Lancaster

The City Of

LANCASTER, TEXAS

ANNUAL BUDGET
FY 2011 - 2012

City of Lancaster, Texas
Annual Budget

For Fiscal Year

October 1, 2011 to September 30, 2012

As Presented to Mayor and City Council

City of Lancaster

2011-2012 Annual Budget

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Lancaster

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Lancaster

CITY COUNCIL GOALS & OBJECTIVES

MISSION

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

VISION

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

Lancaster

TREE CITY USA

FY 2011-2012

FINANCIALLY SOUND CITY GOVERNMENT

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

- Adopt a balanced budget for 2011-2012 by September 30, 2011 that maintains basic service levels and minimizes the impact on City taxpayers and ratepayers
- Direct staff to monitor budget and scrutinize expenses to yield savings to be put toward funding of the City reserves

CIVIC ENGAGEMENT

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

- Direct staff to write and release positive press releases weekly
- Develop schedule of regular meetings with LISD to discuss issues of mutual concern
- Create presentation/display boards or information kiosks for placement in high-traffic local businesses to provide civic information

HEALTHY, SAFE AND VIBRANT NEIGHBORHOODS

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

- Support Lancaster neighborhoods in the creation of PID's throughout the City to strengthen and connect neighborhoods

PROFESSIONAL & COMMITTED CITY WORKFORCE

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

SOUND INFRASTRUCTURE

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

- Identify funding required for City's 10% match to complete the 2012-2013 planned improvements in the Airport Master Plan
- Develop a City-wide vehicle replacement schedule by June 2012

QUALITY DEVELOPMENT

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

- Focus economic development efforts in industrial, retail and commercial areas in order to grow the commercial tax base and create a 12.5% increase in the total number jobs in Lancaster
  - Two new warehouses (*fill existing or build new*)
  - Two new chain restaurants
  - One new industrial business
- Implement three year annexation plan for the E.T.J.
- Explore and discuss the creation of a joint TIF with Desoto for I-35 corridor by December 2012

City of Lancaster

Principal City Officials

City Council

Marcus E. Knight	Mayor	Term Expires May 2012
Walter Weaver	Council Member, District 1	Term Expires May 2013
Stanley Jaglowski	Council Member, District 2	Term Expires May 2014
Marco Mejia	Council Member, District 3	Term Expires May 2013
James Daniels	Council Member, District 4	Term Expires May 2014
Clyde Hairston	Mayor Pro Tem, District 5	Term Expires May 2013
Nina Morris	Dep. Mayor Pro Tem, District 6	Term Expires May 2014

City Executive Staff

Opal Mauldin Robertson	City Manager
Dolle Downe	City Secretary
Rona Stringfellow-Govan	Director of Development Services
Ed Brady	Director of Economic Development
Sheree Haynes	Director of Finance
Thomas Griffith	Fire Chief
Dori Lee	Director of Human Resources
Cami Loucks	Library Director
Sean Johnson	Director of Parks & Recreation
Larry Flatt	Police Chief
Clovia English	Director of Public Works

City of Lancaster

Our Mission

LANCASTER CITY GOVERNMENT

Is ***FINANCIALLY SUSTAINABLE***

And provides

EFFICIENT, CUSTOMER-FRIENDLY SERVICES.

Our citizens have

TRUST AND CONFIDENCE IN

CITY GOVERNMENT AND LEADERS.

City of Lancaster
OFFICE OF THE CITY MANAGER

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

October 1, 2011

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

Mayor Knight and Members of Council:

It is with great pleasure that I present the Fiscal Year 2011-2012 City of Lancaster Annual Operating Budget. The adopted budget is submitted with the goal of providing quality, innovative services that set the standard for professionalism and excellence.

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

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

The total proposed budget for all funds for Fiscal Year 2011-2012 is $51,401,715 with total authorized staff of 268 (FTE) employees.

BUDGET HIGHLIGHTS

General Fund Revenues

The City's total tax base increased by 0.08%, or approximately $1.2 million. Based on the Certified Tax Roll received from the Dallas Central Appraisal District, the City's tax base increased to just under $1.5 billion. In preparation of the 2011-2012 FY budget, staff anticipated an increase in debt service payments due, requiring a transition in the percentage allocation of tax revenue received. From the current tax rate of $0.8675 per $100 of assessed valuation, the maintenance and operations apportionment of the tax rate is decreased from $0.6502 to $0.6012 and the interest and sinking fund requirements of the tax rate will increase from $0.2173 to $0.2663.

The budgeted revenue in the General Fund is $19.4 million compared to the estimated $20.1 million in the prior fiscal year. This represents a decrease of approximately $700,000, or 3%. In the upcoming budget year, we estimate no increase in sales and property tax revenue.

General Fund Expenditures

General Fund expenditures were budgeted at $19.4 million or a 3.7% decrease from the FY 2010-2011 budget. The expenditures are also decreased from the 2010-2011 end of year expenditure estimates of $20.1 million. This budget reflects the savings from streamlined operations, technology implementation, strategic management and reductions in departmental expenditures.

Other Budget Highlights

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

Water and Wastewater Fund

Fiscal year 2011-2012 water and wastewater revenues are expected to increase by approximately $2.2 million or almost 19% from year end estimates for fiscal year 2010-2011. This increase is due to the fee adjustment recommended by staff to offset costs associated with infrastructure improvement requirements this fiscal year and increased expenses as a result of costs passed down from the Trinity River Authority and the City of Dallas Water Utilities.

Expenses for fiscal year 2011-2012 are budgeted at $12.9 million or $1.1 million more than the budgeted fiscal year 2010-2011.

Summary

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

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

Respectfully submitted,

Opal Mauldin Robertson
City Manager

EXECUTIVE OVERVIEW

This Executive Overview has been prepared as a general overview to the FY 2011-2012 Budget for the City of Lancaster. It provides a brief review of the fiscal plans of the City Council and Administration.

Annually Lancaster City Council conducts a Strategic Planning Retreat. With facilitator assistance, the Council reviews the progress of current projects and initiatives and develops goals and objectives for the upcoming budget year. The City Manager communicates the City Council Goals & Objectives to staff management 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 2011/2012 budget are as follows:

1. Financially Sound City Government

2. Quality Development

3. Healthy, Safe and Vibrant Neighborhoods

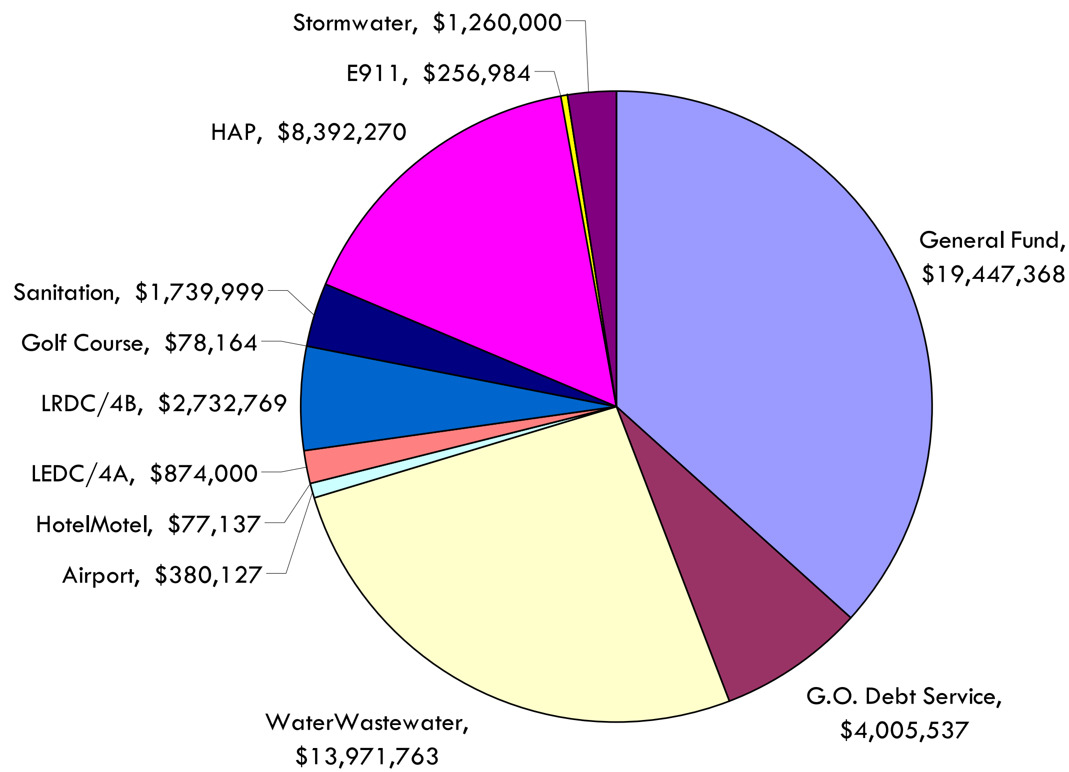
4. Professional and Committed City Workforce

5. Sound Infrastructure

6. Civic Engagement

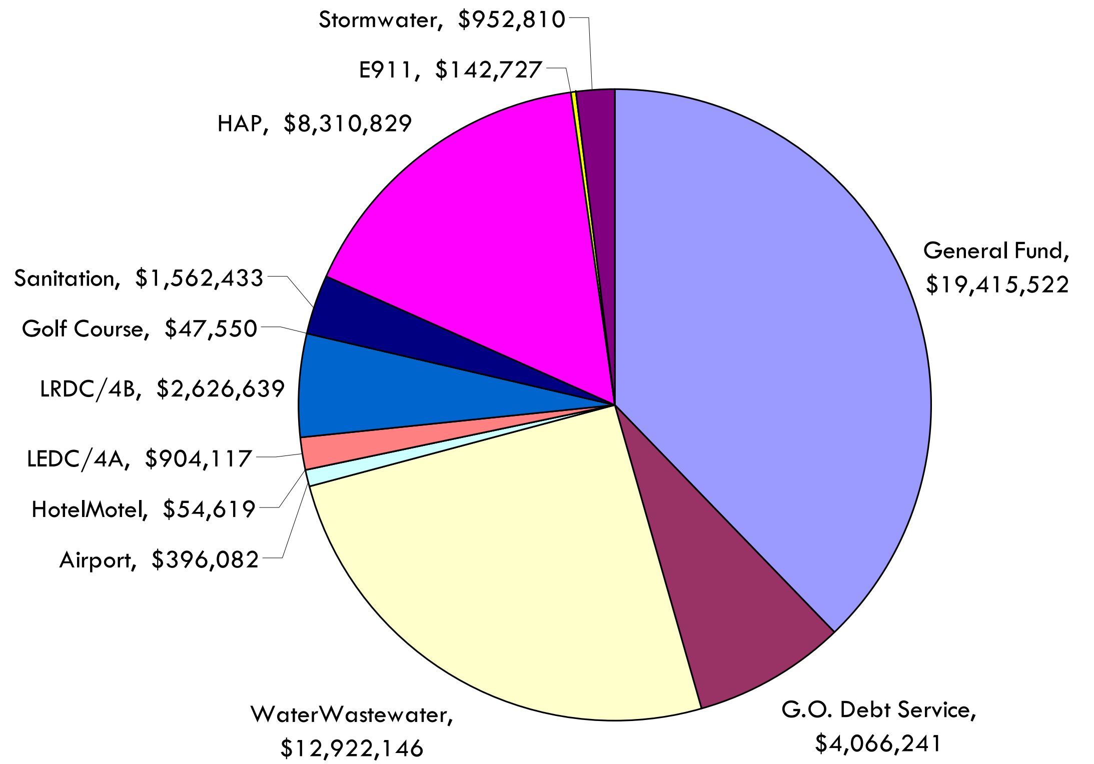
Detailed definitions of each of the listed goals will be discussed comprehensively within the executive summary. The City Council Goals & Objectives will be evaluated annually to ensure planned progress and consistency with the Lancaster City Council Vision and Mission.

Summary of Revenues by Fund



EXECUTIVE OVERVIEW

Summary of Expenditures by Fund



EXECUTIVE OVERVIEW

GENERAL FUND

The General Fund provides basic City services that are supported through tax revenues and user fees. The General Fund accounts for approximately 37% of total revenues of the City. Based on historical information and economic trends, the FY2011-2012 adopted budget for the General Fund reflects a revenue projection of $19.4 million. Total budgeted General Fund revenue decreased by approximately 3.5% compared to 2010-2011 expected revenues of $20.1 million. A discussion of each of the primary sources of revenue in the General Fund is included in the following pages.

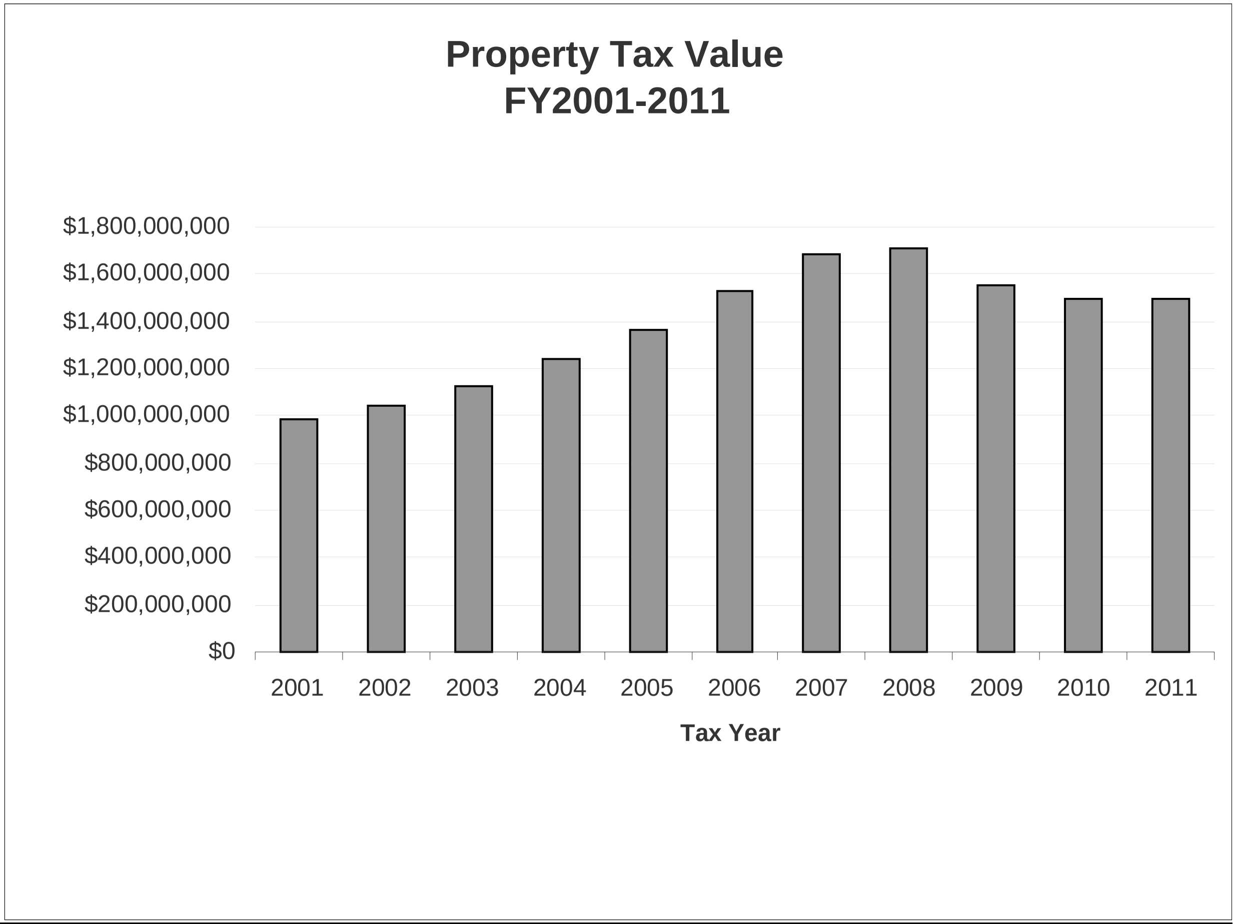
PROPERTY TAX

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

Property tax revenue budgeted this year has decreased 7.5% compared to 2010-2011. Current property tax revenue for 2011-2012 is budgeted at $9 million, a decrease of approximately $741,000. Over the past ten years, Lancaster's property tax base has increased from $984 million in 2001 to the current base of $1.5 billion. The benefits to the City derived from the property tax revenue are listed below:

SERVICES PROVIDED TO CITIZENS

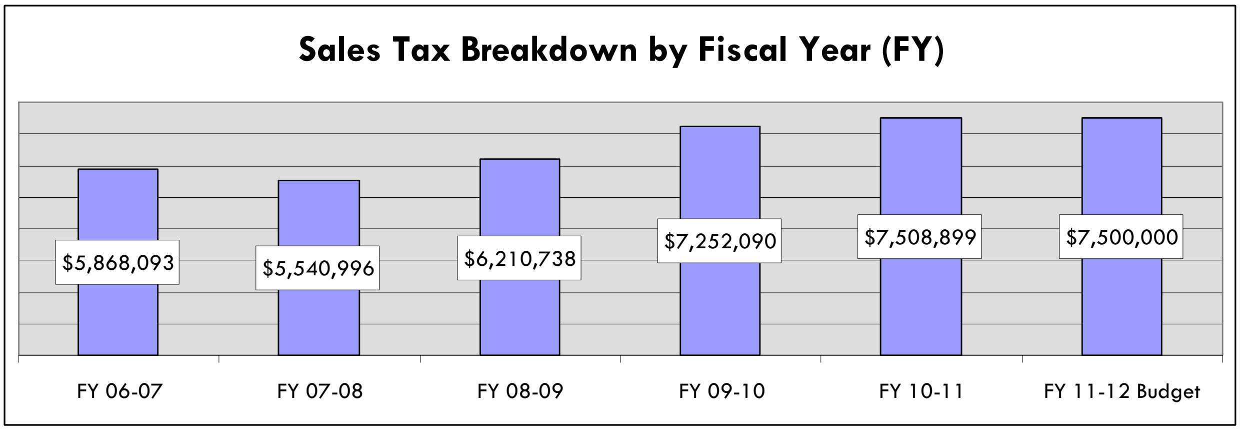
- 24 Hour Police Protection
- 24 Hour Fire Protection
- Park Facilities
- Library Facilities
- Neighborhood Services
- Public Streets Maintenance
- Animal Control Services
- Emergency Management Services


Property Tax Value
FY2001-2011
$1,800,000,000
$1,600,000,000
$1,400,000,000
$1,200,000,000
$1,000,000,000
$800,000,000
$600,000,000
$400,000,000
$200,000,000
$0
2001
2002
2003
2004
2005
2006
2007
2008
2009
2010
2011
Tax Year

SALES TAX

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

General Fund Sales tax is budgeted at $4.5 million which accounts for 23% of General Fund revenue. The following chart reflects the trend of actual sales tax collections for the city as a whole. In the later half of the decade, we have seen growth in this area of our revenue base.



Franchise Fees

Franchise Fees are charged for the continued use of the public right-of-way. Franchise Fees account for 10% of General Fund revenue. The largest portion of franchise revenue is derived from electric franchise. Total Franchise Fees are projected at $1.89 million. This is roughly equal to the expected receipts from the previous year.

Inter Fund Transfers

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

- Water/Wastewater Fund
- LEDC Fund
- Golf
- Housing
- Stormwater

The City periodically brings in a consulting firm to perform a Cost Allocation Study to assist in determining the administrative cost of the General Fund to provide service to the other funds. The transfers are based on data from the study. Transfers make up approximately 8% of the General Fund budgeted revenue. The budget for transfers is $1,598,236.

Fines and Forfeitures

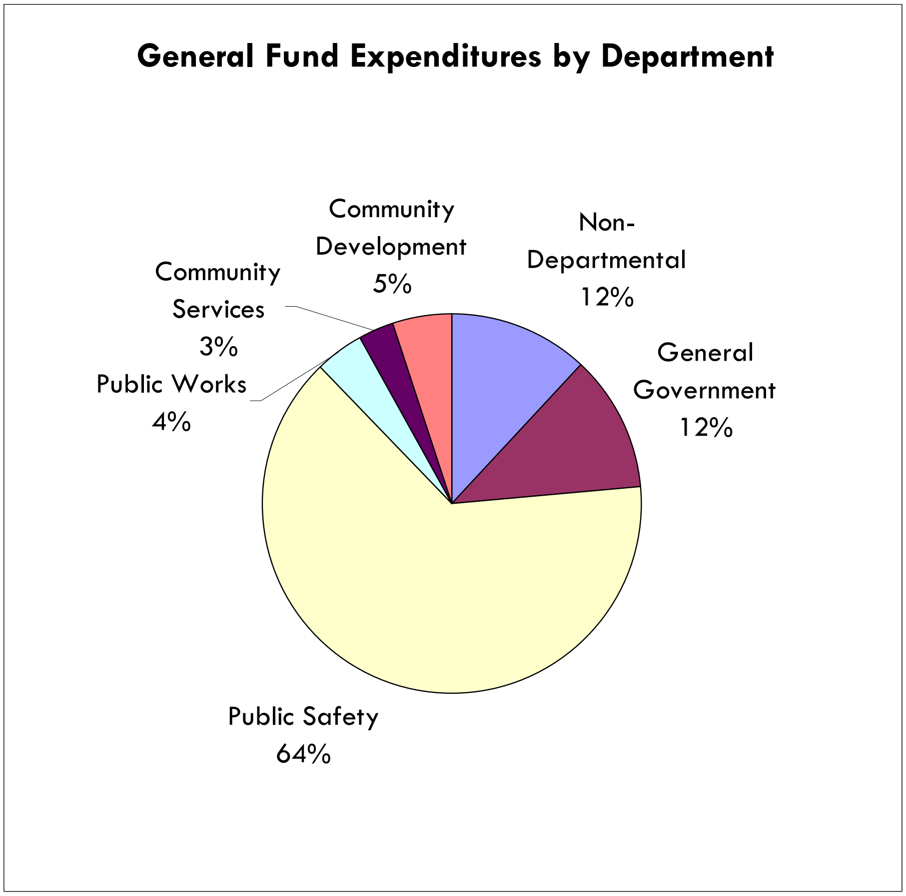
Fines and Forfeitures include revenue derived from various sources such as court fines, animal fees, and other public safety fees including warrant, subpoena, and probation fees. Fines and forfeitures account for approximately 3.6% of General Fund revenue. Fines and Fees are budgeted at $702,089.

Charges for Service, Interest, and Other Revenue

Other revenue consists of various sources including ambulance service, interest earnings, refunds and recoveries of expenditures. The 2011-2012 budget for other revenue is $1.7 million.

GENERAL FUND EXPENDITURES

The Adopted General Fund Budget for 2011-2012 is $19,415,522. This is a decrease of 3.7% from the 2010-2011 adopted budget. The following narrative section describes the changes in detail.



Public Safety (Police and Fire)

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

Public Safety accounts for 64% of the General Fund budget. The total Public Safety budget decreased from the prior year's budget of $12.83 million to $12.45 million. This represents a 2.9% decrease from the 2010-2011 budget. All the Public Safety departments continue to be active in promoting the safety of the community.

General Government

The general government function accounts for approximately 12% of General Fund expenditures. The General Government function includes the following departments:

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

These departments provide the administrative functions to ensure the City operates efficiently. Due to the slowdown in the national economy and its effects on the City of Lancaster's revenue stream, it was necessary to maintain the cost of city administrative functions. The approved budget for these divisions is $2.2 million.

Other Divisions

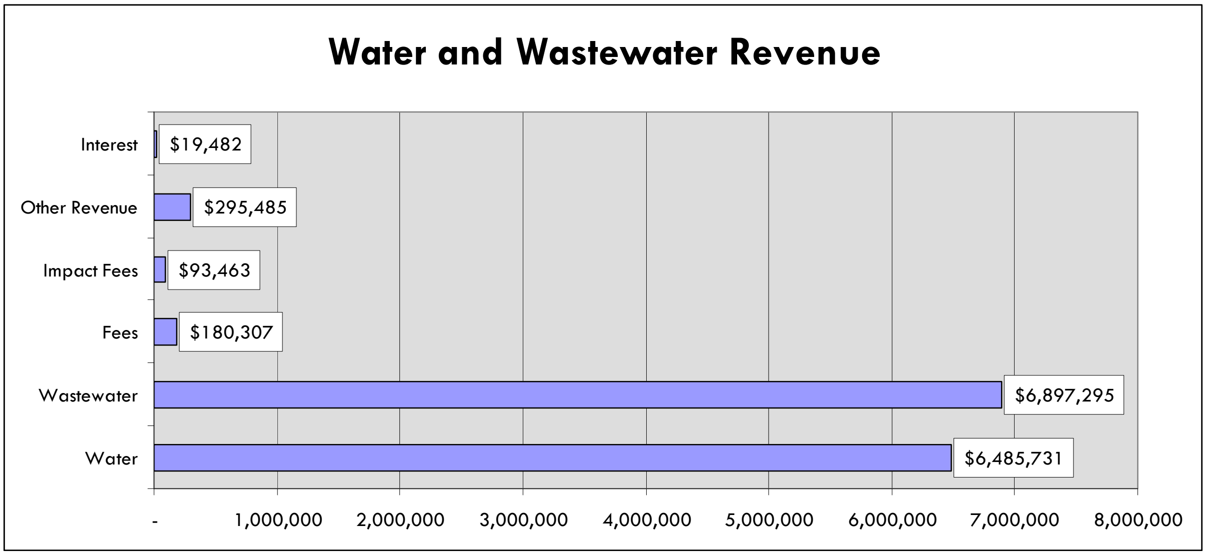
Other departments include Public Works, Community Services, Community Development and Non-Departmental. These divisions make up approximately 24% of General Fund Expenditures.

Fund Balance

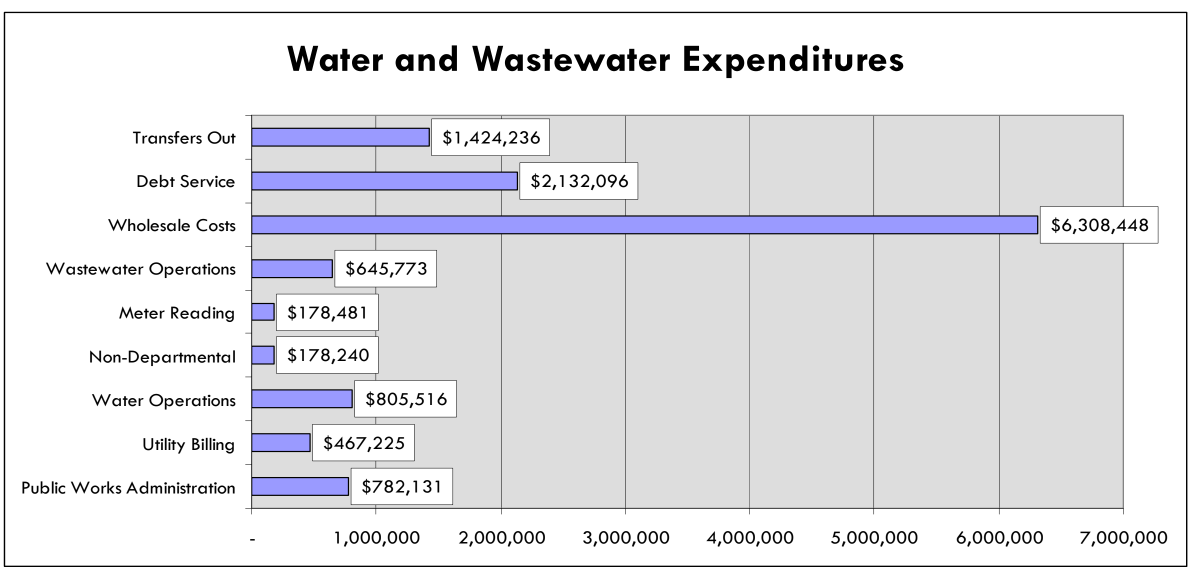
The General Fund is estimated to end the 2011-2012 fiscal year with an estimated fund balance of $4.4 million. This represents around 23% of operating expenditures, which is approximately the same ending balance from the previous year, with an increase from the approximately $4.3 million fund balance ending 2010-2011.

WATER AND WASTEWATER (SEWER) FUND

The municipal water system serves approximately 11,754 consumers with an average consumption of 13,098 gallons annually. There are roughly 11,348 connections to the City's Sewer System. The Water and Wastewater Fund accounts for approximately 26% of the City's total revenues and 25% of the City's total expenditures. Water and Wastewater revenues and expenditures vary from year to year.



Fiscal year 2011-2012 water and wastewater revenues are expected to increase by approximately $2.2 million or almost 19% from year end estimates for fiscal year 2010-2011. This increase is due to the fee adjustment recommended by staff to offset costs associated with infrastructure improvement requirements this fiscal year and increased expenses as a result of costs passed down from the Trinity River Authority and the City of Dallas Water Utilities. Budgeted Expenditures are $12.9 million this fiscal year compared to the prior year of $11.8 million.



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.

CITYWIDE
FINANCIAL POLICY

City of Lancaster, Texas
Financial Policy Statement

I. Purpose

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

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

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

(a) Present fairly and with full disclosure the financial position and results of financial operations of the City in conformity to generally accepted accounting principles (GAAP); and

(b) Determine and demonstrate compliance with finance-related legal and contractual issues in accordance with provisions of the City Charter, the Texas Local Government Code and other pertinent legal documents and mandates; and

(c) Demonstrate good fiscal administration of the City's funds and promote accountability to its citizens; and

(d) Provide precedents for future policy-makers and financial managers on common financial goals and strategies.

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

The budgeted funds for the City of Lancaster include:

(a) General Fund Accounts: for all financial resources excluding those required to be accounted for in another fund, include basic governmental services such as police, fire, and streets.

(b) Special Revenue Fund: Accounts that are for specific revenues that are legally restricted for a specified purpose.

(c) Debt Service Fund: Account used for the payment of general long-term debt principal and interest requirements.

(d) Capital Projects Fund: Account used for the acquisition or construction of major capital facilities other than those financed by enterprise activities.

(e) Internal Service Fund: An account used for goods and/or services provided by one internal department to another. This system will allow the City to recognize full cost for fleet and technological replacement and maintenance.

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

II. General

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

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

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

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

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

III. Staffing and Training

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

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

IV. Revenues

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

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

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

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

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

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

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

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

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

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

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

Excluding taxable value gained through annexation or consolidation;

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

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

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

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

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

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

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

V. Expenditures

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

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

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

VI. Operating Budget

Current operating revenue will be sufficient to support current operating expenditures. Debt or bond financing will not be used to finance current expenditures. Annually recurring revenue will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay).

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

VII. Operating Position

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

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

Fund	Minimum	Target	Maximum
Water/Wastewater Fund	13.00%	18.00%	25.00%
Airport Fund	13.00%	18.00%	25.00%
Golf Fund	13.00%	18.00%	25.00%
Debt Service Funds	10% of Current Year Debt Payment		

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

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

VIII. Debt

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

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

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

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

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

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

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

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

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

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

IX. Capital

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

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

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

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

COMMUNITY INFORMATION

City of Lancaster

Community Information

HISTORICAL OVERVIEW

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

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

LOCATION

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

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

Through the years, Lancaster has been able to retain its own distinct identity while still being a valuable part of the Dallas-Fort Worth metroplex area. In 1988 Lancaster became a member of the Best Southwest Partnership, an organization including the Cities and Chambers of Commerce of Lancaster, Cedar Hill, DeSoto and Duncanville. The four Cities are all in close proximity to each other and they have cooperated on economic development, legislative issues, joint purchasing, public safety mutual aid and numerous other beneficial endeavors. The result has been improved working relationships among the four member Cities. 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.

ECONOMY AND QUALITY OF LIFE

Lancaster is much more than just another "Metroplex" bedroom community. Lancaster traces its economic roots to those of an agrarian market center. Later with the coming of the rail, Lancaster began to emerge as a significant regional transportation hub. Today, with its own Regional Airport, freight rail service and other ground transportation related industries, Lancaster continues to grow and diversify its economic base. The light manufacturing, distribution and retail sectors all continue to grow along with the explosion in residential development.

Housing Costs – The average new housing costs in Lancaster range from the $120,000-$140,000's and up. The residential housing in the community consists of: single family 75%, multi-family 24% and other 1%. The median household income is $57,542. The average family size is 3.47. The total amount of residential parcels is 12,610 with a total taxable value of $941,779,870. Although, residential permit activity has declined, Lancaster remains an attractive place for young families. Source: North Central Council of Governments, U.S. 2010 Census and Dallas Central appraisal District.

Health Facilities – Alpha Medical Center opened its facility in 2003. The Center provides quality and comprehensive primary health care with compassion and convenience. Services include school physicals, urgent care, dentistry, work injuries, podiatry, physical therapy, pharmacy, X-ray, immunizations, internal medicine, and family medicine. There are a number of senior care facilities in the area to meet the needs of a diverse and active aging population. The health care industry remains on a steady course of growth. Within close proximity are Methodist Charlton Medical Center, Baylor Medical Center, and Methodist Dallas Medical Center.

Recreational Opportunities – Lancaster offers a $17+ million leisure complex, which includes a 170-acre Community Park, 60,000 square foot Recreation Center and Indoor Water Park, and a 23,000 square foot Library. The Community Park features a 6-acre pond with a fishing pier, walking trails, grassy amphitheater with a performance stage by the water, lighted youth football and soccer fields, two picnic pavilions, a large multi-age level playground, and the Royce Clayton/Texas Rangers Youth Ballpark which is lighted, irrigated and has a covered grandstand for 500 spectators. The same architect who designed the Texas Rangers' Ballpark in Arlington designed the Ballpark.

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

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

Lancaster Community Park is also home to a new 11,500 square foot Senior "Life" Center. The Center features a dining hall with a capacity of 150 diners, a large arts and craft room, billiard room, card room and medical consultation room. The center offers internet access and classes for senior citizens. The dining room has a 100 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.

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

Lancaster Convention and Visitors Center – The Visitors Center, formerly known as the Interurban building, has welcomed visitors and businesses to our City for over one hundred years. Built in 1911, the Interurban Building was home to the Texas Interurban Railway that ran from Waxahachie through Red Oak, Lancaster, and Dallas to Sherman-Denison until the 1950s. It was also the region's 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.

The Lancaster Area Chamber of Commerce currently operates as the city's Convention and Visitors Bureau. Their charge is to actively support, promote, and attract business to better serve the Greater Lancaster Area. This charge is fulfilled through various events, community partnerships, membership recruitment and service provision, and active participation with the Best Southwest Partnership.

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.

The Lancaster Visitors Center and City of Lancaster State Auxiliary Museum are open Monday through Friday 9:00 a.m. to 5:00 p.m. and Saturdays from 9:00 a.m. to 1:00 p.m. On every second Saturday of the month the Visitors Center and State Auxiliary Museum are open from 9:00 a.m. to 4:00 p.m. in support of the 2nd Saturday on the Square. This community event attracts businesses, vendors and residents to the Historic Town Square to share in crafts, fellowship, and fun.

Lancaster Regional Airport – The Airport recently completed major construction that was part of a $1.5 million Capital Improvement Project jointly funded by the Aviation Division of TxDOT and local City-LEDC resources. The Airport is currently completing a 24/7 self-service avgas facility funded by a joint program from Eastern Aviation Fuels (the airport's fuel provider) and LEDC resources. The next TxDOT-Aviation funded project for FY 12 is for the design/engineering of a new south ramp jet center, associated taxiways, and helicopter landing circles. The Runway Café has been open for business one year now and still operating successfully. The Airport is also home to a Confederate Air Force Museum housing planes and memorabilia.

Colleges and Universities in the Area – Cedar Valley College is located on the border of Lancaster and Dallas on North Dallas Avenue. This two-year accredited institution offers workforce training, continuing education and college preparatory programs to 2,560 students. It is affiliated with the Dallas County Community College District and has numerous resources available for residents and business to utilize.

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. Operating under the regional accreditation of its parent institution, the University of North Texas, UNT Dallas will make application for separate regional accreditation in 2011.

Public Schools – The Lancaster Independent School District (LISD) educates over 4,700 students annually. The LISD operates on a $32 million annual budget to provide numerous fundamental and extra-curricular educational opportunities for Lancaster children. LISD currently has seven elementary schools, one STEM Learning Center, one Middle School, one High School and one Alternative Learning Center.

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. The staff assists patrons in locating resources on the shelf or within online resources. Genealogy resources are notable and services are extensive. Children's programs include reading readiness activities; teens enjoy Manga writing and book club activities. Adults enjoy programs on a wide variety of topics as well as genealogy research topics. Classes are offered on computer basics. The library sponsors an annual Best Southwest Bookfest, a major cultural event, and it is a collaborative project with nearby libraries. Summer Reading Club hosts special event performances throughout the summer.

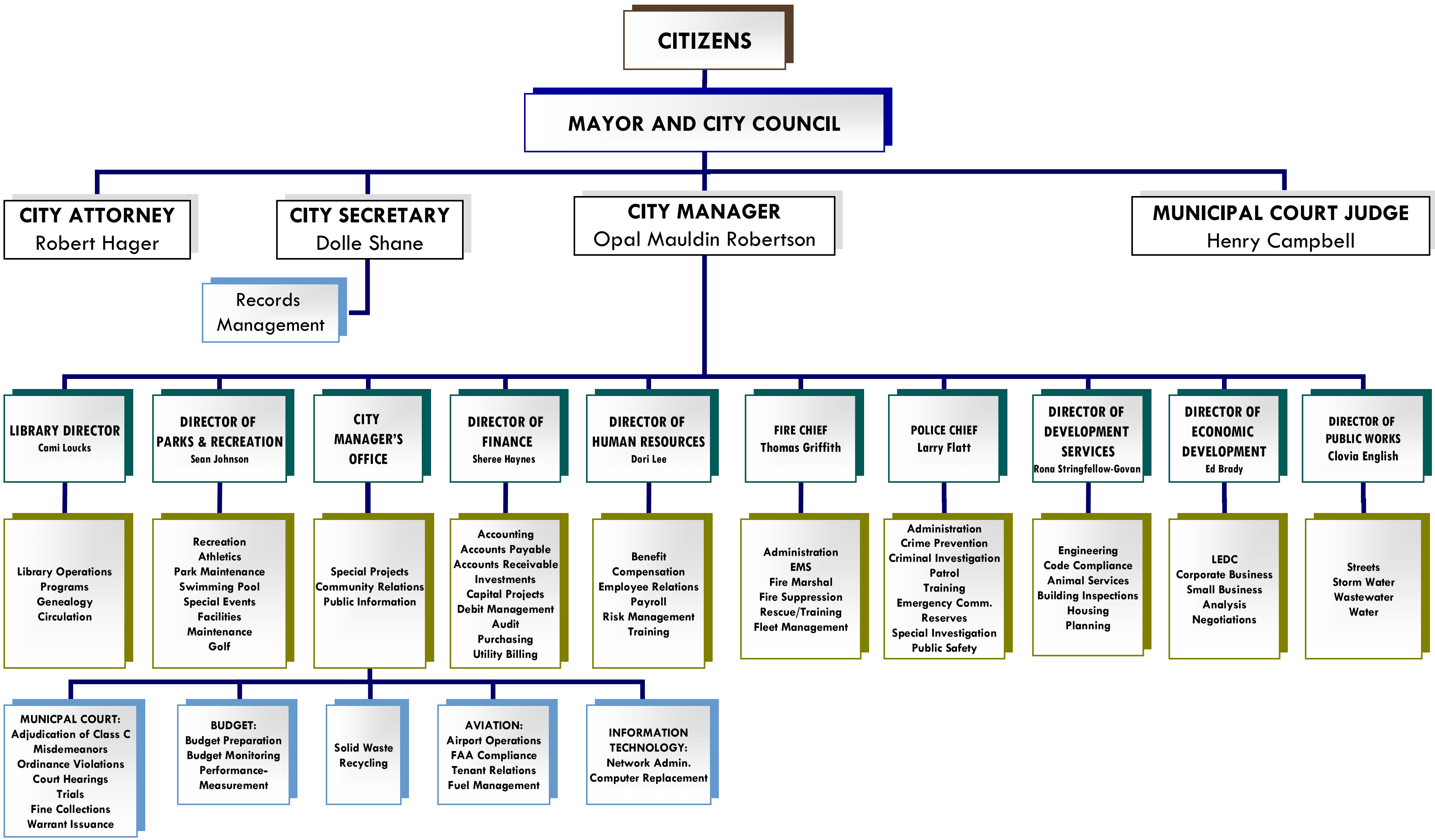
Industrial/Warehouse Opportunities – Logistics oriented sites are available through projects developed by many of the country's leading industrial developers like ProLogis, IDI. Cousins Properties and KTR Capital Partners and a future 200 acre intermodal freight rail facility planned by BNSF Railroad. The Lancaster Regional Airport rounds out the logistic options of road, rail and air for the transport of goods. Lancaster is poised to meet the logistical needs of any company planning to expand or relocate.

Lancaster

PERSONNEL AND SALARY INFORMATION

FY 2011-2012 Organizational Chart

City of Lancaster



PERSONNEL SCHEDULE

Positions in red are reclassified **Proposed changes for 2011/2012 are in blue**

City Manager's Office 01-02	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	City Manager	N/A	1	1	1	1
	Asst. City Manager	N/A	1	1	0	0
	Assistant to the City Manager	15-E	0	0	1.75	1
	Community Relations Coordinator	15-E	0.5	0	0	0
	Budget Analyst	14-E	0.75	0.75	0	0
	CM Executive Assistant	60-N	1	1	1	1
	Community Relations Assist.	55-N	1	0.5	0.5	0.5
	Total		*5.25*	*4.25*	*4.25*	*3.5*

Building Services 01-06	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Building & Contract Svs. Mgr	14-E	1	1	0	0
	Building Maint. Worker I	54-N	2	1	1	1
	Total		*3*	*2*	*1*	*1*

Municpal court 01-08	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Court Administrator	14-E	1	1	1	1
	City Marshal	60-N	0	0	1	1
	Court Clerk	54-N	3	2	2	2
	Part-time court clerk	01-N	0.5	0.5	0.5	0.5
	Total		*4.5*	*3.5*	*4.5*	*4.5*

Building Inspections 01-09	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Building Official	16-E	1	1	1	1
	Asst. Building Official	13-E	1	1	1	1
	Building Inspector	59-N	2	1	1	1
	Permit Technician	56-N	1	1	1	1
	Total		*5*	*4*	*4*	*4*

Fleet Services 01-10	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Superintendent—Fleet	15-E	1	1	1	1
	Mechanic/Fleet Services	56-N	3	3	3	3
	Total		*4*	*4*	*4*	*4*

Streets 01-12	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Foreman II	59-N	1	1	1	0
	Signs & Signals Technician	57-N	1	1	1	1
	Heavy Equipment Operator II	57-N	1	1	1	1
	Heavy Equipment Operator I	54-N	1	1	1	1
	Maintenance Worker I	51-N	3	2	2	2
	Total		*7*	*6*	*6*	*5*

Parks 01-13	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Park Operations Manager	15-E	1	1	1	1
	Foreman II	59-N	1	0	0	0
	Foreman I	57-N	3	2	2	2
	Maintenance Worker II	52-N	9	4	4	5
	Total		***14***	***7***	***7***	***8***

Police 01-14	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Police Chief	N/A	1	1	1	1
	Assistant Police Chief	P4-CS	2	2	2	2
	Lieutenant	P3-CS	6	6	6	6
	Sergeant	P2-CS	7	7	7	7
	Police Officer	P1-CS	43	36	35	35
	Records Supervisor	12-E	1	1	1	1
	Office Manager	59-N	1	1	1	1
	CID Technician	57-N	1	1	1	1
	Property & Evidence Tech.	57-N	1	1	1	1
	Police Technicians	54-N	1	1	1	1
	PT Hourly-Police (value .5)	01-N	0.5	0.5	0.5	0
	Total		***64.5***	***57.5***	***56.5***	***56***

Victims Grant 01-14-10	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Victims Assistance Coordinator (Value .25)	01-N	0.25	0.25	0.25	0
	Hourly Clerk (Value .25)	01-N	0.25	0.25	0.25	0
	Total		***0.5***	***0.5***	***0.5***	***0***

COPS Grant 01-14-11	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Police Officer	P1-CS	3	3	3	3
	Total		***3***	***3***	***3***	***3***

Fire 01-15	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Fire Chief	N/A	1	1	1	1
	Asst. Fire Chief	F5-CS	1	1	1	1
	Battalion Chief	F4-CS	3	3	3	3
	Captain	F3-CS	9	10	10	10
	Fire Engineer	F2-CS	21	22	22	22
	Fire Fighter	F1-CS	23	19	19	19
	Office Manager	59-N	1	1	1	0
	PT Clerical (value .5)	01-N	0.5	0	0	0
	Total		***59.5***	***57***	***57***	***56***

Emergency Management 01-15-04	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Emergency Management Operations Designee (Fire Captain)	F4-CS	1	0	0	0
	Emergency Management Technician (Fire Engineer)	F2-CS	1	0	0	0
	Total		***2***	***0***	***0***	***0***

Planning & Development 01-17	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Senior Planner	15-E	1	1	1	1
	Planning Assistant	56-N	1	0	0	0
	Total		***2***	***1***	***1***	***1***

City Secretary 01-18	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	City Secretary	N/A	1	1	1	1
	Assistant City Secretary	55-N	1	1	1	1
	Total		***2***	***2***	***2***	***2***

Finance 01-19	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Director of Finance	N/A	1	1	1	1
	Asst. Director of Finance	16-E	1	1	1	1
	Chief Accountant	15-E	1	1	1	0
	Accountant	60-N	1	0	0	0
	Account Payables Specialist	55-N	1	1	1	1
	Total		***5***	***4***	***4***	***3***

Animal Services 01-24	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Animal Services Officer	57-N	2	2	2	2
	PT Animal Shelter Attendant (value .5)	01-N	0.5	0.5	0.5	0.5
	Total		***2.5***	***2.5***	***2.5***	***2.5***

Purchasing 01-29	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Purchasing Agent	15-E	1	1	1	1
	Total		*1*	*1*	*1*	*1*

Human Resources 01-31	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Director of Human Resources	N/A	1	1	1	1
	Human Resources Supervisor	15-E	1	1	0	0
	Human Resources Assistant	55-N	0	0	1	1
	Total		*2*	*2*	*2*	*2*

Emergency Communications 01-34	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Lead 911 Dispatcher	57-N	0	4	4	4
	911 Dispatchers	56-N	1	6	6	6
	PT Dispatcher (value .5)	01-N	0	1	1	1
	PT Dispatcher (value .25)	01-N	0	0.25	0.25	0.25
	Total		*1*	*11.25*	*11.25*	*11.25*

Code Compliance 01-35	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Code Compliance Officer	57-N	4	4	4	3
	Total		*4*	*4*	*4*	*3*

Development Services 01-36	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Director of Development Services	N/A	0.5	0.5	0.5	0.5
	Development Coordinator	59-N	1	0	0	0
	Office Manager	59-N	0.5	0.5	0.5	0
	Total		*2*	*1*	*1*	*0.5*

Information Technology 01-37	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	IT Manager	16-E	0	0.75	0.75	0.75
	Public Safety Information Services Mgr.	15-E	1	0	0	0
	Computer Systems Admin.	60-N	1	2	2	2
	PT Hourly IT (value .5)	01-N	0	0.5	0.5	0.5
	Total		*2*	*3.25*	*3.25*	*3.25*

Fire Marshal 01-38	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Fire Marshal	16-E	1	0.25	0.25	0
	Administrative Secretary	53-N	1	1	1	1
	Total		*2*	*1.25*	*1.25*	*1*

GENERAL FUND TOTAL		**206.25**	**190.5**	**189**	**183.5**

PW - Administration Engineering 05-02	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Director of Public Works	N/A	1	1	1	1
	City Engineer	16-E	1	1	1	1
	IT Manager	16-E	0	0.25	0.25	0.25
	GIS Coordinator	15-E	1	1	1	1
	Assistant to the City Manager	16-E	0	0	0.25	0
	Budget Analyst	14-E	0.25	0.25	0	0
	Project Manager	14-E	1	2	2	1
	Civil Engineer	14-E	1	0	0	0
	Construction Inspector	59-N	2	2	2	2
	Office Manager	59-N	1	1	1	1
	Total		***8.25***	***8.5***	***8.5***	***7.25***

Utility Billing 05-20	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Utility Billing Manager	15-E	1	1	1	1
	Accounting Generalist	55-N	1	1	1	1
	Sr. Utility Billing Clerk	55-N	1	1	1	1
	Community Relations Assistant	55-N	0	0.25	0.25	0.25
	Utility Billing Clerk	54-N	3	2	2	2
	Total		***6***	***5.25***	***5.25***	***5.25***

Water 05-21	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Superintendent-W/WW	16-E	1	1	1	1
	Crew Leader	57-N	1	1	1	1
	Water Systems Operator	57-N	1	1	1	1
	Admin Secretary	53-N	0	1	1	1
	Maintenance Worker II	52-N	1	1	1	1
	Total		***4***	***5***	***5***	***5***

Meter Readers 05-27	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Meter Technician	53-N	2	2	2	2
	Total		***2***	***2***	***2***	***2***

Waste Water 05-30	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Foreman III	60-N	1	1	1	1
	Crew Leader	57-N	4	4	4	4
	Heavy Equipment Operator I	54-N	1	1	1	1
	Maintenance Worker II	52-N	4	4	4	4
	Total		***10***	***10***	***10***	***10***

WATER FUND TOTAL		**30.25**	**30.75**	**30.75**	**29.5**

Airport 09-40	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Airport Manager	16-E	1	1	1	1
	Airport Operations Supervisor	57-N	1	1	1	1
	PT Airport Labor (value .5)	01-N	3	1.5	1.5	1.5
	Total		***5***	***3.5***	***3.5***	***3.5***

LEDC 16-02	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Executive Director of Economic Develop	N/A	1	1	1	1
	Community Relations Coordinator	15-E	0.25	0	0	0
	Community Relations Assist.	55-N	0	0.25	0.25	0.25
	Executive Secretary	59-N	1	1	0	0
	Total		***2.25***	***2.25***	***1.25***	***1.25***

P&R Administration 17-02	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Director of Parks & Recreation	N/A	1	1	1	1
	Naturalist	12-E	1	0	0	0
	Informal Education Coordinator	12-E	0	1	0	0
	Administrative Secretary	53-N	1	1	1	1
	Total		***3***	***3***	***2***	***2***

Library 17-07	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Library Director	N/A	1	1	1	1
	Assistant Library Director	13-E	1	1	1	1
	PT Library Assistant (.75 value)	01-N	0	0	0.75	0.75
	PT Library Attendant (.5 value)	01-N	6.5	6.5	4.5	4.5
	PT Library Clerk (.25 value)	01-N	0	0	0.75	0.75
	Total		***8.5***	***8.5***	***8***	***8***

