Signed By: \_\_\_\_\_

\_\_\_\_\_

Printed Name: \_\_\_\_\_

\_\_\_\_\_

Title: \_\_\_\_\_

\_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_

# **CITY FACILITY INFORMATION**

# City of Lancaster

## Facilities

P. O. Box 940 Lancaster, Texas 75146

Web Site: [www.lancaster-tx.com](http://www.lancaster-tx.com)

Request City Services: [www.lancaster-tx.com](http://www.lancaster-tx.com)

### **Municipal Center • 211 North Henry Street • Lancaster, TX 75146**

Department	Office	Fax
Administration/City Manager	972-218-1300	972-275-0917
Community Relations	972-218-1300	972-218-1399
City Secretary	972-218-1311	972-275-0923
Planning & Development	972-218-1315	972-275-1862
Finance	972-218-1333	972-275-0913
Utility Administration	972-218-1328	972-275-3695
Purchasing	972-218-1329	972-218-3621
Economic Development	972-218-1300	972-218-3684
Building Services	972-218-3707	

### **Development Service Center • 700 East Main Street • Lancaster, TX 75146**

Department	Office	Fax
Animal Services	972-218-1210	972-227-7220
Code Compliance	972-218-1200	972-227-7220
Building Inspections	972-218-1200	972-227-7220
Streets/Stormwater	972-218-1200	972-227-7220
Parks	972-218-2306	972-218-3655
Engineering	972-218-1200	972-227-7220

### **Public Safety Building • 1650 North Dallas Avenue • Lancaster, TX 75134**

Department	Office	Fax
Police	972-218-2700	972-218-8074
Fire Station #1	972-218-2600	972-218-9835
Information Technology	972-218-2740	972-218-3606

### **Fire Station #2 • 3132 North Houston School Road • Lancaster, TX 75134**

Department	Office	Fax
Station #2	972-218-2644	972-224-7377

### **Fire Station #3 • 1960 West Beltline Road • Lancaster, TX 75134**

Department	Office	Fax
Station #3	972-218-2660	972-218-1729

### **City Marshal • 220 West Main • Lancaster, TX 75146**

Department	Office	Fax
City Marshal	972-218-1340	972-223-8554

### **Municipal Court • 220 West Main • Lancaster, TX 75146**

Department	Office	Fax
Municipal Court	972-218-1334	972-223-4076

### **Recreation • 1700 Veterans Memorial Parkway • Lancaster, TX 75146**

Department	Office	Fax
Recreation	972-218-3700	972-218-3648
Parks and Recreation Administration	972-218-3706	972-218-3648

### **Senior Life Center • 240 Veterans Memorial Parkway • Lancaster, TX 75146**

Department	Office	Fax
Senior Life Center	972-218-3780	972-218-3694

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

Department	Office	Fax
Library	972-227-1080	972-227-5560

**Fleet Services • 521 East Third Street • Lancaster, TX 75146**

Department	Office	Fax
Fleet Services • 521 East Third Street • Lancaster, TX	972-275-1461	972-218-5639

**James R. Williams Pump Station • 1999 North Jefferson • Lancaster, TX 75146**

Department	Office	Fax
Public Works Administration	972-218-1752	972-227-8168
Water/Waste Water	972-218-2324	972-218-3644

**Lancaster Visitors Center and State Auxiliary Museum  
• 103 North Dallas Avenue • Lancaster, TX 75146**

Department	Office	Fax
Visitors Center & State Auxiliary Museum	972-227-3791	972-218-3618

**Country View Golf Course • 240 West Beltline Road • Lancaster, TX 75146**

Department	Office	Fax
Golf Course	972-227-0995	972-227-7858

**Lancaster Regional Airport • 730 Ferris Road • Lancaster, TX 75146**

Department	Office	Fax
Airport	972-227-5721	972-275-0918

**For additional information, please contact:**

**Opal Mauldin-Jones, City Manager**  
972-218-1304 [ojones@lancaster-tx.com](mailto:ojones@lancaster-tx.com)

**Rona Stringfellow, Deputy City Manager**  
972-275-1722 [rstringfellow@lancaster-tx.com](mailto:rstringfellow@lancaster-tx.com)

**Fabrice Kabona, Assistant City Manager**  
972-218-1324 [fkabona@lancaster-tx.com](mailto:fkabona@lancaster-tx.com)