Senior Life Center 17-54	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Senior Center Supervisor	12-E	1	1	1	1
	Recreation Leader	51-N	1	1	1	0
	PT Senior Van Driver (value .75)	01-N	1	0.75	0.75	0.75
	Total		***2***	***1.75***	***1.75***	***0.75***

Recreation 17-56	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	Assistant Director of P&R	16-E	1	0	0	0
	Recreation Superintendent	15-E	1	1	1	1
	Recreation Supervisor	12-E	4	2	2	2
	Senior Center Supervisor	12-E	1	1	1	0
	Information Education Coordinator	12-E	0	0	1	1
	Aquatics Coordinator	51-N	1	1	1	1
	Recreation Leader	51-N	1	0	0	1
	PT Senior Lifeguard (value .50)	01-N	2	2	2	2
	PT Summer Lifeguard (value .25)	01-N	2	1.25	1.25	1.25
	PT Year-round Lifeguards (value .5)	01-N	5.5	5	5	5
	PT Day Camp Leaders (value .25)	01-N	0.5	0	0	0
	PT Hourly Clerical (value .5)	01-N	7	4	4	4
	Total		***26***	***17.25***	***18.25***	***18.25***

Youth Program 17-56-01	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
	PT Youth Program Leaders (value .50)	01-N	0	0	2	2
	Total		***0***	***0***	***2***	***2***

RECREATION FUND		**39.5**	**30.5**	**32**	**31**

	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
Housing 20-25	Director of Development Services	N/A	0.5	0.5	0.5	0.5
	Housing Manager	15-E	1	1	1	1
	Housing Compliance Supervisor	12-E	0	0	1	1
	Housing Counselor Sup.	12-E	1	1	0	0
	Housing Inspector Sup.	12-E	1	1	0	0
	Office Manager	59-N	0.5	0.5	0.5	0
	Housing Inspector	57-N	2	2	2	2
	Housing Choice Voucher Specliast	57-N	0	0	0	3
	Housing Counselor I	55-N	3	3	4	0
	Administrative Secretary	53-N	2	2	2	1
	PT Clerical (value .5)	01-N	0.5	0.5	0	0
	Total		***11.5***	***11.5***	***11***	***8.5***

	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
Storm Water 53-04	Superintendent-Streets/Drain.	15-E	1	1	1	0
	Community Relations Coordinator	15-E	0.25	0	0	0
	Foreman III	60-N	0	0	0	1
	Foreman II	59-N	1	1	1	0
	Heavy Equipment Operator II	57-N	1	1	1	1
	Heavy Equipment Operator I	54-N	2	2	2	2
	Light Equipment Operator	53-N	3	3	3	3
	Maintenance Worker I	51-N	5	4	4	4
	Total		***13.25***	***12***	***12***	***11***

	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
E-911	Dispatch Supervisor	14-E	1	0	0	0
	Lead 911 Dispatcher	57-N	3	0	0	0
	911 Dispatchers	56-N	4	0	0	0
	PT Dispatcher (value .5)	01-N	1.5	0	0	0
	Total		***9.5***	***0***	***0***	***0***

	Position	Pay Grade	Adopted 09/10	Adopted 10/11	Reclass 10/11	Proposed 11/12
Recycling	Solid Waste Coordinator	12-E	1	0	0	0
	Total		***1***	***0***	***0***	***0***

GRAND TOTAL	***318.50***	***281.00***	***279.50***	***268.25***

City of Lancaster

2011/2012 Proposed General Government Pay Plan

Effective 10/01/2011

Annual

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

Bi-weekly

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

Hourly

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

City of Lancaster

2011-2012 Adopted Salary Structure Detail

Civil Service Personnel

October 1, 2011

Department / Pay Grade / Code Position	ADOPTED 11/12	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Police		hourly		20.54	21.45	22.40	23.20	24.03	24.89	25.79
		bi-weekly		**1,643.115**	**1,715.615**	**1,791.692**	**1,855.769**	**1,922.318**	**1,991.423**	**2,063.346**
Pay Grade: P1-CS		monthly		3,560.08	3,717.17	3,882.00	4,020.83	4,165.00	4,314.75	4,470.58
		annually		42,721.00	44,606.00	46,584.00	48,250.00	49,980.00	51,777.00	53,647.00
3001 Police Officer*	38									
Police		hourly	28.74	29.64	30.55	31.45	32.35			
		bi-weekly	**2,299.192**	**2,371.538**	**2,443.846**	**2,516.077**	**2,588.385**			
Pay Grade: P2-CS		monthly	4,981.58	5,138.33	5,295.00	5,451.50	5,608.17			
		annually	59,779.00	61,660.00	63,540.00	65,418.00	67,298.00			
3101 Police Sergeant	7									
Police		hourly	34.07	35.15	36.23	37.30	38.38			
		bi-weekly	**2,725.769**	**2,811.923**	**2,898.077**	**2,984.231**	**3,070.385**			
Pay Grade: P3-CS		monthly	5,905.83	6,092.50	6,279.17	6,465.83	6,652.50			
		annually	70,870.00	73,110.00	75,350.00	77,590.00	79,830.00			
3201 Police Lieutenant	6									
Police		hourly	40.46	41.75	43.04	44.33	45.61			
		bi-weekly	**3,237.038**	**3,340.000**	**3,443.038**	**3,546.000**	**3,649.038**			
Pay Grade: P4-CS		monthly	7,013.58	7,236.67	7,459.92	7,683.00	7,906.25			
		annually	84,163.00	86,840.00	89,519.00	92,196.00	94,875.00			
3301 Assistant Chief	2									
TOTAL POLICE	***53***									
Fire		hourly		20.13	21.03	21.96	22.75	23.57		
		* hourly		15.19	15.87	16.58	17.17	17.79		
Pay Grade: F1-CS		**bi-weekly**		**1,610.462**	**1,682.000**	**1,757.115**	**1,820.231**	**1,885.769**		
		monthly		3,489.33	3,644.33	3,807.08	3,943.83	4,085.83		
4001 Fire Fighter	19	annually		41,872.00	43,732.00	45,685.00	47,326.00	49,030.00		
		* hourly rate for 24-hour shift personnel only								
Fire		hourly	26.01	26.54	27.08	27.61	28.14			
		* hourly	19.63	20.03	20.44	20.84	21.24			
Pay Grade: F2-CS		**bi-weekly**	**2,080.962**	**2,123.538**	**2,166.154**	**2,208.731**	**2,251.269**			
		monthly	4,508.75	4,601.00	4,693.33	4,785.58	4,877.75			
4101 Fire Engineer	22	annually	54,105.00	55,212.00	56,320.00	57,427.00	58,533.00			
		* hourly rate for 24-hour shift personnel only								
Fire		hourly	29.46	30.29	31.12	31.95	32.78			
		* hourly	22.24	22.86	23.49	24.11	24.74			
Pay Grade: F3-CS		**bi-weekly**	**2,357.115**	**2,423.423**	**2,489.846**	**2,556.154**	**2,622.577**			
		monthly	5,107.08	5,250.75	5,394.67	5,538.33	5,682.25			
4201 Fire Captain	10	annually	61,285.00	63,009.00	64,736.00	66,460.00	68,187.00			
		* hourly rate for 24-hour shift personnel only								
Fire		hourly	34.24	34.84	35.45	36.05	36.66			
		* hourly	25.84	26.30	26.75	27.21	27.67			
Pay Grade: F4-CS		**bi-weekly**	**2,738.885**	**2,787.346**	**2,835.923**	**2,884.385**	**2,932.962**			
		monthly	5,934.25	6,039.25	6,144.50	6,249.50	6,354.75			
4301 Battalion Chief	3	annually	71,211.00	72,471.00	73,734.00	74,994.00	76,257.00			
		* hourly rate for 24-hour shift personnel only								
Fire		hourly	38.05	39.33	40.62	41.91	43.20			
		* hourly	28.71	29.69	30.66	31.63	32.60			
Pay Grade: F5-CS		**bi-weekly**	**3,043.692**	**3,146.731**	**3,249.692**	**3,352.731**	**3,455.692**			
		monthly	6,594.67	6,817.92	7,041.00	7,264.25	7,487.33			
4401 Asst. Chief	1	annually	79,136.00	81,815.00	84,492.00	87,171.00	89,848.00			
TOTAL FIRE	***55***	* hourly rate for 24-hour shift personnel only								
	108	**Total Public Safety - Civil Service Employees**								

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

FUND STRUCTURE

FUND STRUCTURE

City of Lancaster

- **City of Lancaster**
  - **Governmental Fund Types**
    - **General Funds**
      - General Operating Fund
        - General Government
        - Parks
        - Public Safety
        - Public Works
        - Planning and Development
        - Development Services
        - Non-Departmental
      - Police Special Investigation Fund
      - Hotel/Motel Occupancy Fees Fund
      - Emergency 911 Fund
    - **Special Revenue Funds**
      - 4A LEDC Fund
      - 4B LRDC Fund
      - HUD Section 8 Housing Fund
      - Stormwater Drainage Fund
    - **Debt Service Fund**
      - G.O. Debt Service Fund
    - **Capital Projects Fund**
      - Capital Street Improvements Fund
      - Capital Citywide Improvements Fund
  - **Proprietary Fund Types**
    - **Water and Wastewater Funds**
      - Water and Wastewater Operating Fund
        - Public Works Administration
        - Utility Billing
        - Water Operations
        - Utility Wholesale
        - Non-Departmental
    - **Airport Fund**
      - Airport Operating Fund
    - **Golf Course Fund**
      - Golf Course Operating Fund

City of Lancaster

Fund Structure

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

Governmental Fund Types

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

General Funds

I. General Operating Fund (01)

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

a.) General Government Division

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

b.) Public Safety Division

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

c.) Public Works Division (C)

- Streets

d.) Planning and Development Division (D)

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

e.) Community Services Division

- Library
- Parks Operations

f.) Non-Departmental Division

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

II. Police Special Investigation Fund (11)

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

III. Hotel/Motel Occupancy Fees Fund (14)

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

IV. Emergency 911 Fund (21)

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

Special Revenue Funds

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

I. 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 .25 percent sales tax, and support the promotion and development of new and expanded business enterprises in the city.

II. Type B/Lancaster Recreational Corporation Development 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 .50 percent sales tax, and support the promotion of recreational opportunities such as recreation center, library, senior life center, and their associated maintenance.

III. 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.

IV. Housing Assistance Program Fund (30)

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

V. Stormwater Drainage Fund (53)

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

Debt Service Funds

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

I. General Obligation Debt Service Fund (02)

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

Capital Improvement Funds

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

I. Capital - Streets Improvements Fund (40)

The Capital Streets Improvement Fund is used to account for resources and costs associated with street and drainage improvements. The primary source of revenue for this fund is the sale of general obligation bonds.

II. Capital – Citywide Fund (43)

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

III. 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.

Proprietary (Enterprise) Type Funds

Proprietary funds are used to account for the operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses plus depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The City's water and wastewater system, regional airport operations, golf course, and their respective debt service funds are examples of proprietary funds.

Water and Wastewater Fund

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

I. Water and Wastewater Operating Fund (05)

This fund accounts for all operations associated with the utility services of the city.

a.) Public Works Administration / Engineering (02)
b.) Utility Billing Administration (20)
c.) Water Operations (21)
d.) Wastewater Operations (30)
e.) Water and Wastewater Non-Departmental (22)
f.) Meter Reading (27)
g.) Utility Wholesale Costs (42)
h.) Water/Wastewater Debt Service (50)
i.) Transfers Out (80)

Airport Fund

I. Airport Operating Fund (09)

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

Golf Course Fund

I. Golf Course Operating Fund (18)

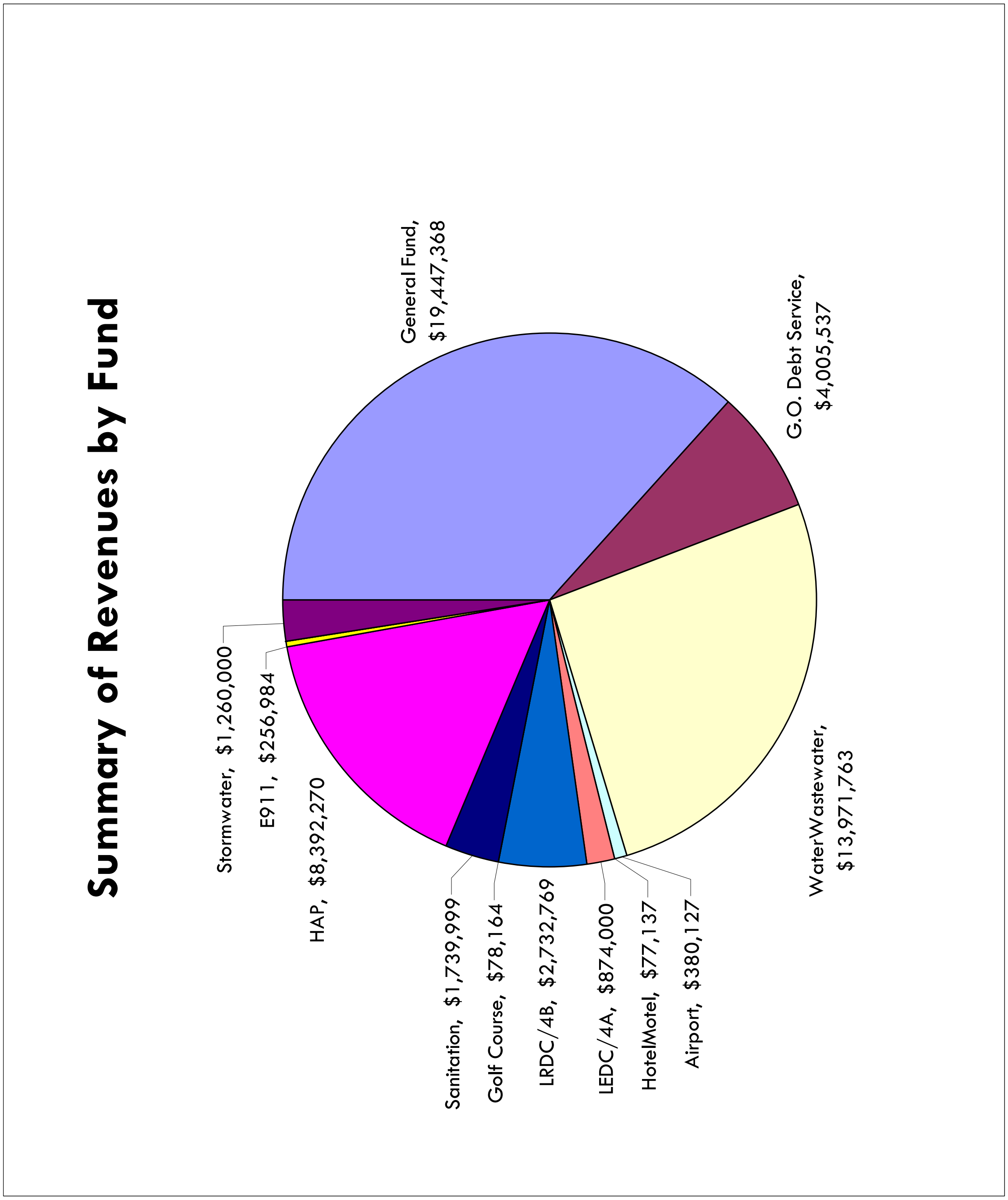
The Golf Course Operating Fund accounts for all revenues and expenditures associated with the Country View Golf Course.

CITY-WIDE OPERATING FUND TOTALS

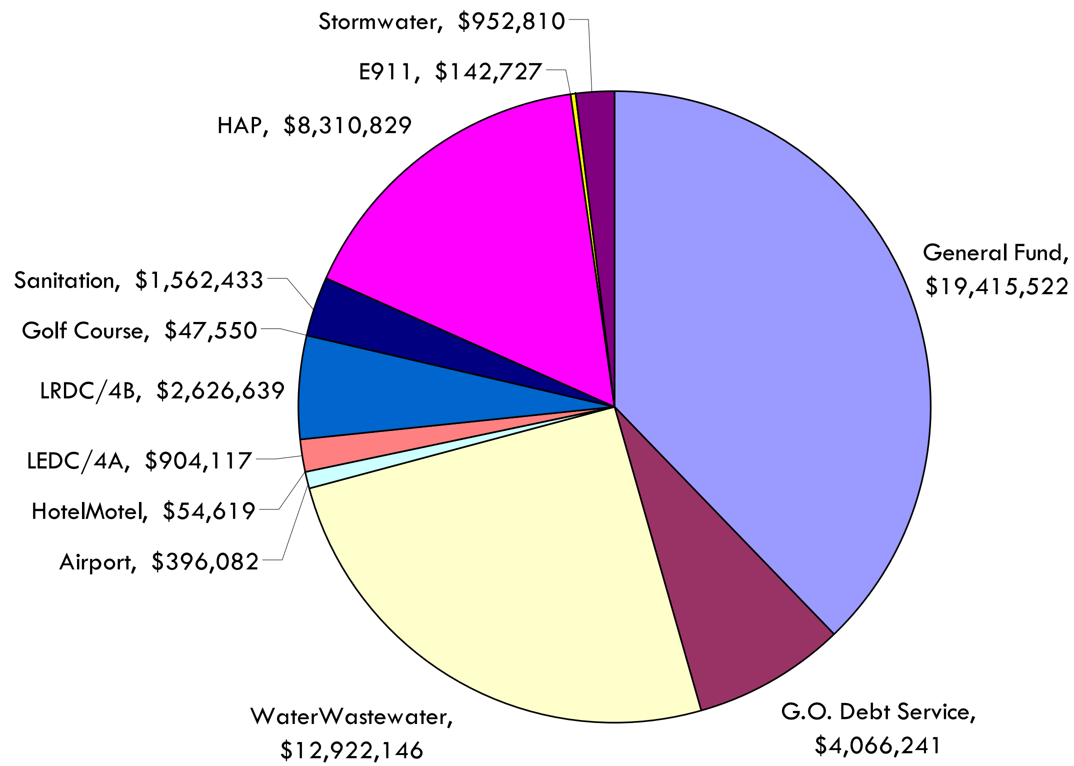
TOTAL REVENUES		2009	2010	2011		2012
Fund Number	Fund	Actual	Actual	Year to Date	Budget	Proposed
1	General Fund	20,977,477	21,082,672	18,049,480	20,162,526	19,447,368
2	G.O. Debt Service	3,392,644	3,701,576	3,238,590	3,254,063	4,005,537
5	WaterWastewater	11,783,208	12,569,330	9,723,588	11,716,343	13,971,763
9	Airport	302,983	701,432	306,553	336,670	380,127
14	HotelMotel	115,251	88,506	57,511	88,677	77,137
16	LEDC/4A	778,804	909,484	670,662	901,000	874,000
17	LRDC/4B	2,006,358	2,292,815	2,334,694	2,817,308	2,732,769
18	Golf Course	80,974	72,743	76,965	76,431	78,164
19	Sanitation	1,511,867	1,886,125	1,833,995	1,564,999	1,739,999
20	HAP	8,241,019	8,814,631	8,119,560	8,392,270	8,392,270
21	E911	517,257	305,193	271,671	256,984	256,984
30	DHAP	215,647	1,726	-	-	-
53	Stormwater	924,929	1,379,096	1,775,994	1,250,000	1,260,000
	Total	$ 50,848,418	$ 53,805,330	$ 46,459,263	$ 50,817,271	$ 53,216,118

TOTAL EXPENDITURES		2009	2010	2011		2012
Fund Number	Fund	Actual	Actual	Year to Date	Budget	Proposed
1	General Fund	19,745,935	21,203,289	16,282,794	20,161,881	19,415,522
2	G.O. Debt Service	3,101,865	3,332,364	3,729,140	3,903,782	4,066,241
5	WaterWastewater	11,298,457	12,647,843	8,573,379	11,765,550	12,922,146
9	Airport	632,993	527,685	364,320	431,101	396,082
14	HotelMotel	47,800	93,499	48,363	54,619	54,619
16	LEDC/4A	1,828,528	521,632	447,740	996,650	904,117
17	LRDC/4B	2,827,931	2,713,966	2,190,783	2,648,487	2,626,639
18	Golf Course	138,276	152,855	10,139	52,000	47,550
19	Sanitation	1,293,727	1,856,423	1,824,287	1,661,588	1,562,433
20	HAP	8,285,804	8,588,582	7,888,239	8,416,901	8,310,829
21	E911	1,015,407	640,181	88,253	133,565	142,727
30	DHAP	272,631	151,588	-	-	-
53	Stormwater	918,629	1,356,590	1,423,889	1,501,993	952,810
	Total	$ 51,407,983	$ 53,786,497	$ 42,871,326	$ 51,728,117	$ 51,401,715

Net Gain (Loss)	$ (559,564)	$ 18,833	$ 3,587,937	$ (910,846)	$ 1,814,403


Summary of Revenues by Fund
General Fund, $19,447,368
G.O. Debt Service, $4,005,537
WaterWastewater, $13,971,763
Airport, $380,127
HotelMotel, $77,137
LEDC/4A, $874,000
LRDC/4B, $2,732,769
Golf Course, $78,164
Sanitation, $1,739,999
HAP, $8,392,270
E911, $256,984
Stormwater, $1,260,000

Summary of Expenditures by Fund



Lancaster

GENERAL

FUND

Lancaster

GENERAL FUND

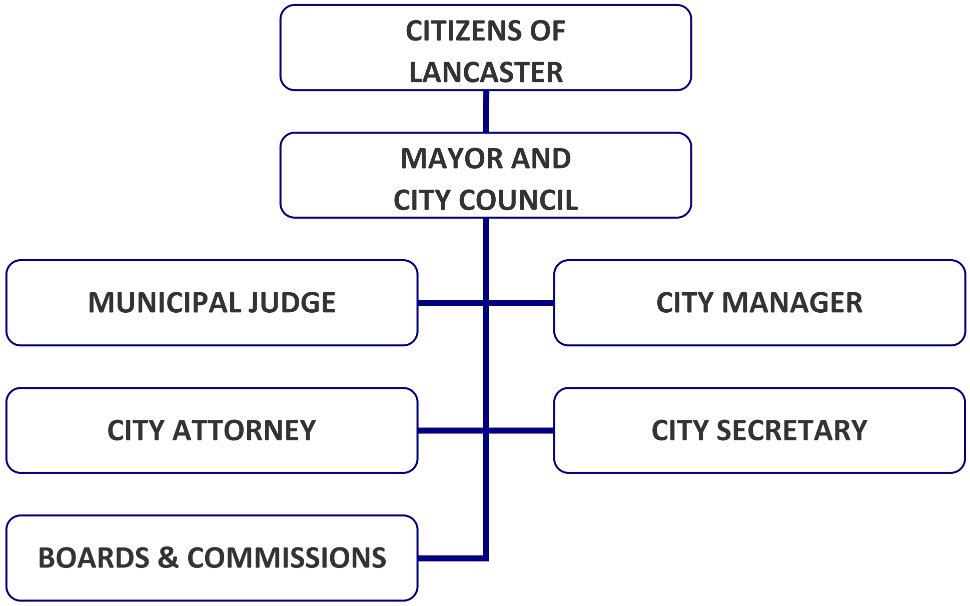
REVENUES		2009	2010	2011		2012
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Adopted
	PROPERTY TAX	10,904,885	9,706,144	9,798,118	9,788,992	9,048,294
	SALES TAX	3,881,711	4,532,556	3,751,538	4,500,000	4,500,000
	FRANCHISE TAX	1,822,233	1,722,967	1,301,574	1,890,628	1,890,628
	OTHER TAXES	34,080	37,893	40,625	39,835	40,000
	LICENSES AND PERMITS	651,514	618,563	569,034	548,882	571,934
	INTERGOVERNMENTAL	168,715	204,679	105,064	212,000	212,000
	CHARGES FOR SERVICES	655,234	634,834	585,533	628,592	650,339
	FINES AND FORFEITURES	855,979	721,503	734,613	682,058	702,089
	INTEREST	15,629	7,073	4,734	6,000	6,000
	MISCELLANEOUS	525,993	318,548	251,658	273,623	227,848
	OPERATING TRANSFERS IN	1,461,504	2,548,236	1,598,236	1,591,916	1,598,236
	GRANT & Other Income	-	-	392,476	-	-
	Total	$ 20,977,477	$ 21,052,996	$ 19,133,204	$ 20,162,526	$ 19,447,368

EXPENDITURES		2009	2010	2011		2012
Department No		Actual	Actual	Year to Date	Budget	Adopted
1	City Council	23,739	59,874	85,554	86,890	71,095
2	City Manager's Office	763,999	626,932	675,120	584,956	562,886
5	Legal	238,846	149,172	107,918	175,000	150,000
6	Building Services	1,007,885	1,037,407	830,581	1,000,036	892,891
8	Municipal Court	512,763	359,029	437,882	362,754	426,774
9	Building Inspections	351,702	310,122	269,510	332,313	333,045
10	Fleet Maintenance	257,322	50,931	250,554	257,024	245,540
12	Streets Operations	823,692	2,119,957	715,436	883,786	813,684
13	Parks	662,550	750,195	516,273	463,157	552,173
14	Police	5,498,708	5,946,511	5,476,706	5,678,277	5,710,604
15	Fire	5,405,257	6,049,028	5,480,433	5,432,060	5,435,800
16	Non-Departmental	576,346	745,467	735,123	1,040,215	735,717
17	Planning	257,985	129,201	90,648	92,156	80,146
18	City Secretary	170,494	173,505	168,071	182,583	176,726
19	Finance	688,410	762,198	525,013	604,699	496,646
24	Animal Services	117,628	132,096	140,556	152,185	142,532
29	Purchasing	96,575	112,920	104,010	109,427	109,059
31	Human Resources	390,591	318,630	314,106	356,654	328,541
32	Civil Service	7,031	6,117	5,563	6,050	5,850
34	Emergency Communications	700,681	333,873	642,218	745,909	803,526
35	Code Compliance	372,451	281,881	246,875	373,809	281,981
36	Development Services	304,401	153,686	143,598	161,036	155,023
37	Information Technology	356,201	434,419	368,771	393,681	382,300
38	Fire Marshal	159,024	159,494	94,583	87,224	72,983
80	Transfers Out	-	-	500,000	600,000	450,000
	Total	$ 19,745,935	$ 21,203,289	$ 16,282,794	$ 20,161,881	$ 19,415,522

BALANCES	2009	2010	2011		2012
	Actual	Actual	Year to Date	Budget	Adopted
Net Gain (Loss)	1,231,542	(120,617)	1,766,687	645	31,846
Beginning Balance	2,536,841	3,717,084	3,596,467	3,596,467	3,597,112
Ending Balance	3,768,384	3,596,467	5,363,154	3,597,112	3,628,958
Ending Balance as % of Expenditures	19.08%	16.96%	32.94%	17.84%	18.69%

Lancaster

City Council



Department Summary

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

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

The scope of the City Council's policy-making duties include:
· Adoption of the annual tax rate, water and wastewater rates, annual operating budget,and regulatory ordinances;
· Approval of contracts and agreements;
· Review and approval of the Council's rules of procedure.

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

The City Council also appoints the Municipal Judge, City Attorney and City Secretary. The Council makes appointments to a number of standing boards, commissions, committees and ad hoc committees as it deems necessary or as State law mandates. Members of such boards, commissions and committees serve in an advisory capacity to City Council or carry out the functions of government as provided by law.

Departmental Goals

Financially Sound City Government

- Adopt a balanced budget for FY 2011-2012 by September 30, 2011 that maintains basic service levels and minimizes the impact on City taxpayers and ratepayers.
- Direct staff to monitor budget and scrutinize expenses to yield savings to be put toward funding of the City reserves.

Civic Engagement

- Direct staff to write and release positive press releases weekly
- Develop schedule of regular meetings with LISD to discuss issues of mutual concern
- Create presentation/display boards or information kiosks for placement in high-traffic local businesses to provide civic information

Healthy, Safe and Vibrant Neighborhoods

- Support Lancaster neighborhoods in the creation of PID's throughout the City to strengthen and connect neighborhoods

Professional and Committed City Workforce

Sound Infrastructure

- Identify funding required for City's 10% match to complete the 2012-2013 planned improvements in Airport Master Plan
- Develop a City-wide vehicle replacement schedule by June 2012

Quality Development

- Focus economic development efforts in industrial, retail and commercial areas in order to grow the commercial tax base and create a 12.5% increase in the total number jobs in Lancaster: Two new warehouses (fill existing or build new); Two new chain restaurants; One new industrial business
- Implement three year annexation plan for the E.T.J.
- Explore and discuss the creation of a joint TIF with Desoto for I-35 corridor by December 2012

Line Item Detail Totals	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	-	-	-	-
Supplies	3,490	2,800	2,171	2,225
Maintenance	-	-	-	-
Services	56,384	84,090	68,268	68,870
Capital Outlay	-	-	-	-
Total Expenditures	**59,874**	**86,890**	**70,439**	**71,095**

City Council

For Fund #:	01
For Department #:	01
Program#:	00

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0201-01-00	OFFICE SUPPLIES	725	1,862	1,206	1,400	1,300
01-0202-01-00	UNIFORMS AND CLOTHING	-	388	-	250	75
01-0204-01-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	418	-	-	100	100
01-0210-01-00	FOOD/BEV-MEETINGS/FUNCTIONS	920	1,075	804	800	650
01-0214-01-00	POSTAGE/SHIPPING/DELIVERY	9	165	161	250	100
	Supplies Total	2,071	3,490	2,171	2,800	2,225

01-0402-01-00	RENTAL OF EQUIPMENT	1,924	3,806	2,252	7,500	2,750
01-0407-01-00	SPECIAL SERVICES	450	9,995	10,342	11,000	11,000
01-0409-01-00	TRAVEL & EDUCATION	1,212	484	-	-	-
01-0414-01-00	DUES & SUBSCRIPTIONS	(1,622)	743	790	4,800	5,170
01-0416-01-00	OTHER/PROFESSIONAL SERVICES	4,336	19,804	11,448	2,200	21,500
01-0419-01-00	AWARDS	-	186	-	150	100
01-0421-01-00	PRINTING	973	2,609	417	500	2,590
01-0424-01-00	ELECTION EXPENSE	(987)	10,066	32,611	39,800	12,600
01-0462-01-00	CELLULAR TELEPHONE & PAGERS	(26)	(28)	-	4,140	2,160
01-0526-01-00	TRAVEL & EDUC: CC-MAYOR	3,048	1,720	2,661	2,000	2,000
01-0527-01-00	TRAVEL & EDUC: CC-DISTRICT 1	2,092	1,090	20	2,000	1,500
01-0528-01-00	TRAVEL & EDUC: CC-DISTRICT 2	2,462	703	3,006	2,000	1,500
01-0529-01-00	TRAVEL & EDUC: CC-DISTRICT 3	2,484	557	-	2,000	1,500
01-0530-01-00	TRAVEL & EDUC: CC-DISTRICT 4	729	373	1,002	2,000	1,500
01-0531-01-00	TRAVEL & EDUC: CC-DISTRICT 5	1,781	2,158	1,400	2,000	1,500
01-0532-01-00	TRAVEL & EDUC: CC-DISTRICT 6	2,813	2,118	2,319	2,000	1,500
	Services Total	21,668	56,384	68,268	84,090	68,870

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	23,739	59,874	70,439	86,890	71,095

City Secretary

CITY COUNCIL

CITY SECRETARY

ASSISTANT CITY SECRETARY

Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
City Secretary	1	1	1
Assistant City Secretary	1	1	1
Total	**2**	**2**	**2**

Department Narrative

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

Departmental Goals

City Secretary Office Goals:

- Prepare Lancaster City Council meeting agendas and maintain an accurate account of such proceedings including Council minutes and enrollment of ordinances and resolutions as approved by the City Council
- Codification of non-development ordinances for Code of Ordinances (Volume I)
- Conduct General Municipal Election to be held in May 2012
- Process local permit applications for alcohol beverage permits in compliance with state laws and local ordinances
- Scan and index Ordinances and Resolutions as adopted
- Serve as a document and information resource for Council, citizens and staff

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
City Council Meetings	43	45	45
Population	36,200	36,200	36,361
Registered Voters	19,974	20,125	20,200
Ordinances Adopted	28	52	45
Resolutions Approved	126	97	110
Ordinances Codified	0	52	45
Proclamations Prepared	11	12	12
Open Records Requests Processed	203	289	310
Elections Held	1	2	1
Quantity of Records Eligible for Destruction (lbs.)	4,252	N/A	4,500
Agenda Packet Pages Produced	5,980	6,050	6,000
Legal Notices Published	18	28	25

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Agenda Packets Prepared by Thursday Before Council	100%	100%	100%
Open Records Requests processed in accordance with state law	100%	100%	100%
Non-development Ordinances codified	0%	100%	100%
Citywide destruction of eligible records (lbs.)	4252	N/A	4500
"Local" Alcohol Beverage Permits issued	N/A	21	10
Ordinances and Resolutions indexed/scanned as adopted	100%	100%	100%
Council minutes prepared; ordinances and resolutions	100%	100%	100%
Development Ordinances codified	N/A	N/A	100%

Line Item Details Totals	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2011-2012 Budget
Personnel	165,208	168,799	155,525	167,476
Supplies	1,683	1,625	809	1,125
Maintenance	-	-	-	-
Services	6,614	12,159	5,901	8,125
Capital Outlay	-	-	-	-
Total Expenditures	**173,505**	**182,583**	**162,235**	**176,726**

City Secretary

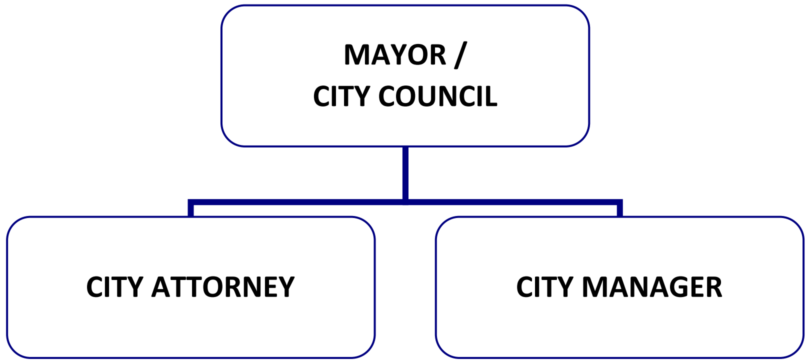
For Fund #:	1
For Department #:	18
Program#:	0

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-18-00	SALARIES-REGULAR	120,696	122,205	113,923	122,870	122,870
01-0102-18-00	SALARIES-PART TIME				500	
01-0103-18-00	SALARIES-OVERTIME		66		500	
01-0104-18-00	SALARIES-LONGEVITY	387	400	340	492	452
01-0105-18-00	GROUP HEALTH INSURANCE	8,284	8,831	9,998	10,970	10,499
01-0106-18-00	TMRS	14,860	16,767	16,854	18,187	17,791
01-0107-18-00	FICA	9,414	9,612	8,947	9,415	9,592
01-0109-18-00	SALARIES-WELL PAY	1,019	1,019			
01-0110-18-00	DENTAL INSURANCE	636	649	727	806	858
01-0113-18-00	SALARIES-CAR ALLOWANCE	4,816	4,814	4,528	4,800	4,800
01-0120-18-00	GROUP LIFE INSURANCE	21	12	29	68	306
01-0130-18-00	WORKERS COMPENSATION	650	832	179	191	230
01-0131-18-00	EAP EXPENSE					78
	Personnel Total	160,782	165,208	155,525	168,799	167,476

01-0201-18-00	OFFICE SUPPLIES	1,624	1,455	728	1,275	1,000
01-0214-18-00	POSTAGE/SHIPPING/DELIVERY	306	228	80	350	125
	Supplies Total	1,929	1,683	809	1,625	1,125

01-0402-18-00	RENTAL OF EQUIPMENT	2,149	3,702	2,252	7,500	2,750
01-0407-18-00	SPECIAL SERVICES	350	986	886	1,200	1,725
01-0408-18-00	ADVERTISING	94	314	90	175	175
01-0409-18-00	TRAVEL & EDUCATION	1,347	866	2,233	2,600	2,850
01-0414-18-00	DUES & SUBSCRIPTIONS	285	290	160	375	300
01-0421-18-00	PRINTING	110	398	280	25	150
01-0452-18-00	FILING FEES	560	58		200	175
01-0539-18-00	MISC. HEALTH BENEFIT				84	
01-0559-18-00	CONTRACT/TEMPORARY LABOR	2,888				
	Additional Other Services Total	7,783	6,614	5,901	12,159	8,125

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	170,494	173,505	162,235	182,583	176,726



Personnel Summary
Legal - City Attorney - Contract No city personnel designated in Legal

Department Summary

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

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

Departmental Goals

Legal Goals:

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

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target

Line Item Details Totals	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	-	-	-	-
Services	149,172	175,000	86,765	150,000
Capital Outlay	-	-	-	-
Total Expenditures	**149,172**	**261,765**	**236,765**	**150,000**

Legal

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0416-05-00	OTHER/PROFESSIONAL SERVICES	-	-	3,580	-	-
01-0446-05-00	CITY ATTORNEY FEES	238,846	149,172	83,185	175,000	150,000
	Services Total	238,846	149,172	86,765	175,000	150,000

	2,009 Actual	2,010 Actual	2,011 YTD Actual	2,011 Budget	2,012 Budget
Departmental Total	238,846	149,172	86,765	175,000	150,000

Finance

DIRECTOR OF FINANCE

ASSISTANT DIRECTOR OF FINANCE

ACCOUNTS PAYABLE SPECIALIST

Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
Director of Finance	1	1	1
Asst. Director of Finance	1	1	1
Chief Accountant	1	1	0
Accountant	1	0	0
Accounts Payable Specialist	1	1	1
Total	**5**	**4**	**3**

Department Narrative

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

Departmental Goals

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

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Checking Accounts	8	8	8
Journal Entries Made	5,100	8,292	8,000
Bank Statements Reconciled	96	96	96
Monthly Operations Reports - P.I.D.'s	12	12	12
Accounts Payable Checks Processed	5,100	4,760	4,600
Void Checks (a measurement for accuracy)	400	180	100
Quarterly Financial & Investment Reporting	0	0	4

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Bank Reconcilliations Finished by Month End	100%	95%	100%
Monthly Closeouts within 10 Days of Month End	12	11	12
Vendors Paid within 30 Days	99%	99%	99%
Checks Available for Review every Monday	100%	100%	100%
Audit presentation to Council (Months after year end)	7 mos.	11 mos.	6 mos.

Budget Summary	2009-2010	2010-2011		2010-2011
	Actual	Budget	Estimate	Budget
Personnel	399,389	359,986	261,495	290,938
Supplies	9,785	8,941	8,529	6,800
Maintenance	-	-	-	-
Services	353,024	235,272	224,735	198,908
Capital Outlay	-	-	-	-
TOTAL	**762,198**	**604,199**	**494,759**	**496,646**

Finance

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-19-00	SALARIES-REGULAR	337,829	301,072	185,782	261,956	209,884
01-0103-19-00	SALARIES-OVERTIME	537	292	190	-	300
01-0104-19-00	SALARIES-LONGEVITY	560	669	454	608	396
01-0105-19-00	GROUP HEALTH INSURANCE	30,459	27,067	26,754	35,145	24,326
01-0106-19-00	TMRS	40,664	40,227	27,275	37,798	30,361
01-0107-19-00	FICA	24,939	22,544	13,986	18,409	15,316
01-0109-19-00	SALARIES-WELL PAY	1,260	899	412	-	400
01-0110-19-00	DENTAL INSURANCE	1,381	1,068	424	806	858
01-0113-19-00	SALARIES-CAR ALLOWANCE	4,816	4,814	928	4,800	4,800
01-0114-19-00	SALARIES-ASSIGNMENT PAY	-	-	4,959	-	3,520
01-0118-19-00	CELL PHONE ALLOWANCE	-	-	-	-	
01-0120-19-00	GROUP LIFE INSURANCE	17	12	41	68	306
01-0130-19-00	WORKERS COMPENSATION	788	726	289	396	393
01-0131-19-00	EAP EXPENSE	-	-	-	-	78
	PersonnelTotal	443,250	399,389	261,495	359,986	290,938

01-0201-19-00	SUPPLIES	5,112	5,634	5,606	4,259	4,000
01-0204-19-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	1,067	1,385	1,277	800	800
01-0210-19-00	FOOD-BEV-MEETINGS/FUNCTIONS	-	168	22	-	-
01-0214-19-00	POSTAGE/SHIPPING/DELIVERY	2,557	2,275	1,624	3,532	2,000
01-0231-19-00	SOFTWARE	85	324	-	350	-
	Supplies Total	8,821	9,785	8,529	8,941	6,800

01-0342-19-00	CONTRACT/TEMPORARY LABOR	2,888	-	-	-	-
	Maintenance Total	2,888	-	-	-	-

01-0401-19-00	TELEPHONE & COMMUNICATIONS	346	481	93	-	-
01-0402-19-00	RENTAL OF EQUIPMENT	5,930	2,385	2,252	2,388	2,388
01-0407-19-00	SPECIAL SERVICES	298	298	15,126	-	-
01-0409-19-00	TRAVEL & EDUCATION	3,254	5,844	5,748	10,500	3,500
01-0414-19-00	DUES & SUBSCRIPTIONS	2,246	1,499	555	980	805
01-0416-19-00	OTHER/PROFESSIONAL SERVICES	-	4,780	1,040	4,780	-
01-0421-19-00	PRINTING	1,265	2,221	1,001	1,700	1,000
01-0437-19-00	CONTRACT AUDIT SERVICES	102,478	198,743	75,000	65,000	50,000
01-0440-19-00	CONSULTANT AND ADVISORY FEES	-	-	1,604	-	-
01-0442-19-00	COMPUTER PROFESSIONAL SERVICES	19,789	27,299	16,404	38,200	25,000
01-0444-19-00	TAX APPRAISAL	62,024	62,601	59,728	59,000	63,575
01-0462-19-00	CELLULAR TELEPHONE & PAGERS	-	-	-	40	40
01-0476-19-00	ACCT ANALYSIS FEES-JPM	18,511	26,666	24,978	27,600	27,600
01-0493-19-00	MOVING EXPENSE	-	-	1,000	-	-
01-0537-19-00	DALLAS COUNTY TAX COLL SVCS	20,197	20,207	20,207	25,000	25,000
01-0539-19-00	MISC. HEALTH BENEFIT	-	-	-	84	-
	Services Total	236,338	353,024	224,735	235,272	198,908

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	691,298	762,198	494,759	604,199	496,646

Purchasing

DIRECTOR OF FINANCE

PURCHASING AGENT

Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
Purchasing Agent	1	1	1
Total	**1**	**1**	**1**

Department Narrative

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

Departmental Goals

City Council Goals:

- 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
- Update purchasing policy and conduct training for all employees involved in the buying process.

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Bid Types Processed	69	74	80
ITQ-Invitation to Quote	46	38	44
ITB-Invitation to Bid	21	29	30
RFQ-Request for Qualifications	1	2	2
RFP-Request for Proposal	1	4	4
RFI-Request for Information	0	0	0
Requisitions Processed	1,431	1,198	1,200
Procurement Card Transactions	4,210	3,416	3,500
Purchase Orders Processed	1,387	1,128	1,200

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Vendor Inquries Resolved Within 48 Hours	100%	99%	100%
Electronic Vendor Self Update	100%	99%	100%
Electronic Procurement System Operational	100%	100%	100%
Contract Management System Operational		100%	100%

Budget Summary	2009-2010	2010-2011		2010-2011
	Actual	Budget	Estimate	Budget
Personnel	81,132	82,637	79,275	83,731
Supplies	1,871	1,520	1,047	1,220
Maintenance	-	-	-	-
Services	29,917	25,270	20,664	24,108
Capital Outlay	-	-	-	-
TOTAL	112,920	109,427	100,986	109,059

Purchasing

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-29-00	SALARIES-REGULAR	62,731	62,389	58,966	62,221	62,221
01-0104-29-00	SALARIES-LONGEVITY	255	253	282	296	344
01-0105-29-00	GROUP HEALTH INSURANCE	4,589	5,080	5,781	6,029	5,806
01-0106-29-00	TMRS	7,434	8,239	8,555	8,905	8,754
01-0107-29-00	FICA	4,690	4,682	4,486	4,673	4,676
01-0109-29-00	SALARIES-WELL PAY	239		718		780
01-0110-29-00	DENTAL INSURANCE	318	328	380	403	429
01-0118-29-00	CELL PHONE ALLOWANCE					480
01-0120-29-00	GR0UP LIFE INSURANCE	17	12	15	17	102
01-0130-29-00	WORKERS COMPENSATION	146	149	91	93	113
01-0131-29-00	EAP EXPENSE					26
	Personnel Total	80,419	81,132	79,274	82,637	83,731

01-0201-29-00	OFFICE SUPPLIES	2,220	830	772	1,000	600
01-0204-29-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC		639			
01-0210-29-00	FOOD/BEV-MEETINGS/FUNCTIONS	9		33	20	20
01-0214-29-00	POSTAGE/SHIPPING/DELIVERY	604	402	242	500	400
01-0215-29-00	TRAINING SUPPLIES					200
01-0231-29-00	SOFTWARE	184				
	Supplies Total	3,018	1,871	1,047	1,520	1,220

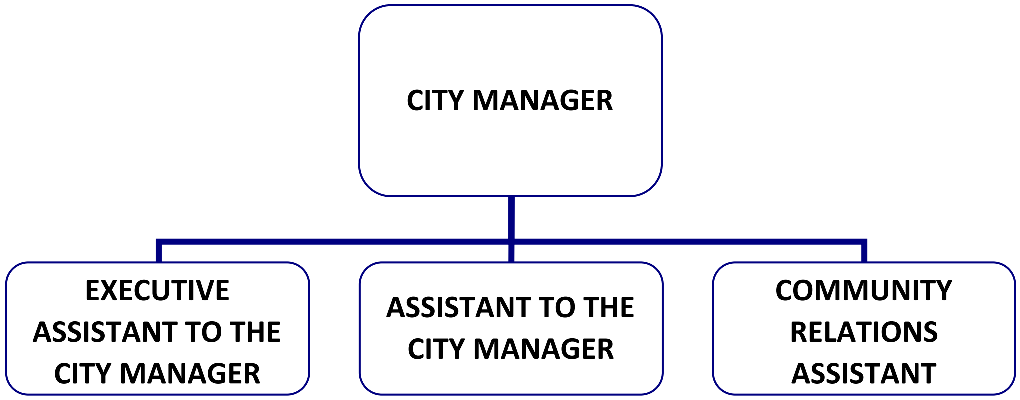
01-0401-29-00	TELEPHONE & COMMUNICATIONS	286	481	453		
01-0402-29-00	RENTAL OF EQUIPMENT	1,592	2,526	1,987	2,388	2,388
01-0407-29-00	SPECIAL SERVICES		10,162	2,460	4,000	4,000
01-0408-29-00	ADVERTISING	1,942	366	363	700	700
01-0409-29-00	TRAVEL & EDUCATION	2,190	2,148	1,375	3,431	2,000
01-0414-29-00	DUES & SUBSCRIPTIONS	561	495	621	620	620
01-0421-29-00	PRINTING	1,284	927	255	700	700
01-0434-29-00	SPECIAL EVENTS	135	150	160	400	200
01-0442-29-00	COMPUTER PROFESSIONAL SERVICES	5,148	12,662	12,989	13,010	13,500
01-0539-29-00	MISC. HEALTH BENEFIT				21	
	Services Total	13,138	29,917	20,664	25,270	24,108

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	96,575	112,920	100,986	109,427	109,059

City Manager's Office

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

General Government Division
General Fund



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
City Manager	1	1	1
Assistant City Manager	1	1	0
Assistant to the City Manager	0	0	1
Community Relations Coord.	0.5	0	0
Budget Analyst	0.75	0.75	0
CM Executive Assistant	1	1	1
Community Relations Assistant	1	0.5	0.5
Total	**5.25**	**4.25**	**3.5**

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

City Council Goals:

- Adopt a balance budget for 2012-2013 by September 30, 2012 that maintains basic service levels and minimizes the impact on City taxpayers and ratepayers
- Direct staff to monitor budget and scrutinize expenses to yield savings to be put toward funding of the City reserves
- Direct staff to write and release positive press releases weekly
- Develop schedule of regular meetings with LISD to discuss issues of mutual concern
- Support Lancaster neighborhoods in the creation of Public Improvement Districts (PID's) throughout the City to strengthen and connect neighborhoods
- Create presentation/display boards or information kiosks for placement in high-traffic local businesses to provide civic information
- Direct and coordinate the successful implementation of High Performance Organization (HPO) activities and objectives
- Increase accountability and efficiency of departments through quarterly budget and performance measurement analysis
- Implement a new strategic planning, budgeting, and performance measuring procedure that answers the needs and priorities of the citizens, the city council, and the administration
- Use the WebQA system to improve communication between city staff and residents thus placing Lancaster on the cutting edge of e-government technology
- Coordinate community relations activities including special events
- Address the funding and implementation of capital improvement projects deemed beneficial to the City
- Support historical preservation, beautification, and conservation initiatives through leadership and community outreach
- Represent the City of Lancaster to federal and state legislative agencies, the Chamber of Commerce, school district, Economic Development Corporation, and business leaders throughout the community

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Population	36,000	36,000	36,391
City Council Meetings	45	45	45
Executive Team Meetings	50	50	50
General Fund Expenditures	$23,671,348	$20,161,881	$19,441,532
Total Municipal Budgeted Expenditures	$57,601,806	$51,898,546	$50,483,982
City Sponsored Special Events	14	14	
Citizen Relationship Management Requests	2,200	1,515	1,600

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 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	100%	100%	100%
General Fund budget per capita	$657.54	$560.05	$534.24
CMO as percentage of General Fund Expenditures	3.10%	3.10%	2.90%
Operations and Maintenance Tax Rate (per $100 assessed value)	$0.61410	$0.65020	$0.60020
Total Tax Rate	$0.77750	$0.86750	$0.86750

Budget Summary	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2011-2012 Budget
Personnel	554,736	530,087	446,417	378,913
Supplies	15,070	13,465	11,966	12,080
Maintenance	-	-	191	-
Services	57,126	41,404	191,209	171,893
Capital Outlay	-	-	-	-
TOTAL	**626,932**	**584,956**	**649,783**	**562,886**

CMO

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-02-00	SALARIES-REGULAR	496,184	396,802	320,444	391,041	276,057
01-0103-02-00	SALARIES-OVERTIME	2,107	3,696	2,386		700
01-0104-02-00	SALARIES-LONGEVITY	952	850	888	990	980
01-0105-02-00	GROUP HEALTH INSURANCE	34,916	27,535	17,738	37,978	20,010
01-0106-02-00	TMRS	74,737	71,554	61,805	57,618	52,378
01-0107-02-00	FICA	41,206	35,274	25,381	23,476	18,137
01-0109-02-00	SALARIES-WELL PAY	182	1,431	921	1,500	1,000
01-0110-02-00	DENTAL INSURANCE	1,582	912	1,264	1,209	1,454
01-0111-02-00	CITY MANAGER BENEFITS			5,928		
01-0113-02-00	SALARIES-CAR ALLOWANCE	14,716	15,614	8,628	15,600	7,200
01-0118-02-00	CELL PHONE ALLOWANCE					480
01-0120-02-00	GROUP LIFE INSURANCE	62	34	58	72	357
01-0130-02-00	WORKERS COMPENSATION	1,205	1,035	977	603	549
01-0131-02-00	EAP EXPENSE					91
	Personnel Total	667,849	554,736	446,418	530,087	379,393

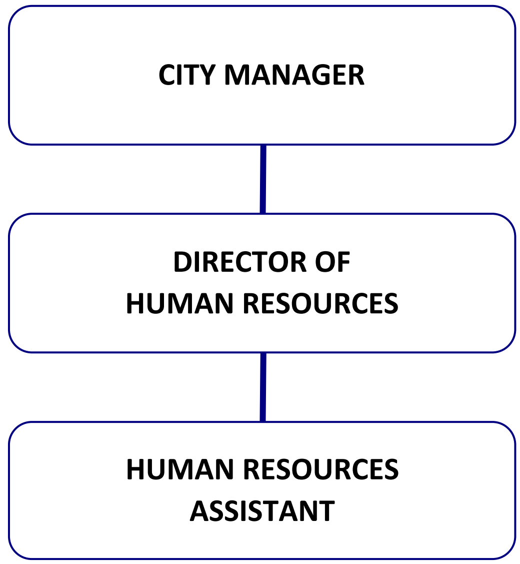
01-0201-02-00	OFFICE SUPPLIES	2,878	4,184	2,146	2,000	1,500
01-0202-02-00	UNIFORMS AND CLOTHING	58				
01-0204-02-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	150		670		
01-0210-02-00	FOOD-BEV-MEETINGS/FUNCTIONS	1,465	773	742	700	605
01-0214-02-00	POSTAGE/SHIPPING/DELIVERY	5,760	10,113	8,407	10,765	9,975
01-0218-02-00	FUEL & OIL	110				
01-0231-02-00	SOFTWARE	184				
	Supplies Total	10,604	15,070	11,966	13,465	12,080

01-0302-02-00	MAINT-MOTOR VEHICLES	1,071		191		
	Maintenance Total	1,071	0	191	0	0

01-0401-02-00	TELEPHONE & COMMUNICATIONS			280		
01-0402-02-00	RENTAL OF EQUIPMENT	2,656	4,278	2,517	2,703	2,703
01-0407-02-00	SPECIAL SERVICES	1,715	1,715	133,862	1,715	134,064
01-0408-02-00	ADVERTISING	365	455	500	500	500
01-0409-02-00	TRAVEL & EDUCATION	23,560	14,190	11,256	10,000	9,735
01-0414-02-00	DUES & SUBSCRIPTIONS	2,479	4,311	2,304	3,475	2,477
01-0416-02-00	OTHER/PROFESSIONAL SERVICES	416	205	4,985		
01-0421-02-00	PRINTING	21,550	13,504	18,372	17,922	16,934
01-0434-02-00	SPECIAL EVENTS			1,062		
01-0442-02-00	COMPUTER PROFESSIONAL SERVICES		6,084	4,170	5,000	5,000
01-0462-02-00	CELLULAR TELEPHONE & PAGERS		-7			
01-0539-02-00	MISC. HEALTH BENEFIT				89	
01-0559-02-00	CONTRACT/TEMPORARY LABOR	134	12,391	11,901		
	Services Total	52,876	57,126	191,209	41,404	171,413

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	732,400	626,932	649,783	584,956	562,886

Human Resources



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Adopted 11-12
Director of Human Resources	1	1	1
Human Resource Supervisor	1	1	0
Human Resources Assistant	0	0	1
TOTAL	**2**	**2**	**2**

Department Narrative

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

Departmental Goals

City Council Goals:

- Recruit, attract and select the best employees for Lancaster
- Empower managers and employees throughout the city organization
- Have a market-based compensation system
- Management and Supervisory Skills (6 month) Development
- Job Description Updates
- Policy Procedure Manual Update

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Total Full-time City of Lancaster Employees	274	254	243
Applications Received and Processed	3424	2187	2500
Liability and Property Claims	56	40	30
pre-Hire Drug Screens and Background Checks	63	56	40
In-House Training Programs	11	11	11
Benefit Programs Managed	17	17	17
Workers Compensation Claims	56	26	30

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Turnover in Agency (Calendar year)	16%	18%	15%
Accurate Payroll Checks	100%	100%	100%
Evaluations Completed On-Time	90%	95%	95%
Job Postings within 24 Hours	98%	100%	100%
Claims Processed within 7 Days	100%	100%	100%

Budget Summary	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2011-2012 Budget
Personnel	194,077	205,553	171,978	178,827
Supplies	6,531	7,400	6,175	7,400
Maintenance	727	-	13	-
Other Services	117,295	143,701	128,141	142,314
Capital Outlay	-	-	-	-
TOTAL	318,630	356,654	306,307	328,541

Human Resources

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-31-00	SALARIES-REGULAR	184,140	146,344	128,022	154,326	132,290
01-0102-31-00	SALARIES-PART TIME	-	2,259	-	-	-
01-0103-31-00	SALARIES-OVERTIME	-	643	-	-	-
01-0104-31-00	SALARIES-LONGEVITY	376	380	368	472	424
01-0105-31-00	GROUP HEALTH INSURANCE	13,518	6,782	8,577	12,058	11,612
01-0106-31-00	TMRS	22,132	20,156	18,923	22,559	19,095
01-0107-31-00	FICA	13,695	11,192	9,822	11,069	9,674
01-0110-31-00	DENTAL INSURANCE	496	295	185		429
01-0113-31-00	SALARIES-CAR ALLOWANCE	4,816	4,814	4,528	4,800	4,800
01-0114-31-00	SALARIES-ASSIGNMENT PAY	-	-	927	-	-
01-0120-31-00	GR0UP LIFE INSURANCE	46	28	29	34	204
01-0130-31-00	WORKERS COMPENSATION	1,205	1,183	598	235	247
01-0131-31-00	EAP EXPENSE	-	-	-	-	52
	Personnel Total	240,424	194,077	171,978	205,553	178,827

01-0201-31-00	OFFICE SUPPLIES	5,310	5,577	4,457	6,000	6,000
01-0204-31-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	150	-	-	-	-
01-0210-31-00	FOOD-BEV-MEETINGS/FUNCTIONS	742	265	631	350	350
01-0214-31-00	POSTAGE/SHIPPING/DELIVERY	806	689	905	500	500
01-0215-31-00	TRAINING SUPPLIES	663	-	182	550	550
	Supplies Total	7,671	6,531	6,175	7,400	7,400

01-0318-31-00	MAINT-OFFICE EQUIPMENT	-	727	-	-	-
01-0346-31-00	MAINT-HEATING & COOLING SYSTEM	-	-	13	-	-
	Maintenance Total	-	727	13	-	-

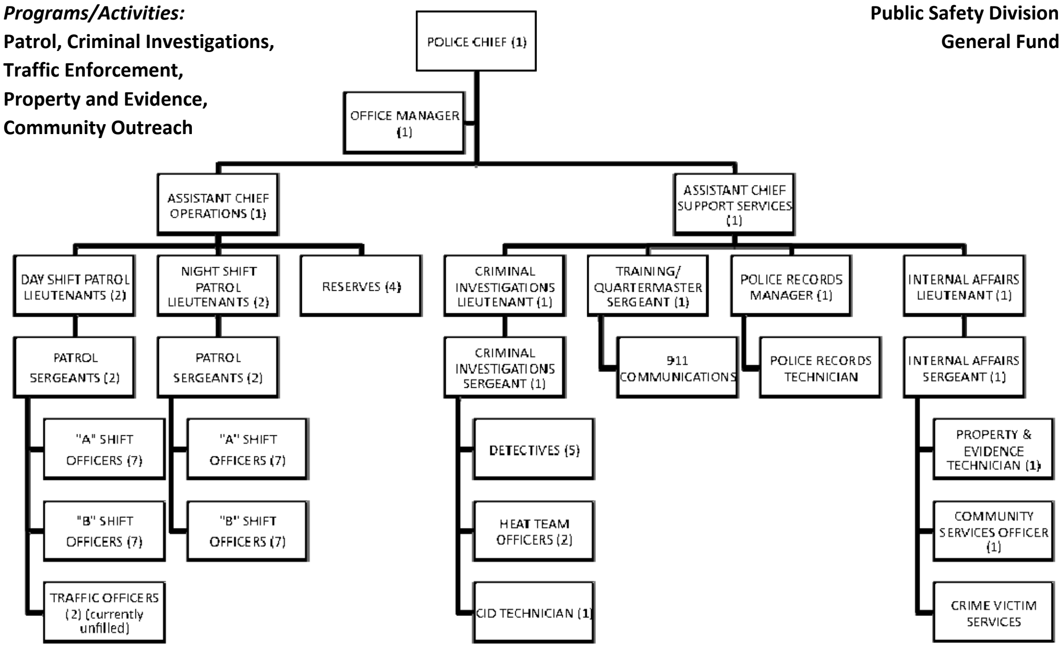
01-0402-31-00	RENTAL OF EQUIPMENT	2,415	2,415	1,937	2,700	2,700
01-0408-31-00	ADVERTISING	5,410	1,023	-	6,500	3,000
01-0409-31-00	TRAVEL & EDUCATION	2,422	131	1,389	3,550	3,550
01-0410-31-00	UTILITIES - ELECTRICITY	-	3,685	3,360	-	2,400
01-0414-31-00	DUES & SUBSCRIPTIONS	1,355	1,090	986	845	400
01-0416-31-00	OTHER/PROFESSIONAL SERVICES	23,569	19,479	18,698	17,620	17,620
01-0418-31-00	MEDICAL EXPENSE	2,500	860	1,800	3,500	2,500
01-0419-31-00	AWARDS	581	361	1,386	500	500
01-0420-31-00	INTERNAL TRAINING	5,900	3,880	7,583	7,875	7,875
01-0421-31-00	PRINTING	984	1,723	2,526	2,550	2,550
01-0440-31-00	CONSULTANT AND ADVISORY FEES	12,732	6,000	8,345	15,000	15,000
01-0442-31-00	COMPUTER PROFESSIONAL SERVICES	40,175	44,666	53,353	56,300	57,500
01-0462-31-00	CELLULAR TELEPHONE & PAGERS	85	-	-	-	-
01-0464-31-00	RENTAL OF OFFICE SPACE	26,719	19,572	19,898	26,719	26,719
01-0539-31-00	MISC. HEALTH BENEFIT	-	-	-	42	-
01-0543-31-00	JANITORIAL CONTRACT	-	-	504	-	-
01-0549-31-00	HVAC MAINTENANCE CONTRACT	-	-	78	-	-
01-0559-31-00	CONTRACT/TEMPORARY LABOR	17,650	12,411	6,299	-	-
	Services Total	142,495	117,295	128,141	143,701	142,314

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	390,591	318,630	306,307	356,654	328,541

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

Public Safety Division
General Fund

Police



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Revised 11-12
Police Chief	1	1	1
Assistant Police Chief	2	2	2
Lieutenant	6	6	6
Sergeant	7	7	7
Police Officer	43	36	35
Records Manager	1	1	1
Office Manager	1	1	1
CID Technician	1	1	1
Property & Evidence	1	1	1
Police Records Technician	1	1	1
Part-Time	0.5	0.5	0
Total	**64.5**	**57.5**	**56**

Department Narrative

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

The police department also investigates criminal activity within the city and prepares cases for prosecution with the Dallas County District Attorney's Office.

Departmental Goals

City Council Goals:

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

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
City Population / Square City Miles	36,000/30	36,000/30	36391/33
Sworn Officers	54	54	53
Calls for Service	31,000	41,340	43,000
Citations / Violations	5154/7894	9095/14,000	9095/14000
Arrests	2,850	2,782	2,708
Accidents Reported	650	310	310
Part I Crimes	2,050	2,143	1,948
Public Safety Academies	1	1	1
Attendance at National Night Out Events	10	15	15

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Homeowner's Association Meeting Attendance	5	5	5
New Community Watch Groups Created	10	10	9
New Business Crime Watch Areas Created	2	2	2
Crime Victim Liaison Program	N/A	N/A	N/A
Partnership with UNT-Dallas Criminal Justice Program	Ongoing	Ongoing	N/A
Average Offense Report Completion Time	45 Minutes	45 Minutes	45 Minutes
Average Arrest Report Completion Time	60 Minutes	60 Minutes	60 Minutes
Average Accident Report Completion Time	50 Minutes	50 Minutes	50 Minutes
Average Emergency Response Time	4.51 Minutes	4.51 Minutes	4.51 Minutes
Average Non-Emergency Response Time	9 Minutes	9 Minutes	9 Minutes
Part I Crimes per 1000 Population	58	59	59
Sworn Officers per 1000 Population/per Square City Mile	1.5/ 1.8	1.5/ 1.8	1.5/1.6

Budget Summary	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2011-2012 Budget
Personnel	4,931,812	4,832,373	4,347,641	4,942,593
Supplies	257,924	177,200	228,415	172,765
Maintenance	136,417	89,420	47,016	53,420
Services	473,842	376,480	363,990	370,290
Capital Outlay	1,712	-	(12,325)	-
TOTAL	**5,801,707**	**5,475,473**	**4,974,737**	**5,539,068**

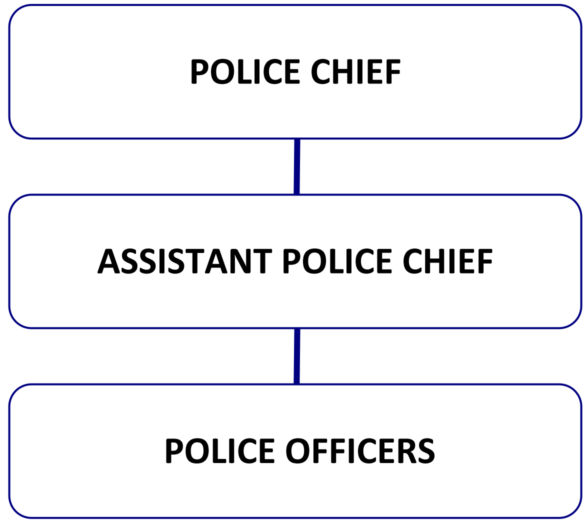
Police

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-14-00	SALARIES-REGULAR	3,288,604	3,325,323	2,895,208	3,218,767	3,370,192
01-0102-14-00	SALARIES-PART TIME	8,619	6,651	6,126	10,362	-
01-0103-14-00	SALARIES-OVERTIME	238,545	228,620	191,404	185,000	215,400
01-0104-14-00	SALARIES-LONGEVITY	22,108	22,393	20,658	22,368	22,816
01-0105-14-00	GROUP HEALTH INSURANCE	375,971	420,555	412,798	533,920	458,547
01-0106-14-00	TMRS	421,093	480,651	453,612	494,711	477,971
01-0107-14-00	FICA	291,585	268,767	232,387	245,911	230,248
01-0109-14-00	SALARIES-WELL PAY	24,617	30,001	32,106	-	32,106
01-0110-14-00	DENTAL INSURANCE	10,935	10,026	8,268	10,478	9,009
01-0113-14-00	SALARIES-CAR ALLOWANCE	-	-	1,400	-	4,800
01-0114-14-00	SALARIES-ASSIGNMENT PAY	41,042	35,057	27,663	31,200	29,120
01-0115-14-00	CERTIFICATION PAY	33,351	33,705	30,749	34,282	33,086
01-0118-14-00	CELL PHONE ALLOWANCE	-	-	-	-	-
01-0120-14-00	GROUP LIFE INSURANCE	911	677	802	986	5,814
01-0130-14-00	WORKERS COMPENSATION	72,805	69,387	34,459	44,388	48,746
01-0131-14-00	EAP EXPENSE	-	-	-	-	1,495
	Personnel Total	4,830,185	4,931,812	4,347,641	4,832,373	4,939,350
01-0201-14-00	SUPPLIES	8,294	9,370	5,366	7,000	5,700
01-0202-14-00	UNIFORMS AND CLOTHING	32,759	30,685	14,237	12,500	12,500
01-0203-14-00	MOTOR VEHICLE SUPPLIES	11,833	9,152	13,328	-	-
01-0204-14-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	15,512	26,999	3,043	3,450	3,450
01-0205-14-00	JANITORIAL & CLEANING SUPPLIES	-	47	193	150	-
01-0206-14-00	CHEMICALS	-	272	-	-	-
01-0208-14-00	EDUCATION & REC SUPPLIES	187	180	709	500	500
01-0210-14-00	FOOD/BEV-MEETINGS/FUNCTIONS	1,672	2,040	1,208	850	850
01-0211-14-00	OTHER OPERATIONAL SUPPLIES	18,817	6,686	3,174	2,000	7,425
01-0212-14-00	AMMUNITION	5,939	22,862	5,085	7,500	7,500
01-0214-14-00	POSTAGE/SHIPPING/DELIVERY	2,718	1,580	1,568	3,000	1,920
01-0215-14-00	TRAINING SUPPLIES	12,709	3,172	4,733	8,250	2,000
01-0218-14-00	FUEL & OIL	100,420	136,229	169,158	125,000	125,000
01-0219-14-00	DATA PROCESSING SUPPLIES	9,327	6,017	5,017	4,000	4,000
01-0220-14-00	INVESTIGATION SUPPLIES	2,463	2,634	1,596	3,000	1,920
	Supplies Total	222,651	257,924	228,415	177,200	172,765
01-0301-14-00	MAINT-BLDG & STRUCTURES	3,561	1,888	1,752	-	-
01-0302-14-00	MAINT-MOTOR VEHICLES	59,018	132,772	40,227	85,000	50,000
01-0303-14-00	MAINT-EQUIP & MACHINERY	10	1,413	735	920	920
01-0314-14-00	MAINT-RADIO EQUIPMENT	602	207	3,749	2,500	2,500
01-0342-14-00	MAINT-DATA PROCESSING EQUIP	433	-	117	1,000	-
01-0346-14-00	MAINT-HEATING & COOLING SYSTEM	-	-	436	-	-
01-0363-14-00	MAINT-LOCKS & KEYS	-	137	-	-	-
	Maintenance Total	63,623	136,417	47,016	89,420	53,420
01-0401-14-00	TELEPHONE & COMMUNICATIONS	3,378	4,780	3,542	-	-
01-0402-14-00	RENTAL OF EQUIPMENT	8,357	12,199	8,949	9,000	9,000
01-0407-14-00	SPECIAL SERVICES	53,889	62,890	27,588	68,000	43,000
01-0409-14-00	TRAVEL & EDUCATION	30,848	26,031	21,707	22,000	17,600
01-0414-14-00	DUES & SUBSCRIPTIONS	8,492	11,765	10,372	9,090	9,090
01-0416-14-00	OTHER/PROFESSIONAL SERVICES	19,382	16,689	17,031	11,500	21,600
01-0419-14-00	AWARDS	886	1,119	712	1,000	500
01-0421-14-00	PRINTING	1,911	2,479	3,820	2,500	2,500
01-0434-14-00	SPECIAL EVENTS	365	640	563	1,000	1,000
01-0435-14-00	LABORATORY CHARGES	12,624	26,390	6,795	5,000	5,000
01-0442-14-00	COMPUTER PROFESSIONAL SERVICES	2,000	82	-	-	-
01-0446-14-00	CITY ATTORNEY FEES	1,565	41,523	-	-	-
01-0462-14-00	CELLULAR TELEPHONE & PAGERS	1,801	258	-	3,480	3,440
01-0476-14-00	ACCT ANALYSIS FEES-JPM	6,216	7,126	4,900	-	-
01-0493-14-00	MOVING EXPENSE	2,857	-	-	-	-
01-0539-14-00	MISC. HEALTH BENEFIT	-	-	-	1,228	-
01-0557-14-00	CITY JAIL CONTRACT	214,733	242,682	240,850	242,682	261,000
01-0559-14-00	CONTRACT/TEMPORARY LABOR	7,632	17,188	17,160	-	-
	Services Total	376,937	473,842	363,990	376,480	373,730
01-0610-14-00	CAPITAL-MOTOR VEHICLES	-	-	(12,325)	-	-
01-0618-14-00	CAPITAL-COMPUTER EQUIPMENT	-	1,712	-	-	-
	Capital Total	0	1,712	-12,325	0	0

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	5,493,396	5,801,706	4,974,738	5,475,473	5,539,265

COPS Grant



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
Officers	3	3	3
Total	**3**	**3**	**3**

Department Narrative

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

Departmental Goals

City Council Goals:

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

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
City Population / Square City Miles	36,000/30	36,000/30	36391/33
Sworn Officers	54	54	53
Calls for Service	31,000	41,340	43,000
Citations / Violations	5154/7894	9095/14,000	9095/14000
Arrests	2,850	2,782	2,708
Accidents Reported	650	310	310
Part I Crimes	2,050	2,143	1,948
Public Safety Academies	1	1	1
Attendance at National Night Out Events	10	15	15

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012
Homeowner's Association Meeting Attendance	5	5	5
New Community Watch Groups Created	10	10	9
New Business Crime Watch Areas Created	2	2	2
Crime Victim Liaison Program	N/A	N/A	N/A
Partnership with UNT-Dallas Criminal Justice Program	Ongoing	Ongoing	N/A
Average Offense Report Completion Time	45 Minutes	45 Minutes	45 Minutes
Average Arrest Report Completion Time	60 Minutes	60 Minutes	60 Minutes
Average Accident Report Completion Time	50 Minutes	50 Minutes	50 Minutes
Average Emergency Response Time	4.51 Minutes	4.51 Minutes	4.51 Minutes
Average Non-Emergency Response Time	9 Minutes	9 Minutes	9 Minutes
Part I Crimes per 1000 Population	58	59	59
Sworn Officers per 1000 Population/per Square City	1.5/ 1.8	1.5/ 1.8	1.5/1.6

Budget Summary	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2011-2012 Budget
Personnel	-	177,210	96,949	171,339
Supplies	-	-	-	-
Maintenance	-	-	-	-
Services	-	-	-	-
Capital Outlay	-	-	-	-
TOTAL	**-**	**177,210**	**96,949**	**171,339**

COPS Grant

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

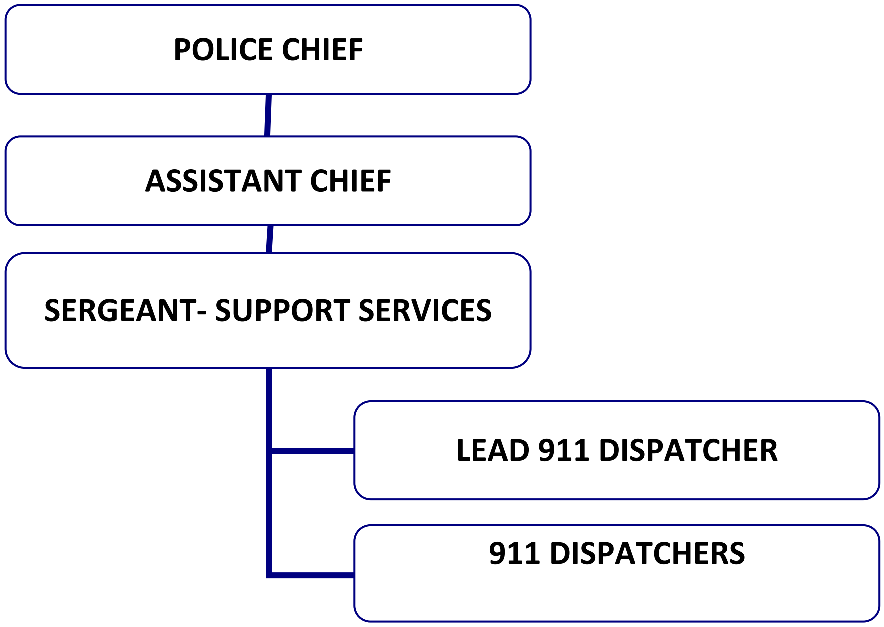
Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-14-11	SALARIES-REGULAR	-	-	64,361	128,163	132,026
01-0103-14-11	SALARIES-OVERTIME	-	-	1,993	-	2,200
01-0104-14-11	SALARIES-LONGEVITY	-	-	-	-	76
01-0105-14-11	GROUP HEALTH INSURANCE	-	-	16,386	18,087	5,806
01-0106-14-11	TMRS	-	-	9,473	18,117	18,343
01-0107-14-11	FICA	-	-	4,411	9,804	10,105
01-0110-14-11	DENTAL INSURANCE	-	-	201	1,209	429
01-0120-14-11	GROUP LIFE INSURANCE	-	-	24	51	306
01-0130-14-11	WORKERS COMPENSATION	-	-	99	1,779	2,048
01-0131-14-11	EAP EXPENSE	-	-	-	-	78
	Personnel Total	-	-	96,949	177,210	171,339

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	-	-	96,949	177,210	171,339

Emergency Communications

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

Public Safety Division
General Fund



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Adopted 11-12
Dispatch Supervisor	0	0	0
Lead 911 Dispatcher	0	4	4
911 Dispatchers	1	6	6
Part Time Dispatchers (value .5)	0	1	1
Part Time Dispatchers (value .25)	0	0.25	0.25
Total	**1**	**11**	**11.25**

Department Narrative

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

Departmental Goals

City Council Goals:

- Aim to provide the most effective and efficient communications program possible
- Satisfy emergency and routine communications and informational needs for the City's Public Safety Departments
- Increase departmental efficiency through the recruitment, selection, and training of qualified communication personnel
- Establish and maintain a positive relationship with other departments, citizens, and public safety agencies
- Maintain effective staffing by sustaining an operational vacancy rate at or below 10%
- Promote employee development through education and succession planning

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Wireless 911 Calls	14,000	14,000	14,000
Total 911 Calls	35,450	35,450	35,450
Non-Emergency Calls	163,000	163,000	163,000
Total Police Calls For Service (CFS)	33,000	33,000	33,000
Police Priority 1 or 2 Calls For Service	1,900	1,900	1,900
Total Fire Calls For Service	7,250	7,250	7,250

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
911 Calls Answered within 6 Seconds	78%	78%	78%
911 Calls Answered within 10 Seconds	88%	88%	88%
Abandoned 911 Calls	1683	1683	1665
Average Time to Dispatch Police Priority 1 or 2 CFS	41 SEC	41 SEC	37 SEC
Average Time to Dispatch Fire/EMS CFS	32 SEC	32 SEC	29 SEC

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	189,705	632,479	581,831	702,435
Supplies	3,012	3,880	7,143	1,900
Maintenance	97,889	77,728	5,650	78,000
Services	27,531	31,822	27,809	21,191
Capital Outlay	15,736	-	(1,355)	-
TOTAL	**333,873**	**745,909**	**621,078**	**803,526**

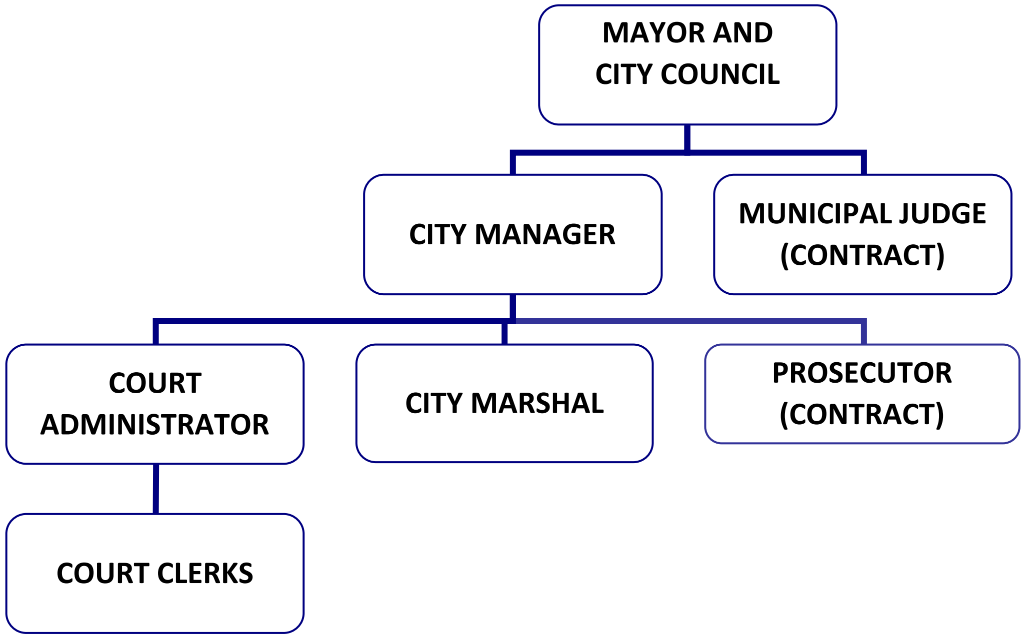
Emergency Communications

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-34-00	SALARIES-REGULAR	331,851	105,552	343,625	348,052	422,388
01-0102-34-00	SALARIES-PART TIME	27,361	1,716	21,687	38,793	38,793
01-0103-34-00	SALARIES-OVERTIME	109,742	31,294	52,498	70,000	70,000
01-0104-34-00	SALARIES-LONGEVITY	1,202	477	1,269	1,324	1,736
01-0105-34-00	GROUP HEALTH INSURANCE	62,468	19,983	73,495	78,837	74,348
01-0106-34-00	TMRS	51,907	18,041	53,763	59,279	58,896
01-0107-34-00	FICA	34,015	10,157	29,985	32,912	29,627
01-0109-34-00	SALARIES-WELL PAY	629	1,011	1,839	-	1,800
01-0110-34-00	DENTAL INSURANCE	1,828	460	2,545	2,418	2,574
01-0120-34-00	GR0UP LIFE INSURANCE	154	15	157	187	1,122
01-0130-34-00	WORKERS COMPENSATION	1,887	998	968	677	832
01-0131-34-00	EAP EXPENSE	-	-	-	-	319
	Personnel Total	623,043	189,705	581,831	632,479	702,435
01-0201-34-00	OFFICE SUPPLIES	756	414	445	1,480	-
01-0204-34-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	2,635	1,399	4,975	500	-
01-0215-34-00	TRAINING SUPPLIES	-	225	-	-	-
01-0234-34-00	PRINTING SUPPLIES	2,135	974	1,724	1,900	1,900
	Supplies Total	5,527	3,012	7,143	3,880	1,900
01-0303-34-00	MAINT-EQUIP & MACHINERY	13,334	97,689	3,748	74,728	75,000
01-0314-34-00	MAINT-RADIO EQUIPMENT	4,482	200	1,902	3,000	3,000
	Maintenance Total	17,816	97,889	5,650	77,728	78,000
01-0401-34-00	TELEPHONE & COMMUNICATIONS	21,264	24,087	13,168	19,000	19,000
01-0409-34-00	TRAVEL & EDUCATION	2,201	87	436	4,000	-
01-0414-34-00	DUES & SUBSCRIPTIONS	442	718	931	1,666	1,666
01-0416-34-00	OTHER/PROFESSIONAL SERVICES	854	2,006	478	6,900	525
01-0442-34-00	COMPUTER PROFESSIONAL SERVICES	-	108	-	-	-
01-0462-34-00	CELLULAR TELEPHONE & PAGERS	423	525	12,796	-	-
01-0539-34-00	MISC. HEALTH BENEFIT	-	-	-	256	-
	Services Total	25,184	27,531	27,809	31,822	21,191
01-0602-34-00	CAPITAL-BLDG & STRUCTURE	29,112	-	-	-	-
01-0620-34-00	CAPITAL-LG SYSTEM SOFTWARE	-	15,736	(1,355)	-	-
	Capital Total	29,112	15,736	(1,355)	-	-

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	700,681	333,873	621,078	745,909	803,526

Municipal Court



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
Court Administrator	1	1	1
City Marshal	0	0	1
Court Clerk	3	2	2
PT Clerk	0.5	0.5	0.5
Total	**4.5**	**3.5**	**4.5**

Department Narrative

The Lancaster Municipal Court of Record, under laws of the State of Texas and the Lancaster Code of Ordinances, provides service to all persons who have been issued class 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 Court System operates under the guidelines of the Texas Penal Code, Texas Code of Criminal Procedures, City of Lancaster Code of Ordinances, and the Texas Uniform Traffic Code.

Departmental Goals

City Council Goals

- Hire 1 Deputy marshal
- Retrenchment strategy for court date(s) in a timely manner
- Implementing Scofflaw
- Continuing education and completion of current level certification for clerks/all clerks cross train
- Update processes/complaints or offense information for legislative update 2011
- Scanning warrants to a secure PDF (document imaging)
- Modify Code Court Process

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Cases Filed	10,204	14,000	12,800
Bond Forfeitures	800	900	700
Trials	8,005	10,000	9,750
Jury Trials	10	10	10
Warrants Issued	7,303	11,000	8,077
Warrants Cleared	5,150	8,500	9,435
Full-Time Employees	3	3	3
Part-Time Employee	1	2	1
City Marshal	1	2	1
Deputy	N/A	N/A	1

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Warrants Issued within 2 Days of Non-Compliance	100%	100%	100%
Cases Entered within 2 Days of Filing	100%	100%	100%
Average Age of Warrant	40 Days	30 Days	30 Days
Cases Disposed	60%	70%	78%
Cases Appealed	0%	0%	0%
Continuing Education Certificates Received	98 hours	98 hours	98 Hours

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	177,421	204,068	269,128	284,081
Supplies	7,762	8,400	8,539	12,200
Maintenance	1,332	4,500	5,090	5,500
Services	131,532	145,786	127,448	124,993
Capital Outlay	-	-	-	-
TOTAL	**318,047**	**362,754**	**410,205**	**426,774**

Municipal Court

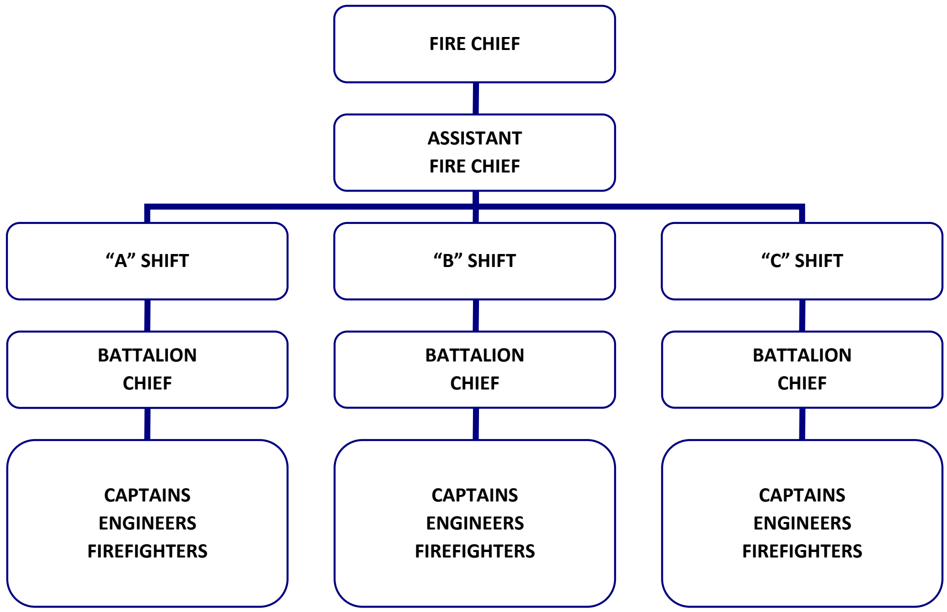
For Fund #:	1
For Department #:	8
Program#:	0

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-08-00	SALARIES-REGULAR	146,222	92,971	160,983	109,959	166,419
01-0102-08-00	SALARIES-PART TIME	-	12,697	12,356	13,874	13,874
01-0103-08-00	SALARIES-OVERTIME	8,346	3,723	390	-	450
01-0104-08-00	SALARIES-LONGEVITY	908	614	1,907	692	2,132
01-0105-08-00	GROUP HEALTH INSURANCE	27,356	20,619	28,762	30,919	34,088
01-0106-08-00	TMRS	18,695	15,548	26,051	18,391	26,424
01-0107-08-00	FICA	11,305	9,562	14,477	10,107	15,034
01-0109-08-00	SALARIES-WELL PAY	477	938	1,342	-	1,400
01-0110-08-00	DENTAL INSURANCE	699	608	1,163	403	1,287
01-0114-08-00	SALARIES-ASSIGNMENT PAY	3,715	19,510	18,440	19,458	19,458
01-0115-08-00	CERTIFICATION PAY	-	25	1,776	-	1,801
01-0118-08-00	CELL PHONE ALLOWANCE	-	-	-	-	-
01-0120-08-00	GROUP LIFE INSURANCE	46	18	56	51	408
01-0130-08-00	WORKERS COMPENSATION	420	588	1,426	214	1,189
01-0131-08-00	EAP EXPENSE	-	-	-	-	117
	Personnel Total	218,188	177,421	269,128	204,068	284,081
01-0201-08-00	OFFICE SUPPLIES	4,007	1,124	2,132	3,000	3,000
01-0202-08-00	UNIFORMS AND CLOTHING	-	-	1,447	-	2,500
01-0204-08-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	8,381	4,094	314	1,000	1,000
01-0210-08-00	FOOD/BEV-MEETINGS/FUNCTIONS	-	18	-	-	-
01-0214-08-00	POSTAGE/SHIPPING/DELIVERY	1,952	2,527	1,740	4,400	2,500
01-0218-08-00	FUEL & OIL	-	-	2,905	-	3,200
01-0231-08-00	SOFTWARE	9,260	-	-	-	-
	Supplies Total	23,601	7,762	8,539	8,400	12,200
01-0301-08-00	MAINT-BLDG & STRUCTURES	180	-	161	-	-
01-0302-08-00	MAINT-MOTOR VEHICLES	-	397	477	-	1,000
01-0313-08-00	MAINT-FURN & FIXTURES	14,552	-	-	-	-
01-0318-08-00	MAINT-OFFICE EQUIPMENT	-	935	-	-	-
01-0342-08-00	MAINT-DATA PROCESSING EQUIP	2,281	-	-	-	-
01-0370-08-00	MAINT-SOFTWARE	-	-	4,452	4,500	4,500
	Maintenance Total	17,013	1,332	5,090	4,500	5,500
01-0401-08-00	TELEPHONE & COMMUNICATIONS	-	7	473		1,000
01-0402-08-00	RENTAL OF EQUIPMENT	1,066	1,506	2,956	3,300	3,300
01-0409-08-00	TRAVEL & EDUCATION	5,184	3,569	3,456	2,250	2,250
01-0414-08-00	DUES & SUBSCRIPTIONS	200	1,233	867	1,200	1,000
01-0416-08-00	OTHER/PROFESSIONAL SERVICES	47,338	360	939	2,000	2,000
01-0421-08-00	PRINTING	6,443	3,252	4,111	5,000	4,000
01-0442-08-00	COMPUTER PROFESSIONAL SERVICES	-	-	166	-	-
01-0443-08-00	COURT BAILIFF SERVICES	7,188	2,845	-	-	-
01-0446-08-00	CITY ATTORNEY FEES	56,040	13,240	-	-	-
01-0462-08-00	CELLULAR TELEPHONE & PAGERS	98	175	-	-	480
01-0482-08-00	CREDIT CARD PROCESSING FEES	-	-	-	20,000	-
01-0539-08-00	MISC. HEALTH BENEFIT	-	-	-	73	-
01-0540-08-00	COURT-PROSECUTOR SERVICES	16,318	17,122	43,440	39,163	39,163
01-0541-08-00	COURT-JUDGE SERVICES	59,524	74,655	60,374	59,000	59,000
01-0557-08-00	CITY JAIL CONTRACT	12,800	12,800	10,667	12,800	12,800
01-0559-08-00	CONTRACT/TEMPORARY LABOR	9,762	768	-	1,000	-
	Services Total	221,961	131,532	127,448	145,786	124,993

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	480,764	318,047	410,205	362,754	426,774

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

Public Safety Division
General Fund



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
Fire Chief	1	1	1
Asst. Fire Chief	1	1	1
Battalion Chief	3	3	3
Captain	9	9	9
Fire Engineer	21	21	21
Fire Fighter	23	19	19
Office Manager	1	1	0
EMS Captain	1	1	1
Emergency Mgmt. Engineer	1	1	1
Total	**61**	**57**	**57**

Department Narrative

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

Departmental Goals

City Council Goals:

- Healthy, Safe and Vibrant Neighborhoods
- Improve staffing on fire trucks above an average of two personnel
- Keep all three ambulances in-service as much as possible. Staff 75% of time.
- Staff ambulances 20% of the time with two paramedics.
- Provide advanced care to patients suffering from strokes, heart attacks, trauma, or other medical problems.
- Maintain response times as low as possible with increasing call volume and population growth.
- Improve response capabilities for large scale disasters such as floods, tornados, terrorism, etc.
- Maintain service level of one Mobile Intensive Care Unit (MICU) at each fire station.
- Encourage fire station personnel to visit their neighborhoods during the year.
- Maintain the Fire Department comprehensive wellness-fitness program.
- Follow equipment replacement plan as possible.

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
City Population	36,000	36,000	36,391
Calls for Service "Responses"	9,364	9,741	9,500
Stations	3	3	3
Uniformed Personnel	61	53	57
Responses (Average per day)	25.65	27.00	26.00
Units staffed	7	7	7

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Percent of property saved from fire	96%	97%	90%
Paramedics trained	4	2	7
Apparatus staffing per unit	2	2	2.25
Response times with increased call volume	4.40 minutes	4.59 minutes	5.50 minutes
Percentage of 4 firefighters on scene in 5 minutes	10%	9%	10%
Percentage of 14 firefighters on scene in 9 minutes	65%	54%	20%
Increase ambulance billing revenue	2.00%	3%	10%
Dependency on mutual aid assistance	197	210	300
Public Fire Safety Education contacts	12,883	1,323	8,500
In the field CPR recesutations	5	6	20

Budget Summary	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2011-2012 Budget
Personnel	5,084,576	4,914,209	4,766,997	4,909,455
Supplies	293,453	240,340	232,525	230,950
Maintenance	214,544	80,656	97,984	77,250
Services	156,180	131,655	145,419	151,145
Capital Outlay	91,704	-	6,000	-
TOTAL	**5,840,457**	**5,366,860**	**5,248,925**	**5,368,800**

Fire

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-15-00	SALARIES-REGULAR	3,385,422	3,439,638	3,130,390	3,297,595	3,278,997
01-0102-15-00	SALARIES-PART TIME	-	-	-	6,963	-
01-0103-15-00	SALARIES-OVERTIME	30,226	76,621	143,570	75,000	140,000
01-0104-15-00	SALARIES-LONGEVITY	30,254	32,146	28,019	29,408	28,760
01-0105-15-00	GROUP HEALTH INSURANCE	439,870	502,455	514,027	565,369	510,944
01-0106-15-00	TMRS	411,028	488,487	490,833	499,680	476,839
01-0107-15-00	FICA	263,589	271,953	248,223	252,367	242,021
01-0108-15-00	SALARIES-PARAMEDIC	87,176	95,462	86,840	84,666	87,676
01-0109-15-00	SALARIES-WELL PAY	12,479	14,630	11,346		12,000
01-0110-15-00	DENTAL INSURANCE	11,896	12,005	8,992	12,896	9,009
01-0112-15-00	SALARIES-OUT OF CLASS	21,501	15,604	11,605	10,000	10,000
01-0113-15-00	SALARIES-CAR ALLOWANCE	3,518	4,814	1,928	4,800	-
01-0114-15-00	SALARIES-ASSIGNMENT PAY	-	-	-	-	-
01-0115-15-00	CERTIFICATION PAY	34,234	36,789	32,308	36,104	38,517
01-0120-15-00	GROUP LIFE INSURANCE	886	637	797	1,003	5,814
01-0125-15-00	SALARIES-FLSA OVERTIME	30,106	22,353	20,530	-	23,000
01-0130-15-00	WORKERS COMPENSATION	71,725	70,333	37,264	38,358	44,396
01-0131-15-00	EAP EXPENSE	-	-	-	-	1,482
01-0149-15-00	TLFFRA ANNUITY PAYMENT	1,950	650	325		
	Personnel Total	4,835,861	5,084,576	4,766,997	4,914,209	4,909,455
01-0201-15-00	OFFICE SUPPLIES	7,065	5,112	5,918	3,000	3,000
01-0202-15-00	UNIFORMS AND CLOTHING	48,258	63,169	42,827	45,000	40,000
01-0203-15-00	MOTOR VEHICLE SUPPLIES	-	-	1,758	-	-
01-0204-15-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	46,055	75,994	44,245	62,790	50,000
01-0205-15-00	JANITORIAL & CLEANING SUPPLIES	-	-	63	-	-
01-0206-15-00	CHEMICALS	-	-	39	-	-
01-0208-15-00	EDUCATION & REC SUPPLIES	279	859	3,326	3,500	3,500
01-0210-15-00	FOOD-BEV-MEETINGS/FUNCTIONS	-	109	244	-	-
01-0211-15-00	OTHER OPERATIONAL SUPPLIES	4,804	11,036	6,150	3,700	3,700
01-0214-15-00	POSTAGE/SHIPPING/DELIVERY	1,798	1,117	748	1,750	750
01-0216-15-00	MEDICAL SUPPLIES	87,933	86,643	69,962	70,000	70,000
01-0218-15-00	FUEL & OIL	42,153	49,413	57,247	50,600	60,000
	Supplies Total	238,344	293,453	232,525	240,340	230,950
01-0301-15-00	MAINT-BLDG & STRUCTURES	11,731	32,793	21,959	3,000	4,000
01-0302-15-00	MAINT-MOTOR VEHICLES	44,770	166,002	60,495	55,000	55,000
01-0303-15-00	MAINT-EQUIP & MACHINERY	1,094	288	6,206	6,000	5,000
01-0307-15-00	MAINT-INSTRUMENTS & APPARATUS	10,574	13,913	6,649	14,656	10,250
01-0314-15-00	MAINT-RADIO EQUIPMENT	1,886	1,548	2,239	2,000	3,000
01-0346-15-00	MAINT-HEATING & COOLING SYSTEM	-	-	436	-	-
	Subtotal object - 03	70,054	214,544	97,984	80,656	77,250
01-0401-15-00	TELEPHONE & COMMUNICATIONS	1,463	629	1,026	-	1,200
01-0402-15-00	RENTAL OF EQUIPMENT	6,992	6,868	5,217	5,215	5,215
01-0407-15-00	SPECIAL SERVICES	5,802	5,265	1,183	2,000	2,000
01-0409-15-00	TRAVEL & EDUCATION	21,865	19,383	23,528	29,775	24,000
01-0414-15-00	DUES & SUBSCRIPTIONS	1,917	1,248	2,872	3,200	1,000
01-0415-15-00	TRANS TO VEHICLE REPL FUND	-	-	247	-	-
01-0416-15-00	PROFESSIONAL SERVICES	-	5,228	3,840	-	-
01-0418-15-00	MEDICAL EXPENSE	-	-	-	1,000	1,000
01-0420-15-00	INTERNAL TRAINING	764	-	-	2,000	-
01-0421-15-00	PRINTING	1,030	870	1,911	1,200	1,200
01-0426-15-00	VOLUNTEER FIREMENS PENSION	-	975	650	2,000	2,000
01-0434-15-00	SPECIAL EVENTS	1,776	2,555	5,597	1,000	1,000
01-0436-15-00	IMPROVEMENTS BY CONTRACTORS	2,995	-	-	-	-
01-0442-15-00	COMPUTER PROFESSIONAL SERVICES	-	82	-	-	-
01-0446-15-00	CITY ATTORNEY FEES	1,836	372	420	-	-
01-0451-15-00	RADIO TIE-IN TO PARKLAND	-	14,280	15,914	14,280	19,000
01-0453-15-00	E M S TRAINING	27,203	29,469	27,020	30,000	30,000
01-0455-15-00	CERTIFICATION FEES	11,463	4,258	5,005	5,000	10,280
01-0462-15-00	CELLULAR TELEPHONE & PAGERS	9,589	8,779	5,750	520	6,000
01-0476-15-00	ACCT ANALYSIS FEES-JPM	-	2,117	4,911	-	-
01-0493-15-00	MOVING EXPENSE	2,857	-	-	-	-
01-0539-15-00	MISC. HEALTH BENEFIT	-	-	-	1,239	-
01-0554-15-00	AMBULANCE BILLING SERVICE FEE	9,416	42,222	28,478	15,000	28,000
01-0558-15-00	EMPLOYEE PHYSICAL ASSESSMENT	17,030	11,580	11,850	18,226	19,250
	Subtotal object - 05	123,997	156,180	145,419	131,655	151,145
01-0602-15-00	CAPITAL-BLDG & STRUCTURE	6,660	-	-	-	-
01-0609-15-00	CAPITAL-MACHINERY & EQUIPMENT	-	6,704	-	-	-
01-0610-15-00	CAPITAL-MOTOR VEHICLES	-	85,000	6,000	-	-
	Subtotal object - 06	6,660	91,704	6,000	-	-

		2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
	Department Total	5,274,915	5,840,457	5,248,925	5,366,860	5,368,800

Emergency Management

Programs / Activities:
Emergency Management Plan Development
Preparation and Response to Disasters

Public Safety Division
General Fund

EMERGENCY MANAGEMENT DIRECTOR (MAYOR)

CITY MANAGER

FIRE CHIEF

Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
Emergency Management	0	0	0
Emergency Management	0	0	0
Total	**0**	**0**	**0**

Department Narrative

The Fire Chief is responsible for the coordination of the Emergency Management Plan in the City of Lancaster. The Emergency Operations Center is opened in response to potentially disastrous situations such as severe weather and hazardous materials incidents. The department splits the cost of an Emergency Management Administrator with Desoto, Duncanville and Cedar Hill. The regional administrator assist with Emergency Management Plan updates and regional coordination.

Departmental Goals

City Council Goals:

- Maintain emergency generators and early warning sirens
- Maintaining a credible Emergency Operations Plan (EOP)
- Maintain the City of Lancaster's Emergency Operations Center (EOC)
- Coordinate with Regional partners in the response to disasters
- Maintain response capabilites for large scale disasters such as floods, tornados and terrorism

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Siren activation testing	200	198	200
Severe Weather events monitored	52	44	52
Emergency Plan Annexe updates	6	4	12
Code Red maintenance	100	153	150
Generator Checks	60	60	60

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Siren activations	2	4	6
Emergency Operation Center (EOC) activations	22	32	30
Emergency Operation Plan (EOP) rating	Basic	Intermediate	Advanced
Generator Activations	5	4	5
City Disaster Training	2	3	4
Regional Disaster meetings	4	4	6
Disaster Drill	4	4	6
Code Red notifications	1	1	2

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	167,278	-	155	-
Supplies	1,980	2,600	2,154	3,000
Maintenance	7,895	11,000	12,590	11,500
Services	31,417	51,600	28,185	52,500
Capital Outlay	-	-	-	-
TOTAL	**208,570**	**65,200**	**43,084**	**67,000**

Fire-Emergency Management

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-15-04	SALARIES-REGULAR	74,313	123,046			
01-0103-15-04	SALARIES-OVERTIME	496				
01-0104-15-04	SALARIES-LONGEVITY	554	1,156			
01-0105-15-04	GROUP HEALTH INSURANCE	50	8,735	10		
01-0106-15-04	TMRS	14,447	16,868	16		
01-0107-15-04	FICA	5,864	9,470	9		
01-0108-15-04	SALARIES-PARAMEDIC	3,614	3,613	89		
01-0109-15-04	SALARIES-WELL PAY		225			
01-0110-15-04	DENTAL INSURANCE	336	404	1		
01-0115-15-04	CERTIFICATION PAY	1,206	1,206	30		
01-0120-15-04	GROUP LIFE INSURANCE	26	28	0		
01-0125-15-04	SALARIES-FLSA OVERTIME	(1,202)				
01-0130-15-04	WORKERS COMPENSATION	1,613	2,527	1		
	Personnel Total	101,319	167,278	155	-	-

01-0201-15-04	OFFICE SUPPLIES	665.01	391.77	752.29	500	500
01-0204-15-04	MINOR EQUIP/FURN/FIX/TOOLS/ETC	137.29	366.81		100	500
01-0214-15-04	POSTAGE/SHIPPING/DELIVERY		8.8			
01-0218-15-04	FUEL & OIL	1118.08	1212.21	1401.78	2000	2000
	Supplies Total	1,920	1,980	2,154	2,600	3,000

01-0302-15-04	MAINT-MOTOR VEHICLES	102.95		37.75		
01-0314-15-04	MAINT-RADIO EQUIPMENT					500
01-0341-15-04	MAINT-EARLY WARNING SIRENS	4,360	7,895	12,552	11,000	11,000
	Maintenance Total	4,463	7,895	12,590	11,000	11,500

01-0407-15-04	SPECIAL SERVICES	18640.05	17521.94	17185.46	37600	38000
01-0409-15-04	TRAVEL & EDUCATION					500
01-0416-15-04	PROFESSIONAL SERVICES	4000	11000	11000	11000	11000
01-0421-15-04	PRINTING		15			
01-0481-15-04	GROUND LEASE FOR RADIO TOWER		2880		3000	3000
	Services Total	22,640	31,417	28,185	51,600	52,500

Account	Description	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
	Department Total	130,342	208,570	43,084	65,200	67,000

Fire Marshal

FIRE CHIEF

ADMINISTRATIVE SECRETARY

Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
Fire Marshal	1	0.25	0
Administrative Secretary	1	1	1
Total	**2**	**1.25**	**1**

Department Narrative

The Fire Marshal is responsible for the coordination of fire prevention activities in the City of Lancaster. Working closely with other personnel in the fire and development services division, the fire marshal organizes fire related education, code compliance, life safety inspections, fire inspection, and emergency preparedness efforts.

Departmental Goals

City Council Goals:

- Continue our assessment of the hazards in the community.
- Consult with prospective builders on fire code requirements and insurance requirements.
- Review and issue permits for dangerous processes such as hazardous materials, fireworks, and new fuel tanks.
- Investigate fires within the city not only to determine the cause of the fire, but also if a certain product is a fire hazard.
- Educate youths and adults through fire prevention classes using printed material and the educational mobile fire house.
- Serve on the Development Review Committee.

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Review building plans and fire protection system plans	175	193	200
Conduct fire safety demonstrations/presentations	180	204	0
Conduct arson fire investigations/prosecutions	48	3	4
Conduct fire inspections	485	210	200

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
CO inspection within 8 days of request	100%	100%	75%
Increase in arson fire prosecution rate and fire	15%	10%	0%
State required inspection within 8 days of request	100%	100%	75%
Plan review within 8 days of submittal	100%	100%	75%

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	153,943	77,826	91,768	47,634
Supplies	2,562	3,100	865	2,900
Maintenance	520	3,000	40	-
Other Services	2,469	3,298	125	22,449
Capital Outlay	-	-	-	-
TOTAL	159,494	87,224	92,798	72,983

Fire Marshal

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-38-00	SALARIES-REGULAR	117,613	117,046	71,401	55,987	35,739
01-0103-38-00	SALARIES-OVERTIME					15,000
01-0104-38-00	SALARIES-LONGEVITY	1,622	1,618	769	822	576
01-0105-38-00	GROUP HEALTH INSURANCE	4,643	5,135	1,470	6,029	
01-0106-38-00	TMRS	14,295	15,860	10,320	8,093	5,043
01-0107-38-00	FICA	9,303	9,299	5,640	4,381	2,779
01-0109-38-00	SALARIES-WELL PAY	935	935	1,072		1,100
01-0110-38-00	DENTAL INSURANCE	318	328	95	403	403
01-0115-38-00	CERTIFICATION PAY	1,956	1,955	498	1,801	1,801
01-0120-38-00	GR0UP LIFE INSURANCE	33	24	18	21	102
01-0130-38-00	WORKERS COMPENSATION	1,817	1,743	487	289	65
01-0131-38-00	EAP EXPENSE					26
	Personnel Total	152,535	153,943	91,768	77,826	62,634

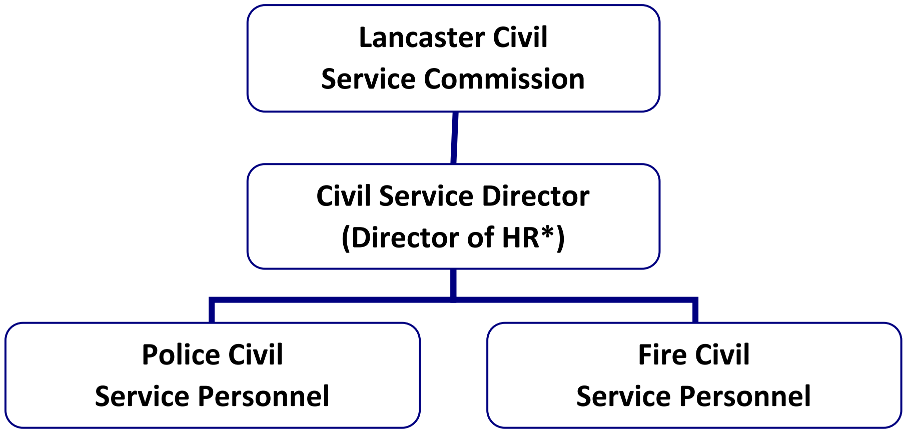
01-0201-38-00	OFFICE SUPPLIES				100	100
01-0202-38-00	UNIFORMS AND CLOTHING	343				
01-0204-38-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	385	661		500	300
01-0208-38-00	EDUCATION & REC SUPPLIES	1,996	421		500	500
01-0214-38-00	POSTAGE/SHIPPING/DELIVERY	20	8			
01-0218-38-00	FUEL & OIL	1,474	1,471	865	2,000	2,000
	Supplies Total	4,218	2,561	865	3,100	2,900

01-0302-38-00	MAINT-MOTOR VEHICLES	402	520	40	3,000	
	Maintenance Total	402	520	40	3,000	0

01-0409-38-00	TRAVEL & EDUCATION	392	1,332	70	1,500	1,197
01-0414-38-00	DUES & SUBSCRIPTIONS	1,098	1,137	55	1,252	1,252
01-0416-38-00	OTHER/PROFESSIONAL SERVICES	380			525	5,000
01-0539-38-00	MISC. HEALTH BENEFIT				21	
	Services Total	1,869	2,469	125	3,298	7,449

Account	Description	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
	Department Total	159,024	159,494	92,798	87,224	72,983

Civil Service



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Adopted 11-12
Civil Service Director*	0	0	0
Total	**0**	**0**	**0**

Department Narrative

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

Departmental Goals

City Council Goals:

- Work with all Civil Servants and the respective Chiefs to build mutual respect and understanding within each department in an attempt to retain quality employees
- Schedule testing for all civil service new hires, vacant positions, or promotions
- Work with the Human Resources department to recruit and hire qualified employees
- Provide an avenue for Lancaster Civil Servants employed by the City of Lancaster to communicate areas for concern to the Lancaster Civil Service Commission
- Increase communication with the Civil Servants of the City of Lancaster through more open dialog
- Handle hearings and appeals of possible violations of the Civil Service Code that are brought to the Commission by Civil Servants
- Maintain a process whereby Lancaster Civil Servants can feel comfortable in trying to work out possible problems and concerns before violation of the Civil Service Code are affected

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Total Police Civil Service Personnel	61	52	53
Total Fire Civil Service Personnel	59	55	55
Civil Service Applications for Employment	424	500	500
Civil Service Applications for Promotion	30	15	20

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Number of Service Appeals	3	3	0
Number of Hearings	3	2	0
Number of Commission Meetings	1	1	1

Budget Summary	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2011-2012 Budget
Personnel	-	-	-	-
Supplies	5,997	4,500	5,263	4,500
Maintenance	-	-	-	-
Services	120	1,550	300	1,350
Capital Outlay	-	-	-	-
TOTAL	**6,117**	**6,050**	**5,563**	**5,850**

Civil Service

For Fund #:	**1**
For Department #:	**32**
Program#:	**0**
Fiscal Year	

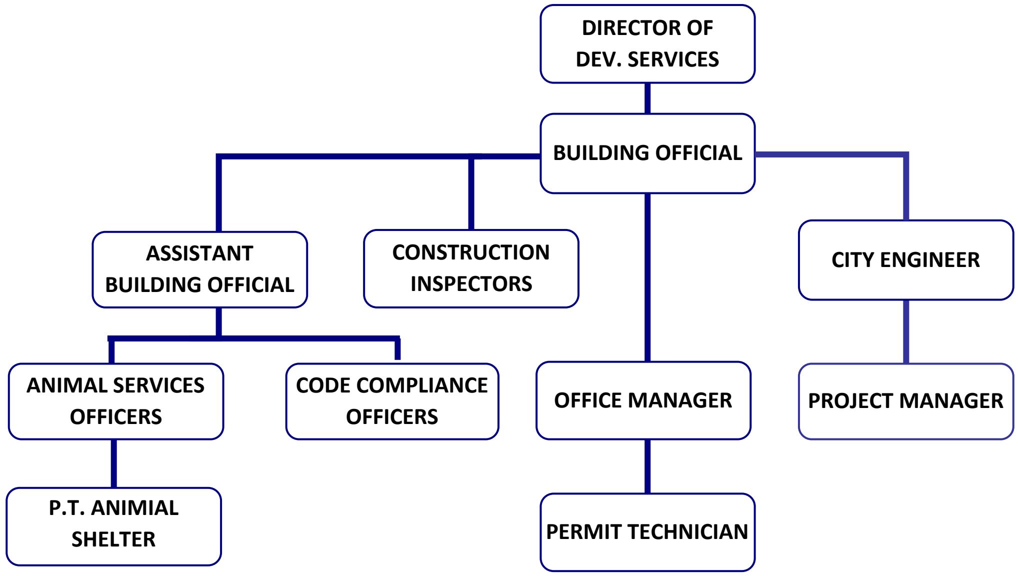
Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0210-32-00	FOOD-BEV-MEETINGS/FUNCTIONS	205		-	-	-
01-0214-32-00	POSTAGE/SHIPPING/DELIVERY	-	-	-	200	200
01-0215-32-00	TRAINING SUPPLIES	4,600	-	-	-	-
01-0230-32-00	CIVIL SERVICE SUPPLIES	1,754	5,997	5,263	4,300	4,300
	Supplies Total	6,559	5,997	5,263	4,500	4,500

01-0408-32-00	ADVERTISING	472	120	-	700	500
01-0409-32-00	TRAVEL & EDUCATION	-	-	300	700	700
01-0414-32-00	DUES & SUBSCRIPTIONS	-	-	-	150	150
	Services Total	472	120	300	1,550	1,350

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	7,031	6,117	5,563	6,050	5,850

Programs / Activities:
Administration

Development Services Division
General Fund



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
Director of Development Services	0.5	0.5	0.5
City Engineer	1	1	1
Project Manager	1	2	1
Civil Engineer	1	0	0
Construction Inspector	2	2	2
Development Coordinator	1	0	0
Office Manager	0.5	0.5	1
Total	***7***	**6**	**5.5**

Department Narrative

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

Departmental Goals

City Council Goals:

- Improve organization transparencyand operations within Department
- Create a positive and friendly atmosphere for citizens interacting with the City of Lancaster
- Enhance the local economy by improving infrastructure the desgin and construction of CIP designated projects
- Provide a streamlined development review process with emphasis on protecting the city interests and long term users

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Construction Plans Reviewed	35	30	30
Development Review Committee Meetings	45	60	75
Utility Coordination Committee Meetings	2	2	3
Rights-of-Way Permits Issued	350	350	200
Residential Developments Constructed and Accepted	1	0	0
Commercial Developments Constructed and Accepted	12	10	10
Manage CIP projects	5	8	5

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Civil Review completed within 7-days	88%	100%	100%
Construction inspections witin 72 hours	85%	99%	99%
Customer Infrastructure Requests Completed in 48 hours	80%	85%	90%

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	113,046	109,852	86,836	66,349
Supplies	50	-	312	-
Maintenance	-	-	-	-
Services	16,650	20	17,238	14,000
Capital Outlay	-	-	-	-
TOTAL	**129,746**	**109,872**	**104,386**	**80,349**

Development Services (Primary)

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-36-00	SALARIES-REGULAR	169,580	80,434	62,696	68,714	48,288
01-0103-36-00	SALARIES-OVERTIME	187	98	45		
01-0104-36-00	SALARIES-LONGEVITY	599	459	485	370	336
01-0105-36-00	GROUP HEALTH INSURANCE	20,473	8,739	3,688	20,606	3,701
01-0106-36-00	TMRS	20,498	11,226	9,663	10,104	7,085
01-0107-36-00	FICA	12,486	6,141	4,908	4,733	3,668
01-0109-36-00	SALARIES-WELL PAY	1,429	628	471		500
01-0110-36-00	DENTAL INSURANCE	445	212	201	403	215
01-0113-36-00	SALARIES-CAR ALLOWANCE	4,658	4,814	4,528	4,800	2,400
01-0120-36-00	GR0UP LIFE INSURANCE	53	17	14	16	51
01-0130-36-00	WORKERS COMPENSATION	559	278	136	106	92
01-0131-36-00	EAP EXPENSE					13
	Personnel Total	230,966	113,046	86,836	109,852	66,349

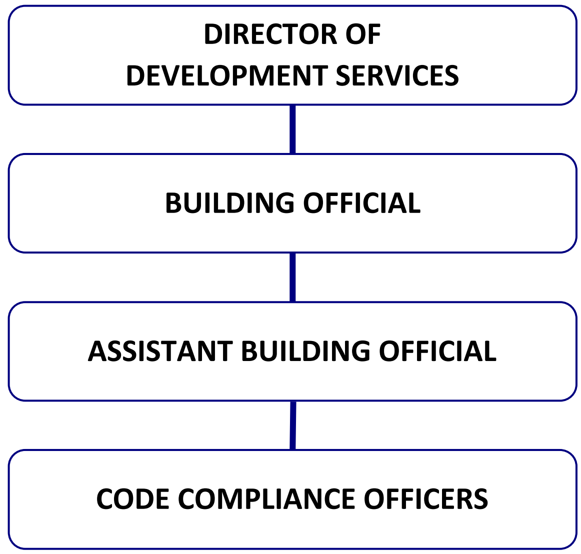
01-0201-36-00	OFFICE SUPPLIES	281	50	308		
01-0210-36-00	FOOD/BEV-MEETINGS/FUNCTIONS			4		
	Supplies Total	281	50	313	0	0

01-0346-36-00	MAINT-HEATING & COOLING SYSTEM			9		
	MaintenanceTotal	0	0	9	0	0

01-0402-36-00	RENTAL OF EQUIPMENT	186		120		
01-0409-36-00	TRAVEL & EDUCATION	-357	18	795		
01-0410-36-00	UTILITIES - ELECTRICITY		2,457	2,240		
01-0414-36-00	DUES & SUBSCRIPTIONS	1,107	750			
01-0416-36-00	OTHER/PROFESSIONAL SERVICES	125	377	272		
01-0464-36-00	RENTAL OF OFFICE SPACE	26,719	13,048	13,265		14,000
01-0539-36-00	MISC. HEALTH BENEFIT				20	
01-0543-36-00	JANITORIAL CONTRACT			96		
01-0549-36-00	HVAC MAINTENANCE CONTRACT			52		
01-0559-36-00	CONTRACT/TEMPORARY LABOR	543		397		
	Services Total	28,323	16,650	17,238	20	14,000

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	259,570	129,746	104,386	109,872	80,349

Code Compliance



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
Senior Code Officer	1	0	0
Code Compliance Officer	3	4	3
Total	**4**	**4**	**3**

Department Narrative

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

Departmental Goals

City Council Goals:

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

Workload Indicators	09-10 Actual	10-11 Actual	11-12 Target
Full Time Employees	5	4	3
Weed and Grass Violations	6,000	2,366	2,000
Bulk Trash Violations	1,200	950	900
Junk/Inoperable Vehicles	400	241	200
Overhanging Limbs	700	324	300
Parking Violations	1,200	755	800
Sign Violations	2,200	1,430	1,000
Trash/Junk Violations	2,000	534	600
Fence Violations	650	355	300
Illegal Dumping	183	167	100
72 Hour Parking on Street	115	129	100
Inspections	12,414	13,146	10,000
Brush/Rubbish/Garbage Accumulation outside Storage	823	751	600

Performance Measurement	09-10 Actual	10-11 Actual	11-12 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	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	179,785	226,179	154,336	171,281
Supplies	11,452	17,690	10,949	14,500
Maintenance	8,282	5,000	1,517	3,000
Services	82,362	124,940	70,750	93,200
Capital Outlay	-	-	-	-
TOTAL	**281,881**	**373,809**	**237,552**	**281,981**

Code Compliance

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-35-00	SALARIES-REGULAR	156,808	128,868	108,540	147,957	115,118
01-0103-35-00	SALARIES-OVERTIME	372	50	48	10,437	10,000
01-0104-35-00	SALARIES-LONGEVITY	173	260	288	380	416
01-0105-35-00	GROUP HEALTH INSURANCE	27,618	17,807	18,584	32,674	17,418
01-0106-35-00	TMRS	18,409	16,865	15,390	20,967	16,042
01-0107-35-00	FICA	11,315	9,704	8,084	10,627	8,634
01-0109-35-00	SALARIES-WELL PAY	253	140	140		140
01-0110-35-00	DENTAL INSURANCE	1,164	1,030	1,235	1,209	1,287
01-0120-35-00	GR0UP LIFE INSURANCE	32	27	45	85	408
01-0130-35-00	WORKERS COMPENSATION	5,710	5,034	1,983	1,843	1,714
01-0131-35-00	EAP EXPENSE					104
	Personnel Total	221,853	179,785	154,336	226,179	171,281
01-0202-35-00	UNIFORMS AND CLOTHING	114	489		200	200
01-0203-35-00	MOTOR VEHICLE SUPPLIES	113		831		500
01-0204-35-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	1,956	322	260	790	500
01-0205-35-00	JANITORIAL & CLEANING SUPPLIES	119				
01-0214-35-00	POSTAGE/SHIPPING/DELIVERY	8,891	5,529	3,845	9,400	6,500
01-0218-35-00	FUEL & OIL	6,715	5,111	6,012	7,300	6,800
01-0224-35-00	ANIMAL CARE SUPPLIES	195				
	Supplies Total	18,104	11,452	10,949	17,690	14,500
01-0302-35-00	MAINT-MOTOR VEHICLES	4,745	8,282	1,516	5,000	3,000
	Maintenance Total	4,745	8,282	1,516	5,000	3,000
01-0402-35-00	RENTAL OF EQUIPMENT			18		
01-0409-35-00	TRAVEL & EDUCATION	628	110	8	1,100	500
01-0414-35-00	DUES & SUBSCRIPTIONS	5,330	4,848	4,808	5,200	5,200
01-0421-35-00	PRINTING	1,694	2,861	1,644	4,000	2,000
01-0423-35-00	CONTRACT MOWING	93,207	72,164	53,854	93,300	80,000
01-0434-35-00	SPECIAL EVENTS	3,445				
01-0452-35-00	FILING FEES	22,976	2,064	10,112	20,395	5,000
01-0455-35-00	CERTIFICATION FEES	469	315	306	882	500
01-0539-35-00	MISC. HEALTH BENEFIT				63	
	Services Total	127,749	82,362	70,750	124,940	93,200

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	372,451	281,881	237,552	373,809	281,981

Planning

Programs / Activities:
Planning, Development, Platting and Zoning, Boards and Commisions

Development Services Division
General Fund

DIRECTOR OF DEVELOPMENT SERVICES

SENIOR PLANNER

Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
Senior Planner	1	1	1
Planning Assistant	1	0	0
Total	**2**	**1**	**1**

Department Narrative

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

Departmental Goals

City Council Goals:

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

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Full Time Employees	2	2	1
Lancaster Development Code Review Sessions	8	8	4 (Quarterly)
Historic Downtown Beautification Project	50%	50% Complete	100%
Floating Zones (Design Review)	N/A	N/A	N/A
Total Plats Received and Reviewed	22	22	9
Total Zoning Requests Received and Processed	19	19	9
Total Site Plans Received and Reviewed	19	19	7
Zoning Board of Adjustment Cases	2	2	2
Historic Committee Landmark Cases	7	7	2

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Process Certifications of Occupancies within 3 Days	85%	85%	100%
Comment on Civil Plans with Planning Elements within 3 Days	85%	85%	95%
Comment on Building Plans with Planning Elements within 3 Days	85%	85%	90%
Process Administrative Permits within 3 Days	85%	85%	90%
Complete Site Plan and Plat Applications within 30 days	90%	90%	90%
Zoning Applications Completed with 45 days	85%	85%	90%
Annexation Requests Complying with Procedural Requirements	100%	100%	100%
Citizen Planning Inquiries Resolved Within 24 Hours	85%	85%	90%
Continuing Education Units Received	40 Units	40 Units	60 Units

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	78,198	73,575	71,809	74,646
Supplies	3,618	2,700	1,558	2,200
Maintenance	326	-	217	-
Services	47,059	15,881	13,379	3,300
Capital Outlay	-	-	-	-
TOTAL	**129,201**	**92,156**	**86,963**	**80,146**

Planning

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-17-00	SALARIES-REGULAR	116,361	52,675	54,159	56,041	56,041
01-0103-17-00	SALARIES-OVERTIME	285	373			
01-0104-17-00	SALARIES-LONGEVITY	126	112	14	12	60
01-0105-17-00	GROUP HEALTH INSURANCE	17,747	14,057	5,333	4,941	5,806
01-0106-17-00	TMRS	13,653	6,953	7,667	7,923	7,790
01-0107-17-00	FICA	8,387	3,706	4,161	4,155	4,291
01-0110-17-00	DENTAL INSURANCE	562	199	380	403	429
01-0113-17-00	SALARIES-CAR ALLOWANCE	158				
01-0120-17-00	GROUP LIFE INSURANCE	11		13	17	102
01-0130-17-00	WORKERS COMPENSATION	269	123	81	83	101
01-0131-17-00	EAP EXPENSE					26
	PersonnelTotal	157,558	78,198	71,809	73,575	74,646

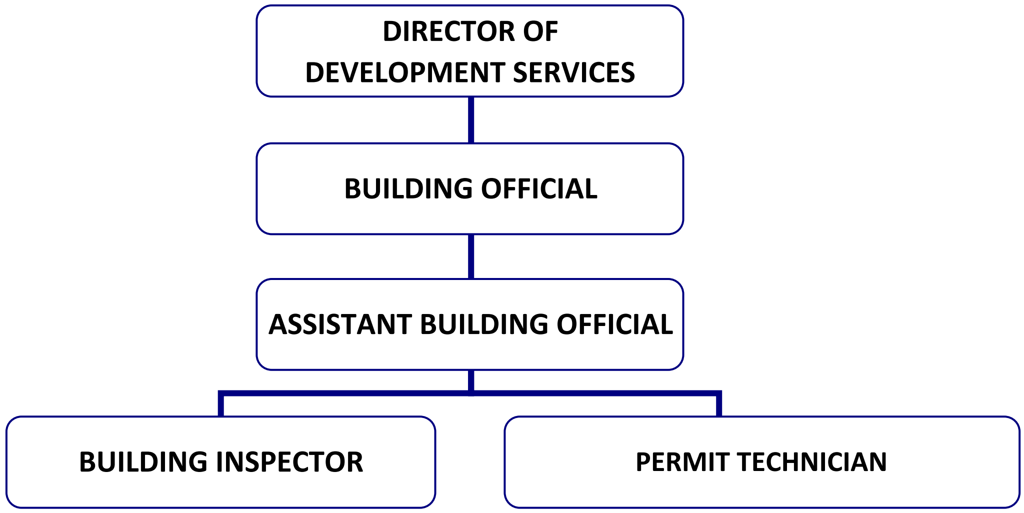
Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0201-17-00	OFFICE SUPPLIES	515	1,778	924		
01-0204-17-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	64	333	266	500	300
01-0210-17-00	FOOD-BEV-MEETINGS/FUNCTIONS	141	49	101	200	200
01-0214-17-00	POSTAGE/SHIPPING/DELIVERY	1,797	1,391	84	2,000	1,500
01-0218-17-00	FUEL & OIL		67	184		200
	Supplies Total	2,518	3,617	1,558	2,700	2,200

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0302-17-00	MAINT-MOTOR VEHICLES		326	217		
	Maintenance Total	0	326	217	0	0

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0402-17-00	RENTAL OF EQUIPMENT			300		
01-0408-17-00	ADVERTISING	157	560	64	300	300
01-0409-17-00	TRAVEL & EDUCATION	6,518	3,108	7,351	2,600	1,500
01-0414-17-00	DUES & SUBSCRIPTIONS	-93	175	732	2,960	500
01-0416-17-00	OTHER/PROFESSIONAL SERVICES	86,838	39,995	3,388	8,000	
01-0421-17-00	PRINTING	3,859	3,222	1,544	2,000	1,000
01-0442-17-00	COMPUTER PROFESSIONAL SERVICES	629				
01-0539-17-00	MISC. HEALTH BENEFIT				21	
	Services Total	97,908	47,059	13,379	15,881	3,300

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	257,985	129,201	86,963	92,156	80,146

Building Inspections



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
Building Official	1	1	1
Asst. Building Official	1	1	1
Building Inspector	2	1	1
Permit Technician	1	1	1
Total	**5**	**4**	**4**

Department Narrative

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

The primary activities of the Building Inspections Division are permit issuance, inspections, plan review, public consultation and the Certificate of Occupancy process. The Building Inspections Division also works closely with the Planning, Public Works, and Fire Department to enhance the City's overall ability to better serve its citizens.

Additionally, Building Inspections maintains an active demolition program designed to mitigate the spread of blight through the elimination of substandard vacant structures.

Departmental Goals

City Council Goal:

- Create a public awareness program to inform citizens on permit requirements
- Make garage sale permits available online
- Enforce all ordinances consistently
- Continue demolition program
- Continue to enhance apartment inspection program
- Enforce obsolete and abandoned signage
- Create and implement a public swimming pool inspection program
- Enhance food Inspection program

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Full Time Employees	5	4	3
Single Family Permits Issued	100	50	60
Commercial Permits Issued	11	6	6
Home Add On	125	79	100
Commercial Add On	41	40	40
Electrical Permits Issued	150	127	175
Plumbing Permits Issued	250	152	200
Fence Permits Issued	150	167	350
Mechanical Permits Issued	700	61	80
Contractor Registrations	450	373	400
Plans Reviewed	700	1,604	1,800
Inspections Made	9,000	3,426	3,500
Demolition Permits	23	30	50
Garage Sale Permits	353	361	400
Signs permits	70	70	100
Utility Verifications	48	35	50
Certificate of Occupancies	81	74	100
Back Flow Tests	444	253	250
Food Inspections	55	53	60

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Requested inspections performed within 8 hours	100%	100%	100%
Complaints addressed within 8 hours	95%	95%	95%
Same day telephone call return from residents and contractors	95%	95%	95%

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	247,576	257,529	208,520	262,852
Supplies	7,814	8,130	4,891	5,700
Maintenance	2,864	2,500	1,762	2,500
Services	51,868	64,154	45,035	61,993
Capital Outlay	-	-	-	-
TOTAL	**310,122**	**332,313**	**260,208**	**333,045**

Building Inpections

For Fund #:	01
For Department #:	09
Program#:	00

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-09-00	SALARIES-REGULAR	223,292	186,306	154,661	190,375	194,267
01-0103-09-00	SALARIES-OVERTIME	68	79			
01-0104-09-00	SALARIES-LONGEVITY	717	788	697	756	748
01-0105-09-00	GROUP HEALTH INSURANCE	26,424	18,253	16,300	23,028	22,111
01-0106-09-00	TMRS	26,439	24,493	22,127	27,016	27,081
01-0107-09-00	FICA	16,827	14,107	11,828	14,488	14,785
01-0109-09-00	SALARIES-WELL PAY	1,256	768	812		900
01-0110-09-00	DENTAL INSURANCE	1,186	968	1,142	1,209	1,716
01-0114-09-00	SALARIES-ASSIGNMENT PAY	705				
01-0120-09-00	GROUP LIFE INSURANCE	34	22	41	68	408
01-0130-09-00	WORKERS COMPENSATION	2,405	1,793	911	589	732
01-0131-09-00	EAP EXPENSE					104
	Personnel Total	299,354	247,576	208,520	257,529	262,852

01-0201-09-00	OFFICE SUPPLIES	203	1,850	1,430		1,500
01-0202-09-00	UNIFORMS AND CLOTHING		503		200	
01-0204-09-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	288	103	386	930	500
01-0210-09-00	FOOD-BEV-MEETINGS/FUNCTIONS	81	39			
01-0214-09-00	POSTAGE/SHIPPING/DELIVERY	140	604	174	500	500
01-0215-09-00	TRAINING SUPPLIES	998	1,953	99	1,500	200
01-0218-09-00	FUEL & OIL	3,248	2,761	2,803	5,000	3,000
	Supplies Total	4,958	7,814	4,891	8,130	5,700

01-0302-09-00	MAINT-MOTOR VEHICLES	2,089	2,864	1,762	2,500	2,500
	Maintenance Total	2,089	2,864	1,762	2,500	2,500

01-0408-09-00	ADVERTISING		23			
01-0409-09-00	TRAVEL & EDUCATION	1,458	1,693	1,247	2,893	2,893
01-0414-09-00	DUES & SUBSCRIPTIONS	4,444	4,824	4,760	4,800	4,800
01-0416-09-00	OTHER/PROFESSIONAL SERVICES	5,201				
01-0421-09-00	PRINTING	377	716	695	2,000	1,000
01-0429-09-00	DEMOLITION EXPENSE	32,628	41,806	30,600	50,000	50,000
01-0452-09-00	FILING FEES	480			500	500
01-0455-09-00	CERTIFICATION FEES	714	590	295	877	600
01-0482-09-00	CREDIT CARD PROCESSING FEES		2,217	2,148	3,000	2,200
01-0539-09-00	MISC. HEALTH BENEFIT				84	
01-0559-09-00	CONTRACT/TEMPORARY LABOR			5,291		
	Services Total	45,302	51,868	45,035	64,154	61,993

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	351,702	310,122	260,208	332,313	333,045

Animal Services

DIRECTOR OF DEVELOPMENT SERVICES

BUILDING OFFICIAL

ASSISTANT BUILDING OFFICIAL

ANIMAL SERVICES OFFICERS

ANIMAL SHELTER ATTENDANT

Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
Animal Services Officer	2	2	2
PT Animal Shelter Attendant	0.5	0.5	0.5
Total	**2.5**	**2.5**	**2.5**

Department Narrative

The Animal Services Division provides assistance to citizens in managing the population of animals within the city limits. Those include the employment of two fulltime Animal Control Officers (ACO) and a part time shelter attendant. The Lancaster Animal shelter, through limited operational hours provide programs to assist citizens with indentification of household pets (micro-chipping), referrals for veterinary services, shelter for lost and stray animals, and meeting state requirements for care and control of animals (both domestic and ferral) that may pose a threat to citizens. ACO's patrol daily and provide assistance with traps and collaborate with local, county, state and federal authorities on any matters related to animal managment within the City of Lancaster. Animal Shelter staff conducts shot and adoption clinics bi-annually that assist in controlling the growing population of stray animals in the City.

Departmental Goals

City Council Goal

- Create active education programs for the community on basic animal care and responsibility
- Update all City ordinances related to Animal Services to be in conformance with new State laws
- Respond to service calls in a timely manner
- Attend Homeowner's Association meetings to inform residents of local ordinances related to Animal Services
- Create programs to promote pet adoptions
- Increase fund raising programs for Shelter
- Maintain all state required certifications (euthanasia, dart gun, etc.)

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Full Time Employees	2	2	2
Part Time Employees	1	1	1
Adoptions	250	172	250
Redemptions	100	89	50
Euthanizations	650	720	700
Deceased Animal Pickup	100	168	150
Micro Chip Inserted	80	80	10
Animal Bite Investigations	10	7	8
Animals at Large	2836	2236	2,500
Aggressive Dogs	11	15	15
Livestock too close to residents	2	7	7
Snakes	10	10	10
Traps issued	57	19	25

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Animal Services requests answered within 8 hours	80%	80%	85%
Increase monthly adoptions	80%	80%	85%
Meet State Shelter Requirements	80%	100%	100%

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	110,839	128,096	117,286	124,001
Supplies	11,073	12,121	13,250	11,325
Maintenance	4,081	5,000	873	1,200
Other Services	6,103	6,968	4,948	6,006
Capital Outlay	-	-	-	-
TOTAL	**132,096**	**152,185**	**136,357**	**142,532**

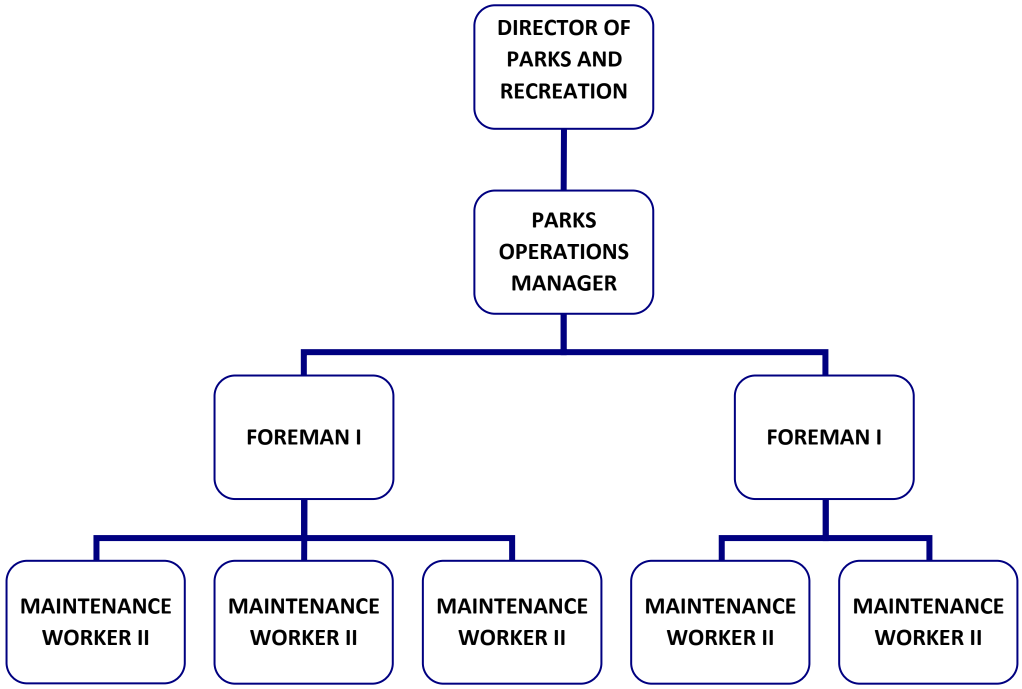
Animal Services

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-24-00	SALARIES-REGULAR	71,731	75,588	70,252	74,635	71,053
01-0102-24-00	SALARIES-PART TIME		200	8,105	10,400	10,400
01-0103-24-00	SALARIES-OVERTIME	194	1,584	1,847		2,400
01-0104-24-00	SALARIES-LONGEVITY	377	371	400	432	448
01-0105-24-00	GROUP HEALTH INSURANCE	19,188	17,078	20,266	24,890	22,476
01-0106-24-00	TMRS	8,497	9,685	10,274	10,611	9,929
01-0107-24-00	FICA	4,535	5,341	5,523	5,565	5,288
01-0110-24-00	DENTAL INSURANCE	538	357	313	403	429
01-0120-24-00	GROUP LIFE INSURANCE	30	19	30	34	204
01-0130-24-00	WORKERS COMPENSATION	824	616	274	1,126	1,309
01-0131-24-00	EAP EXPENSE					65
	Personnel Total	105,914	110,839	117,286	128,096	124,001
01-0202-24-00	UNIFORMS AND CLOTHING	73	265		680	500
01-0203-24-00	MOTOR VEHICLE SUPPLIES		398	332		350
01-0204-24-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	1,717	2,800	2,430	5,266	2,500
01-0205-24-00	JANITORIAL & CLEANING SUPPLIES	268	958	1,659	600	600
01-0206-24-00	CHEMICALS	1,083	1,272	1,430	1,200	1,200
01-0211-24-00	OTHER OPERATIONAL SUPPLIES				325	
01-0214-24-00	POSTAGE/SHIPPING/DELIVERY	0			100	25
01-0216-24-00	MEDICAL SUPPLIES	91	79	163	150	150
01-0218-24-00	FUEL & OIL	2,288	5,170	6,982	1,800	5,000
01-0223-24-00	ANIMAL FOOD	32			800	400
01-0224-24-00	ANIMAL CARE SUPPLIES	-43	132	254	1,200	600
	Supplies Total	5,509	11,073	13,250	12,121	11,325
01-0302-24-00	MAINT-MOTOR VEHICLES	1,150	4,082	873	5,000	1,200
	Maintenance Total	1,150	4,082	873	5,000	1,200
01-0409-24-00	TRAVEL & EDUCATION	405	600	138	1,360	500
01-0414-24-00	DUES & SUBSCRIPTIONS	4,500	4,500	4,500	4,500	4,500
01-0416-24-00	OTHER/PROFESSIONAL SERVICES	150	150	75	300	250
01-0421-24-00	PRINTING		747	235	400	400
01-0435-24-00	LABORATORY CHARGES				250	250
01-0455-24-00	CERTIFICATION FEES		106		106	106
01-0539-24-00	MISC. HEALTH BENEFIT				52	
	Services Total	5,055	6,103	4,948	6,968	6,006

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	117,628	132,096	136,357	152,185	142,532

Parks Operations



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Adopted 11-12
Park Operations Manager	1	1	1
Foreman II	1	0	0
Foreman I	3	2	2
Maintenance Worker II	9	4	5
Total	**14**	**7**	**8**

Department Narrative

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

Departmental Goals

City Council Goals:

- Assist, coordinate and update Park, Recreation and Open Space five (5) year Master Plan
- Assist, coordinate and update Hike and Bike Trail System Master Plan
- Establish the Operation and Maintenance cost for Park land maintained
- Coordinate and assist with the development of a staff proposal for implementation of recreation tourism
- Management and oversight of the Interlocal Facility Usage Agreement between the City and LISD
- Assist with the development and recommendation of the entrance beautification design

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Number of current parks	16	17	17
School facilities maintained in summer	7	7	7
Acreage of parks maintained	324	324	324
Acreage of athletic facilities maintained	32	42	42
Acreage of municipal facilities maintained	17	17	17
Acreage of large areas maintained	68	265	265
Acreage of Country View Golf Course maintained	214	214	214
Total number of Park Acres	655	862	862
Full-Time Employees	14	7	8
Total acreage per full time employee	47	123	108
Rights of Way/Median Acreage	220	372	372
Special Events Requiring Park Staffing	11	8	6
Outdoor restrooms maintained	8	8	8
Monthly Safety meetings	12	12	12
Trail Miles Maintained	2.4	2.4	2.4

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Mow/Trim Parks	n/a	44%	46%
Athletic Maintenance	n/a	19%	19%
Litter Removal	n/a	16%	16%
Administration	n/a	8%	8%
Special Events - set up/break down	n/a	6%	4%
Playground Inspection/Maintenance	n/a	2%	2%
Forestry	n/a	1%	1%
Janitorial	n/a	1%	1%
Chemical Application	n/a	1%	1%
Construction	n/a	1%	1%
Intra Department Support	n/a	1%	1%

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	561,287	354,029	342,967	428,365
Supplies	50,414	30,500	33,030	28,000
Maintenance	64,620	41,000	47,323	40,000
Services	37,927	31,628	71,667	49,808
Capital Outlay	22,700	-	-	-
TOTAL	**736,948**	**457,157**	**494,987**	**546,173**

Parks

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-13-00	SALARIES-REGULAR	384,357	387,260	233,166	235,541	282,948
01-0103-13-00	SALARIES-OVERTIME	4,493	4,747	5,083	4,500	6,000
01-0104-13-00	SALARIES-LONGEVITY	2,083	2,462	1,667	1,300	1,824
01-0105-13-00	GROUP HEALTH INSURANCE	61,515	71,548	44,598	54,320	66,156
01-0106-13-00	TMRS	45,739	51,725	34,176	34,114	39,611
01-0107-13-00	FICA	28,542	29,448	17,704	17,246	20,431
01-0109-13-00	SALARIES-WELL PAY			1,231		1,300
01-0110-13-00	DENTAL INSURANCE	3,137	3,413	1,885	2,015	2,252
01-0114-13-00	SALARIES-ASSIGNMENT PAY		1,644			
01-0118-13-00	CELL PHONE ALLOWANCE					480
01-0120-13-00	GROUP LIFE INSURANCE	138	143	93	136	918
01-0130-13-00	WORKERS COMPENSATION	8,838	8,896	3,363	4,857	6,691
01-0131-13-00	EAP EXPENSE					234
	Personnel Total	538,843	561,287	342,967	354,029	428,845

01-0201-13-00	OFFICE SUPPLIES	1,951	2,671	993	1,500	1,000
01-0202-13-00	UNIFORMS AND CLOTHING	2,045	1,934	1,465	2,000	1,000
01-0203-13-00	MOTOR VEHICLE SUPPLIES	355				
01-0204-13-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	3,747	4,728	6,087	5,000	5,000
01-0205-13-00	JANITORIAL & CLEANING SUPPLIES			964		
01-0206-13-00	CHEMICALS	2,513	10,439	2,982	5,000	4,000
01-0209-13-00	BOTANICAL & AGR SUPPLIES	6,340	3,821	1,952	2,000	2,000
01-0210-13-00	FOOD-BEV-MEETINGS/FUNCTIONS		125	913		
01-0211-13-00	OTHER OPERATIONAL SUPPLIES	32	3,175			
01-0214-13-00	POSTAGE/SHIPPING/DELIVERY	25				
01-0216-13-00	MEDICAL SUPPLIES	131				
01-0218-13-00	FUEL & OIL	19,530	23,521	17,674	15,000	15,000
	Supplies Total	36,669	50,414	33,030	30,500	28,000

01-0301-13-00	MAINT-BLDG & STRUCTURES	3,283	4,530	4,716	4,500	4,500
01-0302-13-00	MAINT-MOTOR VEHICLES	3,940	18,638	6,076	6,500	4,500
01-0303-13-00	MAINT-EQUIP & MACHINERY	19,585	23,060	18,106	15,000	16,000
01-0315-13-00	MAINT-PARK EQUIPMENT/FIXTURES	13,533	17,236	18,398	15,000	15,000
01-0322-13-00	IRRIGATION	941	5			
01-0345-13-00	MAINT-ATHLETIC FACILITY	2,331	1,152			
01-0363-13-00	MAINT-LOCKS & KEYS			27		
	Maintenance Total	43,615	64,620	47,323	41,000	40,000

01-0401-13-00	TELEPHONE & COMMUNICATIONS		7	453		
01-0402-13-00	RENTAL OF EQUIPMENT	5,284	7,848	4,172	6,828	6,828
01-0409-13-00	TRAVEL & EDUCATION	1,511	4,493	494	2,000	2,000
01-0410-13-00	UTILITIES - ELECTRICITY	16,907	24,895	42,152	22,000	40,000
01-0414-13-00	DUES & SUBSCRIPTIONS	505	254	240	800	500
01-0416-13-00	OTHER/PROFESSIONAL SERVICES	77	439			
01-0421-13-00	PRINTING	7				
01-0462-13-00	CELLULAR TELEPHONE & PAGERS	-7	-9	83		
01-0559-13-00	CONTRACT/TEMPORARY LABOR			24,073		
	Supplies Total	24,283	37,926	71,666	31,628	49,328

01-0601-13-00	CAPITAL-LAND		22,700			
01-0607-13-00	CAPITAL-PARK SYSTEM	11,250				
	Capital Total	11,250	22,700	0	0	0

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	654,661	736,948	494,987	457,157	546,173

Parks -Prison Labor

**DIRECTOR OF
PARKS AND RECREATION**

PARKS OPERATIONS MANAGER

Personnel Summary

Parks - Prison Labor
No city personnel in this budget line item

Department Narrative

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

Departmental Goals				
City Council Goals: Assist Park Operations with special projects • Right-of-way clean up • Forestry • Painting projects • Planting of seasonal color beds				
Workload Indicators	**09-10 Actual**	**10-11 Actual**		**2011-2012 Target**
Joint Partnership Agreement with Texas Department of Corrections (Hutchins State Jail Region II Trustee)				
Performance Measurement	**09-10 Actual**	**10-11 Actual**		**2011-2012 Target**
Assist State with re-entry/transitioning initiatives into society				
Budget Summary	**2009-2010**	**2010-2011**		**2011-2012**
	Actual	**Budget**	**Estimate**	**Budget**
Personnel	-	-	-	-
Supplies	3,898	6,000	1,495	6,000
Maintenance	-	-	-	-
Services	-	-	-	-
Capital Outlay	-	-	-	-
TOTAL	**3,898**	**6,000**	**1,495**	**6,000**

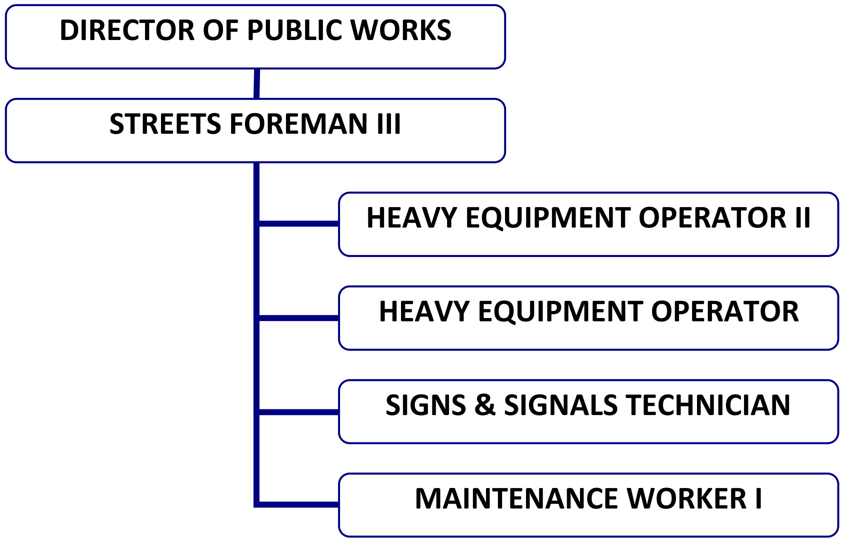
Parks-Prison Labor

For Fund #:	**1**
For Department #:	**13**
Program#:	**55**
Fiscal Year	

Account	**Description**	**2009 Actual**	**2010 Actual**	**2011 Estimate**	**2011 Budget**	**2012 Budget**
01-0211-13-55	OTHER OPERATIONAL SUPPLIES	5,590	3,898	1,495	6,000	6,000
	Supplies Total	5,590	3,898	1,495	6,000	6,000

	2009 Actual	**2010 Actual**	**2011 YTD Actual**	**2011 Budget**	**2012 Budget**
Departmental Total	5,590	3,898	1,495	6,000	6,000

Street Maintenance



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Adopted 11-12
Foreman II	1	1	0
Signs & Signals Technician	1	1	1
Heavy Equipment Operator II	1	1	1
Heavy Equipment Operator I	1	1	1
Maintenance Worker I	3	2	2
Total	**7**	**6**	**5**

Department Narrative

The Streets Division strives to make all roadways and alleys safe through judicious use of limited resources and the scheduling of work based upon safety considerations and the impact to our citizens and public users. The Streets Division endeavors to excel in the preventative and reactive maintenance of all paved surfaces in the City of Lancaster. These include 310 miles of asphalt, concrete and gravel roadways and alleys within the boundaries of the City of Lancaster public rights-of-way. The Streets Division is accomplishing its mission, strategic plan, goals and objectives by using limited resources in a manner that encompasses training of employees, the use of new technologies, priority scheduling of repairs, judicious use of equipment and material, and planning and programming larger projects for contract repair. The division also strives to ensure the communication between the division staff and citizens is accurate, easily understandable and presented in a timely manner.

Departmental Goals

City Council Goals

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

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Full Time Employees	6	4	4
Current Miles of Streets and Alleys	262	262	262
Square Yards of Concrete Streets and Alleys Repaired	1,000	900	800
Tonnage of Asphalt Used on Street Repairs	1,500	1,500	1,000
Current Miles of Street and Alley Evaluations	25	25	25
Phone calls and CRM Requests Responded to within 24 Hours	100%	100%	100%
Snow and Ice Plan Implementation Date	November	November	November
Emergency Storm Response within 30 Minutes	95%	90%	90%
Emergency Pavement and Pothole Repair within 24 Hours	95%	90%	90%
Procure Replacement Parts within 5 Days	90%	85%	85%
Weekly Street and Alley Evaluations	92%	92%	92%
Traffic Signal Response within 30 Minutes	95%	90%	90%
Traffic Signal Permanent Repair within 3 Days	95%	85%	85%
Sign Hazards Eliminated within 30 Minutes	95%	90%	90%
Sign Re-Order within 2 Days	95%	95%	95%

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Phone calls and CRM Requests Responded to within 24	100%	100%	100%
Snow and Ice Plan Implementation Date	November	November	November
Emergency Pavement and Pothole Repair within 24 Hours	95%	95%	95%
Procure Replacement Parts within 5 Days	90%	90%	90%
Weekly Street and Alley Evaluations	92%	92%	90%
Traffic Signal Response within 30 Minutes	95%	95%	95%
Traffic Signal Permanent Repair within 3 Days	98%	98%	98%
Sign Hazards Eliminated within 30 Minutes	95%	95%	95%
Sign Re-Order within 2 Days	95%	95%	95%

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	258,610	277,248	191,261	245,003
Supplies	24,884	29,381	24,284	26,381
Maintenance	266,638	202,050	134,377	170,300
Other Services	337,554	375,107	346,270	372,000
Capital Outlay	177,596	-	-	-
TOTAL	**1,065,282**	**883,786**	**696,192**	**813,684**

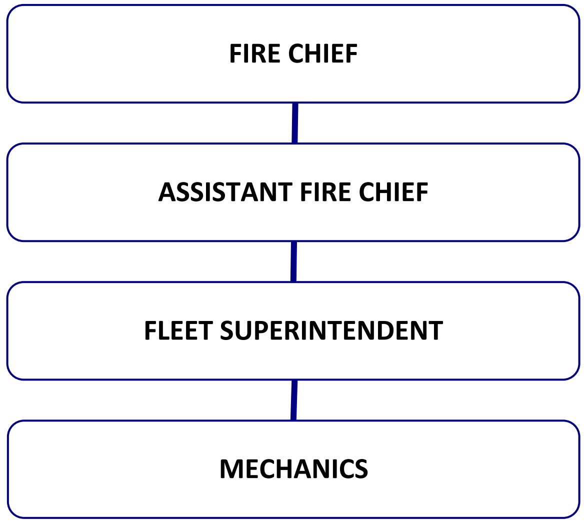
Streets

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Proposed
01-0101-12-00	SALARIES-REGULAR	183,976	173,682	124,034	181,203	150,458
01-0103-12-00	SALARIES-OVERTIME	4,161	4,163	2,367	6,000	6,000
01-0104-12-00	SALARIES-LONGEVITY	547	853	793	1,100	732
01-0105-12-00	GROUP HEALTH INSURANCE	32,532	33,714	32,846	40,448	47,915
01-0106-12-00	TMRS	22,076	23,376	17,862	26,617	20,994
01-0107-12-00	FICA	13,501	12,697	8,870	13,684	10,255
01-0109-12-00	SALARIES-WELL PAY	-	494	333	-	340
01-0110-12-00	DENTAL INSURANCE	1,219	1,037	754	1,612	1,287
01-0120-12-00	GROUP LIFE INSURANCE	57	36	52	119	612
01-0130-12-00	WORKERS COMPENSATION	9,661	8,559	3,349	6,465	6,254
01-0131-12-00	EAP EXPENSE	-	-	-	-	156
	Personnel Total	267,730	258,610	191,261	277,248	245,003
01-0201-12-00	OFFICE SUPPLIES	456	584	158	350	300
01-0202-12-00	UNIFORMS AND CLOTHING	981	691	937	1,000	1,000
01-0203-12-00	MOTOR VEHICLE SUPPLIES	356	751	1,184	2,500	1,000
01-0204-12-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	1,888	1,218	329	1,700	1,200
01-0206-12-00	CHEMICALS	943	340	79	1,500	500
01-0207-12-00	SIGNS	-	-	54	-	-
01-0214-12-00	POSTAGE/SHIPPING/DELIVERY	15	88	8	50	50
01-0216-12-00	MEDICAL SUPPLIES	139	-	-	50	100
01-0218-12-00	FUEL & OIL	21,106	21,211	21,535	22,231	22,231
	Supplies Total	25,884	24,884	24,284	29,381	26,381
01-0301-12-00	MAINT-BLDG & STRUCTURES	438	967	1,304	1,000	1,000
01-0302-12-00	MAINT-MOTOR VEHICLES	7,000	11,812	4,812	6,000	6,000
01-0303-12-00	MAINT-EQUIP & MACHINERY	8,192	16,551	3,501	12,000	10,000
01-0304-12-00	MAINT-STREETS	107,759	186,998	76,164	100,000	100,000
01-0305-12-00	MAINT-SIDEWALKS & ALLEYS	1,234	4,808	305	8,000	6,000
01-0307-12-00	MAINT-INSTRUMENTS & APPARATUS	2,321	46	-	300	300
01-0318-12-00	MAINT-OFFICE EQUIPMENT	-	-	-	250	-
01-0319-12-00	MAINT-TRAFFIC SIGN SYSTEM	16,879	36,900	33,046	40,000	30,000
01-0320-12-00	MAINT-STREET MARKINGS	4,762	8,556	15,245	34,500	17,000
	Maintenance Total	148,586	266,638	134,377	202,050	170,300
01-0402-12-00	RENTAL OF EQUIPMENT	1,178	1,316	1,337	960	1,000
01-0408-12-00	ADVERTISING	9	-	-	-	-
01-0409-12-00	TRAVEL & EDUCATION	-	103	122	-	-
01-0410-12-00	UTILITIES - ELECTRICITY	370,216	336,110	344,811	370,000	370,000
01-0413-12-00	SANITARY LANDFILL	300	-	-	4,000	1,000
01-0416-12-00	OTHER/PROFESSIONAL SERVICES	9,782	-	-	-	-
01-0421-12-00	PRINTING	7	26	-	-	-
01-0539-12-00	MISC. HEALTH BENEFIT	-	-	-	147	-
	Services Total	381,493	337,554	346,270	375,107	372,000
01-0605-12-00	IMPROVEMENTS OTHER THAN BLDGS	-	133,062	-	-	-
01-0609-12-00	CAPITAL-MACHINERY & EQUIPMENT	-	44,534	-	-	-
	Capital Total	-	177,596	-	-	-

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Proposed
Departmental Total	823,692	1,065,282	696,192	883,786	813,684

Fleet Operations



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
Superintendent	1	1	1
Mechanics	3	3	3
Total	**4**	**4**	**4**

Department Narrative

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

Departmental Goals

City Council Goals:

- Develop a city-wide vehicle replacement schedule by June 2012
- Provide non-routine and emergency repairs
- Increase service level for vehicles through preventative maintenance routines
- Extend the life of our fleet and reduce down time
- Continue training and education for our mechanics
- Help increase job knowledge, productivity, and reduce repair costs
- Provide drivers with professional and quality repair in a timely manner
- Ensure safe, reliable vehicles and equipment through feedback from daily inspection form
- Reduce departmental vehicle downtime through communication and coordination
- Help reduce fuel consumption through education and service
- Provide a comprehensive program of preventive maintenance

Workload Indicators	09-10 Actual	10-11 Actual	11-12 Target
Total Fleet Services Employees	4	4	4
Non-Emergency Vehicles	13	13	13
Light Trucks	52	56	52
Heavy Trucks	14	14	14
Small Equipment	50	50	50
Light Equipment	34	32	33
Heavy Equipment	15	15	16
Trailers	16	24	19
Emergency Vehicles	52	50	51
Fueling Station (Gas & Diesel)	1	1	1
Fueling Station (Propane)	1	1	1
Annual Fleet Work Orders	2,300	1,300	2,300
Gallons of Unleaded Fuel Consumed	105,000	93,000	92,000
Gallons of Diesel Fuel Consumed	40,000	37,000	41,000
Annual Oil Changes	420	400	420
Annual Repairs	900	900	900
Annual Road Trips for Service	600	600	600
Annual Drive-by Maintenance Checks	1,200	900	1,200

Performance Measurement	09-10 Actual	10-11 Actual	11-12 Target
Percentage of maintenance classified preventative	30%	30%	30%
Average downtime of vehicle repaired	2 days	2 days	2 days
Work orders processed within 24 hours	75%	75%	75%

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	227,228	239,450	239,450	235,100
Supplies	28,111	8,050	8,050	5,800
Maintenance	7,166	7,100	7,100	3,300
Other Services	1,248	2,424	2,424	1,340
Capital Outlay	(212,822)	-	-	-
TOTAL	**50,931**	**257,024**	**257,024**	**245,540**

Fleet Maintenance

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-10-00	SALARIES-REGULAR	177,030	164,631	158,279	167,015	167,015
01-0104-10-00	SALARIES-LONGEVITY	2,399	1,508	1,589	1,672	1,864
01-0105-10-00	GROUP HEALTH INSURANCE	21,514	19,283	22,980	31,234	23,224
01-0106-10-00	TMRS	21,235	21,888	22,842	23,844	23,450
01-0107-10-00	FICA	13,360	12,770	12,281	12,340	12,854
01-0109-10-00	SALARIES-WELL PAY	2,004	1,530	1,398		1,400
01-0110-10-00	DENTAL INSURANCE	576	992	1,140	403	1,287
01-0120-10-00	GROUP LIFE INSURANCE	50	27	56	68	408
01-0130-10-00	WORKERS COMPENSATION	5,011	4,598	2,743	2,874	3,494
01-0131-10-00	EAP EXPENSE					104
	Personnel Total	243,178	227,228	223,309	239,450	235,100

01-0201-10-00	OFFICE SUPPLIES	943	20,400	6,576	525	525
01-0202-10-00	UNIFORMS AND CLOTHING	2,486	2,143	1,529	1,500	500
01-0203-10-00	MOTOR VEHICLE SUPPLIES		876	415	600	600
01-0204-10-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	1,198	1,271	1,587	2,250	1,000
01-0206-10-00	CHEMICALS	946	841	768	650	650
01-0214-10-00	POSTAGE/SHIPPING/DELIVERY		168	33	50	50
01-0216-10-00	MEDICAL SUPPLIES			143	75	75
01-0218-10-00	FUEL & OIL	1,912	2,412	2,514	2,400	2,400
	Supplies Total	7,486	28,111	13,565	8,050	5,800

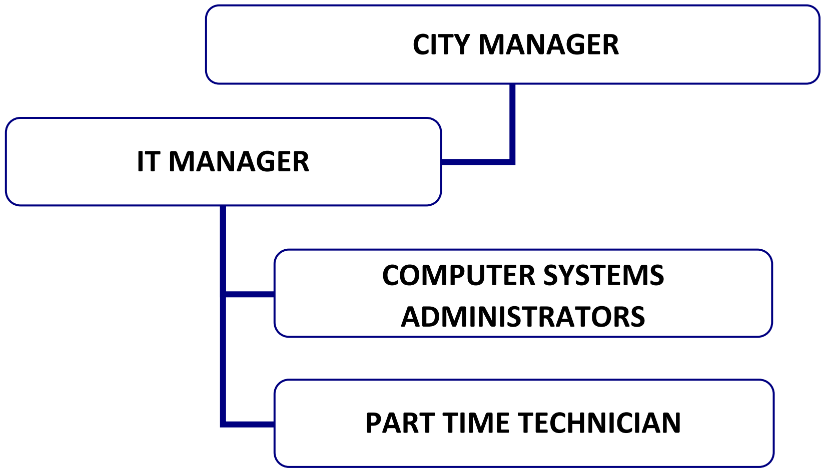
01-0301-10-00	MAINT-BLDG & STRUCTURES	1555.27	1547.93	855.75	2000	1000
01-0302-10-00	MAINT-MOTOR VEHICLES	363.29	1672.38	184.22	2500	500
01-0303-10-00	MAINT-EQUIP & MACHINERY	2900.45	3770.5	2823.23	2100	1500
01-0342-10-00	MAINT-DATA PROC EQUIPMENT	175	175	190.99	500	300
	Maintenance Total	4,994	7,166	4,054	7,100	3,300

01-0407-10-00	SPECIAL SERVICES	470	336		400	400
01-0409-10-00	TRAVEL & EDUCATION	353.9			440	440
01-0416-10-00	OTHER/PROFESSIONAL SERVICES	839.92	911.75	1373.5	1500	500
01-0539-10-00	MISC. HEALTH BENEFIT				84	
	Services Total	1,664	1,248	1,374	2,424	1,340

01-0710-10-00	INTERNAL SERVICE REIMBURSEMENT		-212,822			
	Other Total	0	-212,822	0	0	0

Account	Description	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
	Department Total	257,322	50,931	242,302	257,024	245,540

Information Services



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
IT Manager	0	0.75	0.75
Public Safety Information Svc Mgr.	1	0	0
Computer Systems Admin.	1	2	2
PT Technician	0	0.5	0.5
Total	**2**	**3.25**	**3.25**

Department Narrative

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

Departmental Goals

City Council Goal

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

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Information Technology Staff	3	3.5	4.5
City Employees being Supported	294	274	274
City Desktop/Laptops Supported	216	216	300
City Servers Supported	34	34	34
Public Library Computer Replacement	20	66 (Possible Grant)	55
City Server Replacement	1	5	5
CRM - Helpdesk Requests	446	446	1100
City PC Replacements	0	53	0
Replace T1 Internet Circuit with higher speed Opteman Circuit	100%	N/A	N/A

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Supported End User per IT Personnel	98	78	60
Supported Computer System per IT Personnel	72	62	74
Average CRM - Help desk call per day	1.9	1.9	4.2
Technical Training Class per Staff Member	N/A	1	0.5
Percentage of Computers Replaced City Wide	0%	24%	0%
Max # of hours passed before responding to helpdesk request	N/A	6	4

Budget Summary	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2011-2012 Budget
Personnel	175,481	251,937	226,346	243,119
Supplies	124,136	52,959	45,814	50,464
Maintenance	25,326	37,922	38,382	37,922
Other Services	109,117	50,863	42,770	50,795
Capital Outlay	359	-	-	-
Other	-	-	-	-
TOTAL	**434,419**	**393,681**	**353,312**	**382,300**

Information Technology

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-37-00	SALARIES-REGULAR	56,464	127,858	159,355	168,372	168,372
01-0102-37-00	SALARIES-PART TIME	-	5,656	7,284	14,560	14,560
01-0103-37-00	SALARIES-OVERTIME	-	473	2,298	-	1,500
01-0104-37-00	SALARIES-LONGEVITY	159	257	380	303	456
01-0105-37-00	GROUP HEALTH INSURANCE	4,583	13,094	19,847	30,919	18,809
01-0106-37-00	TMRS	6,669	17,003	23,125	23,842	23,444
01-0107-37-00	FICA	4,168	9,920	12,495	13,212	13,802
01-0109-37-00	SALARIES-WELL PAY	-	216	217	-	250
01-0110-37-00	DENTAL INSURANCE	318	659	1,046	403	1,180
01-0120-37-00	GROUP LIFE INSURANCE	17	30	43	55	332
01-0130-37-00	WORKERS COMPENSATION	131	315	255	271	329
01-0131-37-00	EAP EXPENSE	-	-	-	-	85
	Personnel Total	72,508	175,481	226,346	251,937	243,119

01-0201-37-00	OFFICE SUPPLIES	130	1,777	3,615	3,795	2,500
01-0204-37-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	-	50	4,772	-	-
01-0210-37-00	FOOD/BEV-MEETINGS/FUNCTIONS	33	43	-	-	-
01-0211-37-00	OTHER OPERATIONAL SUPPLIES	-	4,604	386	4,150	4,150
01-0214-37-00	POSTAGE/SHIPPING/DELIVERY	-	35	-	-	-
01-0231-37-00	SOFTWARE	-	14,217	13,535	14,950	14,950
01-0240-37-00	CIRCUIT CONNECTIVITY	-	19,392	7,790	14,648	14,648
01-0241-37-00	IT HARDWARE-NON COMPUTER	-	25,745	4,425	5,100	5,100
01-0242-37-00	COMPUTERS/SERVERS	-	55,995	2,355	1,200	-
01-0243-37-00	NETWORK EQUIPMENT	-	2,279	8,935	9,116	9,116
	Supplies Total	163	124,136	45,814	52,959	50,464

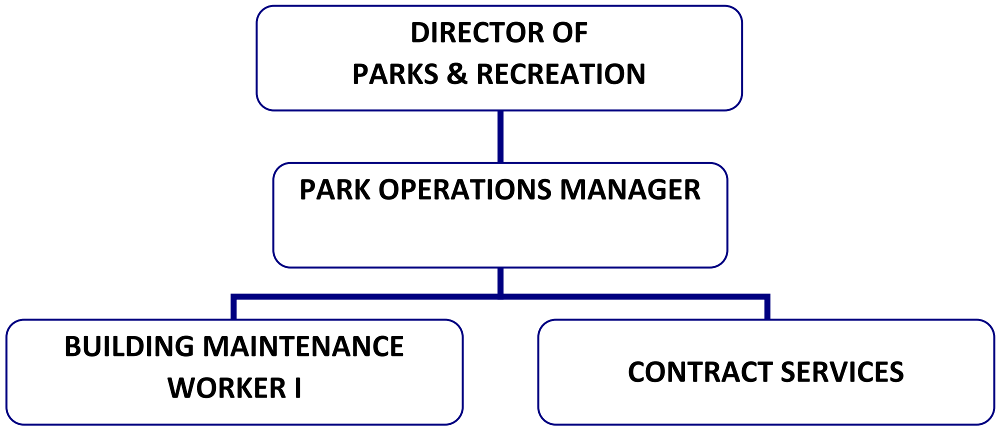
01-0342-37-00	MAINT-DATA PROC EQUIPMENT	529	581	-	1,765	1,765
01-0370-37-00	MAINT-SOFTWARE	-	18,062	22,675	25,857	25,857
01-0371-37-00	MAINT-HARDWARE	-	6,684	8,740	3,050	3,050
01-0372-37-00	MAINT-NETWORK EQUIPMENT	-	-	6,967	7,250	7,250
	Maintenance Total	529	25,326	38,382	37,922	37,922

01-0401-37-00	TELEPHONE & COMMUNICATIONS	346	5,586	906	-	-
01-0407-37-00	SPECIAL SERVICES	-	43	-	-	-
01-0409-37-00	TRAVEL & EDUCATION	2,634	120	2,037	2,600	2,600
01-0414-37-00	DUES & SUBSCRIPTIONS	-	75	-	195	195
01-0416-37-00	OTHER/PROFESSIONAL SERVICES	27,864	52,863	-	-	-
01-0421-37-00	PRINTING	-	48	21	-	-
01-0442-37-00	COMPUTER PROFESSIONAL SERVICES	238,228	50,350	39,806	48,000	48,000
01-0539-37-00	MISC. HEALTH BENEFIT	21	33	-	68	-
	Services Total	269,093	109,117	42,770	50,863	50,795

01-0602-37-00	CAPITAL-BLDG & STRUCTURE	13,908	359	-	-	-
	Capital Total	13,908	359	-	-	-

	2,009 Actual	2,010 Actual	2,011 YTD Actual	2,011 Budget	2,012 Budget
Departmental Total	356,201	434,419	353,312	393,681	382,300

Building Services



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Adopted 11-12
Building & Contract Svs. Mgr	1	1	0
Building Maint. Worker I	2	1	1
Total	**3**	**2**	**1**

Department Narrative

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

Departmental Goals

City Council Goals

- Reduce maintenance costs of heating and air conditioning equipment systems by performing routine maintenance of filters, motors, coils, etc. through a yearly HVAC contract
- Secure the lowest cost and the most reliable and dependable contractors, when maintenance of city facilities requires out-sourcing expertise
- Establish Operation and Maintenance cost for Municipal Buildings and Facilities.
- Monitor and review all charges for materials and labor cost to ensure compliance with contracts
- Evaluate all annual contracts to ensure most efficient use of city funds and resources
- Develop a preventative maintenance schedule for all municipal buildings to include inspection of ceilings, lighting, plumbing, electrical, structural, and exteriors.
- Provide prompt response to request for repairs and maintenance issues
- Maintain safe, clean facilities for our citizens and employees
- Plan, develop and implement a scheduled replacement program for replacement of equipment and fixtures
- Develop and implement a 5% energy consumption reduction plan for all city buildings

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Number of Buildings	20	20	20
Number of Full-Time Employees	3	2	1
Web QA Requests Per Year	430	430	450
Square Footage of Buildings (Maintenance)	210,126	210,126	210,126
Square Footage of Buildings (Janitorial Services)	146,840	146,840	146,840

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Electrical Accounts Audited and Evaluated	85%	85%	100%
Documented Minor Service Repairs	85%	100%	100%
Sq. Ft of Building Maintenance per Full-Time Employee	70,048	105,063	210,126
Routine Service Requests Completed within 48 Hours	85%	100%	100%
Inspection of Janitorial Maintenance	90%	100%	100%
Monthly Meetings with Contract Service Providers	85%	85%	100%
HUB Vendors Included in Consideration for All Projects	100%	100%	100%

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	152,344	125,139	115,400	45,936
Supplies	5,943	4,250	4,250	3,750
Maintenance	53,628	50,549	52,675	46,049
Services	656,994	820,098	659,838	797,156
Capital Outlay	-	-	-	-
TOTAL	**868,909**	**1,000,036**	**832,163**	**892,891**

Building Services

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0101-06-00	SALARIES-REGULAR	121,563	110,126	80,214	88,544	29,739
01-0103-06-00	SALARIES-OVERTIME	1,692	1,144	924	2,000	2,000
01-0104-06-00	SALARIES-LONGEVITY	686	704	599	612	276
01-0105-06-00	GROUP HEALTH INSURANCE	13,589	13,796	11,275	12,058	5,806
01-0106-06-00	TMRS	14,505	14,598	11,618	12,885	4,168
01-0107-06-00	FICA	9,083	8,212	6,031	6,706	2,296
01-0109-06-00	SALARIES-WELL PAY			320		400
01-0110-06-00	DENTAL INSURANCE	954	889	743	806	429
01-0120-06-00	GROUP LIFE INSURANCE	50	33	29	51	204
01-0130-06-00	WORKERS COMPENSATION	3,187	2,842	1,214	1,477	566
01-0131-06-00	EAP EXPENSE					52
	Personnel Total	165,309	152,344	112,968	125,139	45,936

01-0201-06-00	OFFICE SUPPLIES	28	835			
01-0202-06-00	UNIFORMS AND CLOTHING	120	439	130	500	
01-0203-06-00	MOTOR VEHICLE SUPPLIES	295	207			
01-0204-06-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	823	791	2,267	500	500
01-0205-06-00	JANITORIAL & CLEANING SUPPLIES	323	142	302	250	250
01-0218-06-00	FUEL & OIL	2,542	3,529	3,226	3,000	3,000
	Supplies Total	4,132	5,943	5,925	4,250	3,750

01-0301-06-00	MAINT-BLDG & STRUCTURES	62,089	44,433	40,483	38,549	38,549
01-0302-06-00	MAINT-MOTOR VEHICLES	1,946	2,231	398	2,000	500
01-0346-06-00	MAINT-HEATING & COOLING SYSTEM	33,358	4,283	7,737	6,000	6,000
01-0363-06-00	MAINT-LOCKS & KEYS	2,759	2,682	1,166	4,000	1,000
	Maintenance Total	100,152	53,628	49,785	50,549	46,049

01-0401-06-00	TELEPHONE & COMMUNICATIONS	112,130	119,724	97,417	127,960	120,000
01-0402-06-00	RENTAL OF EQUIPMENT			140	405	405
01-0409-06-00	TRAVEL & EDUCATION	964	456	61	1,000	500
01-0410-06-00	UTILITIES - ELECTRICITY	407,818	374,852	390,628	405,419	395,000
01-0414-06-00	DUES & SUBSCRIPTIONS	454	421	160	450	450
01-0416-06-00	OTHER/PROFESSIONAL SERVICES	170,076	115,034	69,988	219,351	215,351
01-0498-06-00	UTILITIES - GAS	46,850	36,732	33,024	65,450	65,450
01-0539-06-00	MISC. HEALTH BENEFIT				63	
01-0543-06-00	JANITORIAL CONTRACT			28,183		
01-0544-06-00	PEST CONTROL SERVICES			6,749		
01-0549-06-00	HVAC MAINTENANCE CONTRACT			16,009		
01-0559-06-00	CONTRACT/TEMPORARY LABOR		9,776			
	Services Total	738,292	656,994	642,358	820,098	797,156

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	1,007,885	868,908	811,035	1,000,036	892,891

Non-Departmental

CITY MANAGER

NON-DEPARTMENTAL

Personnel Summary

Non-Departmental
No personnel for this budget line item

Department Narrative

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

Non-Departmental

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
01-0122-16-00	COBRA HEALTH INSUR W/IRS CRED	1,160	-	-	-	-
01-0199-16-00	PAYROLL ADJUSTMENT	-	(326)	-	-	-
	Personnel Total	1,160	(326)	-	-	-
01-0201-16-00	OFFICE SUPPLIES	65	-	-	-	-
01-0204-16-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	(110)	-	-	-	-
01-0210-16-00	FOOD/SUPPLIES-MEETINGS/RECEPTN	(59)	-	-	-	-
01-0214-16-00	POSTAGE/SHIPPING/DELIVERY	24	-	190	-	-
01-0216-16-00	MEDICAL SUPPLIES	3,684	-	-	-	-
	Supplies Total	3,605	-	190	-	-
01-0301-16-00	MAINT-BLDG & STRUCTURES	-	16,000	528	-	-
	Maintenance Total	-	16,000	528	-	-
01-0401-16-00	TELEPHONE & COMMUNICATIONS	49,297	34,696	27,124	33,000	33,000
01-0403-16-00	CASUALTY INSURANCE	300,684	357,827	354,872	380,000	380,000
01-0406-16-00	UNEMPLOYMENT INSURANCE	43,839	138,861	94,381	400,000	160,000
01-0407-16-00	SPECIAL SERVICES	-	-	12,040	-	-
01-0409-16-00	TRAVEL & EDUCATION	1,105	-	-	-	-
01-0414-16-00	DUES & SUBSCRIPTIONS	47,064	47,149	26,426	63,017	63,017
01-0416-16-00	OTHER/PROFESSIONAL SERVICES	24,997	10,599	5,101	13,000	13,000
01-0421-16-00	PRINTING	-	-	80	-	-
01-0422-16-00	DO NOT USE	-	-	90	-	-
01-0434-16-00	SPECIAL EVENTS	31,013	25,406	10,562	24,000	24,000
01-0462-16-00	CELLULAR TELEPHONE & PAGERS	50,412	41,079	33,094	48,173	35,000
01-0463-16-00	ADMIN FEES-FLEX SPENDING PLAN	5,725	5,890	4,010	5,825	8,000
01-0470-16-00	BAD DEBT EXPENSE	314	-	-	-	-
01-0481-16-00	GROUND LEASE FOR RADIO TOWER	2,400	-	-	-	-
01-0497-16-00	TUITION REIMBURSEMENT	10,497	10,501	5,898	10,700	10,700
01-0507-16-00	LEASE PAYMENTS	-	54,254	127,646	-	-
01-0535-16-00	HEALTH DEPARTMENT	-	-	-	12,500	-
01-0539-16-00	MISC. HEALTH BENEFIT	4,235	3,532	5,802	50,000	9,000
	Services Total	571,582	729,794	707,126	1,040,215	735,717

	2,009 Actual	2,010 Actual	2,011 YTD Actual	2,011 Budget	2,012 Budget
Department Total	**576,346**	**745,467**	**707,844**	**1,040,215**	**735,717**

General Non-Departmental

General Government Division
General Operating Fund

Line Item Details Totals	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2011-2012 Budget
Personnel	(326)	-	-	-
Supplies	-	-	190	-
Maintenance	16,000	-	528	-
Services	729,793	1,040,215	707,126	735,717
Capital Outlay	-	-	-	-
Total Expenditures	**745,467**	**1,040,215**	**707,844**	**735,717**

Lancaster

WATER/WASTEWATER FUND

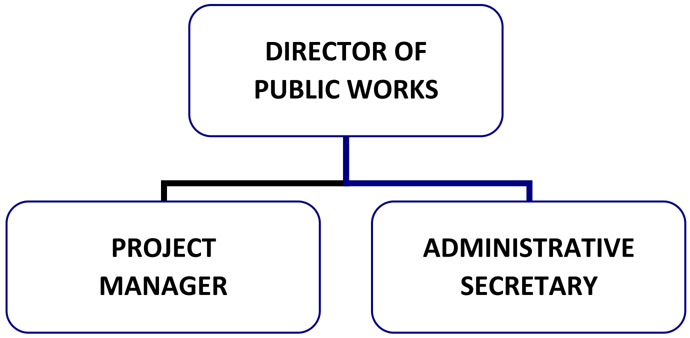
WATER AND WASTEWATER FUND

REVENUES		2009	2010	2011		2012
Department No	**Revenue Source**	**Actual**	**Actual**	**Year to Date**	**Budget**	**Proposed**
	Water	4,921,300	5,099,428	4,331,204	5,487,000	6,485,731
	Wastewater	5,737,835	5,424,205	4,695,358	5,645,000	6,897,295
	Fees	147,827	167,620	313,486	173,985	180,307
	Impact Fees	116,736	107,631	94,155	93,463	93,463
	Other Revenue	829,692	1,754,840	276,278	297,413	295,485
	Interest	29,819	15,607	13,106	19,482	19,482
	Transfers In	-	-	-	-	-
	Total	$ 11,783,208	$ 12,569,330	$ 9,723,587	$ 11,716,343	$ 13,971,763

EXPENDITURES		2009	2010	2011		2012
Department No		**Actual**	**Actual**	**Year to Date**	**Budget**	**Proposed**
2	Public Works Administration	749,807	742,982	625,585	836,415	782,131
20	Utility Billing	405,513	435,510	385,364	506,046	472,540
21	Water Operations	559,041	586,405	544,182	863,217	802,455
22	Non-Departmental	1,697,228	1,562,036	7,057	175,200	178,540
27	Meter Reading	197,395	369,731	104,720	184,994	178,481
30	Wastewater Operations	499,897	446,449	417,431	635,104	643,219
42	Wholesale Costs	5,390,833	5,718,055	4,703,892	5,960,000	6,308,448
50	Debt Service	474,507	412,248	360,912	1,180,338	2,132,096
80	Transfers Out	1,324,236	2,374,236	1,424,236	1,424,236	1,424,236
	Total	$ 11,298,457	$ 12,647,843	$ 8,573,379	$ 11,765,550	$ 12,922,146

BALANCES	2009	2010	2011		2012
	Actual	**Actual**	**Year to Date**	**Budget**	**Proposed**
Net Gain (Loss)	484,751	(78,514)	1,150,210	(49,207)	1,049,617
Beginning Balance	10,063,512	10,989,149	11,533,607	11,533,607	11,484,400
Ending Balance	10,548,263	10,910,635	12,683,816	11,484,400	12,534,017
Ending Balance as % of Expenditures	93.36%	86.26%	147.94%	97.61%	97.00%

Public Works Admin.



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Adopted 11-12
Director of Public Works	1	1	1
IT Manager	0	0.25	0.25
GIS Coordinator	1	1	1
Budget Analyst	0.25	0.25	0
Office Manager	1	1	0
Administrative Secretary	0	0	1
Total	**3.25**	**4**	**3.25**

Department Narrative

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

Departmental Goals

City Council Goals

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

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Construction Plans Reviewed	6	15	15
Development Review Committee Meetings	45	45	45
Utility Coordination Committee Meetings	0	2	2
Right of Way Permits Issued	481	500	350
GIS Data Inputs from Residential and Commercial Plats	8	8	8
Residential Developments Constructed and Accepted	0	1	1
Commercial Developments Constructed and Accepted	5	8	8

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Consulting and Contractor Pay Estimates within 1 Week	97%	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	95%	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	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	667,337	741,269	634,151	634,341
Supplies	7,217	6,550	6,080	6,500
Maintenance	12,563	36,292	14,100	35,800
Services	55,865	52,105	49,704	105,490
Capital Outlay	-	-	-	-
TOTAL	**742,982**	**836,216**	**704,035**	**782,131**

Public Works Administration

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Proposed
05-0101-02-00	SALARIES-REGULAR	531,661	506,203	460,628	530,779	471,738
05-0103-02-00	SALARIES-OVERTIME	1,410	2,069	327	1,000	1,000
05-0104-02-00	SALARIES-LONGEVITY	2,060	2,174	2,118	2,345	2,340
05-0105-02-00	GROUP HEALTH INSURANCE	46,290	44,884	56,649	83,443	51,447
05-0106-02-00	TMRS	63,419	60,562	67,535	76,244	66,564
05-0107-02-00	FICA	38,846	37,287	34,239	39,115	32,081
05-0109-02-00	SALARIES-WELL PAY	448	-	-	-	-
05-0110-02-00	DENTAL INSURANCE	1,371	1,445	1,894	2,418	2,252
05-0113-02-00	SALARIES-CAR ALLOWANCE	4,816	2,342	5,000	4,800	4,800
05-0118-02-00	CELL PHONE ALLOWANCE	-	-	-	-	-
05-0120-02-00	GROUP LIFE INSURANCE	95	64	111	161	842
05-0130-02-00	WORKERS COMPENSATION	11,294	10,307	5,649	964	1,062
05-0131-02-00	EAP EXPENSE	-	-	-	-	215
	Personnel Total	701,710	667,337	634,151	741,269	634,341

05-0201-02-00	OFFICE SUPPLIES	2,184	895	329	1,900	1,900
05-0202-02-00	UNIFORMS AND CLOTHING	65	112	108	150	150
05-0203-02-00	MOTOR VEHICLE SUPPLIES	-	489	237	-	-
05-0204-02-00	MINOR EQUIP/FURN/FIX/TOOLS/ECT	240	121	100	300	250
05-0210-02-00	FOOD/BEV-MEETINGS/FUNCTIONS	-	54	-	100	100
05-0214-02-00	POSTAGE/SHIPPING/DELIVERY	323	350	4	300	300
05-0218-02-00	FUEL & OIL	3,446	5,197	5,303	3,800	3,800
	Supplies Total	6,258	7,217	6,080	6,550	6,500

05-0301-02-00	MAINT-BLDG & STRUCTURES	-	-	-	492	-
05-0302-02-00	MAINT-MOTOR VEHICLES	1,460	2,863	1,052	1,200	1,200
05-0318-02-00	MAINT-OFFICE EQUIPMENT	-	-	-	400	400
05-0342-02-00	MAINT-DATA PROCESSING EQUIP	-	9,700	13,026	34,200	34,200
05-0346-02-00	MAINT-HEATING & COOLING SYSTEM	-	-	22	-	-
	Maintenance Total	1,460	12,563	14,100	36,292	35,800

05-0401-02-00	TELEPHONE & COMMUNICATIONS	326	254	160	640	640
05-0402-02-00	RENTAL OF EQUIPMENT	3,140	3,173	1,858	2,957	2,957
05-0409-02-00	TRAVEL & EDUCATION	1,090	1,693	1,502	2,160	2,160
05-0410-02-00	UTILITIES - ELECTRICITY	-	6,142	5,600	1,246	4,837
05-0414-02-00	DUES & SUBSCRIPTIONS	1,247	1,052	1,360	1,350	1,350
05-0416-02-00	OTHER/PROFESSIONAL SERVICES	-	5,479	681	922	50,716
05-0420-02-00	INTERNAL TRAINING	-	-	130	200	200
05-0421-02-00	PRINTING	952	943	325	900	900
05-0427-02-00	ENGINEERING	4,250	7,165	4,925	10,000	10,000
05-0462-02-00	CELLULAR TELEPHONE & PAGERS	-	(0)	-	480	480
05-0464-02-00	RENTAL OFFICE SPACE	29,375	29,964	33,163	31,250	31,250
05-0539-02-00	MISC. HEALTH BENEFIT	-	-	-	199	-
	Services Total	40,380	55,865	49,704	52,105	105,490

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Proposed
Departmental Total	749,807	742,982	704,035	836,216	782,131

Meter Reading

DIRECTOR OF FINANCE

UTILITY BILLING MANAGER

METER TECHNICIANS

Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
Meter Technician	2	2	2
Total	**2**	**2**	**2**

Department Narrative

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

Departmental Goals

City Council Goals:

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

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Water Customers	10,882	12,326	12,400
Wastewater Customers	10,402	12,084	12,100
Cut-off of Services	1,000	800	400
Meter Changes	50	75	25

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Satisfactory Monthly Meter Maintenance	100%	100%	100%
Accurate Meter Readings	100%	95%	100%

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	119,127	95,431	81,661	109,731
Supplies	11,093	9,750	9,204	9,500
Maintenance	239,041	48,800	9,309	48,300
Other Services	470	11,013	1,863	950
Capital Outlay	-	20,000	16,892	10,000
TOTAL	**369,731**	**184,994**	**118,929**	**178,481**

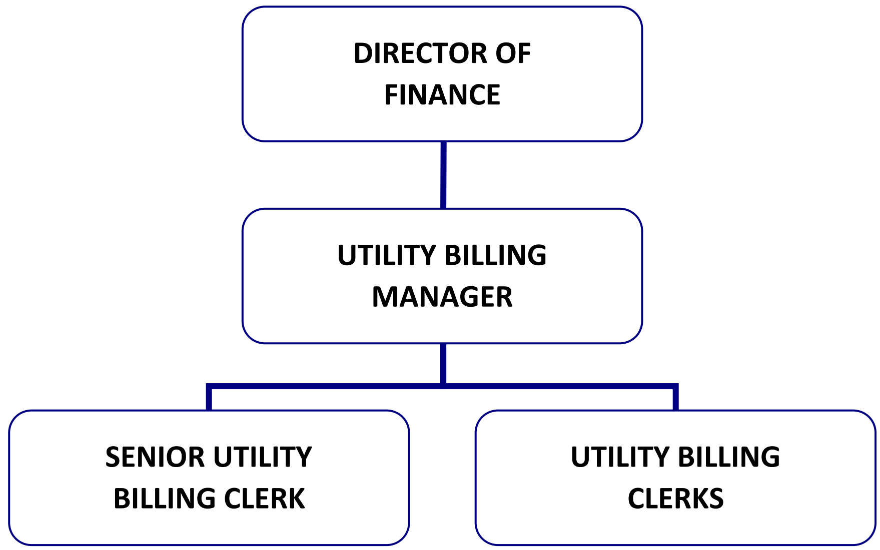
Meter Reading

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
05-0101-27-00	SALARIES-REGULAR	46,017	57,723	40,801	53,808	63,808
05-0103-27-00	SALARIES-OVERTIME	21,542	28,044	15,317	10,000	17,000
05-0104-27-00	SALARIES-LONGEVITY	191	376	242	416	320
05-0105-27-00	GROUP HEALTH INSURANCE	10,404	13,402	11,951	16,332	14,455
05-0106-27-00	TMRS	7,987	10,723	8,017	9,078	8,905
05-0107-27-00	FICA	4,885	6,247	3,996	4,422	2,586
05-0109-27-00	SALARIES-WELL PAY	-	-	303	-	300
05-0110-27-00	DENTAL INSURANCE	383	411	145	403	858
05-0120-27-00	GROUP LIFE INSURANCE	13	12	22	51	306
05-0130-27-00	WORKERS COMPENSATION	1,840	2,188	867	921	1,115
05-0131-27-00	EAP EXPENSE	-	-	-	-	78
	Personnel Total	93,262	119,127	81,661	95,431	109,731
05-0201-27-00	SUPPLIES	-	202	-	-	-
05-0202-27-00	UNIFORMS AND CLOTHING	751	679	486	450	200
05-0203-27-00	MOTOR VEHICLE SUPPLIES	-	95	-	-	-
05-0204-27-00	MINOR EQUIP AND METERS	1,560	929	861	1,300	1,300
05-0218-27-00	FUEL & OIL	7,566	9,189	7,857	8,000	8,000
	Supplies Total	9,877	11,093	9,204	9,750	9,500
05-0302-27-00	MAINT-MOTOR VEHICLES	1,141	8,973	271	3,000	2,500
05-0303-27-00	MAINT-EQUIP & MACHINERY	-	41	(41)	-	-
05-0309-27-00	MAINT-METERS & SETTINGS	15,132	228,827	7,579	16,600	16,600
05-0342-27-00	MAINT-DATA PROCESSING EQUIP	-	1,200	1,500	3,200	3,200
05-0351-27-00	METER TESTING	-	-	-	26,000	26,000
	Maintenance Total	16,273	239,041	9,309	48,800	48,300
05-0409-27-00	TRAVEL & EDUCATION	118	470	-	950	950
05-0416-27-00	OTHER/PROFESSIONAL SERVICES	76,174	-	-	10,000	-
05-0539-27-00	MISC. HEALTH BENEFIT	-	-	-	63	-
05-0559-27-00	CONTRACT/TEMPORARY LABOR	1,692	-	1,864	-	-
	Services Total	77,983	470	1,864	11,013	950
05-0618-27-00	CAPITAL-COMPUTER EQUIPMENT	-	-	16,892	20,000	10,000
	Capital Total	-	-	16,892	20,000	10,000

	2009	2010	2011		2012
	Actual	Actual	YTD Actual	Budget	Budget
Departmental Total	197,395	369,731	118,929	184,994	178,481

Utility Billing



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
Utility Billing Manager	1	1	1
Sr. Utility Billing Clerk	1	1	1
Utility Billing Clerk	3	2	2
Accounting Generalist	1	1	1
Community Relations Asst.	0	0.25	0.25
Total	**6**	**5.25**	**5.25**

Department Narrative

The Utility Billing Department generates and processes all billing for water, wastewater, refuse, and storm water accounts; applies penalties to all past due accounts for each billing; loads and downloads meter reading information for each billing cycle; applies meter reading data to each account before each billing cycle; performs meter reading edits to ensure accuracy; posts daily utility payments to the appropriate customer accounts; makes daily utility water deposits as well as other city deposits to bank; collects and processes water and wastewater impact fees, water and wastewater tap fees, water meter installation fees, and deposits for water accounts; collection of payment plans for water and wastewater impact and tap fees.

Departmental Goals

City Council Goals:

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

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Water Customers	11,000	12,326	12,400
Wastewater Customers	10,400	12,084	12,100
Bills Processed Monthly	12,000	11,234	11,500
Service Orders Processed	400	800	400
Bill Adjustments	50	100	55
Cut-off of Services	400	1,000	500
Returned Checks Processed (Year)	75	236	100
Payments Processed (per Month)	1,200	2,500	1,500

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Billing counter staffed with at least 2 employees at all	100%	100%	100%
Phone calls resolved within 24 hours	100%	96%	100%
Accurate Account Billings	98%	98%	99%
Accurate Posting of Payments	99%	99%	100%

Budget Summary	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2011-2012 Budget
Personnel	218,685	289,172	238,422	259,142
Supplies	9,649	5,970	4,844	2,670
Maintenance	894	-	1,591	1,000
Services	206,282	210,904	191,397	209,728
Capital Outlay	-	-	-	-
TOTAL	**435,510**	**506,046**	**436,254**	**472,540**

Utility Billing

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
05-0101-20-00	SALARIES-REGULAR	142,628	146,509	165,972	196,594	182,437
05-0102-20-00	SALARIES-PART TIME	1,067	6,322	-	-	-
05-0103-20-00	SALARIES-OVERTIME	13,362	9,984	9,321	10,000	10,000
05-0104-20-00	SALARIES-LONGEVITY	442	480	753	807	960
05-0105-20-00	GROUP HEALTH INSURANCE	19,413	20,569	21,681	36,174	23,224
05-0106-20-00	TMRS	18,399	20,540	24,941	27,902	25,468
05-0107-20-00	FICA	11,889	12,260	13,485	14,879	13,808
05-0109-20-00	SALARIES-WELL PAY	551	407	125	-	130
05-0110-20-00	DENTAL INSURANCE	1,260	1,216	1,817	2,418	2,145
05-0120-20-00	GROUP LIFE INSURANCE	23	20	66	106	510
05-0130-20-00	WORKERS COMPENSATION	829	379	261	292	330
05-0131-20-00	EAP EXPENSE	-	-	-	-	130
	Personnel Total	209,864	218,685	238,422	289,172	259,142

05-0201-20-00	OFFICE SUPPLIES	3,359	3,632	2,509	3,500	200
05-0202-20-00	UNIFORMS AND CLOTHING	278	265	296	200	200
05-0204-20-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	4,024	3,358	-	-	-
05-0210-20-00	FOOD/BEV-MEETINGS/FUNCTIONS	-	14	23	-	-
05-0214-20-00	POSTAGE/SHIPPING/DELIVERY	2,410	2,381	2,017	2,270	2,270
	Supplies Total	10,071	9,649	4,844	5,970	2,670

05-0302-20-00	MAINT-MOTOR VEHICLES	154	12	-	-	-
05-0303-20-00	MAINT-EQUIP & MACHINERY	-	-	131	-	-
05-0318-20-00	MAINT-OFFICE EQUIPMENT	3,525	882	1,460	-	1,000
	Maintenance Total	3,679	894	1,590	-	1,000

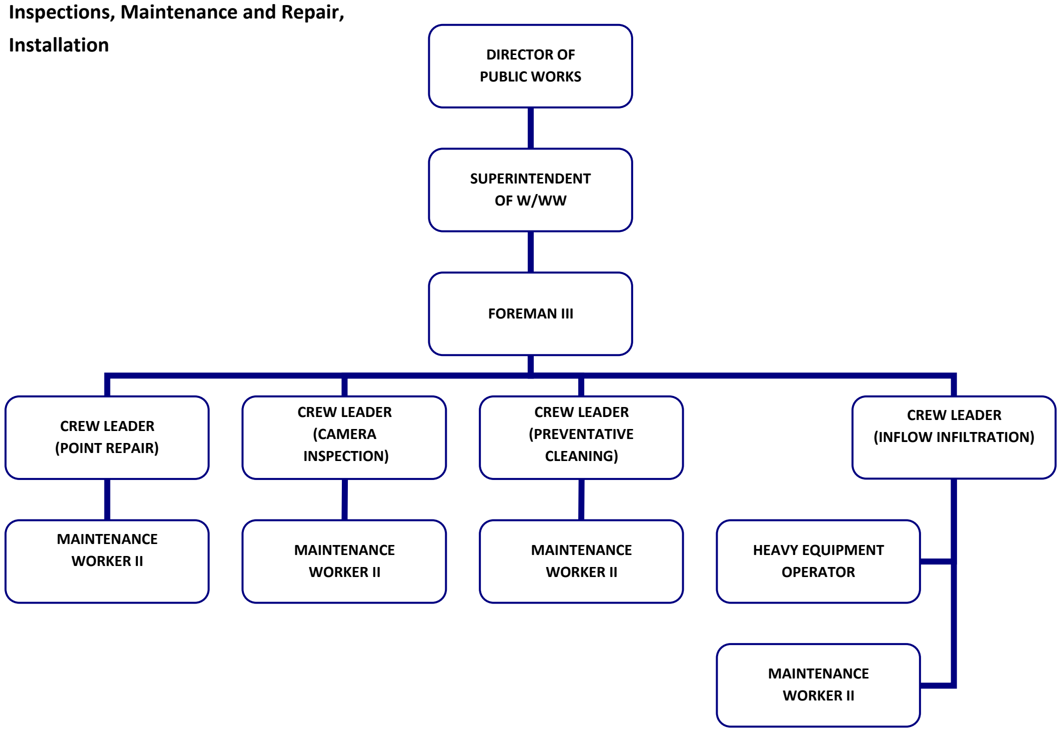
05-0402-20-00	RENTAL OF EQUIPMENT	3,083	2,811	2,639	2,388	2,388
05-0407-20-00	SPECIAL SERVICES	4,183	5,065	5,442	4,940	4,940
05-0408-20-00	ADVERTISING	99	-	-	-	-
05-0409-20-00	TRAVEL & EDUCATION	175	835	369	870	900
05-0414-20-00	DUES & SUBSCRIPTIONS	-	-	277	150	150
05-0416-20-00	OTHER/PROFESSIONAL SERVICES	103,009	92,779	75,593	94,800	94,800
05-0421-20-00	PRINTING	178	19	747	1,825	750
05-0428-20-00	CREDIT CARD FEES	55,405	-	-	-	-
05-0442-20-00	COMPUTER PROFESSIONAL SERVICES	15,767	9,336	8,716	10,800	10,800
05-0482-20-00	CREDIT CARD PROCESSING FEES	-	95,437	91,086	95,000	95,000
05-0539-20-00	MISC. HEALTH BENEFIT	-	-	-	131	-
05-0559-20-00	CONTRACT/TEMPORARY LABOR	-	-	6,529	-	-
	Services Total	181,900	206,282	191,397	210,904	209,728

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	**405,513**	**435,510**	**436,254**	**506,046**	**472,540**

Wastewater Operations

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

Public Works Division
Water/Wastewater Fund



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Adopted 11-12
Foreman III	1	1	1
Crew Leader	4	4	4
Heavy Equipment Operator I	1	1	1
Maintenance Worker II	4	4	4
Total	**10**	**10**	**10**

Department Narrative

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

Departmental Goals

City Council Goals

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

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Full-Time Wastewater Employees	10	10	8
Total Municipal Sewer Line	700,000 feet	700,000 feet	871,200 feet
Sewer Line Replacement	5,000 feet	5,000 feet	600 feet
Sewer Line Cleaned	560,000 feet	560,000 feet	871,200 feet
Grease Trap Inspections Monthly	50	50	50
Weekly Safety Meetings	52	52	52

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Sewer Backups Resolved within 30 Minutes	100%	100%	100%
Phone Inquiries Responded to within 24 Hours	90%	90%	90%
Sewer System Cleaned Annually (700,000 Total Feet)	80%	80%	100%
Main Stoppages Re-Televised within 24 Hours	91%	91%	91%
Grease Traps Inspected on Monthly Basis	100%	100%	100%
Weekly Safety Meetings Completed	100%	100%	100%

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	360,457	468,035	403,403	489,081
Supplies	16,039	29,400	19,300	24,700
Maintenance	51,265	113,750	28,024	105,750
Services	18,688	13,919	12,548	13,688
Capital Outlay	-	10,000	-	10,000
TOTAL	**446,449**	**635,104**	**463,275**	**643,219**

Wastewater Operations

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

		2009	2010	2011		2012
Account	Description	Actual	Actual	Estimate	Budget	Proposed
05-0101-30-00	SALARIES-REGULAR	290,552	230,160	252,145	301,132	309,900
05-0103-30-00	SALARIES-OVERTIME	35,931	18,790	20,041	7,500	22,000
05-0104-30-00	SALARIES-LONGEVITY	800	930	965	1,192	1,440
05-0105-30-00	GROUP HEALTH INSURANCE	49,752	47,454	60,455	81,680	74,102
05-0106-30-00	TMRS	38,658	32,962	39,118	44,013	43,449
05-0107-30-00	FICA	24,571	18,852	20,444	22,470	22,937
05-0109-30-00	SALARIES-WELL PAY	316	1,417	1,280	-	1,800
05-0110-30-00	DENTAL INSURANCE	2,327	2,409	3,125	3,224	4,290
05-0114-30-00	SALARIES-ASSIGNMENT PAY	-	-	163	-	-
05-0115-30-00	CERTIFICATION PAY	1,303	1,127	1,569	1,550	1,550
05-0120-30-00	GROUP LIFE INSURANCE	122	74	121	187	1,122
05-0130-30-00	WORKERS COMPENSATION	8,550	6,283	3,976	5,087	6,205
05-0131-30-00	EAP EXPENSE	-	-	-	-	286
	Personnel Total	452,880	360,457	403,403	468,035	489,081

05-0201-30-00	OFFICE SUPPLIES	111	145	111	800	500
05-0202-30-00	UNIFORMS AND CLOTHING	1,249	2,176	1,934	3,000	1,500
05-0203-30-00	MOTOR VEHICLE SUPPLIES	-	349	1,266	-	-
05-0204-30-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	1,238	791	1,426	5,400	2,500
05-0206-30-00	CHEMICALS	170	-	-	-	-
05-0214-30-00	POSTAGE/SHIPPING/DELIVERY	5	-	-	-	-
05-0216-30-00	MEDICAL SUPPLIES	-	-	-	200	200
05-0218-30-00	FUEL & OIL	11,654	12,578	14,563	20,000	20,000
	Supplies Total	14,427	16,039	19,300	29,400	24,700

05-0302-30-00	MAINT-MOTOR VEHICLES	1,055	10,758	579	16,500	8,500
05-0303-30-00	MAINT-EQUIP & MACHINERY	7,485	9,103	5,547	10,000	10,000
05-0304-30-00	MAINTENANCE-STREETS	-	-	554	30,000	30,000
05-0306-30-00	DO NOT USE	146	-	192	-	-
05-0308-30-00	MAINT-SANITARY SEWER MAIN	9,118	27,667	17,058	50,000	50,000
05-0312-30-00	MAINT-LIFT STATION	594	3,737	4,094	7,250	7,250
	Maintenance Total	18,398	51,265	28,024	113,750	105,750

05-0402-30-00	RENTAL OF EQUIPMENT	-	-	87	-	-
05-0409-30-00	TRAVEL & EDUCATION	2,856	3,236	1,462	3,440	3,440
05-0410-30-00	UTILITIES - ELECTRICITY	11,336	14,647	10,674	8,000	8,000
05-0413-30-00	SANITARY LAND FILL	-	360	-	2,000	2,000
05-0414-30-00	DUES & SUBSCRIPTIONS	-	444	324	248	248
05-0539-30-00	MISC. HEALTH BENEFIT	-	-	-	231	-
	Services Total	14,193	18,687	12,548	13,919	13,688

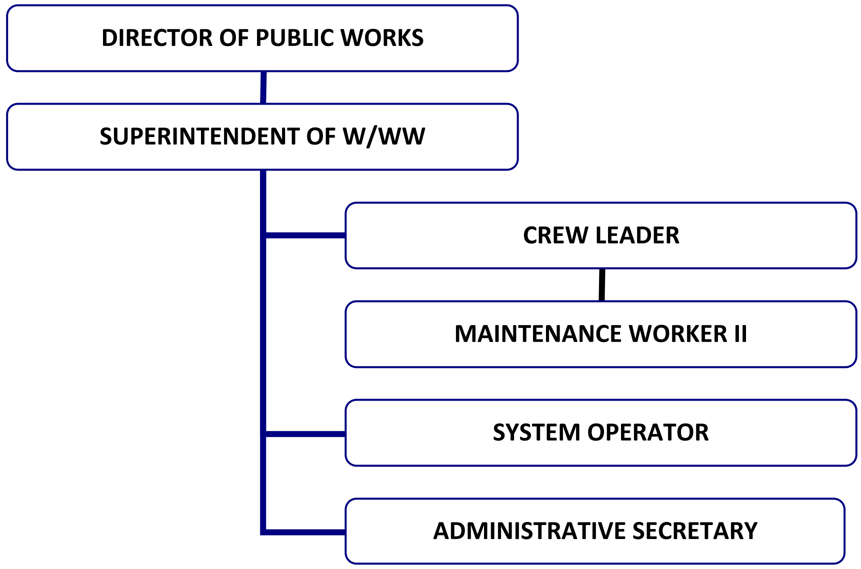
05-0609-30-00	CAPITAL-MACHINERY & EQUIPMENT	-	-	-	10,000	10,000
	Capital Total	-	-	-	10,000	10,000

	2009	2010	2011		2012
	Actual	Actual	YTD Actual	Budget	Proposed
Departmental Total	499,897	446,449	463,275	635,104	643,219

Water Operations

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

Public Works Division
Water/Wastewater Fund



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Adopted 11-12
Superintendent-W/WW	1	1	1
Foreman III	0	0	0
Crew Leader	1	1	1
Water Systems Operator	1	1	1
Meter Technician	0	0	0
Maintenance Worker II	1	1	1
Administrative Secretary	0	1	1
Total	**4**	**5**	**5**

Department Narrative

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

Departmental Goals

City Council Goals

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

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Full -Time Water Employees	4	4	4
Water Main Replacement	3,000 feet	3,000 feet	3,000 feet
Commercial Meter Changes	35	35	35
Weekly Safety Meetings	52	52	52
Valves Operated	1500	1500	1500
Weekly Safety Classes	52	52	52
Commercial Backflow Notifications	391	391	391
Water Main Break Replacement	10	10	10
Loss Time Accidents	0	0	0

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Phone Inquires Responded to within 24 Hours	90%	90%	90%
Damaged Fire Hydrants Repaired within 48 Hours	75%	75%	75%
Reduction in Unaccounted Water Loss	5%	5%	5%
Backflow Inventory Logged	100%	100%	100%
Weekly Safety Classes Held	100%	100%	100%
Leak Detection Survey	25%	25%	25%

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	243,831	299,272	225,447	288,553
Supplies	25,790	63,610	39,244	27,214
Maintenance	107,805	206,100	116,780	197,600
Services	174,827	294,088	223,166	289,088
Capital Outlay	-	-	-	-
TOTAL	**552,253**	**863,070**	**604,637**	**802,455**

Water Operations

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Proposed
05-0101-21-00	SALARIES-REGULAR	109,573	162,710	149,187	195,105	195,105
05-0102-21-00	SALARIES-PART TIME	-	-	-	12,730	-
05-0103-21-00	SALARIES-OVERTIME	3,798	12,365	11,133	8,000	12,000
05-0104-21-00	SALARIES-LONGEVITY	491	831	815	908	1,016
05-0105-21-00	GROUP HEALTH INSURANCE	13,625	23,628	22,368	30,145	29,030
05-0106-21-00	TMRS	13,655	23,286	23,233	29,782	27,505
05-0107-21-00	FICA	8,649	13,400	12,474	16,117	15,152
05-0109-21-00	SALARIES-WELL PAY	-	379	474	-	500
05-0110-21-00	DENTAL INSURANCE	570	1,079	1,291	1,612	2,145
05-0114-21-00	SALARIES-ASSIGNMENT PAY	378	-	-	-	-
05-0115-21-00	CERTIFICATION PAY	1,753	2,206	2,387	1,950	1,950
05-0120-21-00	GROUP LIFE INSURANCE	41	54	58	119	612
05-0130-21-00	WORKERS COMPENSATION	2,670	3,892	2,028	2,804	3,382
05-0131-21-00	EAP EXPENSE	-	-	-	-	156
	Personnel Total	155,202	243,831	225,447	299,272	288,553

05-0201-21-00	OFFICE SUPPLIES	1,129	1,049	351	1,000	500
05-0202-21-00	UNIFORMS AND CLOTHING	1,510	785	270	1,700	800
05-0203-21-00	MOTOR VEHICLE SUPPLIES	-	-	1,480	-	-
05-0204-21-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	8,887	4,279	6,717	7,850	5,000
05-0206-21-00	CHEMICALS	2,315	1,104	13,791	33,000	5,000
05-0210-21-00	FOOD/BEV-MEETINGS/FUNCTIONS	-	18	-	-	200
05-0211-21-00	OTHER OPERATIONAL SUPPLIES	216	-	-	-	-
05-0214-21-00	POSTAGE/SHIPPING/DELIVERY	18	4,488	2,116	3,260	3,260
05-0218-21-00	FUEL & OIL	12,620	14,067	14,519	16,800	12,454
	Supplies Total	26,694	25,790	39,244	63,610	27,214

05-0301-21-00	MAINT-BLDG & STRUCTURES	3,345	11,238	10,255	2,400	2,400
05-0302-21-00	MAINT-MOTOR VEHICLES	5,049	7,794	623	21,000	10,000
05-0303-21-00	MAINT-EQUIP & MACHINERY	7,453	4,769	3,120	-	-
05-0304-21-00	MAINTENANCE-STREETS	22,458	21,398	55,753	30,000	32,000
05-0306-21-00	MAINT-WATER MAINS	28,705	25,129	20,787	27,000	27,000
05-0309-21-00	MAINT-METERS & SETTINGS	2,562	-	1,897	2,500	2,500
05-0310-21-00	MAINT-STORAGE & DISTRBTN PUMPS	38,443	36,939	22,169	120,000	119,000
05-0311-21-00	MAINT-WELLS	-	-	-	-	2,500
05-0314-21-00	MAINT-RADIO EQUIPMENT	-	-	1,551	1,200	1,200
05-0321-21-00	MAINT-HYDRANTS	540	536	625	2,000	1,000
	Maintenance Total	108,554	107,804	116,780	206,100	197,600

05-0401-21-00	TELEPHONE & COMMUNICATIONS	-	-	-	2,560	2,560
05-0402-21-00	RENTAL OF EQUIPMENT	-	87	708	-	-
05-0409-21-00	TRAVEL & EDUCATION	677	4,546	1,511	3,300	3,300
05-0410-21-00	UTILITIES - ELECTRICITY	140,463	126,007	136,844	175,000	175,000
05-0414-21-00	DUES & SUBSCRIPTIONS	5,362	26,342	26,876	28,000	28,000
05-0416-21-00	OTHER/PROFESSIONAL SERVICES	77,554	1,516	171	4,928	4,928
05-0421-21-00	PRINTING	-	-	1,525	-	-
05-0429-21-00	DEMOLITION EXPENSE	-	-	46,345	70,000	70,000
05-0438-21-00	TESTING	4,218	5,386	1,884	10,000	5,000
05-0446-21-00	ATTORNEY FEES	-	10,856	7,302	-	-
05-0462-21-00	CELLULAR TELEPHONE & PAGERS	-	87	-	-	-
05-0498-21-00	UTILITIES - GAS	-	-	-	300	300
	Services Total	228,274	174,827	223,166	294,088	289,088

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Proposed
Departmental Total	518,723	552,253	604,637	863,070	802,455

Utility Wholesale

DIRECTOR OF PUBLIC WORKS

UTILITY WHOLESALE

Personnel Summary

Utility Wholesale
No personnel for this budget item

Department Narrative

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

Wholesale Costs

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
05-0411-42-00	WATER PURCHASES	2,038,845	2,197,353	1,934,002	2,160,000	2,376,660
05-0412-42-00	SEWAGE TREATMENT	3,351,989	3,520,703	3,192,186	3,800,000	3,931,788
	Services Total	5,390,833	5,718,055	5,126,187	5,960,000	6,308,448

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	5,390,833	5,718,055	5,126,187	5,960,000	6,308,448

Water Operations

Public Works Division
Water/ Wastewater Fund

Department Narrative

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

Budget Summary	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2011-2012 Budget
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	-	-	-	-
Services	5,718,055	5,960,000	5,126,187	6,308,448
Capital Outlay	-	-	-	-
TOTAL	**5,718,055**	**5,960,000**	**5,126,187**	**6,308,448**

SPECIAL REVENUE FUNDS

HOTEL/MOTEL TAX FUND

HOTEL/MOTEL TAX FUND

REVENUES		2009	2010	2011		2012
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	HOTEL/MOTEL TAX	112,890	78,641	42,967	72,802	61,262
	RENTAL INCOME	-	9,190	14,300	15,600	15,600
	INTEREST	367	276	244	275	275
	Total	$ 115,251	$ 88,506	$ 57,511	$ 88,677	$ 77,137

EXPENDITURES		2009	2010	2011		2012
Department No		Actual	Actual	Year to Date	Budget	Proposed
34	HISTORIC PRESERVATION	7,800	-	-	-	-
46	HOTEL/MOTEL	40,000	43,035	33,707	40,000	40,000
48	MAIN STREET	-	-	-	-	-
52	Visitor Center	-	50,464	14,655	14,619	14,619
80	TRANSFERS OUT	-	-	-	-	-
	Total	$ 47,800	$ 93,499	$ 48,362	$ 54,619	$ 54,619

BALANCES	2009	2010	2011		2012
	Actual	Actual	Year to Date	Budget	Proposed
Net Gain (Loss)	67,451	(4,992)	9,148	34,058	22,518
Beginning Balance	158,085	225,535	220,543	220,543	254,601
Ending Balance	225,535	220,543	229,691	254,601	277,119
Ending Balance as % of Expenditures	471.83%	235.88%	474.94%	466.14%	507.37%

Visitors Center & State Auxiliary Museum

CITY MANAGER

CHAMBER OF COMMERCE

Personnel Summary

Visitors Center & State Auxiliary Museum
Operated by Chamber of Commerce Personnel

Department Summary

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.

Visitor's Center

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
14-0201-52-00	SUPPLIES	-	1,064	-	-	-
14-0204-52-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	-	22,485	3,301	-	-
	Supplies Total	-	23,549	3,301	-	-
14-0301-52-00	MAINT-BLDGS& sTRUCTURES	-	15,222	636	1,000	1,000
14-0363-52-00	MAINT-LOCKS & KEYS	-	70	-	-	-
	Maintenance Total	-	15,292	636	1,000	1,000
14-0410-52-00	UTILITIES-ELECTRICITY	-	5,207	7,413	8,880	8,880
14-0411-52-00	ALARM SERVICE	-	1,169	-	516	516
14-0416-52-00	OTHER/PROFESSIONAL SERVICES	-	2,666	2,605	1,043	1,043
14-0434-52-00	SPECIAL EVENTS	-	650	-	-	-
14-0460-52-00	SETTLEMENT	-	1,931	-	-	-
14-0543-52-00	JANITORIAL SERVICE	-	-	1,855	3,180	3,180
	Services Total	-	11,623	11,873	13,619	13,619

	2,009 Actual	2,010 Actual	2,011 YTD Actual	2,011 Budget	2,012 Budget
Departmental Total	-	50,464	15,810	14,619	14,619

Visitor's Center — **General Government Division**

General Operating Fund

Budget Summary	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2011-2012 Budget
Personnel	-	-	-	-
Supplies	23,549	-	3,301	-
Maintenance	15,292	1,000	636	1,000
Services	11,623	13,619	11,873	13,619
Capital Outlay	-	-	-	-
TOTAL	**50,464**	**14,619**	**15,810**	**14,619**

Convention & Visitors Bureau

CITY MANAGER

CHAMBER OF COMMERCE

Personnel Summary

Convention & Visitors Bureau
Operated by Chamber of Commerce Personnel

Department Narrative

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

Convention & Visitors Bureau

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
14-0414-46-00	DUES & SUBSCRIPTIONS	-	-	150	-	-
14-0468-46-00	LANCASTER CHAMBER OF COMMERCE	-	43,035	37,616	40,000	40,000
	Services Total	-	43,035	37,766	40,000	40,000

	2,009 Actual	2,010 Actual	2,011 YTD Actual	2,011 Budget	2,012 Budget
Departmental Total	-	43,035	37,766	40,000	40,000

Convention & Visitors Bureau

General Government Division

General Operating Fund

Budget Summary	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2011-2012 Budget
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	-	-	-	-
Services	43,035	40,000	40,000	40,000
Capital Outlay	-	-	-	-
TOTAL	**43,035**	**40,000**	**40,000**	**40,000**

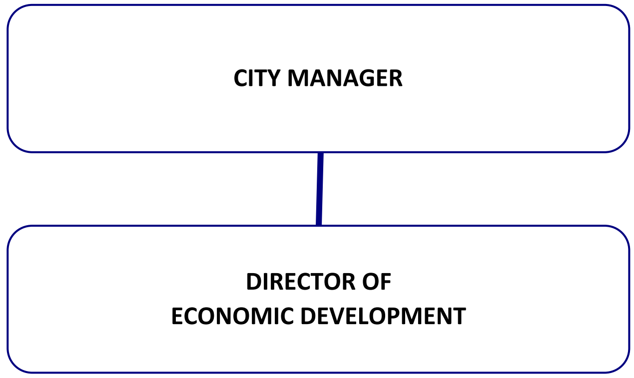
4A LEDC FUND

SALES TAX 4A-ECONOMIC DEVELOPMENT

REVENUES		2009	2010	2011		2012
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	SALES TAXES	776,342	906,511	667,762	900,000	873,000
	INTEREST	2,462	2,973	2,900	1,000	1,000
	Total	$ 778,804	$ 909,484	$ 670,662	$ 901,000	$ 874,000

EXPENDITURES		2009	2010	2011		2012
Department No		Actual	Actual	Year to Date	Budget	Proposed
2	ECON DEV ADMINISTRATION	213,903	226,215	154,165	248,800	188,382
50	4A DEBT SERVICE	226,650	227,350	227,750	227,750	455,800
60	MARKETING AND ADVERTISING	7,975	8,066	5,825	40,100	35,100
63	INCENTIVE PROGRAMS	1,365,000	10,000	10,000	430,000	170,000
80	TRANSFERS OUT	15,000	50,000	50,000	50,000	54,835
	Total	$ 1,828,528	$ 521,632	$ 447,740	$ 996,650	$ 904,117

BALANCES	2009	2010	2011		2012
	Actual	Actual	Year to Date	Budget	Proposed
Net Gain (Loss)	(1,049,723)	387,852	222,922	(95,650)	(30,117)
Beginning Balance	3,139,408	2,083,875	2,477,535	2,477,535	2,381,885
Ending Balance	2,089,684	2,471,727	2,700,457	2,381,885	2,351,768
Ending Balance as % of Expenditures	114.28%	473.85%	603.13%	238.99%	260.12%



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
Director	1	1	1
Community Relations Coor.	0.25	0	0
Community Relations Assist.	0	0.25	0.25
Executive Secretary	1	1	0
Total	**2.25**	**2.25**	**1.25**

Department Narrative

The Department of Economic Development is Lancaster's lead organization for economic development including the recruitment of new business ventures, the expansion of existing industry and the evaluation of requests for incentives from business ventures seeking to create, expand or relocate commercial operations to Lancaster. The department administers the Type A Economic Development sales tax as its primary source of funding. The Department's services are a community resource and are provided at no charge.

Review and evaluation of incentives requests is overseen by an eight-person board of directors which includes five voting members and three ex-officio members. These individuals review applications for Type A incentives and recommend projects for funding to the City Council for approval.

Departmental Goals

City Council Goals:

- Develop action oriented programs that create an interest in Lancaster by developers, commercial real estate brokers and companies looking to expand or relocate their operations
- Initiate marketing and recruitment initiative directed at international business development
- Implement programs targeting existing industry retention
- Increase the existing job base by 12.5%
- Cause the filling of or the construction of two warehouses
- Cause the location of two chain restaurants
- Cause the location of one new industrial business

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Request For Proposals (RFP) for development projects	10	30	30
Meetings with DFW real estate brokers and developers	30	60	60
Retention visits with existing industry	5	4	4
Marketing initiatives with economic development allies	3	1	2
International sales missions recruiting business development and investment	1	1	3

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Request For Proposals (RFP) for development projects	10	30	30
Meetings with DFW real estate brokers and developers	30	60	60
Retention visits with existing industry	5	4	4
Regional and local marketing initiatives with development allies	3	1	2
Economic Development Trade Show Participation	1	2	3
International sales missions recruiting business development and investment	1	1	3

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	202,733	218,878	158,753	156,259
Supplies	3,800	3,800	1,030	3,800
Maintenance	152	152	-	-
Other Services	22,523	25,970	11,647	28,323
Capital Outlay	-	-	-	-
TOTAL	**229,208**	**248,800**	**171,430**	**188,382**

ED Administration

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
16-0101-02-00	SALARIES-REGULAR	149,403	149,488	117,190	156,481	117,971
16-0103-02-00	SALARIES-OVERTIME	9		61		
16-0104-02-00	SALARIES-LONGEVITY	168	264	205	359	220
16-0105-02-00	HEALTH INSURANCE	11,855	13,378	8,634	22,361	5,806
16-0106-02-00	TMRS	18,248	20,345	17,386	22,848	17,078
16-0107-02-00	FICA	10,930	11,254	8,925	10,946	8,273
16-0109-02-00	SALARIES-WELL PAY	827	1,398	1,241		1,300
16-0110-02-00	DENTAL INSURANCE	400	412	381	806	429
16-0113-02-00	CAR ALLOWANCE	4,816	4,814	4,528	4,800	4,800
16-0120-02-00	LIFE INSURANCE	17	12	18	38	128
16-0130-02-00	WORKERS COMPENSATION	359	367	185	239	221
16-0131-02-00	EAP EXPENSE					33
	Personnel Total	197,031	201,733	158,753	218,878	156,259

16-0201-02-00	OFFICE SUPPLIES	1,967	1,441	585	2,000	2,000
16-0204-02-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC		1,028			
16-0210-02-00	FOOD/BEVERAGES/ETC.-MEETINGS	1,259	887	404	1,500	1,500
16-0214-02-00	POSTAGE	110	72	40	300	300
	Supplies Total	3,336	3,427	1,030	3,800	3,800

16-0301-02-00	MAINT-BLDG & STRUCTURES	51			152	
	MaintenanceTotal	51	0	0	152	0

16-0401-02-00	COMMUNICATIONS	-398			960	960
16-0402-02-00	RENTAL OF EQUIPMENT	1,438	3,629	2,252	4,500	4,500
16-0409-02-00	TRAVEL AND EDUCATION	2,630	1,285	100	2,000	2,000
16-0410-02-00	UTILITIES-ELECTRICITY				352	352
16-0414-02-00	DUES AND SUBSCRIPTIONS	2,381	2,788	1,028	2,925	2,925
16-0416-02-00	OTHER/PROFESSIONAL SERVICES	6,797	5,919	6,819	551	6,551
16-0421-02-00	PRINTING	45	75	212		
16-0437-02-00	AUDIT SERVICES		5,500			
16-0446-02-00	ATTORNEY FEES	120	920	120	5,000	5,000
16-0462-02-00	CELLULAR TELEPHONE & PAGERS	430	901	1,021	1,800	1,200
16-0464-02-00	RENTAL OF OFFICE SPACE				4,835	4,835
16-0539-02-00	MISC. HEALTH BENEFIT	42	38	31	47	
16-0549-02-00	HVAC MAINTENANCE CONTRACT			65		
16-0559-02-00	CONTRACT/TEMPORARY LABOR				3,000	
	Services Total	13,485	21,055	11,648	25,970	28,323

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	213,903	226,215	171,430	248,800	188,382

CITY MANAGER
DIRECTOR OF ECONOMIC DEVELOPMENT

Personnel Summary

Economic Development Administration Personnel
No additional staff for Marketing

Department Narrative

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

Departmental Goals

City Council Goals:

- Develop action oriented programs that create an interest in Lancaster by developers, commercial real estate brokers and companies looking to expand or relocate their operations
- Initiate marketing and recruitment initiative directed at international business development
- Implement programs targeting existing industry retention
- Increase the existing job base by 12.5%
- Cause the filling of or the construction of two warehouses
- Cause the location of two chain restaurants
- Cause the location of one new industrial business

Workload Indicators	09-10 Actual	10-11 Actual	11-12 Target
Request For Proposals (RFP) for development projects	10	42	30
Meetings with DFW real estate brokers and developers	30	74	60
Retention visits with existing industry	5	4	4
Marketing initiatives with economic development allies	3	1	2
International sales missions recruiting business development and investment	1	1	3

Performance Measurement	09-10 Actual	10-11 Actual	11-12 Target
Request For Proposals (RFP) for development projects	10	42	30
Meetings with DFW real estate brokers and developers	30	74	60
Retention visits with existing industry	5	4	4
Regional - local marketing initiatives with development allies	3	1	2
Economic Development Trade Show Participation	1	4	3
International sales missions recruiting business development and investment	1	1	3

Budget Summary	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2010-2011 Budget
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	-	-	-	-
Services	-	2,100	-	2,100
Capital Outlay	-	-	-	-
Marketing	8,066	38,000	7,647	33,000
TOTAL	8,066	40,100	7,647	35,100

ED Marketing

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
16-0421-60-00	PRINTING	1,518			2,100	2,100
	Services Total	1,518	0	0	2,100	2,100

16-0902-60-00	BUSINESS DEVELOPMENT	4,365	4,518	6,726	17,000	19,000
16-0908-60-00	DIRECT MAIL-POSTCARDS				3,000	
16-0909-60-00	PROMOTIONAL ITEMS	173		122	2,000	2,000
16-0911-60-00	EVENT SPONSORSHIPS	1,452	3,100	800	12,000	6,000
16-0942-60-00	TRADE SHOWS	468	448		4,000	6,000
	ED Marketing Total	6,457	8,066	7,647	38,000	33,000

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	7,975	8,066	7,647	40,100	35,100

Econ. Dev. Incenticves

CITY MANAGER

DIRECTOR OF
ECONOMIC DEVELOPMENT

Personnel Summary

Economic Development Administration Personnel
No additional staff for Incentives

Department Narrative

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

Departmental Goals
City Council Goals:

- Develop action oriented programs that create an interest in Lancaster by developers, commercial real estate brokers and companies looking to expand or relocate their operations
- Initiate marketing and recruitment initiative directed at international business development
- Implement programs forgetting existing industry retention
- Increase the existing job base by 12.5%
- Cause the filling of or the construction of two warehouses
- Cause the location of two chain restaurants
- Cause the location of one new industrial business

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Utilize funds for incentivizing new projects during fiscal year			
Utilize funds for incentive committments on existing projects			

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Utilize funds for incentivizing new projects during fiscal year			
Utilize funds for incnetive committments on existing projects			

Budget Summary	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2011-2012 Budget
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	-	-	-	-
Other Services	-	-	-	-
Capital Outlay	-	-	-	-
Incentives	10,000	430,000	68,333	170,000
TOTAL	**10,000**	**430,000**	**68,333**	**170,000**

Incentives

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
16-0957-63-00	INCENTIVES-INFRASTRUCTURE	1,365,000	10,000	68,333	430,000	170,000
	ED Incentives Total	1,365,000	10,000	68,333	430,000	170,000

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	1,365,000	10,000	68,333	430,000	170,000

4B LRDC FUND

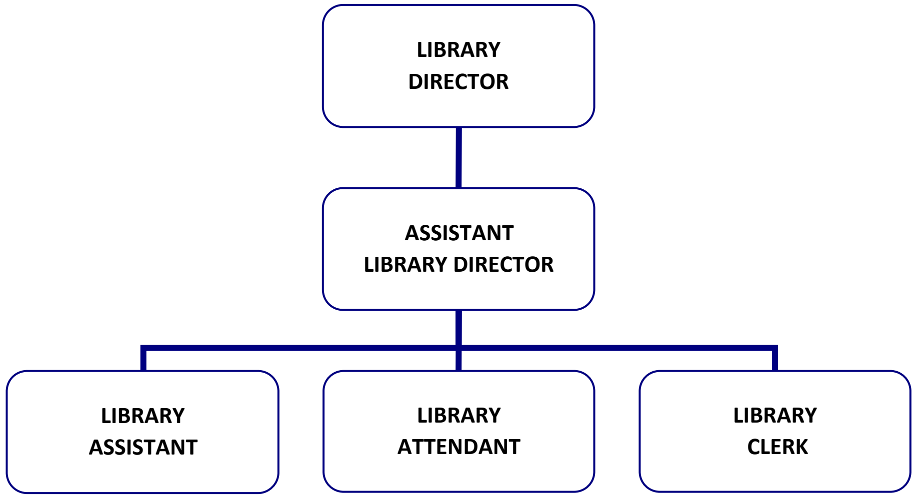
SALES TAX 4B-CULTURAL/RECREATIONAL

REVENUES		2009	2010	2011		2012
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
0	SALES TAXES	1,552,684	1,814,922	1,335,524	1,800,000	1,746,000
56	RECREATION	387,546	410,491	428,033	402,965	527,000
54	LIFE CENTER	13,499	13,734	15,440	8,343	7,769
7	LIBRARY	49,424	53,169	55,414	4,000	-
0	OTHER	1,592	491	283	-	-
0	TRANSFERS IN	-	-	500,000	600,000	450,000
0	INTEREST	1,612	7	-	2,000	2,000
	Total	$ 2,006,358	$ 2,292,815	$ 2,334,694	$ 2,817,308	$ 2,732,769

EXPENDITURES		2009	2010	2011		2012
Department No		Actual	Actual	Year to Date	Budget	Proposed
2	REC ADMINISTRATION	288,850	220,795	157,036	201,358	201,534
4	DAY CAMP	-	-	-	-	-
7	LIBRARY	503,602	475,514	386,109	579,010	539,116
13	PARKS AND RECREATION	-	334	754	-	-
16	NON-DEPARTMENTAL	-	-	-	-	-
17	PLANNING & DEVELOPMENT	-	-	-	-	-
50	4B DEBT SERVICE	906,958	906,616	909,299	909,299	906,140
54	SENIOR LIFE CENTER	155,079	142,170	75,381	112,347	109,430
55	PUBLIC RELATIONS	-	-	60	-	-
56	RECREATION CENTER	929,445	907,601	648,757	818,473	842,419
57	COMMUNITY PARK	33,499	47,937	387	15,000	15,000
58	NEW FACILITY-LIBRARY	-	-	-	-	-
80	TRANSFERS OUT	10,500	13,000	13,000	13,000	13,000
	Total	$2,827,931	$2,713,966	$2,190,783	$2,648,487	$ 2,626,639

BALANCES	2009	2010	2011		2012
	Actual	Actual	Year to Date	Budget	Proposed
Net Gain (Loss)	(821,574)	(421,151)	143,911	168,821	106,130
Beginning Balance	928,057	94,864	(314,668)	(314,668)	(145,847)
Ending Balance	106,483	(326,287)	(170,759)	(145,847)	(39,717)
Ending Balance as % of Expenditures	3.77%	-12.02%	-7.79%	-5.51%	-1.51%

Library



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Adopted 11-12
Library Director	1	1	1
Assistant Library Director	1	1	1
Library Assistant	0	0	0.75
Library Attendant	6.5	6.5	4.5
Library Clerk	0	0	0.75
Total	**8.5**	**8.5**	**8**

Department Narrative

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

Departmental Goals

City Council Goals:

- Keep abreast of new technological developments to enhance customer service
- Maximize use of library resources
- Expand and strengthen the library's print and non-print resources
- Provide on-line access to subscription databases, indexes, and full-text magazine and newspaper articles not otherwise available to internet users
- Select, acquire, and organize access to the most current information and ideas in the most effective setting for Lancaster citizens and local library users
- Offer library sponsored events to support literacy and lifelong learning for all ages
- Implement opportunities of cultural and educational programming, such as weekly preschool story times, ethnic appreciation special events, reading incentives, and special interest events such as genealogy, art, and finance
- Provide outreach programs and in-house training for job seekers, foreign language learners, seniors, and those citizens seeking technology skills

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Hours Open	2,534	2,500	2,500
Hours Staffed	3,069	3,000	3,000
Volunteer Hours	736	1,000	1,300
Patron Visits	72,405	90,000	95,000
New Youth Cards	997	1,000	1,000
New Adult Cards	1,480	1,500	1,500
New Nonresident Cards	84	100	100
Adult Books Circulation	27,673	29,000	30,000
Juvenile Books Circulation	26,893	28,000	29,000
Videos Circulation	15,841	16,000	15,000
Total Circulation	73,605	80,000	85,000
PC Reservation Usage	36,011	50,000	80,000
Reference Usage	48,463	75,000	80,000

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Host Best Southwest Book Fair	Completed	Completed	Completed
Replace worn Information Technology Items	20%	50%	100%
Budgeted Expenditures Spent	90%	80%	99%
Implement BTOP Public Computer Center Grant	N/A	Completed	Completed
Implement E-Rate Grant	N/A	Completed	Completed
Implement Praxair Grant	N/A	Completed	Completed

Budget Summary	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2011-2012 Budget
Personnel	273,293	312,761	259,535	314,719
Supplies	87,972	14,600	11,623	73,800
Maintenance	16,240	41,400	48,375	47,400
Other Services	71,813	78,892	82,965	75,212
Capital Outlay	15,000	112,000	48,591	8,628
TOTAL	**464,318**	**559,653**	**451,089**	**519,759**

Library

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

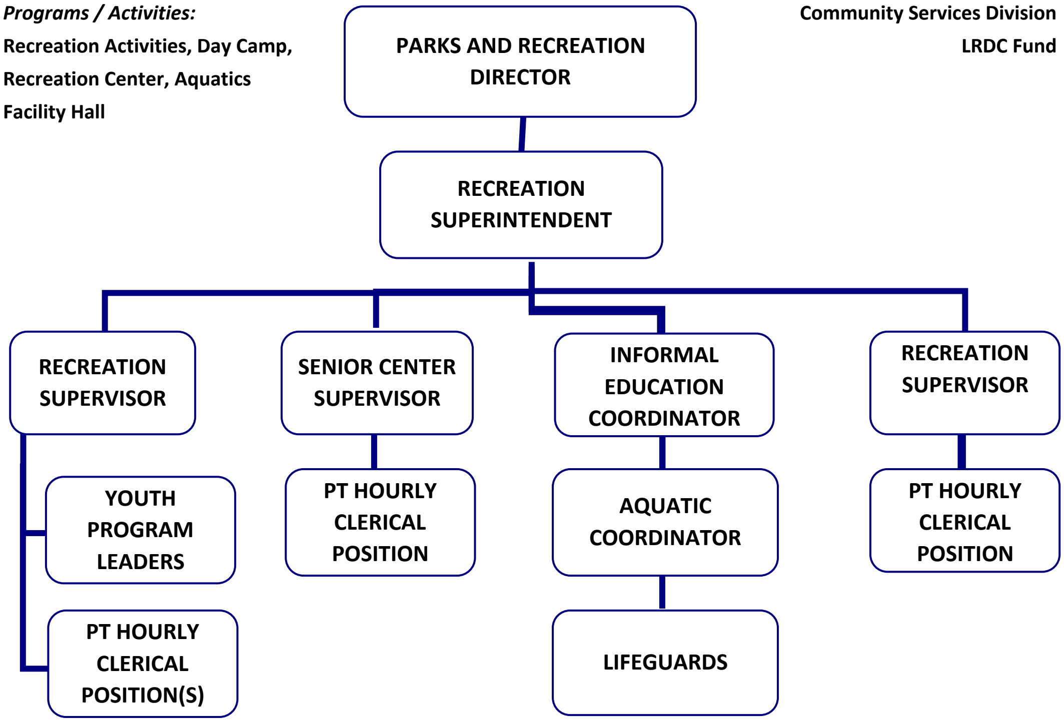
Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
17-0101-07-00	SALARIES-REGULAR	166,230	130,361	123,749	132,153	132,153
17-0102-07-00	SALARIES-PART TIME	79,966	87,587	81,457	122,294	123,324
17-0103-07-00	SALARIES-OVERTIME	55	46	72		100
17-0104-07-00	SALARIES-LONGEVITY	924	689	834	776	872
17-0105-07-00	GROUP HEALTH INSURANCE	13,133	7,643	9,379	12,058	9,386
17-0106-07-00	TMRS	23,999	22,488	21,742	19,536	22,073
17-0107-07-00	FICA	18,416	16,705	15,638	19,924	19,745
17-0110-07-00	DENTAL INSURANCE	723	655	760	806	858
17-0113-07-00	SALARIES-CAR ALLOWANCE	5,058	4,814	4,528	4,800	4,800
17-0118-07-00	CELL PHONE ALLOWANCE					480
17-0120-07-00	GROUP LIFE INSURANCE	67	34	32	34	740
17-0130-07-00	WORKERS COMPENSATION	2,302	2,271	1,342	380	458
17-0131-07-00	EAP EXPENSE					210
	Personnel Total	310,874	273,293	259,535	312,761	315,199
17-0201-07-00	MISC OFFICE SUPPLIES	8,040	8,575	8,535	7,300	7,300
17-0204-07-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	2,863	1,363	1,849	1,800	1,800
17-0207-07-00	BOOKS, SUBSCRIPTIONS, ETC.	71,857	73,626	530		60,000
17-0210-07-00	FOOD/BEVERAGES/ETC-MEETINGS		18			200
17-0211-07-00	OTHER OPERATIONAL SUPPLIES	211	58			
17-0214-07-00	POSTAGE	1,736	1,160	216	1,500	500
17-0219-07-00	COMPUTER SUPPLIES	7,872	3,171	145	4,000	4,000
17-0231-07-00	SOFTWARE			349		
	Supplies Total	92,578	87,972	11,623	14,600	73,800
17-0301-07-00	MAINT-BLDG & STRUCTURES	2,924	11,201	3,968	8,400	8,400
17-0313-07-00	MAINT-FURN & FIXTURES					6,000
17-0342-07-00	MAINT. DATA PROCESSING EQUIP	31,310	5,039	41,605	33,000	33,000
17-0346-07-00	MAINT-HEATING & COOLING SYSTEM			2,803		
	Maintenance Total	34,234	16,240	48,375	41,400	47,400
17-0401-07-00	TELEPHONE & COMMUNICATIONS	2,415	4,180	10,429	4,800	4,800
17-0402-07-00	RENTAL OF EQUIPMENT	2,670	4,586	3,508	4,200	4,200
17-0407-07-00	SPECIAL SERVICES	2,947	2,349	2,233	2,950	2,950
17-0408-07-00	ADVERTISING				500	
17-0409-07-00	TRAVEL AND EDUCATION	1,626	1,705	2,115	2,000	2,000
17-0410-07-00	UTILITIES-ELECTRICITY	42,050	36,979	38,046	42,000	42,000
17-0414-07-00	DUES & SUBSCRIPTIONS	692	572	588	782	782
17-0416-07-00	OTHER/PROFESSIONAL SERVICES	119	14,462	8,945	10,008	10,000
17-0421-07-00	PRINTING	770	1,312		5,000	2,500
17-0434-07-00	SPECIAL EVENTS	2,200	1,106		1,000	1,000
17-0442-07-00	COMPUTER PROFESSIONAL SERVICES	4,530	1,604			
17-0446-07-00	ATTORNEY FEES				500	
17-0462-07-00	CELLULAR TELEPHONE & PAGERS				480	
17-0465-07-00	PERIODICALS & PUBLICATIONS			2,585		
17-0482-07-00	CREDIT CARD PROCESSING FEES		228	221		
17-0498-07-00	UTILITIES-GAS	1,484	2,501	4,656	4,500	4,500
17-0539-07-00	MISC HEALTH BENEFIT	77	226	209	172	
17-0543-07-00	JANITORIAL CONTRACT			7,417		
17-0544-07-00	PEST CONTROL SERVICES			665		
17-0549-07-00	HVAC MAINTENANCE CONTRACT			1,350		
	Services Total	61,580	71,812	82,966	78,892	74,732
17-0611-07-00	CAPITAL-BOOKS			48,472	70,000	
17-0612-07-00	CAPITAL-BOOKS FROM DONATIONS			119		
17-0618-07-00	CAPITAL-COMPUTER EQUIPMENT		15,000		42,000	8,628
	Capital Total	0	15,000	48,591	112,000	8,628

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	499,265	464,318	451,089	559,653	519,759

Recreation

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

Community Services Division
LRDC Fund



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Adopted 11-12
Assistant Director of P&R	1	0	0
Recreation Superintendent	1	1	1
Recreation Supervisor	4	2	2
Senior Center Supervisor	1	1	0
Informal Education	0	0	1
Aquatics Coordinator	1	1	1
Recreation Leader	1	0	1
PT Sr. Lifeguards	2	2	2
PT Summer Lifeguards	2	1.25	1.25
PT Year-round Lifeguards	5.5	5	5
PT Day Camp Leaders	0.5	0	0
PT Hourly Clerical	7	4	4
Total	**26.00**	**17.25**	**18.25**

Department Narrative

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

Departmental Goals

City Council Goal

- Increase number and type of recreational program offerings
- Increase number of Recreation Center annual memberships
- Increase number of Fitness Atrium memberships
- Increase participation in athletic programming
- Plan, promote, coordinate, produce and implement the BSW Juneteenth Celebration, July 4th Celebration and annual Chrismas in Old Town Lancaster

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Outdoor Facility Rentals	141	137	150
Indoor Facility Rentals	836	969	1,000
Recreation ID Cards Purchased	N/A	3,420	4,000
Fitness memberships Purchased	88	207	250
Open Swim Adminissions	4011	5493	6,000
Special Events	7	10	10
Adult Program Participants	131	612	700
Athletic Program Participants	350	600	650
Aquatic Program Participants	560	1455	1,500
Youth program Participants	1,038	1415	1,600
Recreation programs Offered	31	42	65
% of Budget Revenues Collected	102%	109%	100%

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Recreation programming	60%	50%	50%
Fitness Center	1%	1%	1%
Aquatics	15	24	24%
Athletics	5%	8%	8%
Special Events	5%	6%	6%
Facility Reservation	14%	11%	11%

Budget Summary	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2011-2012 Budget
Personnel	616,956	562,184	459,353	555,045
Supplies	21,460	21,100	20,993	20,700
Maintenance	34,391	33,500	39,444	31,000
Services	131,290	104,284	113,162	200,988
Other	-	-	-	-
TOTAL	**804,097**	**721,068**	**632,952**	**807,733**

Recreation

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
17-0101-56-00	SALARIES-REGULAR	249120.64	212054.96	198746.05	221016	243490
17-0102-56-00	SALARIES-PART TIME	267,800	264,855	158,287	215,755	196,516
17-0103-56-00	SALARIES-OVERTIME	573	973	1,712	1,000	2,200
17-0104-56-00	SALARIES-LONGEVITY	528	686	472	648	588
17-0105-56-00	GROUP HEALTH INSURANCE	51,804	42,308	36,551	53,290	37,679
17-0106-56-00	TMRS	39,024	35,458	30,336	31,609	33,893
17-0107-56-00	FICA	38,474	36,647	27,103	32,444	31,302
17-0109-56-00	SALARIES-WELL PAY	1,375	1,048	466		500
17-0110-56-00	DENTAL INSURANCE	2,295	1,187	1,080	2,418	2,145
17-0113-56-00	SALARIES-CAR ALLOWANCE		2,200			
17-0114-56-00	SALARIES - ASSIGNMENT PAY		9,507			
17-0120-56-00	GROUP LIFE INSURANCE	121	61	82	139	844
17-0130-56-00	WORKERS COMPENSATION	11,182	9,971	4,518	3,865	5,385
17-0131-56-00	EAP EXPENSE					503
	Personnel Total	662,298	616,956	459,353	562,184	555,045

17-0201-56-00	MISC OFFICE SUPPLIES	507	381	86		
17-0202-56-00	CLOTHING-UNIFORMS	1,651	2,244	1,234	800	800
17-0204-56-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	658	911	740	300	300
17-0205-56-00	JANITORIAL & CLEANING SUPPLIES	892	1,030	333	900	500
17-0206-56-00	CHEMICALS	8,208	4,476	3,565	8,260	8,260
17-0208-56-00	RECREATIONAL SUPPLIES	2,869	4,473	6,677	3,500	3,500
17-0210-56-00	FOOD/BEVERAGES/ETC-MEETINGS	91	25	74	240	240
17-0214-56-00	POSTAGE		62			
17-0216-56-00	MEDICAL SUPPLIES		406	88	100	100
17-0217-56-00	CONCESSIONS	1,951	1,978	509	1,000	1,000
17-0218-56-00	FUEL & OIL	4,903	5,473	7,688	6,000	6,000
17-0231-56-00	SOFTWARE	368				
	Supplies Total	22,098	21,460	20,993	21,100	20,700

17-0301-56-00	MAINT-BLDG & STRUCTURES	15,359	19,707	14,214	20,000	20,000
17-0302-56-00	MAINT-MOTOR VEHICLES	2,499	4,999	3,371	7,500	5,000
17-0345-56-00	MAINT-ATH FIELDS/POOL FACILITY	5,125	3,906	7,812	6,000	6,000
17-0346-56-00	MAINT-HEATING & COOLING SYSTEM		5,780	14,047		
	Maintenance Total	22,983	34,392	39,444	33,500	31,000

17-0401-56-00	TELEPHONE & COMMUNICATIONS	877	1,637	1,358	1,440	1,440
17-0402-56-00	RENTAL OF EQUIPMENT	4,092	4,655	9,395	3,800	3,800
17-0408-56-00	ADVERTISING	2,980	2,038	3,000	3,000	2,400
17-0409-56-00	TRAVEL AND EDUCATION	9,210	4,937	1,527	925	925
17-0414-56-00	DUES & SUBSCRIPTIONS	269	1,524	484	784	784
17-0416-56-00	OTHER/PROFESSIONAL SERVICES	28,435	37,376	10,557	13,775	13,775
17-0421-56-00	PRINTING	163	789	649	1,000	1,000
17-0434-56-00	SPECIAL EVENTS	35,785	34,100	37,609	35,600	35,600
17-0442-56-00	COMPUTER PROFESSIONAL SERVICES	144	310	8,595	8,000	8,000
17-0462-56-00	CELLULAR TELEPHONE & PAGERS	1,905	3,488	2,404	960	1,200
17-0479-56-00	ACTIVITY/ATH SPECIAL EVENTS	20,321	39,147	37,584	35,000	35,000
17-0498-56-00	UTILITIES-GAS		1,289			
17-0543-56-00	JANITORIAL CONTRACT	83,580	63,296	44,013	77,064	77,064
17-0559-56-00	CONTRACT/TEMPORARY LABOR	29,586	40,208	37,731	20,000	20,000
	Services Total	217,345	234,794	194,906	201,348	200,988

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	924,724	907,601	714,696	818,132	807,733

Life Center

RECREATION SUPERINTENDENT

SENIOR CENTER SUPERVISOR

CENTER VAN DRIVER

Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Adopted 11-12
Senior Center Supervisor	0	0	1
Center Van Driver	1	1	0
Recreation Leader	1	0.75	0.75
Total	**2**	**1.75**	**0.75**

Department Narrative

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

Departmental Goals

City Council Goal

- Provide a meal program for seniors that enables them to receive at least one nutritious meal daily
- Provide transportation to enable seniors to participate more regularly in programming and special events
- Continually increase the number and type of recreational programs offered
- Increase the participation of seniors in the community

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Annual Memberships Purchased	325	321	400
Special Events	5	7	6
Outings	15	20	24
Senior Program Participation	670	545	600
Recreation Programs Offered	10	15	20
Meals Served	8835	7660	7,660
% Budget Revenues Collected	96%	117%	100%

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Congregate Meal Program	6%	8%	8%
Recreational Programming	75%	70%	70%
Special Events	3%	4%	4%
Transportation	16%	18%	18%

Budget Summary	2009-2010 Actual	2010-2011		2011-2012 Budget
		Budget	Estimate	
Personnel	45,647	55,001	36,246	57,086
Supplies	14,360	15,190	3,295	12,480
Maintenance	12,686	7,300	21,139	4,900
Services	69,477	34,856	25,377	34,964
Capital Outlay	-	-	-	-
TOTAL	**142,170**	**112,347**	**86,057**	**109,430**

Life Center

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
17-0101-54-00	SALARIES-REGULAR	20140.87	18929.83	16364.59	25809	25809
17-0102-54-00	SALARIES-PART TIME	6,675	14,599	10,395	15,600	15,600
17-0103-54-00	SALARIES-OVERTIME			694		
17-0104-54-00	SALARIES-LONGEVITY		47	1	88	20
17-0105-54-00	GROUP LIFE INSURANCE	3,631	5,018	2,924	6,029	5,806
17-0106-54-00	TMRS	2,382	3,384	3,179	3,661	5,840
17-0107-54-00	FICA	2,051	2,569	2,100	3,175	3,169
17-0110-54-00	DENTAL INSURANCE	255	328	196	403	429
17-0120-54-00	GROUP LIFE INSURANCE	17	17	11	17	102
17-0130-54-00	WORKERS COMPENSATION	475	757	382	219	265
17-0131-54-00	EAP EXPENSE					46
	Personnel Total	35,626	45,647	36,246	55,001	57,086

17-0201-54-00	SUPPLIES		484			
17-0202-54-00	CLOTHING-UNIFORMS	168	62			
17-0204-54-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	83,383	3,084	113	4,000	2,000
17-0205-54-00	JANITORIAL & CLEANING SUPPLIES		90		300	300
17-0208-54-00	PROGRAM SUPPLIES	6,980	6,197	1,259	3,500	3,500
17-0210-54-00	FOOD/BEVERAGES/ETC-MEETINGS	1,227	725	228	750	750
17-0214-54-00	POSTAGE				200	200
17-0216-54-00	MEDICAL SUPPLIES	1,972	223		1,440	730
17-0217-54-00	CONCESSIONS	1,026	1,761	840	1,500	1,500
17-0218-54-00	FUEL & OIL	237		10	500	500
17-0234-54-00	LUNCH PROGRAM OTHER SUPPLIES	2,221	1,734	844	3,000	3,000
	Supplies Total	97,213	14,360	3,294	15,190	12,480

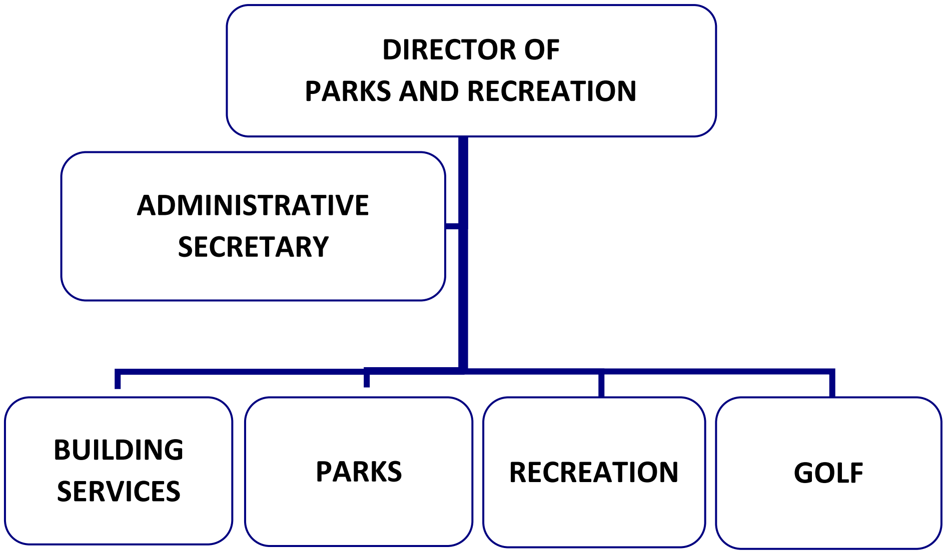
17-0301-54-00	MAINT-BLDG & STRUCTURES	576	669	2,282	4,800	2,400
17-0302-54-00	MAINT-MOTOR VEHICLES	900	5,641	18,563	2,500	2,500
17-0346-54-00	MAINT-HEATING & COOLING SYSTEM		6,376	294		
	Maintenance Total	1,476	12,686	21,139	7,300	4,900

17-0401-54-00	TELEPHONE & COMMUNICATIONS				1,920	1,920
17-0402-54-00	RENTAL OF EQUIPMENT	5,902	8,974	5,219	6,000	6,000
17-0408-54-00	ADVERTISING	1,243	410	736	1,625	
17-0409-54-00	TRAVEL AND EDUCATION	13				
17-0414-54-00	DUES & SUBSCRIPTIONS			350		
17-0416-54-00	OTHER/PROFESSIONAL SERVICES	1,631	15,343	9,884	14,974	14,974
17-0421-54-00	PRINTING	163			300	300
17-0434-54-00	SPECIAL EVENTS		181			
17-0460-54-00	SETTLEMENT		32,000			
17-0539-54-00	MISC HEALTH BENEFIT				37	
17-0543-54-00	JANITORIAL CONTRACT			6,097		
17-0549-54-00	HVAC MAINTENANCE CONTRACT			1,762		1,770
17-0559-54-00	CONTRACT/TEMPORARY LABOR	6,772	12,569	1,329	10,000	10,000
	Services Total	15,724	69,476	25,377	34,856	34,964

17-0609-54-00	CAPITAL-MACH & EQUIP	5,040				
	Capital Total	5,040	0	0	0	0

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	155,079	142,170	86,057	112,347	109,430

Recreation Administration



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Adopted 11-12
Director of P&R	1	1	1
Naturalist	1	0	0
Informal Education Coordinator	0	1	0
Administrative Secretary	1	1	1
Total	**3**	**3**	**2**

Department Narrative

The Parks and Recreation Administration program is responsible for all operations included in the Parks and Recreation Fund in addition to the general fund activity of Building Services.

Departmental Goals

City Council Goals

- Monitor, coordinate, and operate all assigned departments, including Parks, Recreation, Building Services, and Country View Golf Course Management Contract
- Develop Grant Opportunities for Funding Leisure Programs, Activities and Facilities
- Develop Strategies to reduce energy consumption and expenses for all municipal facilities
- Develop a 5 Year Master Plan for Country View Golf Course
- Maintain Recreation Center for City events such as meetings, conferences, and other municipal usage
- Develop RFP and secure Management opportunity for the operations at Bear Creek Nature Park
- Monitor and seek out ways to improve safety for citizens and employees in the municipal parks and recreation center Recertification of Lancaster as a Tree City USA City
- Seek out cost effective methods of beautifying the City of Lancaster

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Funded projects completed by Fiscal Year End	100%	100%	100%
Tree City USA Designation	Retained	Retained	Retained
Recreation Revenues	$405,000	$483,000	$527,000
Total Parks and Recreation Employees/Building Services	61/3	61/3	56/1
Total City Buildings	16	16	20

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Funded Projects completed by FY end	100%	100%	100%
Tree City USA Designation	100	100%	100%
% of Recreation Revenue Goal Obtained	100%	100%	100%

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	180,473	169,166	157,265	169,944
Supplies	10,838	12,180	9,640	11,480
Maintenance	-	-	-	-
Services	29,484	20,012	16,630	20,110
Capital Outlay	-	-	-	-
TOTAL	**220,795**	**201,358**	**183,535**	**201,534**

Parks & Rec. Administration

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
17-0101-02-00	SALARIES-REGULAR	195085.24	134189.04	113628.66	122163	122163
17-0103-02-00	SALARIES-OVERTIME	179	230	484		560
17-0104-02-00	SALARIES-LONGEVITY	559	387	292	312	408
17-0105-02-00	GROUP HEALTH INSURANCE	22,503	11,407	11,097	12,058	11,612
17-0106-02-00	TMRS	23,725	18,036	16,902	17,990	17,686
17-0107-02-00	FICA	15,069	10,551	9,119	9,621	9,671
17-0109-02-00	SALARIES-WELL PAY	1,160	1,160	244		250
17-0110-02-00	DENTAL INSURANCE	1,466	517	760	806	858
17-0113-02-00	SALARIES-CAR ALLOWANCE	4,816	2,814	4,528	4,800	4,800
17-0120-02-00	GROUP LIFE INSURANCE	74	38	30	34	204
17-0130-02-00	WORKERS COMPENSATION	1,748	1,145	180	1,382	1,680
17-0131-02-00	EAP EXPENSE					52
	Personnel Total	266,384	180,473	157,265	169,166	169,944

17-0201-02-00	MISC OFFICE SUPPLIES	7,482	9,455	9,332	10,000	10,000
17-0210-02-00	FOOD/BEVERAGES/ETC-MEETINGS	48	79	251	480	480
17-0214-02-00	POSTAGE	1,511	1,303	57	1,700	1,000
	Supplies Total	9,041	10,838	9,640	12,180	11,480

17-0401-02-00	TELEPHONE & COMMUNICATIONS		35		100	
17-0402-02-00	RENTAL OF EQUIPMENT	7,082	8,889	7,241	10,000	10,000
17-0409-02-00	TRAVEL AND EDUCATION	2,899	650	1,974	2,900	2,900
17-0414-02-00	DUES & SUBSCRIPTIONS	210	126		510	510
17-0416-02-00	OTHER/PROFESSIONAL SERVICES	-1,684	2,491			
17-0421-02-00	PRINTING	-213	135	21	500	500
17-0437-02-00	AUDIT SERVICES		11,000			
17-0462-02-00	CELLULAR TELEPHONE & PAGERS	3,919	0	124	960	1,200
17-0482-02-00	CREDIT CARD PROCESSING FEES		5,220	6,446	5,000	5,000
17-0539-02-00	MISC HEALTH BENEFIT	1,211	940	825	42	
	Services Total	13,424	29,484	16,631	20,012	20,110

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	288,850	220,795	183,535	201,358	201,534

STORMWATER FUND

STORM WATER DRAINAGE

REVENUES		2009	2010	2011		2012
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
0	Drainage Fee	923,124	1,079,539	1,091,856	1,250,000	1,260,000
4	Grant Income	-	299,500	684,138	-	-
	Total	$ 924,929	$ 1,379,011	$ 1,775,994	$ 1,250,000	$ 1,260,000

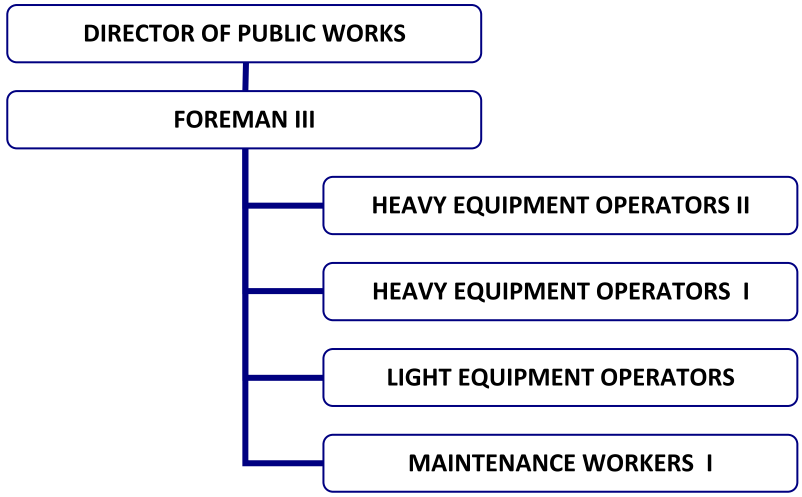
EXPENDITURES		2009	2010	2011		2012
Department No		Actual	Actual	Year to Date	Budget	Proposed
2	ADMINISTRATION	-	3,355	59,528	-	-
4	STORMWATER OPERATIONS	798,426	1,073,855	1,273,348	1,409,980	862,797
22	NON-DEPARTMENTAL	29,485	187,257	-	-	-
50	STORM WATER DEBT SERVICE	51,038	50,038	49,013	50,013	48,013
80	TRANSFERS OUT	39,680	42,000	42,000	42,000	42,000
	Total	$ 918,629	$ 1,356,505	$ 1,423,889	$ 1,501,993	$ 952,810

BALANCES	2009	2010	2011		2012
	Actual	Actual	Year to Date	Budget	Proposed
Net Gain (Loss)	6,300	22,506	352,106	(251,993)	307,190
Beginning Balance	238,224	244,525	267,031	267,031	15,038
Ending Balance	244,525	267,031	619,136	15,038	322,228
Ending Balance as % of Expenditures	26.62%	19.69%	43.48%	1.00%	33.82%

Stormwater Operations

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

Public Works Division
Stormwater Fund



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Adopted 11-12
Superintendent-Streets/Drain.	1	1	0
Community Relations	0.25	0	0
Foreman III	0	0	1
Foreman II	1	1	0
Heavy Equipment Operator II	1	1	1
Heavy Equipment Operator I	2	2	2
Light Equipment Operator	3	3	3
Maintenance Worker I	5	4	4
Total	**13.25**	**12**	**11**

Department Narrative

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

The Stormwater Division is accomplishing its mission, strategic plan, goals and objectives by using limited resources in a manner that encompasses training of employees, the use of new technologies, priority scheduling of repairs, judicious use of equipment and material, and planning and programming larger projects for contract repair.

Departmental Goals

City Council Goals

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

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Full Time Employees	12	11	11
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	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	38	40	40
Stormwater Mains, Laterals, and Inlets Maintained	600	600	600
Debris Removal (Storm and Flood Recovery) - (Cubic	1,500	1,500	2,000

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Phone calls and CRM Requests Responded to within 24	100%	100%	100%
Weekly Review of All Structures and Easements for	95%	95%	95%
Random Operator Evaluations Passed	100%	100%	100%
Employees Sufficiently Trained for Specific Job Duties	100%	100%	100%

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	436,496	561,543	433,091	491,910
Supplies	19,022	28,100	20,528	27,600
Maintenance	53,986	53,937	10,895	53,937
Other Services	165,019	287,413	103,075	289,350
Capital Outlay	-	-	-	-
TOTAL	**674,523**	**930,993**	**567,589**	**862,797**

Stormwater Operations

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
53-0101-04-00	SALARIES-REGULAR	320,794	293,202	290,540	370,998	320,917
53-0103-04-00	SALARIES-OVERTIME	11,043	11,112	6,042	10,000	10,000
53-0104-04-00	SALARIES-LONGEVITY	1,759	1,621	1,957	1,724	2,268
53-0105-04-00	HEALTH INSURANCE	51,747	45,190	57,100	82,710	71,887
53-0106-04-00	TMRS	39,232	40,102	42,393	52,684	44,877
53-0107-04-00	FICA	24,944	23,364	22,708	26,933	23,822
53-0109-04-00	SALARIES-WELL PAY	-	1,396	668	-	670
53-0110-04-00	DENTAL INSURANCE	2,861	2,618	2,890	4,030	3,861
53-0120-04-00	LIFE INSURANCE	175	118	143	221	1,122
53-0130-04-00	WORKERS COMPENSATION	19,924	17,772	8,651	12,243	12,200
53-0131-04-00	EAP EXPENSE	-	-	-	-	286
	Personnel Total	472,478	436,496	433,091	561,543	491,910

53-0201-04-00	OFFICE SUPPLIES	3,847	2,790	1,108	2,000	2,000
53-0202-04-00	UNIFORMS AND CLOTHING	1,470	1,281	1,473	1,000	1,000
53-0204-04-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	3,865	1,614	1,752	1,500	1,500
53-0206-04-00	CHEMICALS	427	110	39	1,000	500
53-0210-04-00	FOOD/BEV-MEETINGS/FUNCTIONS	186	45	100	200	200
53-0214-04-00	POSTAGE/SHIPPING/DELIVERY	13	-	5	200	200
53-0216-04-00	MEDICAL SUPPLIES	-	-	-	200	200
53-0218-04-00	FUEL AND OIL	12,858	13,182	16,051	22,000	22,000
	Supplies Total	22,666	19,022	20,528	28,100	27,600

53-0301-04-00	MAINT-BLDGS & STRUCTURES	-	627	39	187	187
53-0302-04-00	MAINT-MOTOR VEHICLES	2,045	4,038	2,495	5,000	5,000
53-0303-04-00	MAINT-EQUIP & MACHINERY	13,919	14,129	1,469	11,000	11,000
53-0305-04-00	MAINT-DRAINAGE, BRIDGES, ETC	11,749	35,193	6,387	37,000	37,000
53-0307-04-00	MAINT-INSTRUMENTS & APPARATUS	428	-	498	500	500
53-0318-04-00	MAINT-OFFICE EQUIPMENT	-	-	5	250	250
	Maintenance Total	28,141	53,986	10,894	53,937	53,937

53-0401-04-00	TELEPHONE AND COMMUNICATIONS	-	-	28	1,160	1,160
53-0402-04-00	RENTAL OF EQUIPMENT	838	1,449	880	1,700	1,700
53-0408-04-00	ADVERTISING	-	110	-	-	-
53-0409-04-00	TRAVEL & EDUCATION	78	40	110	1,000	1,000
53-0410-04-00	UTILITIES-ELECTRICITY	-	-		1,942	1,942
53-0413-04-00	SANITARY LANDFILL	1,965	510	22	7,000	7,000
53-0416-04-00	OTHER/PROFESSIONAL SERVICES	45,778	49,595	21,646	68,000	68,000
53-0434-04-00	SPECICAL EVENTS	-	113	-	-	-
53-0462-04-00	CELLULAR TELEPHONE & PAGERS	-	2,218	2,255	-	2,210
53-0539-04-00	MISC. HEALTH BENEFIT	218	198	209	273	-
53-0565-04-00	CONTRACT MOWING SERVICE	226,266	110,785	77,925	206,338	206,338
	Services Total	275,142	165,019	103,075	287,413	289,350

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	798,426	674,523	567,589	930,993	862,797

E911

FUND

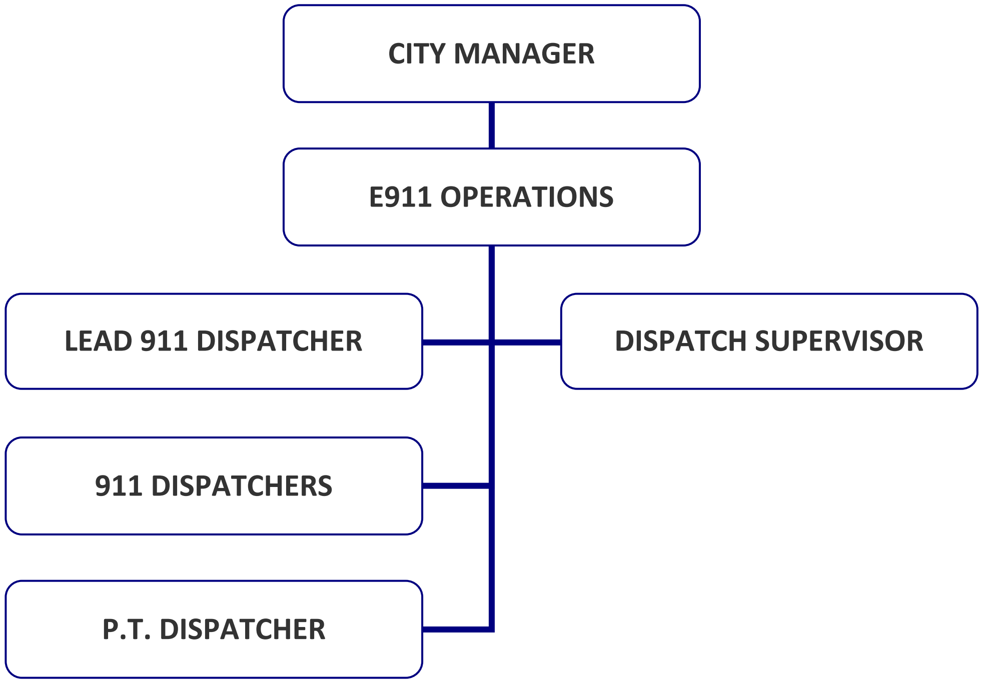
E-911 FUND

REVENUES Department No	Revenue Source	2009 Actual	2010 Actual	2011 Year to Date	2011 Budget	2012 Proposed
	E911 INCOME	250,181	305,005	271,645	256,000	256,000
	INTEREST	1,086	188	26	984	984
	LEASE REVENUE	265,987	-	-	-	-
	Total	$ 517,257	$ 305,193	$ 271,671	$ 256,984	$ 256,984

EXPENDITURES Department No		2009 Actual	2010 Actual	2011 Year to Date	2011 Budget	2012 Proposed
47	9-1-1-E	1,015,407	640,181	88,253	133,565	142,727
50	DEBT SERVICE	-	-	-	-	-
80	TRANSFERS OUT	-	-	-	-	-
	Total	$ 1,015,407	$ 640,181	$ 88,253	$ 133,565	$ 142,727

BALANCES	2009 Actual	2010 Actual	2011 Year to Date	2011 Budget	2012 Proposed
Net Gain (Loss)	(498,151)	(334,987)	183,417	123,419	114,257
Beginning Balance	862,966	364,815	29,828	29,828	153,247
Ending Balance	364,815	29,828	213,245	153,247	267,504
Ending Balance as % of Expenditures	35.93%	4.66%	241.63%	114.74%	187.42%

E911 Operations



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Adopted 11-12
Dispatch Supervisor	1	0	0
Lead 911 Dispatcher	3	0	0
911 Dispatchers	4	0	0
PT Dispatcher (value .5)	1.5	0	0
Total	**9.5**	**0**	**0**

Department Narrative

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

E911 Operations

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
21-0101-47-00	SALARIES-REGULAR	13,397	248,137			
21-0102-47-00	SALARIES-PART TIME	358	23,104			
21-0103-47-00	SALARIES-OVERTIME	3,685	51,116			
21-0104-47-00	SALARIES-LONGEVITY	34	636			
21-0105-47-00	GROUP LIFE INSURANCE	(254)	43,116			
21-0106-47-00	TMRS	2,024	38,892			
21-0107-47-00	FICA	1,312	23,373			
21-0109-47-00	SALARIES-WELL PAY		545			
21-0110-47-00	DENTAL INSURANC	85	1,244			
21-0120-47-00	GROUP LIFE INSURANCE	6	91			
21-0130-47-00	WORKERS COMPENSATION	41	726			
	Personnel Total	20,687	430,980	0	0	0
21-0201-47-00	OFFICE SUPPLIES					4,800
21-0204-47-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC			591		500
	Supplies Total	-	-	591	-	5,300
21-0303-47-00	MAINT EQUIP & MACHINERY					30,536
21-0314-47-00	MAINT-RADIO EQUIPMENT	1,158			2,500	
21-0323-47-00	MAINT-911 EQUIPMENT	16,943		3,807		
	Maintenance Total	18,101	-	3,807	2,500	30,536
21-0409-47-00	TRAVEL AND EDUCATION					4,000
21-0414-47-00	DUES & SUBSCRIPTIONS					1,666
21-0416-47-00	OTHER/PROFESSIONAL SERVICES					2,025
21-0450-47-00	ADMINISTRATIVE FEES			1,081	5,665	1,100
21-0451-47-00	COST RECOVERY, WIRELESS 9-1-1	3,102	6,115	4,252	8,400	8,400
21-0461-47-00	E911 SERVICE PAYMENT AT&T	36,829	68,867	75,804	117,000	63,700
21-0474-47-00	MOTOROLA PAYMENT	62,002				
21-0546-47-00	REFUNDS	78				
	Services Total	102,012	74,982	81,138	131,065	80,891
21-0615-47-00	CAPITAL-COMMON EQUIPMENT	-	26,495	-	-	-
21-0618-47-00	CAPITAL-COMPUTER EQUIPMENT	364,939	-	-	-	-
21-0620-47-00	CAPITAL - SOFTWARE	509,669	107,724	10,800	-	26,000
	Capital Total	874,608	134,219	10,800	-	26,000

	2,009 Actual	2,010 Actual	2,011 YTD Actual	2,011 Budget	2,012 Budget
Departmental Total	**1,015,407**	**640,181**	**96,336**	**133,565**	**142,727**

E911

E911 Operations Division
E911 Fund

Budget Summary	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2011-2012 Budget
Personnel	430,980	-	-	-
Supplies	-	-	591	5,300
Maintenance	-	2,500	3,807	30,536
Services	74,982	131,065	81,138	80,891
Capital Outlay	134,219	-	10,800	26,000
TOTAL	**640,181**	**133,565**	**96,336**	**142,727**

HAP HOUSING FUND

LANCASTER HOUSING AGENCY-HUD

REVENUES		2009	2010	2011		2012
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
0	ADMINISTRATIVE REVENUE	992,143	871,533	760,549	892,270	892,270
25	ADMINISTRATIVE REVENUE	-	-	33,300	-	-
71	HAP PAYMENT REVENUE	7,248,876	7,943,098	7,325,711	7,500,000	7,500,000
	Total	$ 8,241,019	$ 8,814,631	$ 8,119,560	$ 8,392,270	$ 8,392,270

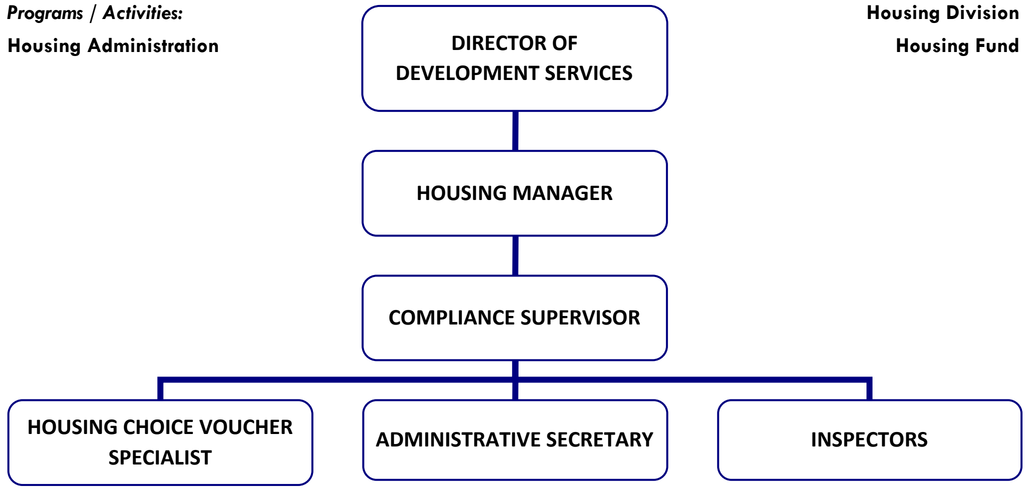
EXPENDITURES	2009	2010	2011		2012
Department No	Actual	Actual	Year to Date	Budget	Proposed
25 HOUSING ADMINISTRATION	766,301	805,338	589,855	854,901	748,829
71 HOUSING ASSISTANCE PAYMENTS	7,458,536	7,721,244	7,236,384	7,500,000	7,500,000
80 TRANSFERS OUT	60,967	62,000	62,000	62,000	62,000
Total	$ 8,285,804	$ 8,588,582	$ 7,888,239	$ 8,416,901	$ 8,310,829

BALANCES	2009	2010	2011		2012
	Actual	Actual	Year to Date	Budget	Proposed
Net Gain (Loss)	(44,784)	226,049	231,321	(24,631)	81,441
Beginning Balance	662,587	609,454	960,292	960,292	935,661
Ending Balance	617,802	835,503	1,191,613	935,661	1,017,102
Ending Balance as % of Expenditures	7.46%	9.73%	15.11%	11.12%	12.24%

HAP Housing Admin.

Programs / Activities:
Housing Administration

Housing Division
Housing Fund



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
Development Services Director	0.5	0.5	0.5
Office Manager	0.5	0.5	0
Housing Manager	1	1	1
Housing Compliance Supervisor	0	0	1
Housing Counselor Supervisor	1	1	0
Housing Inspector Supervisor	1	1	0
Housing Inspector	2	2	2
Housing Choice Voucher	0	0	3
Housing Counselor I	3	3	0
Administrative Secretary	2	2	1
PT Housing	0.5	0.5	0
Total	**11.5**	**11.5**	**8.5**

Department Narrative

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

Departmental Goals

City Council Goals

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

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Total Full-time City of Lancaster Housing Employees	12	11.5	8.5
Housing Choice Voucher Program Unit Months Leased	13,386	13,386	n/a
Housing Assistance Payments Provided	$7.5 million	$7.5 million	n/a
Disaster Housing Assistance Program Unit Months Leased	300	300	n/a

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
100% SEMAP Score	100%	100%	100%
HCV High Performer Certification	Yes	Yes	Yes
95% or Better PIC Score	98%	98%	98%
Assigned Families	60	60	n/a
Annual Plan Presented to HUD	On Time	On Time	On Time
Fraud Dollars Recovered by Attorney General & Staff	$1.3 million	$1.3 million	n/a

Budget Summary	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2011-2012 Budget
Personnel	514,063	640,911	467,854	535,864
Supplies	25,261	29,200	14,511	29,200
Maintenance	4,359	9,000	586	2,600
Services	182,861	175,790	183,562	181,165
Capital Outlay	78,794	-	2,580	-
Other	-	-	-	-
TOTAL	**805,338**	**854,901**	**669,093**	**748,829**

HAP Administration

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
20-0101-25-00	SALARIES-REGULAR	370,761	354,972	330,124	440,984	371,467
20-0102-25-00	SALARIES-PART TIME	5,159	11,613	2,013	11,763	
20-0103-25-00	SALARIES-OVERTIME	5,846	4,637	453		300
20-0104-25-00	SALARIES-LONGEVITY	1,522	19,884	2,185	3,146	2,696
20-0105-25-00	GROUP HEALTH INSURANCE	45,012	38,532	51,968	78,053	66,082
20-0106-25-00	TMRS	46,813	47,957	49,611	64,301	53,453
20-0107-25-00	FICA	29,791	27,670	25,585	33,792	25,815
20-0109-25-00	SALARIES-WELL PAY	972	262	975		1,000
20-0110-25-00	DENTAL INSURANCE	1,723	1,633	1,962	2,015	2,360
20-0113-25-00	CAR ALLOWANCE				2,400	7,200
20-0114-25-00	SALARIES-ASSIGNMENT PAY	21,932	5,346	886	3,582	3,582
20-0120-25-00	GROUP LIFE INSURANCE	140	106	133	186	969
20-0130-25-00	WORKERS COMPENSATION	2,277	1,452	1,958	689	693
20-0131-25-00	EAP EXPENSE					247
	Personnel Total	531,947	514,063	467,854	640,911	535,864
20-0201-25-00	OFFICE SUPPLIES	7,849	7,669	4,823	8,500	8,500
20-0202-25-00	UNIFORMS	155		220	500	500
20-0204-25-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	6,829	3,345	1,368	4,200	4,200
20-0210-25-00	MISC SUPPLIES	704	81	610	1,000	1,000
20-0214-25-00	POSTAGE/SHIPPING/DELIVERY	12,110	11,640	5,806	12,000	12,000
20-0218-25-00	FUEL/OIL	3,562	2,526	1,685	3,000	3,000
20-0231-25-00	SOFTWARE	3,240				
	Supplies Total	34,450	25,261	14,511	29,200	29,200
20-0301-25-00	MAINT-BUILDING & STRUCTURE		2,637	480	6,500	0
20-0302-25-00	MAINT-MOTOR VEHICLES	718	1,721	63	900	900
20-0318-25-00	MAINT-OFFICE EQUIPMENT	1,146			1,600	1,600
20-0342-25-00	MAINT-DATA PROCESSING SUPPLIES	3,935				
20-0346-25-00	MAINT-HEATING & COOLING SYSTEM			44		100
	Maintenance Total	5,799	4,359	586	9,000	2,600
20-0401-25-00	TELEPHONE & COMMUNICATIONS	1,833		40	1,800	1,800
20-0402-25-00	RENTAL OF EQUIPMENT	9,998	7,244	4,046	9,000	9,000
20-0407-25-00	SPECIAL SERVICES	837		115	2,400	2,400
20-0408-25-00	ADVERTISING	1,295	427	295	350	350
20-0409-25-00	TRAVEL & EDUCATION	9,980	17,751	16,583	15,000	15,000
20-0410-25-00	UTILITIES - ELECTRICITY		12,284	11,201	12,000	12,000
20-0414-25-00	DUES & SUBSCRIPTIONS	3,066	13,637	12,529	12,000	12,000
20-0415-25-00	MILEAGE REIMBURSEMENT	614	116	94	1,200	1,200
20-0416-25-00	OTHER/PROFESSIONAL SERVICES	17,478	12,710	10,806	7,000	7,000
20-0421-25-00	PRINTING	3,973	1,583	1,655	3,000	3,000
20-0428-25-00	H.U.D. HOUSING ASSISTANCE	1,066	285	4,286		
20-0437-25-00	CONTRACT AUDIT SERVICES	76,000	17,000	15,000	15,000	15,000
20-0442-25-00	COMPUTER PROFESSIONAL SVCS	4,336				0
20-0446-25-00	CITY ATTORNEY FEES	6,615	400	12,068		500
20-0450-25-00	ADMINISTRATIVE FEES		2,091			
20-0460-25-00	SETTLEMENT		11,108			0
20-0462-25-00	CELLULAR TELEPHONE & PAGERS	973	1,279	1,586	1,400	5,500
20-0464-25-00	RENTAL OF OFFICE SPACE	33,469	65,240	63,565	60,000	60,000
20-0476-25-00	ACCT ANALYSIS JPM CHASE	11,105	1,901	2,504	14,400	14,400
20-0493-25-00	MOVING EXPENSE		1,327			
20-0497-25-00	TUITION REIMBURSEMENT				1,000	
20-0539-25-00	MISC HEALTH BENEFIT	224	172	177	240	
20-0543-25-00	JANITORIAL CONTRACT			1,680		1,750
20-0549-25-00	HVAC MAINTENANCE CONTRACT			262		265
20-0559-25-00	CONTRACT LABOR	11,243	16,303	25,071	20,000	20,000
	Services Total	194,106	182,861	183,562	175,790	181,165
20-0610-25-00	CAPITAL-MOTOR VEHICLES		70,486			
20-0618-25-00	CAPITAL-DATA PROC EQUIPMENT		8,308	2,580		
	Capital Total	0	78,794	2,580	0	0

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	766,301	805,338	669,093	854,901	748,829

Lancaster

DHAP FUND

LANCASTER HOUSING AGENCY-DHAP

REVENUES		2009	2010	2011		2012
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
0	Administrative Revenue	54,047	1,726	-	-	-
71	HAP Payment Revenue	161,600	-	-	-	-
	Total	$ 215,647	$ 1,726	$ -	$ -	$ -

EXPENDITURES		2009	2010	2011		2012
Department No		Actual	Actual	Year to Date	Budget	Proposed
25	DHAP ADMINISTRATION	119,646	94,091	-	-	-
71	DHAP HOUSING ASSISTANCE PMTS	146,785	57,497	-	-	-
80	TRANSFERS OUT	6,200	-	-	-	-
	Total	$ 272,631	$ 151,588	$ -	$ -	$ -

BALANCES	2009	2010	2011		2012
	Actual	Actual	Year to Date	Budget	Proposed
Net Gain (Loss)	(56,984)	(149,862)	-	-	-
Beginning Balance	339,409	282,425	(27)	(27)	(27)
Ending Balance	282,425	132,563	(27)	(27)	(27)
Ending Balance as % of Expenditures	103.59%	87.45%	0.00%	0.00%	0.00%

Housing Assistance Payments

DIRECTOR OF DEVELOPMENT SERVICES

HOUSING MANAGER

Personnel Summary

Housing Administration Personnel
No additional staff for Assistance Payments

Department Narrative

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

Departmental Goals
City Council Goals:
• Maximize number of low income households served by managing per unit cost, payment standards and utility allowance schedules • Manage fraud and abuse by accurate verification of income and assets, so that additional families may be served.

Workload Indicators	09-10 Actual	10-11 Actual	2011-2012 Target
Houseing Choice Voucher Program Unite Months Leased	N/A	12,956	13,320
Housing Assistance Payments Provided	N/A	7,696,022	7,294,776

Performance Measurement	09-10 Actual	10-11 Actual	2011-2012 Target
Increase lease up based on funding availability	N/A	12,956	13,320

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	-	-	-	-
Services	-	-	-	-
Capital Outlay	-	-	-	-
Other	7,721,244	7,500,000	7,904,481	7,500,000
TOTAL	**7,721,244**	**7,500,000**	**7,904,481**	**7,500,000**

HAP Housing Assistant

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
20-0428-71-00	H.U.D. HOUSING ASSISTANCE	7458535.6	7721243.84	7904481.48	7500000	7500000
	Services Total	7,458,536	7,721,244	7,904,481	7,500,000	7,500,000

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	7,458,536	7,721,244	7,904,481	7,500,000	7,500,000

OTHER FUNDS

AIRPORT FUND

AIRPORT FUND

REVENUES		2009	2010	2011		2012
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Airport Operations	210,699	219,775	194,312	266,161	228,281
	Net Fuel Sale	10,050	47,750	63,108	23,813	100,710
	Other Revenue	51,529	51,308	49,133	46,696	51,136
	Total	$ 302,983	$ 701,432	$ 325,441	$ 336,670	$ 380,127

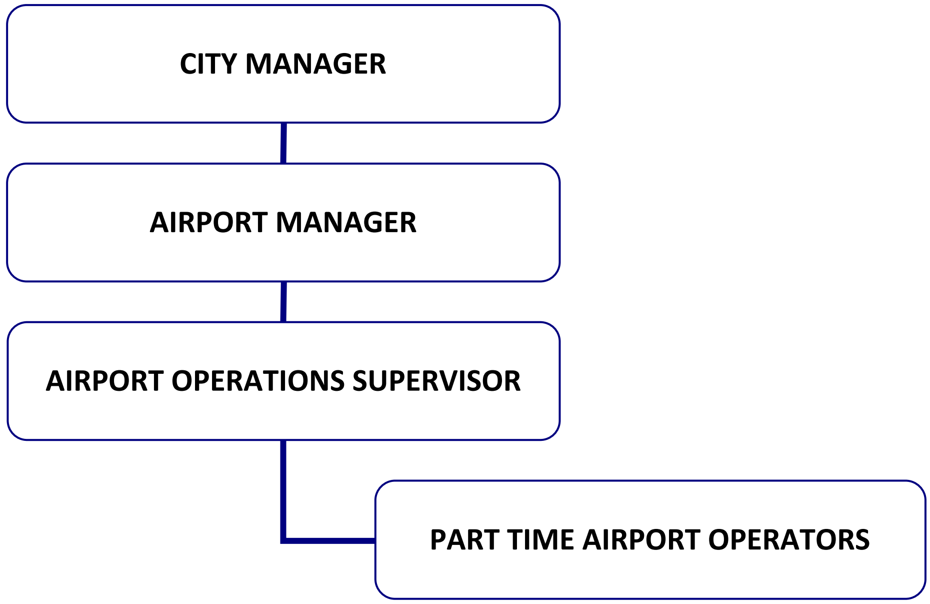
EXPENDITURES		2009	2010	2011		2012
Departments No		Actual	Actual	Year to Date	Budget	Proposed
40	AIRPORT	602,273	504,202	351,099	394,955	359,936
50	DEBT SERVICE	30,720	23,417	12,993	36,146	36,146
	Total	$ 632,993	$ 527,685	$ 364,320	$ 431,101	$ 396,082

BALANCES	2009	2010	2011		2012
	Actual	Actual	Year to Date	Budget	Proposed
Net Gain (Loss)	(330,010)	173,748	(57,766)	(94,431)	(15,955)
Beginning Balance	32,954	(300,450)	(505,910)	(505,910)	(600,341)
Ending Balance	(297,056)	(126,702)	(563,676)	(600,341)	(616,296)
Ending Balance as % of Expenditures	-46.93%	-24.01%	-154.72%	-139.26%	-155.60%

Airport Operations

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

Airport Division
Airport Fund



Personnel Summary

Position	Adopted 09-10	Adopted 10-11	Proposed 11-12
Airport Manager	1	1	1
Operations Supervisor	1	1	1
Part-Time Operators	3	1.5	1.5
Total	**5**	**3.5**	**3.5**

Department Narrative

Located on approximately 568 acres in the southeast region of the city, Lancaster Regional Airport provides operational service to South Dallas County. Classified by the Federal Aviation Administration as a reliever airport, the airport provides 6,500 feet of asphalt runway capable of accommodating single engine aircraft as well as the largest corporate jet. There are approximately 150 aircraft home based at the airport.

Departmental Goals

City Council Goals:

- Position Lancaster Regional Airport as a reputable fixed base operator
- Provide enhanced staff training on operations and customer service
- Self-service fuel facility and continue upgrades to airport fuel farm
- Expand/improve/reconstruct north and south parking lots, and terminal access road

Workload Indicators	09-10 Actual	10-11 Actual	11-12 Target
Airport Acreage	544	544	568
Runway Dimensions (in feet)	6,500 x 100	6,500 x 100	6,500 x 100
Taxiway Dimensions (in feet)	6,500 x 50	6,500 x 50	6,500 x 50
Underground Fuel Storage Tanks (10,000 Gallon)	3	3	3
Full-Time Employees	2	2	2
Part-Time Employees	3	3	3
Aircraft Based from Lancaster Airport	170	180	190
Major Aviation Related Businesses	5	5	5
Aviation Museums	2	2	2
Number of Hangars (99 city owned)	176	176	176
Annual Operations (Take-offs and Landings)	58,000	58,000	60,000
Fuel Sales	100,000	100,000	125,000

Performance Measurement	09-10 Actual	10-11 Actual	11-12 Target
Increase in Gallons of Fuel Sold	5%	5%	5%
Increase in Annual Take-offs and Landings	5%	5%	5%
Budgeted Revenues Collected	100%	100%	100%

Budget Summary	2009-2010	2010-2011		2011-2012
	Actual	Budget	Estimate	Budget
Personnel	216,717	183,883	200,558	187,586
Supplies	16,400	16,900	16,654	17,650
Maintenance	106,372	63,800	65,195	52,500
Other Services	164,713	130,372	103,428	102,200
Capital Outlay	-	-	-	-
TOTAL	**504,202**	**394,955**	**385,835**	**359,936**

Airport Operations

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
09-0101-40-00	SALARIES-REGULAR	100,550	85,579	106,467	109,839	110,304
09-0102-40-00	SALARIES-PART TIME	53,694	79,280	51,503	34,134	34,134
09-0103-40-00	SALARIES-OVERTIME	219	1,668	2,294	-	3,000
09-0104-40-00	SALARIES-LONGEVITY	(1,678)	5,853	121	296	220
09-0105-40-00	HEALTH INSURANCE	4,859	10,354	11,194	12,058	11,612
09-0106-40-00	TMRS	17,457	18,390	14,869	15,568	15,347
09-0107-40-00	FICA	11,847	12,774	12,275	11,035	11,065
09-0109-40-00	SALARIES-WELL PAY	-	257	-	-	-
09-0110-40-00	DENTAL INSURANCE	636	674	744	403	858
09-0120-40-00	LIFE INSURANCE	21	9	26	58	357
09-0130-40-00	WORKERS COMPENSATION	1,907	1,880	1,065	492	598
09-0131-40-00	EAP EXPENSE	-	-	-	-	91
	Personnel Total	189,513	216,717	200,558	183,883	187,586
09-0201-40-00	OFFICE SUPPLIES	1,611	3,224	1,332	1,500	1,000
09-0202-40-00	UNIFORMS AND CLOTHING	571	654	603	700	250
09-0204-40-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	1,743	999	3,335	3,650	3,500
09-0210-40-00	FOOD/BEV-MEETINGS/FUNCTIONS	12	315	80	250	100
09-0211-40-00	OTHER OPERATIONAL SUPPLIES	1,202	1,117	2,166	1,300	2,000
09-0214-40-00	POSTAGE/SHIPPING/DELIVERY	645	605	395	200	300
09-0218-40-00	FUEL	832	1,401	2,090	800	2,000
09-0221-40-00	AVIATION RESALE ITEMS	8,283	8,085	6,216	8,500	8,500
09-0231-40-00	SOFTWARE	-	-	436	-	
	Supplies Total	14,900	16,400	16,654	16,900	17,650
09-0301-40-00	MAINT-BLDG & STRUCTURES	120,278	102,241	61,599	60,000	50,000
09-0302-40-00	MAINT-MOTOR VEHICLES	1,709	3,888	3,042	1,300	2,000
09-0303-40-00	MAINT-EQUIP & MACHINERY	120	243	500	500	500
09-0304-40-00	MAINT-STREETS	-	-	54	2,000	-
	Maintenance Total	122,107	106,372	65,195	63,800	52,500
09-0401-40-00	TELEPHONE & COMMUNICATIONS	-	-	195	500	300
09-0402-40-00	RENTAL OF EQUIPMENT	27,393	29,726	24,469	27,000	26,000
09-0407-40-00	SPECIAL SERVICES	14,796	11,951	9,066	32,450	10,000
09-0408-40-00	ADVERTISING	1,900	1,670	744	2,000	600
09-0409-40-00	TRAVEL & EDUCATION	8,168	10,199	826	4,450	2,000
09-0410-40-00	UTILITIES - ELECTRICITY	34,900	32,169	28,805	32,000	32,000
09-0414-40-00	DUES & SUBSCRIPTIONS	556	950	350	950	500
09-0416-40-00	OTHER/PROFESSIONAL SERVICES	5,669	6,788	254	2,200	400
09-0417-40-00	AIRPORT MASTER PLAN	129,417	-	-	-	-
09-0421-40-00	PRINTING	10	21	614	-	600
09-0423-40-00	CONTRACT MOWING	19,087	31,256	22,056	20,000	20,000
09-0434-40-00	SPECIAL EVENTS	-	109	1,151	450	1,000
09-0436-40-00	IMPROVEMENTS BY CONTRACTORS	-	-	567	-	-
09-0446-40-00	CITY ATTORNEY FEES	10,800	16,840	1,360	8,000	2,000
09-0462-40-00	CELLULAR TELEPHONE & PAGERS	-	-	410	300	800
09-0473-40-00	DEPRECIATION EXPENSE	22,930	22,930	-	-	-
09-0482-40-00	CREDIT CARD PROCESSING FEES	-	-	5,019	-	-
09-0539-40-00	MISC. HEALTH BENEFIT	125	104	104	72	-
09-0543-40-00	JANITORIAL CONTRACT	-	-	7,440	-	6,000
	Services Total	275,753	164,713	103,428	130,372	102,200

	2,009 Actual	2,010 Actual	2,011 YTD Actual	2,011 Budget	2,012 Budget
Departmental Total	602,273	504,202	385,835	394,955	359,936

GOLF COURSE FUND

GOLF COURSE FUND

REVENUES		2009	2010	2011		2012
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	GOLF COURSE REVENUE	80,974	72,743	76,965	76,431	78,164
Total		$ 80,974	$ 72,743	$ 76,965	$ 76,431	$ 78,164

EXPENDITURES		2009	2010	2011		2012
Department No		Actual	Actual	Year to Date	Budget	Proposed
39	GOLF COURSE	135,276	145,855	3,139	45,000	40,550
80	TRANSFERS OUT	3,000	7,000	7,000	7,000	7,000
Total		$ 138,276	$ 152,855	$ 10,139	$ 52,000	$ 47,550

BALANCES	2009	2010	2011		2012
	Actual	Actual	Year to Date	Budget	Proposed
Net Gain (Loss)	(57,302)	(80,112)	66,826	24,431	30,614
Beginning Balance	94,505	37,204	(42,896)	(42,896)	(18,465)
Ending Balance	37,204	(42,908)	23,929	(18,465)	12,149
Ending Balance as % of Expenditures	26.91%	-28.07%	236.01%	-35.51%	25.55%

Country View Golf Course

DIRECTOR OF PARKS AND RECREATION

DAVID ROYAR GOLF SHOP, INC. (CONTRACT)

Department Narrative

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

Departmental Goals

City Council Goals

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

Budget Summary

	Adopted 09-10	Adopted 10-11	Adopted 11-12
Personnel	0	0	0
Supplies	0	0	0
Maintenance	39,083	40,000	36,700
Other Services	96,193	5,000	3,300
Capital Outlay	0	0	0
Total	**135,276**	**55,000**	**40,000**

Golf Course Operations

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
18-0301-39-00	MAINT-BLDG & STRUCTURES	28948.47	-49481.21	8931.98	13700	13700
18-0303-39-00	MAINT-EQUIP & MACHINERY	51	58,889			
18-0322-39-00	MAINT-IRRIGATION	10,083	1,718		5,000	
18-0343-39-00	MAINT-CART PATH & GROUNDS		7,390		23,000	23,000
18-0346-39-00	MAINT-HEATING & COOLING SYSTEM		295			
	Maintenance Total	39,083	18,811	8,932	41,700	36,700

18-0401-39-00	TELEPHONE & COMMUNICATIONS	-9	61	-609		
18-0410-39-00	UTILITIES - ELECTRICITY	7,127	985	-5,225		
18-0412-39-00	UTILITIES - WATER			-3,217		
18-0416-39-00	OTHER/PROFESSIONAL SERVICES	11,121	275	-1,211	3,300	3,300
18-0446-39-00	CITY ATTORNEY FEES	720				
18-0473-39-00	DEPRECIATION EXPENSE	77,234	66,834			
18-0543-39-00	JANITORIAL CONTRACT				550	550
	Services Total	96,193	68,155	-10,262	3,300	3,850

18-0602-39-00	IMPROVEMENTS OTHER THAN BLDGS		31,447			
	Capital Total	0	31,447	0	0	0

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	135,276	118,413	-1,330	45,000	40,550

SANITATION FUND

SANITATION FUND

REVENUES		2009	2010	2011		2012
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Garbage Collection	1,511,231	1,884,439	1,832,638	1,561,158	1,736,158
	Other	603	1,523	1,230	3,841	3,841
	Interest	32	163	126	-	-
	Total	$ 1,511,867	$ 1,886,125	$ 1,833,994	$ 1,564,999	$ 1,739,999

EXPENDITURES		2009	2010	2011		2012
Department No		Actual	Actual	Year to Date	Budget	Proposed
2	ADMINISTRATION	6,200	68,557	35,470	51,588	42,433
11	REFUSE SERVICE	1,229,759	1,717,361	1,548,401	1,250,000	1,250,000
12	STREET MAINTENANCE	-	-	146,253	300,000	200,000
43	NON-DEPARTMENTAL	57,769	70,504	94,163	60,000	70,000
	Total	$ 1,293,727	$ 1,856,423	$ 1,824,287	$ 1,661,588	$ 1,562,433

BALANCES	2009	2010	2011		2012
	Actual	Actual	Year to Date	Budget	Proposed
Net Gain (Loss)	218,140	29,702	9,708	(96,589)	177,566
Beginning Balance	(130,160)	87,980	117,682	117,682	21,093
Ending Balance	87,980	117,682	127,390	21,093	198,659
Ending Balance as % of Expenditures	6.80%	6.34%	6.98%	1.27%	12.71%

Sanitation Administration

CITY MANAGER

ASSISTANT TO THE CITY MANAGER

Personnel Summary

Position	Adopted 10-Sep	Adopted 11-Oct	Proposed 12-Nov
Recycling and Solid Waste Coordinator	1	0	0
Total	**1**	**0**	**0**

Department Narrative

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

Budget Summary

	Adopted 09-10	Adopted 10-11	Adopted 11-12
Personnel	56251	0	0
Supplies	326	200	0
Maintenance	1,234	0	0
Other Services	10,746	51,388	42,433
Capital Outlay	0	0	0
Total	**68,557**	**51,588**	**42,433**

Sanitation Administration

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

Account	Description	2009 Actual	2010 Actual	2011 Estimate	2011 Budget	2012 Budget
19-0101-02-00	SALARIES-REGULAR	2110.94	42191.52	976.87		
19-0104-02-00	SALARIES-LONGEVITY	971	-59			
19-0105-02-00	GROUP HEALTH INSURANCE	266	5,018	161		
19-0106-02-00	TMRS	250	5,514	129		
19-0107-02-00	FICA	158	3,160	75		
19-0110-02-00	DENTAL INSURANCE	17	316	-11		
19-0120-02-00	GROUP LIFE INSURANCE	1	12			
19-0130-02-00	WORKERS COMPENSATION	5	99	1		
	Personnel Total	3,778	56,251	1,332	0	0

19-0201-02-00	OFFICE SUPPLIES		49		200	
19-0210-02-00	FOOD-BEV-MEETINGS/FUNCTIONS		18			
19-0218-02-00	FUEL & OIL		258	120		
	Supplies Total	0	326	120	200	0

19-0302-02-00	MAINT-MOTOR VEHICLES		1,234			
	Maintenance Total	0	1,234	0	0	0

19-0402-02-00	RENTAL OF EQUIPMENT			4,720		
19-0409-02-00	TRAVEL & EDUCATION		382	41	100	
19-0414-02-00	DUES & SUBSCRIPTIONS		300	225	75	
19-0416-02-00	OTHER/PROFESSIONAL SERVICES			20,000		
19-0421-02-00	PRINTING				333	
19-0434-02-00	SPECIAL EVENTS	2,390	9,789	10,582	50,880	42,433
19-0462-02-00	CELLULAR TELEPHONE & PAGERS	32	274	20		
	Services Total	2,422	10,746	35,588	51,388	42,433

	2009 Actual	2010 Actual	2011 YTD Actual	2011 Budget	2012 Budget
Departmental Total	6,200	68,557	37,040	51,588	42,433

CAPITAL PROJECTS FUND

Capital Projects Fund

REVENUES			2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Year to Date	TOTAL ALL YEARS
	0	Other Income	-	-	163,851	43,174	19,159	21,646	32,301	-	21,429	291,710
	0	Visitor's Center Grant Income	-	-	-	-	-	67,932	818,987	465,755	127,376	1,480,049
	0	Interent Income	2,513	26,206	6,259	4,326	724,021	1,030,496	126,914	3,306	4,543	1,927,061
		Debt Issuance	-	-	-	-	24,490,000	-	-	12,000,000	-	36,490,000
		Grant Income- Downtown Beautification	-	-	-	-	-	-	-	142,926	153,537	296,463
		Grant Income - Airport Land Purchase	-	-	-	-	-	-	-	382,600	-	382,600
		Transfer from Stormwater	-	-	-	-	-	955,873	-	-	-	955,873
		Total	**2,513**	**26,206**	**170,109**	**47,500**	**25,233,181**	**2,075,946**	**978,202**	**12,994,588**	**306,884**	**41,823,756**
EXPENDITURES			**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**TOTAL**
Department No	Program I	Description	**Actual**	**Actual**	**Actual**	**Actual**	**Actual**	**Actual**	**Actual**	**Actual**	**Year to Date**	**ALL YEARS**
0	0	REVENUE	-	-	-	-	-	-	-		-	-
2	0	BOND ISSUE COSTS	-	-	-		-	-	-	160,179	-	160,179
2	31	DOWNTOWN BEAUTIFICATION PROJ.	-	-	-	11,773	-	-	4,060	807,300	272,458	1,227,159
2	32	VISITOR'S CENTER PROJECT	-	-	-	11,438	96,069	76,198	1,357,640	272,434	974	1,814,753
2	33	BRIDGE REPAIRS & EROSION CONT	-	34,400	172,732	540,975	-	-	-	-	-	748,107
2	34	CITY HALL IMPROVEMENTS	1,720	86,921	11,429	14,753	-	18,734	-	-	-	133,557
2	41	ANIMAL SHELTER REMODEL	-	-	165,030	-	-	-	-	-	-	165,030
2	42	COMMUNITY DEVELOPMENT REMODEL	-	-	(115,030)	-	-	-	-	-	-	(115,030)
4	51	STORMWATER EQUIPMENT	-	-	-	135,699	-	-	-	-	-	135,699
7	76	BTOP GRANT-LIBRARY EQUIPMENT	-	-	-	-	-	-	-	-	-	-
8	0	MUNICIPAL COURT	-	-	-	-	-	-	-	-	-	-
8	800	MUN COURT-OLD LIBRARY	-	-	-	-	91,264	605,734	662,457	-	-	1,359,455
8	801	MUNICIPAL COURT REMODEL (LIBR)	-	-	-	-	-	-	-	-	-	-
9	5	INSPECTION VEHICLES	-	-	-	103,913	-	-	-	-	-	103,913
12	31	STREET IMPACT STUDY FEE	8,840	195	28,294	6,000	-	-	0	-	-	43,329
12	32	HOU SCHOOL & DANIELDALE INTER.	-	-	-	20,213	-	-	-	-	-	20,213
12	33	HOUSTON SCHOOL ROAD	143,472	224,159	238,803	-	737,498	101,992	32,029	-	-	1,477,954
12	34	BELTLINE-ILLUMINATION&IRRIGATE	-	-	213,113	93,319	399	200	-	-	-	307,031
12	35	BRIDGE UPGRADE	-	5,000	-	-	-	13,487	7,602	-	-	26,089
12	36	CDBG STREET IMPROV PROJECT	-	-	-	11,131	-	-	-	-	-	11,131
12	37	UNDESIGN RES STREET REPAIR	-	992,221	-	-	601,121	354,047	-	224,996	451,760	2,624,145
12	41	WINTERGREEN PHASE I	-	8,774	19,700	-	58,196	78,372	-	-	-	165,041
12	51	WINTERGREEN-PHASE 4	-	-	106,159	1,181,124	1,859,492	-	-	-	-	3,146,775
12	52	STREET DEPT EQUIPMENT	-	-	-	45,440	-	-	-	-	-	45,440
12	205	NOKOMIS ROAD BRIDGE	-	-	-	-	-	400,000	-	-	-	400,000
12	217	PENN PROPERTY SETTLEMENT	-	-	-	-	-	65,370	-	-	-	65,370
12	500	IH-20 ACCESS/FRONTAGE ROAD	83,019	-	-	1,782,803	52,346	1,013,614	-	(2,931,782)	-	0
12	501	LONGHORN DRIVE IMPROVEMENT	7,500	13,330	-	-	-	400,000	-	-	-	420,830
12	503	SIDEWALKS - ST16-10	-	-	-	-	188,025	11,062	71,208	-	-	270,295
14	31	MOBILE IN-CAR COMPUTERS	-	122,951	56,683	35,000	10,483	-	-	-	-	225,117
14	32	CDPD REPLACEMENT (DATARADIO)	-	188,237	21,131	22,196	6,332	-	-	-	-	237,895
14	33	LOOKING GLASS APPLICATION	-	16,750	-	-	-	-	-	-	-	16,750
14	34	COMPUTER RELOCATION-DISPATCH	-	-	45,836	-	-	-	-	-	-	45,836
14	41	POLICE CAR REPLACEMENT	-	351,764	2,247	-	-	-	-	225,117	-	579,128
14	42	COMMERCIAL VEHICLE ENFORCEMENT	-	-	42,635	-	-	-	-	-	-	42,635
14	52	PATROL CAR REPLACEMENT	-	-	-	354,718	-	-	-	-	-	354,718
14	520	NEW PUBLIC SAFETY BLDG	-	-	27,899	13,911	1,694,738	5,693,082	5,246,894	93,218	3,375	12,773,117
15	41	COMBINATION PUMPER REPLACEMENT	-	-	374,850	2,180	-	-	-	-	-	377,030
15	42	COMMAND VEHICLE	-	-	79,557	524	-	-	-	-	-	80,081
15	52	POLICE INTERCEPTOR	-	-	-	25,085	-	-	-	-	-	25,085
15	415	EXHAUST SYSTEMS-FIRE STATIONS	-	-	-	72,875	-	-	-	-	-	72,875
15	550	FIRE STATION #2	-	-	-	12,759	125,793	324,014	1,141,293	-	-	1,603,859
15	551	FIRE STATION #2 TEMP LOCATION	-	-	-	-	-	14,146	7,083	-	-	21,229
15	552	2011 AMBULANCE PURCHASE	-	-	-	-	-	-	-	-	181,031	181,031
16	0	NON DEPARTMENTAL	-	-	-	(8,200)	-	-	-	171,191	-	162,991
16	1	VEHICLES VARIOUS DEPARTMENTS	-	-	-	-	-	-	-	-	-	-
16	41	TECHNOLOGY-CITY WIDE	-	-	87,737	83,873	9,867	-	-	-	-	181,477
19	190	FINANCE SYSTEM UPGRADE	-	-	-	-	14,791	-	-	-	-	14,791
21	0	WATER DEPT PROJECTS	-	-	-	-	-	-	-	-	-	-
21	41	WATER VULNERABILITY STUDY	-	34,200	3,800	-	-	-	-	-	-	38,000
21	42	SH342 PROJECT-UTILITY LINES	-	-	41,735	289,734	1,850	-	-	-	-	333,319
21	51	W/WW EQUIPMENT	-	-	115,030	522,403	25,493	-	-	-	-	662,926
21	52	DEMOLITION OF 3RD STREET WELL	-	-	21,600	-	-	-	-	-	-	21,600
21	502	NEW WATER LINES W8-5	-	-	-	97,775	-	-	-	-	-	97,775
21	540	AUTOMATIC METER READING W1-5	-	-	2,257	20,422	170,490	-	-	-	-	193,169
21	541	WATER LINE REPLACEMENTS W3-5	-	-	-	-	528,449	-	-	-	-	528,449
21	542	PUMP STATION IMPROVEMENTS W4-5	-	-	-	-	-	-	-	-	148,113	148,113
30	0	WASTEWATER PROJECTS	-	-	-	-	-	-	-	-	-	-
30	570	WW MASTERPLAN WW1-5	-	-	-	79,000	41,174	-	-	-	-	120,174
30	571	WW MASTERPLAN WW2-5	-	-	-	-	24,776	-	-	-	-	24,776
31	41	TECHNOLOGY-HUMAN RESOURCES	-	-	23,681	6,098	2,500	-	-	-	-	32,279
40	31	2002 AIRPORT IMPROVEMENT PROJ	-	-	-	-	-	-	-	-	-	-
40	32	AWOS INSTALLATION PROJECT	-	-	-	-	-	-	-	-	-	-
40	33	ILS INSTALLATION PROJECT	-	-	-	-	-	-	-	-	-	-
40	34	ACQUIRE RUNWAY EXT PROPERTY	-	-	-	-	-	-	-	-	-	-
53	560	STORMWATER MASTERPLAN	-	-	-	445,281	345,117	29,776	-	-	-	820,174
57	0	PARKS PROJECTS	-	-	-	-	-	-	-	-	-	-
57	31	BEAR CREEK NATURE PARK	33	62,447	189,478	373,402	95,017	-	-	-	-	720,377
57	32	COMM PARK PHASE 1-SIDEWALK	2,600	16,899	-	-	-	-	-	-	-	19,499
57	33	C PARK PH1B-FOOTBALL PARKING	35,757	282,912	60,890	(60,890)	-	-	-	-	-	318,669
57	34	C PARK PH1B-ADDL PARKING	3,220	124,622	-	-	-	-	-	-	-	127,842
57	35	ELECTRONIC MESSAGE CENTER/SIGN	-	114,645	-	-	-	-	-	-	-	114,645
57	36	CITY PARK POOL	-	-	-	77,686	-	-	-	-	-	77,686
57	41	BEAR CREEK NATURE PARK-04 CIP	-	-	-	-	-	-	-	-	-	-
57	43	PARKS MASTER PLAN	-	-	96,496	34,378	-	-	-	-	-	130,874
57	51	BEAR CREEK NATURE PARK-05CIP	-	-	158,479	-	-	-	23,500	-	-	181,979
57	52	PARKS EQUIPMENT	-	-	114,022	427	-	-	-	-	-	114,449
57	53	MEADOWCREEK PARK	-	-	2,760	212,659	-	-	-	-	-	215,419
57	216	PLEASANT RUN HIKE & BIKE TRAIL	-	-	-	-	-	-	-	3,001	5,231	8,232
57	217	AMPHITHEATER	-	-	-	-	-	-	-	-	-	-
57	530	SENIOR CENTER	-	-	3,100	138,944	205,611	2,133,208	513,033	-	-	2,993,896
57	570	WW WASTEWATER MASTERPLAN	-	-	-	-	-	104,798	-	-	-	104,798
57	571	COMMUNITY PARK	-	-	-	-	353,461	1,020,305	113,963	116,528	566	1,604,824
90	900	AIRPORT RUNWAY EXTENSION	-	-	-	-	30,216	92,530	718	1,627,619	-	1,751,082
90	901	AIRPORT KITCHEN REMODEL	-	-	-	-	-	-	-	73,414	20,525	93,938
90	902	AIRPORT MASTER PLAN	-	-	-	-	-	-	-	399,311	-	399,311
0	0		-	-	-	-	-	-	-	-	-	-
81	0		-	-	288,891	-	(802,275)	-	-	-	-	(513,384)
50	0		48,000	-	-	-	-	-	-	-	-	48,000
		YEARLY TOTAL	334,163	2,680,428	2,701,022	6,810,817	6,568,291	12,550,669	9,181,480	1,242,526	1,084,033	43,284,999
		Post of Debt to Fund Balance	-	(3,210,000)	-	-	-	-	-	-	-	(3,210,000)
		Close Fund 47 into 43	-	-	-	-	-	-	-	64,830	-	64,830
		TOTAL		(3,210,000)			-		-	64,830	-	(3,145,170)
			2003	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**TOTAL**
		BALANCES	**Actual**	**Actual**	**Actual**	**Actual**	**Actual**	**Actual**	**Actual**	**Year to Date**	**Year to Date**	**ALL YEARS**
		Net Gain (Loss)	(331,649)	555,778	(2,530,912)	(6,763,317)	18,664,889	(10,474,723)	(8,203,279)	11,687,231	(777,148)	1,826,868
		Beginning Balance	-	(331,649)	224,128	(2,306,784)	(9,070,102)	9,594,787	(879,936)	(9,083,215)	2,604,016	-
		Ending Balance	**(331,649)**	**224,129**	**(2,306,784)**	**(9,070,101)**	**9,594,787**	**(879,936)**	**(9,083,215)**	**2,604,016**	**1,826,868**	**1,826,868**

DEBT SERVICE FUND

DEBT SERVICE FUND

REVENUES		2009	2010	2011		2012
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Property Taxes	2,255,817	2,555,547	3,237,225	3,251,477	4,002,951
	Interest	2,931	2,061	1,365	2,550	2,550
	Transfers In	1,133,508	1,143,968	-	-	-
	Other Revenue	388	-	-	36	36
	Bond Proceeds	-	-	-	-	-
	Total	$ 3,392,644	$ 3,701,576	$ 3,238,590	$ 3,254,063	$ 4,005,537

EXPENDITURES		2009	2010	2011		2012
Department No		Actual	Actual	Year to Date	Budget	Proposed
50	Debt Service	3,101,865	3,332,364	3,729,140	3,903,782	4,066,241
80	Transfers Out	-	-	-	-	-
	Total	$ 3,101,865	$ 3,332,364	$ 3,729,469	$ 3,903,782	$ 4,066,241

BALANCES	2009	2010	2011		2012
	Actual	Actual	Year to Date	Budget	Proposed
Net Gain (Loss)	290,778	369,212	(490,550)	(649,719)	(60,704)
Beginning Balance	295,933	586,712	955,932	1,081,805	306,204
Ending Balance	586,712	955,923	465,373	432,086	245,500
Ending Balance as % of Expenditures	18.91%	28.69%	12.48%	11.07%	6.04%

CITY OF LANCASTER
NOTES TO BASIC FINANCIAL STATEMENTS

NOTE 6. LONG-TERM LIABILITIES

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

	Balance September 30, 2009	Prior Period Adjustment	Additions	Retirements	Balance September 30, 2010	Due Within One Year
Governmental activities						
General obligation bonds	$ 30,181,531	$ -	$ 22,995,000	$ (735,000)	$ 52,441,531	$ 825,000
Certificates of obligation	13,710,000	-	12,000,000	(365,000)	25,345,000	380,000
Premiums on bond debt	305,551	-	-	(13,605)	291,946	-
Deferred loss on refunding	(823,477)	-	-	55,864	(767,813)	-
Compensated absences	1,329,190	1,492,019	590,186	(667,521)	2,733,874	470,890
OPEB liability	23,320	-	-	-	23,320	-
Capital leases	715,197	-	-	(216,236)	498,961	216,690
Total governmental activities	$ 45,441,312	$ 1,492,019	$ 35,575,186	$ (1,941,698)	$ 80,566,819	$ 1,992,380
Business-type activities						
General obligation bonds	$ 6,153,471	$ -	$ -	$ (505,000)	$ 5,648,471	$ 535,000
Notes payable	417,356	-	-	(264,796)	152,560	90,008
Certificates of obligation	2,770,000	-	-	(200,000)	2,570,000	210,000
Premiums on bond debt	238,647	-	-	(28,377)	210,270	-
Deferred loss on refunding	(85,044)	-	-	9,153	(75,891)	-
Revenue bonds	530,000	-	-	(80,000)	450,000	80,000
Compensated absences	64,398	-	16,182	(15,218)	65,364	28,259
Capital leases	452,545	-	-	(4,945)	447,600	441,304
Total business-type activities	$ 10,541,373	$ -	$ 18,182	$ (1,089,181)	$ 9,468,374	$ 1,374,571
Discretely presented component units						
Notes payable to primary government	$ 13,010,000	$ -	$ -	$ (605,000)	$ 12,405,000	$ 630,000
Total discretely presented component units	$ 13,010,000	$ -	$ -	$ (605,000)	$ 12,405,000	$ 630,000

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.

On March 15, 2010, the City sold $22,995,000 General Obligation Build America Bonds and $12,000,000 Tax and Waterworks and Sewer System Surplus Revenue, Certificates of Obligation Build America Bonds. The American Recovery and Reinvestment Act of 2009 authorized the City to issue taxable obligations to finance capital expenditures that could be financed with the issuance of tax-exempt bonds and to elect to receive a subsidy payment from the federal government equal to 35% of the amount of each interest payment on such taxable obligations. The City will deposit the subsidy payments for the Bonds within the interest and sinking fund to be used to reduce the amount of regularly scheduled debt service payments on the Bonds.

NOTE 6. LONG-TERM LIABILITIES – CONTINUED

General obligation bonds, revenue bonds, certificates of obligation, notes payable, and capital leases outstanding at September 30, 2010, consist of the following:

	Governmental Activities	Water and Sewer	Airport	Total Primary Government
General Obligation Bonds				
$14,200,000 2002 General Obligation Refunding Bonds, due in annual installments through February 15, 2024, 3.00% - 4.50%	$ 11,856,531	$ 371,191	$ 77,280	$ 12,305,002
$24,300,000 2007 General Obligation Refunding Bonds, due in annual installments through February 15, 2032, 4.00% - 5.00%	17,590,000	5,130,000	70,000	22,790,000
$22,995,000 2010 General Obligation Build America Bonds, due in annual installments through February 15, 2032, 1.82% - 6.53%	22,995,000	-	-	22,995,000
	$ 52,441,531	$ 5,501,191	$ 147,280	$ 58,090,002
Revenue Bonds				
$2,905,000 1995 Waterworks and Sewer System Revenue Refunding and Improvement Bonds, due in annual installments through September 1, 2015, 3.90% - 5.60%	$ -	$ 450,000	$ -	$ 450,000
Certificates of Obligation				
$3,210,000 2003 Certificate of Obligation Bonds, due in annual installments through February 15, 2023, 3.25% - 4.50%	$ 2,400,000	$ -	$ -	$ 2,400,000
$14,565,000 2007 Certificate of Obligation Bonds, due in annual installments through February 15, 2032, 4.00% - 4.375%	10,945,000	2,570,000	-	13,515,000
$12,000,000 2010 Cerificate of Obligation Build America Bonds, due in annual installments through February 15, 2032, 1.82% - 6.53%	12,000,000	-	-	12,000,000
	$ 25,345,000	$ 2,570,000	$ -	$ 27,915,000

CITY OF LANCASTER
NOTES TO BASIC FINANCIAL STATEMENTS

NOTE 6. LONG-TERM LIABILITIES – CONTINUED

	Governmental Activities	Water and Sewer	Airport	Total Primary Government	Discretely Presented Component Units
Note payable					
$11,530,000 note payable, due in annual installments on February 15, 3.00% - 4.50%	$ -	$ -	$ -	$ -	$ 9,635,000
$3,035,000 note payable, due in annual installments through February 15, 2032; 4.00% - 4.375%	-	-	-	-	2,770,000
$812,500 note payable, due in quarterly installments through November 15, 2010; 6.5%	-	-	62,500	62,500	-
$116,441 note payable, due in monthly installments through July 1, 2015; 7.5%	-	-	90,060	90,060	-
	$ -	$ -	$ 152,560	$ 152,560	$ 12,405,000
Capital Leases					
$1,885,000 Lease Purchase Agreement, due in monthly installments through March 1, 2011; 4.35% - 5.00%	$ -	$ 435,000	$ -	$ 435,000	$ -
$500,000 Lease Purchase Agreement, due in annual installments through January 1, 2012; 4.38%	182,877	12,600	-	195,477	-
$260,128 Lease Purchase Agreement, due in annual installments through January 1, 2012; 4.38%	97,430	-	-	165,457	-
$265,987 Lease Purchase Agreement, due in annual installments through September 30, 2015; 5.00%	218,654	-	-	218,654	-
	$ 498,961	$ 447,600	$ -	$ 1,014,588	$ -

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

As of September 30, 2010, property and equipment under capital leases is carried at $1,111,117, with $283,652 in accumulated depreciation.

NOTE 6. LONG-TERM LIABILITIES – CONTINUED

The annual requirements to amortize the long-term debt as of September 30, 2010 are as follows:

General Obligation Bonds

Fiscal Year	Governmental Activities Principal	Governmental Activities Interest	Governmental Activities Total	Business-type Activities Principal	Business-type Activities Interest	Business-type Activities Total
2011	$ 825,000	$ 3,032,724	$ 3,857,724	$ 535,000	$ 252,435	$ 787,435
2012	1,345,000	2,596,907	3,941,907	555,000	230,635	785,635
2013	1,440,000	2,552,652	3,992,652	580,000	207,935	787,935
2014	1,530,000	2,498,418	4,028,418	605,000	181,210	786,210
2015	1,610,000	2,435,031	4,045,031	640,000	150,085	790,085
2016-2020	10,180,139	10,949,010	21,129,149	2,489,862	253,485	2,743,347
2021-2025	12,231,392	8,253,768	20,485,160	243,609	22,715	266,324
2026-2030	9,635,000	5,542,413	15,177,413	-	-	-
2031-2035	7,570,000	2,935,022	10,505,022	-	-	-
2036-2040	6,075,000	1,025,060	7,100,060	-	-	-
Total	$ 52,441,531	$ 41,821,005	$ 94,262,536	$ 5,648,471	$ 1,298,500	$ 6,946,971

Certificates of Obligation

Fiscal Year	Governmental Activities Principal	Governmental Activities Interest	Governmental Activities Total	Business-type Activities Principal	Business-type Activities Interest	Business-type Activities Total
2011	$ 380,000	$ 1,473,477	$ 1,853,477	$ 210,000	$ 101,706	$ 311,706
2012	895,000	1,243,736	1,938,736	220,000	93,106	313,106
2013	735,000	1,219,488	1,954,486	230,000	84,106	314,106
2014	780,000	1,192,184	1,972,184	240,000	74,706	314,706
2015	865,000	1,161,120	2,026,120	100,000	67,906	167,906
2016-2020	4,805,000	5,238,316	10,043,316	580,000	274,855	834,855
2021-2025	5,355,000	4,056,788	9,411,788	890,000	146,841	836,841
2026-2030	4,905,000	2,764,134	7,669,134	320,000	14,218	334,218
2031-2035	3,645,000	1,522,090	5,167,090	-	-	-
2036-2040	3,180,000	535,948	3,715,948	-	-	-
Total	$ 25,345,000	$ 20,407,279	$ 45,752,279	$ 2,570,000	$ 857,444	$ 3,427,444

Note Payable

Fiscal Year	Business-type Activities Principal	Business-type Activities Interest	Business-type Activities Total	Component Unit Principal	Component Unit Interest	Component Unit Total
2011	$ 80,008	$ 5,678	$ 85,686	$ 630,000	$ 507,049	$ 1,137,049
2012	18,588	3,660	22,248	650,000	484,190	1,134,190
2013	19,734	2,514	22,248	685,000	459,795	1,144,795
2014	20,951	1,297	22,248	715,000	433,360	1,148,360
2015	13,279	97	13,376	740,000	405,147	1,145,147
2016-2020	-	-	-	4,215,000	1,530,987	5,745,987
2021-2025	-	-	-	4,330,000	514,830	4,844,830
2026-2030	-	-	-	440,000	19,469	459,469
	$ 152,560	$ 13,246	$ 165,806	$ 12,405,000	$ 4,354,827	$ 16,759,827

CITY OF LANCASTER
NOTES TO BASIC FINANCIAL STATEMENTS

NOTE 6. LONG-TERM LIABILITIES – CONTINUED

Revenue Bonds

Fiscal Year	Business-type Activities Principal		Interest		Total	
2011	$	80,000	$	24,775	$	104,775
2012		85,000		20,455		105,455
2013		90,000		15,823		105,823
2014		95,000		10,872		105,872
2015		100,000		5,600		105,600
Total	$	450,000	$	77,525	$	527,525

Capital Leases

Fiscal Year	Governmental Activities Principal		Interest		Total		Business-type Activities Principal		Interest		Total	
2011	$	216,690	$	20,294	$	236,984	$	441,304	$	22,364	$	463,668
2012		150,534		5,864		156,398		6,296		277		6,573
2013		43,730		549		44,279		-		-		-
2014		43,912		367		44,279		-		-		-
2015		44,095		184		44,279		-		-		-
2016-2020		-		-		-		-		-		-
Total	$	498,961	$	27,258	$	526,219	$	447,600	$	22,641	$	470,241

APPENDIX

ORDINANCES

RESOLUTION NO. 2011-09-72

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

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

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

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

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

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

DULY PASSED and approved by the City Council of the City of Lancaster, Texas, on this the 12th day of September, 2011.

ATTEST:

Dolle K. Downe

DOLLE K. DOWNE, CITY SECRETARY

APPROVED:

Marcus E. Knight

MARCUS E. KNIGHT, MAYOR

APPROVED AS TO FORM:

ROBERT E. HAGER, CITY ATTORNEY

Resolution No. 2011-09-72

ORDINANCE NO. <u>2010-09-14</u>

AN ORDINANCE OF THE CITY OF LANCASTER, TEXAS, LEVYING AD VALOREM TAXES FOR FISCAL YEAR 2010-2011 AT $0.8675 PER ONE HUNDRED DOLLARS ASSESSED VALUATION OF ALL TAXABLE PROPERTY WITHIN THE CORPORATE LIMITS TO PROVIDE REVENUES FOR CURRENT EXPENSES AND INTEREST AND SINKING FUND REQUIREMENTS; PROVIDING DUE AND DELINQUENT DATES; PENALTIES AND INTEREST; PROVIDING A HOMESTEAD EXEMPTION AND DISABILITY EXEMPTION; AND PROVIDING AN EFFECTIVE DATE.

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

SECTION 1. There be and is hereby levied for the fiscal year 2010-2011 on all taxable property, real, personal and mixed, situated within the corporate limits of the City of Lancaster, Texas, and not exempt by the Constitution of the State and valid State laws, a tax of eighty-six and seventy-five one thousandths cents ($0.8675) on each one hundred dollars ($100.00) assessed value of taxable property, and shall be apportioned and distributed as follows: **<u>$0.6502 for the purpose of defraying the current expenses, and $0.2173 for interest and sinking fund requirements of the</u>** municipal government of the City.

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

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

SECTION 4. All ad valorem taxes shall become due and payable on October 1, 2010, and all ad valorem taxes for fiscal year 2010-2011 shall become delinquent after January 31, 2011. If any person fails to pay the ad valorem taxes on or before the 31st day of January 2011, the penalties and interest as set forth under Section 33.01 of the Texas State Property Tax Code shall apply.

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

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

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

SECTION 8. In accordance with the Texas Tax Code, and effective with the passage of the ordinance, there is hereby provided an exemption of $30,000 on homestead property for those head-of-household persons who have attained the age of 65 years prior to January 1, 2010 and an exemption of $30,000 on disability designations.

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

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

APPROVED:

Marcus E. Knight

Marcus E. Knight, Mayor

ATTEST:

Dolle K. Downe

Dolle K. Downe, City Secretary

APPROVED AS TO FORM:

Robert E. Hager, City Attorney

ORDINANCE NO. 2011-09-26

AN ORDINANCE OF THE CITY OF LANCASTER, TEXAS LEVYING AD VALOREM TAXES FOR FISCAL YEAR 2011/2012 AT $0.8675 PER ONE HUNDRED DOLLARS ASSESSED VALUATION OF ALL TAXABLE PROPERTY WITHIN THE CORPORATE LIMITS TO PROVIDE REVENUES FOR CURRENT MAINTENANCE ANS OPERATION EXPENSES AND INTEREST AND SINKING FUND REQUIREMENTS; PROVIDING DUE AND DELINQUENT DATES; PENALTIES AND INTEREST; PROVIDING A HOMESTEAD EXEMPTION AND DISABILITY EXEMPTION; AND PROVIDING AN EFFECTIVE DATE.

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

SECTION 1. There be and is hereby levied for the fiscal year 2011/2012 on all taxable property, real, personal and mixed, situated within the corporate limits of the City of Lancaster, Texas, and not exempt by the Constitution of the State and valid State laws, a tax of eighty-six and seventy-five one thousandths cents ($0.8675) on each one hundred dollars ($100.00) assessed value of taxable property, and shall be apportioned and distributed as follows: **$0.6012 for the purpose of paying maintenance and operation, and, defraying the expenses of current operations, and $0.2663 for interest and sinking fund requirements of the** municipal government of the City.

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

SECTION 3. THAT THE TAX REVENUE WILL DECREASE FROM PROPERTIES ON THE TAX ROLL IN THE PRECEDING TAX YEAR BY 0.7% (PERECENTAGE BY WHICH TAX RATE WILL BE LOWER THAN EFFECTIVE TAX RATE CALCULATED UNDER CHAPTER 26, TAX CODE.)

SECTION 4. All ad valorem taxes shall become due and payable on October 1, 2011, and all ad valorem taxes for fiscal year 2011/2012 shall become delinquent after January 31, 2012. If any person fails to pay the ad valorem taxes on or before the 31st day of January 2012, the penalties and interest as set forth under Section 33.01 of the Texas State Property Tax Code shall apply.

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

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

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

SECTION 8. In accordance with the Texas State Property Tax Code, and effective with the passage of the ordinance, there is hereby provided an exemption of $30,000 on homestead property for those head-of-household persons who have attained the age of 65 years prior to January 1, 2011 and an exemption of $30,000 on disability designations.

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

DULY PASSED by the City Council of the City of Lancaster, Texas, on this the 12th day of September 2011.

APPROVED:

Marcus E. Knight

Marcus E. Knight, Mayor

ATTEST:

Dolle K. Downe

Dolle K. Downe, City Secretary

APPROVED AS TO FORM:

Robert E. Hager, City Attorney

ORDINANCE NO. 2010-09-19

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

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

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

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

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

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

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

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

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

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

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

APPROVED:

Marcus E. Knight

Marcus E. Knight, Mayor

ATTEST:

Dolle K. Downe

Dolle K. Downe, City Secretary

APPROVED AS TO FORM:

Robert E. Hager

Robert E. Hager, City Attorney

DEFINITIONS OF EXPENDITURE ACCOUNTS

City of Lancaster

Definitions of Expenditure Accounts

0100-0199 PERSONNEL SERVICES

0101 Salaries - Regular
Salaries and wages paid to employees filling council approved, permanent, full time positions

0102 Salaries - Part Time
Salaries and wages paid to part-time, seasonal, and hourly personnel

0103 Salaries - Overtime
Overtime wages paid which exceed a non-exempt employee's base compensation

0104 Salaries - Longevity
Length of service pay for permanent, full time employees.

0105 Group Health Insurance
City's participation in group hospitalization insurance plan

0106 TMRS
City's participation in retirement program for full-time employees

0107 FICA
City's portion of mandatory contribution of Federal Social Security at the total rate of 7.65% of yearly earnings

0108 Salaries - Paramedic
Additional pay for certified paramedics

0109 Salaries - Well Pay
Incentive pay for employees using less than a determined allotment of sick leave

0110 Dental Insurance
City's participation in dental insurance plan

0111 City Manager Benefits
Specified amount provided for city manager per contract

0112 Salaries - Out of Class Pay
Wages for employees temporarily assigned to work in higher position

0113 Car Allowance
Fixed monthly reimbursement to approved employees for use of personal vehicle on a regular basis for city business

0114 Salaries - Assignment Pay
Wages attributed to the performance of certain job functions as determined by the city

0115 Certification Pay
Incentive wages provided for employee held certifications

0120 Group Life Insurance
City participation in group life insurance plan

0130 Workers Compensation
Determined amount paid for workers compensation premiums

0200-0299 SUPPLIES

0201 Office Supplies
Supplies necessary for general office use (paper, pens, markers, staplers, etc…)

0202 Uniforms and Clothing
Apparel to be worn in the course of a job function. Includes uniforms, badges, footwear, protective clothing, etc…

0203 Motor Vehicle Supplies
Supplies and parts for the operation of motor vehicles including tires, batteries, filters, etc… Does not include fuel

0204 Minor Tools and Small Equipment
Small tools and small office equipment under $500 that does not require capitalization

0205 Janitorial and Cleaning Supplies
Includes soaps, wax, mops, brooms, paper towels, etc…

0206 Chemicals
Chemicals used in department job functions

0207 Signs
Small signs that are subject to rapid depreciation such as plastic in-house signs

0208 Educational and Rec. Supplies
Supplies used for public recreational and educational activities. Does not include in-service training supplies

0209 Botanical and Agricultural Supplies
Bulbs, fertilizers, plants, seeds, etc. used for parks and public grounds

0210 Food/Bev. - Meetings/Functions
Food and beverage costs necessary to conduct city business such as luncheons, receptions, and special meetings

0211 Other Operational Supplies
Additional expendable supplies needed for the operation of city functions

0212 Ammunition
Ammunition used by public safety personnel

0213 Prisoner Support
Supplies used in the support of prisoners such as food, linens, etc.…

0214 Postage and Delivery
Costs associated with the mailing and shipping of items

0215 Training Supplies
Books, publications, films, testing supplies, used for in-service training

0216 Medical Supplies
Supplies used in the treatment of patients such as medicines, bandages, etc… Included first aid products

0217 Swimming Pool Concession
Supplies purchased for resale in swimming pool concessions

0218 Fuel and Oil
Fuel and oil for city vehicles

0219 Data Processing Supplies
Costs associated with computer operations such as printer ink, disks, small programs, and other small supplies

0220 Investigation Supplies
Finger print kits, arson sniffer kits, film, and other items used for criminal investigation

0222 Course Supplies
Golf course supplies for maintenance

0223 Animal Food
Food for animals held at the animal shelter

0224 Animal Care Supplies
Medicines, disinfectants, gloves, etc… for animals at shelter

0225 Landscaping
Golf course purchase of trees, shrubs, for landscaping

0226 Seed
Seed for parks, landscaping, and golf greens

0228 Emergency Management Supplies
Supplies directly associated with the Emergency Management activity

0230 Civil Service Supplies
Supplies directly associated with the Civil Service activity

0300-0399 MAINTENANCE

0301 Building and Structures
Costs associated with the maintenance of city buildings and structures

0302 Motor Vehicles
Costs necessary for the maintenance of city vehicles

0303 Equipment and Machinery
Repair and maintenance for heavy equipment

0304 Streets
Repair and maintenance for city streets

0305 Sidewalks, Drainage, Bridges
Repair and maintenance for sidewalks, curbs, guttering , bridges, etc…

0306 Water Mains
Repair and maintenance of water mains

0307 Instruments and Apparatus
Repair and maintenance of instruments and apparatus

0308 Sanitary Sewer Mains
Repair and maintenance of existing sanitary sewer lines, manhole facilities, service connections

0309 Meters and Settings
Repair and maintenance of existing water metering devices

0310 Storage and Distribution Pumps
Repair and maintenance of existing underground, ground, and overhead water storage facilities

0311 Wells
Repair and maintenance of existing water wells

0312 Lift Stations
Repair of existing lift stations

0313 Furniture and Fixtures
Costs to maintain office furniture and fixtures

0314 Radio Equipment
Repair costs to radio equipment used for communications in various departments

0315 Park Equipment and Fixtures
Maintenance costs associated with city owned playgrounds, facilities, and public grounds

0316 Filtration Plants
Repair and replacement of swimming pool filtration system

0318 Office Equipment

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

0319 Traffic Sign System

Repair and maintenance of existing signs and signals in the city

0320 Street Markings

Costs to maintain street markings throughout the city

0321 Hydrants

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

0322 Irrigation

Maintenance costs on sprinkler systems

0340 Refuse containers

Cost of maintenance to commercial refuse containers

0341 Early Warning Sirens

Maintenance of city's civil defense sirens

0342 Computer Maintenance

Maintenance and repair for city computers and network

0343 Cart and Path Repair

Repairs to golf course cart paths

0344 Library Book Repairs

Repair and maintenance of library book collection

0345 Athletic Field / Pool Facilities

Maintenance to athletic competition fields and swimming pool facilities

0346 Heating and Cooling Systems

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

0350 Other Infrastructure Maintenance

Includes infrastructure repair and maintenance not relating to other specified categories

0351 Miscellaneous Maintenance

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

0363 Maintenance of Locks and Keys

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

0400 - 0599 OTHER SERVICES

0401 Telephone and Communications
Costs related to telephone system and other communications services

0402 Rental of Equipment
Costs for lease or rental of machinery or equipment. Includes office machines

0403 Casualty Insurance
Premiums on insurance for property and equipment, liability insurance, and surety bonds

0404 Court Costs
Jury and witness fees for municipal court; court costs for cases in the special investigation fund

0405 District Attorney Fees
District Attorney fees for cases files for special investigation fund, or other funds as needed

0406 Unemployment Insurance
All costs for unemployment insurance

0407 Special Services
Costs for miscellaneous services to the city, does not include professional services

0408 Advertising
Cost for promotion of city and for publication of legal advertising, public notices, and recruiting expenses

0409 Travel and Education
All costs associated with attending out of house functions. Includes meetings, seminars, etc… and associated costs

0410 Utilities - Electricity
Cost of electricity for city buildings and property

0411 Water Purchases
Payments to Dallas Water Utilities for purchase of water

0412 Sewage Treatment
Payments to Trinity River Authority for operations, maintenance, and debt service of sewage treatment facilities

0413 Sanitary Landfill
Payments for landfill for city brush collections made by the street department

0414 Dues and Subscriptions
Costs for memberships in professional organizations and subscriptions

0415 Mileage Reimbursement
Reimbursement for accountable mileage reimbursement for approved travel

0416 Other/Professional Services
Fees paid for professional services not included in another services account

0417 Purchase of Property
All expenses related to the purchase of property for city use

0418 Medical Expense
Costs for physical examinations, medical treatment, and hospital expenses not covered by insurance

0419 Awards
Annual employee awards banquet, council gifts and awards, proclamations, resolutions, etc…

0420 Internal Training
Professional costs for internal training programs provided for employees and held within the city

0421 Printing
Costs for printing reports, forms, documents, binding, etc…

0423 Contract Mowing
Costs of contract mowing

0424 Election Expense
Expenses related to the holding of city elections

0425 Workers Compensation
To include expenditure for insurance relating to job related injuries

0426 Volunteer Firemen's Pension
Cost of volunteer firemen's pension plan

0427 Engineering
Engineering costs for construction

0428 Housing Assistance
HUD housing assistance payments through grant programs

0429 Demolition Expense
Includes all expenses for approved demolition to condemned buildings

0430 Other Cities (Special Investigation)
Payments made to other cities from special investigation fund

0431 Survey
Surveying expenses for construction

0432 Architect
Professional architectural design of city buildings

0433 Animal Disposal Fees
Includes fees for disposing of animals

0434 Special Events

Special events planned for public

0435 Laboratory Charges

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

0436 Improvements by Contractors

Cost of miscellaneous improvements by contractors

0437 Contract Audit Services

Professional service for outside, independent audit services

0438 Testing

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

0439 Easement Acquisition

All costs involved with easement acquisition

0440 Consultant and Advisory Fees

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

0441 Planning Consultant Fees

Accounts for the cost of outside planning services

0442 Computer Professional Services

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

0443 Municipal Court Professional Services

Costs for retaining municipal court judge, prosecutor, etc…

0444 Tax Appraisal Services

Costs associated with appraising the ad valorum tax

0445 Pest Control Services

Cost of pest control for city facilities

0446 City Attorney Fees

Used to account for payments made to contract city attorney

0447 Co-Pay Impact Fees - Water

Account used to pay escrow for waived water impact fees

0448 Co-Pay Impact Fees - Wastewater

Account used to pay escrow for waived wastewater impact fees

0449 Future Grants Anticipated

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

0450 Administrative Fees
Includes service charges, costs for checks for city bank accounts, etc…

0451 Radio Tie-In to Parkland
Cost for paramedic radio tie-in to Parkland Hospital

0452 Filing Fees
All legal filing fees

0453 EMS Training
Costs associated with the training of emergency medical service personnel

0455 Certification Fees
Fees required for certifications for specified personnel

0456 Newsletter
Costs of publishing city newsletter

0458 Fireworks Show
Fireworks purchased for annual fireworks display

0460 Settlements
Accounts for settlement agreements

0461 Emergency 911 System Lease
Cost of leasing 911 Emergency system for police, fire, and ambulance services

0464 Rental of Office Space
Cost for office space rental

0465 Periodical and Publications
Includes newspapers, magazines, etc… purchased for public use

0468 Lancaster Chamber of Commerce
Payments allocated to support the Chamber of Commerce

0469 Storage
Cost of record and furniture storage

0470 Bad Debt Expense
Costs of uncollectible returned checks and other bad debt such as unpaid water, sewer, and refuse bills

0471 Co-Insurance
Costs for damages not covered by insurance or deductible charges

0472 Civil Service Director
Professional services for appointed civil service director

0474 Note Payments - Lease/Purchase
Payments for council approved equipment purchased specifically for note payment

0475 DARE Program Expenses

Expenses for the Police Department DARE program

0477 Recreation (Classes) Expenses

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

0478 Recreation (Athletic) Expenses

Costs associated with conducting athletic events

0479 Recreation (Special Events) Expenses

Costs involved in conducting special events

0480 Year-End Settlement

Year end settlement for HUD funds after audit

0482 Other Agencies

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

0483 Bond Issuance Costs

Costs to the city for the issuance of bonds

0484 Depreciation Expense - Buildings

Annual depreciation on buildings and structures

0485 Depreciation Expense - Equipment

Annual depreciation expense on city equipment

0486 Depreciation Expense - Park Equipment

Annual depreciation expense on park equipment

0490 Year End Fixed Asset Transfer

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

0491 Maps

Includes cost for having city maps printed

0492 Employee Market Adjustments

Budgeted amount to make adjustments as needed to salaries

0493 Moving Expenses

Costs associated with moving

0495 TRA Contract Bonds

Trinity River Authority Bonds

0496 Loss on Refunding

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

0497 Tuition Reimbursement

Expense to reimburse employees for approved college tuition

0498 Utilities - Gas
Cost of gas for city facilities

0499 Depreciation Expense - Park Improvements
Annual depreciation expense for improvements made to parks

0500 Revenue Bonds - Principal Retirement

0501 Revenue Bonds - Interest Expense

0502 Tax Bonds - Principal Retirement

0503 Tax Bonds - Interest Expense

0504 Reserve Fund Additions

0505 Agent Fees

0506 Combined Tax/Revenue Bonds - Principal Retirement

0507 Combined Tax/Revenue Bonds - Interest Expense

0508 Equipment Lease/Purchase - Principal Retirement

0509 Equipment Lease/Purchase- Interest Expense

0522 Contribution to Refunding

0526 Travel and Education - City Council: Mayor
Approved amount for mayor's travel and education

0527 Travel and Education - City Council: District 1
Approved amount for District 1 Councilperson's travel and education

0528 Travel and Education - City Council: District 2
Approved amount for District 2 Councilperson's travel and education

0529 Travel and Education - City Council: District 3
Approved amount for District 3 Councilperson's travel and education

0530 Travel and Education - City Council: District 4
Approved amount for District 4 Councilperson's travel and education

0531 Travel and Education - City Council: District 5
Approved amount for District 5 Councilperson's travel and education

0532 Travel and Education - City Council: District 6
Approved amount for District 6 Councilperson's travel and education

0533 City Council Discretionary Funds
Budgeted amount approved by council to be used at their discretion throughout the year

0534 Outreach Program
Funds allocated by City Council to fund Lancaster Outreach Center

0535 Health Department
Funds allocated to pay Health Department for their program in the city

0537 Dallas County Tax Collection Services
Contracted amount to pay for tax collection services

0538 Upgrade City Lighting
Funds to upgrade needed lighting in various neighborhoods within the city

0540 Municipal Court - Prosecutor Services
Contract amount for city prosecutor services

0541 Municipal Court - Judge
Contract amount for judge in city court

0542 Communications for Data Service
Funds for contracted data links to other agencies

0543 Janitorial Contract
Janitorial services provided to city buildings and facilities

0545 Professional Staff Development Training
Professional services for staff development

0554 Ambulance Billing and Collection Services
Cost to fund outside agency to bill and collect ambulance service fees

0556 Project Manager
Project manager fees paid to manage various approved projects and programs

0557 City Jail Contract
Funds for contacting of city jail services

0558 Employee Physical Assessment
Funds used for the physical assessment of employees

0559 Contract or Temporary Labor
Costs for temporary employees contracted from agencies

0560 Jail/Judicial Services: Prisoners
Cost for Judicial Services for prisoners under city jail contract

0600 - 0699 CAPITAL OUTLAY

0601 Land
Cost of Land Purchased

0602 Buildings and Structures
Costs related to the purchase and improvement of city buildings, including additions, new systems, etc…

0603 Sanitary Sewer System
New or additions to sewer lines, manhole facilities, etc…

0604 Water Mains
New or additions to the city water distribution system

0606 Streets and Drainage
Cost of construction of streets , including curb, gutter, paving and bridges

0607 Park System
Capital playground equipment, swimming pools, tennis courts, etc…

0608 Furniture and Fixtures
Desks, tables, chairs, book cases, credenzas, etc…

0609 Machinery and Equipment
Pumps, rodding machines, lifts, car racks, mowers, fire equipment, major tools, etc…

0610 Motor Vehicles
Automobiles, trucks, tractors, trailers, etc…

0611 Books
Library books purchased

0612 Meters and Settings
New meters and settings to water system

0613 Fire Hydrants
New fire hydrants purchased

0614 Service Connections
Connections for new water service

0615 Radio Equipment
Purchase of mobile radio units, radar equipment, etc…

0616 Refuse Containers
New refuse containers used

0617 Office Equipment
Capitalized office equipment

0618 Data Processing / Computer Equipment
Purchase of computers, printers, modems, etc…

0619 Traffic Control Devices
Purchase of additional traffic signs , signals, and poles

0620 Software
Purchase of major capital computer software

0621 Signs
Purchase of miscellaneous signs

0622 Vehicle
Capitalized transferable accessories

0623 Films / Audio Visual
Films and audio visual items purchased by library

0624 Hand Held Meters
Purchase of new equipment for hand held meter reading

0625 Police Equipment
Capitalized miscellaneous equipment for police use

0626 Sewer Connections
New service connection for sewer

0627 Surplus - Auction Property
Adjustment for equipment retired from service and available for auction

0628 Emergency Preparedness Equipment
Capital purchase for Emergency Management activity

0629 Fire Equipment
Capitalized miscellaneous equipment for fire department use

0630 Safety Equipment - Water/Wastewater
Equipment purchased for water/wastewater employees

0633 Testing Equipment
Capitalized testing equipment such as vehicle and large equipment function testing items

0700-0799 TRANSFERS OUT

0701 Transfer to General Operating Fund

0702 Transfer to General Obligation Debt Service Fund

0705 Transfer to Water and Sewer Operating Fund

0707 Transfer to Water and Sewer Debt Service Fund

0708 Transfer to Wastewater Contingency Fund

0709 Transfer to Airport Operating Fund

0711 Transfer to Police Special Investigation Fund

0713 Transfer to Parks and Recreation Fund

0714 Transfer to Hotel/Motel Occupancy Fee Fund

0715 Transfer to Equipment Replacement Fund

0716 Transfer to 4A LEDC Fund

0717 Transfer to 4B LRDC Fund

0718 Transfer to Golf Course Operating Fund

0720 Transfer to HUD Housing Fund

0721 Transfer to Emergency 911 Fund

0722 Transfer to Airport Debt Service Fund

0723 Transfer to Golf Debt Service Fund

0724 Transfer to Bridge Debt Service Fund

0725 Transfer to Water and Sewer 1998 Bond Debt Service Fund

0726 Transfer to 4B LRDC Debt Service Fund

0731 Transfer to Human Relations Commission Fund

0732 Transfer to Grant/Code Enforcement Fund

0733 Transfer to Block Grant/Police Fund

0735 Transfer to Information Services Fund

0738 Transfer to PTR Excess Property Tax Reduction Fund

0739 Transfer to Street Reserve Fund

0740 Transfer to Streets Capital Improvement Fund

0741 Transfer to 4B Capital Improvements Fund

0743 Transfer to Citywide Capital Improvements Fund

0745 Transfer to Water and Sewer Construction Fund

0746 Transfer to 98 Bond Water and Sewer Construction Fund

0753 Transfer to Stormwater Drainage Fund

Lancaster

BUDGET GLOSSARY

Budget Glossary

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

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

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

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

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

ADA: Americans with Disabilities Act.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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 Reguisition: The initial purchase request document that, if approved, is the basis for the preparation of the official purchase order.

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

Rating Agencies: Independent rating services that evaluate the creditworthiness of government entities in the process of issuing bonded debt.

Refunding Bonds: Bonds issued to retire bonds already outstanding. The refunding bonds may be used to provide the resources for redeeming outstanding bonds, or the refunding bonds may be exchanged with the holders of the outstanding bonds,

Reimbursement: Repayment to a specific fund for expenditures incurred or services performed by that fund to or for the benefit of another fund.

Replacement Cost: The cost of an asset which can render similar service, but which need not be of the same structural form as the property to be replaced.

Request for Proposals/Quotations (RFP/RFQ): Formal requests that government entities use in procuring professional services and purchasing major items of equipment or awarding construction contracts. The requests specify the government's requirements for the services requested and the parameters the bidders must consider in submitting their bids for the contract.

Reserve: An account used to indicate that a portion of a fund balance is restricted for specific purpose.

Resolution: A special or temporary order of a legislative body. An order of a legislative body requiring less legal formality than an ordinance or statute. (See Ordinance)

Retained Earnings: An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenue: Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, interest income, etc.

Revenue Bonds: Bonds whose principal and interest are payable exclusively from a revenue source pledged as the payment source before issuance.

Revenue Estimate: A formal estimate of how much revenue will be earned from a specific revenue source for some future period (typically a future fiscal year).

Risk Management: An organized attempt to protect a government's assets against accidental loss in the most economic method.

Rollback Tax Rate: This is made up of two separate components. The maintenance and operation portion of the rollback tax rate is the tax rate that is needed to raise eight percent more operating funds than the unit levied in the preceding year. The debt rate portion is the tax rate that is needed to pay the debt payments in the coming year. This part of the calculation does not depend on the prior year debt taxes at all - it simply considers what the unit will actually need for the coming year.

ROW: Rights-of-Way.

Single Audit: An audit performed in conjunction with the Single Audit Act of 1984 and Office of Management and Budget (OMB) Circular A-128, Audits of State and Local Governments. The Single Audit Act requires governments to have one audit performed to meet the needs of all federal grantor agencies.

Special Assessment: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Investigation Fund: A fund established to account for financial resources to be used by the Police Department for special investigations.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts or for major capital projects) that are legally restricted to expenditures for specified purposes,

Stormwater Fund: A fund created to account for financial resources used for the operations, administration, and debt services for storm water drainage.

Street Improvements Capital Fund: A fund used to account for financial resources designated for street and drainage improvements and to assemble costs related to these improvements.

Supplemental Request: A request to budget an activity at a level above current service levels in order to achieve increased or additional objectives.

Tax Base: The total value of all real and personal property in the city as of January 1st of each year, as certified by the Appraisal Review Board. The tax base represents net value after all exemptions.

Tax Levy: The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Tax Rate: A percentage applied to all taxable property to raise general revenue. It is derived by dividing the total tax levy by the taxable net property valuation.

TMRS: Texas Municipal Retirement System.

TNRCC: Texas Natural Resources Conservation Commission.

TRA: Trinity River Authority.

Trial Balance: A list of the balances of the accounts of a general ledger by debit and credit amounts.

TXDOT: Texas Department of Transportation.

User Charge: Charges or fees levied to recipients of a particular service (e.g., water, wastewater, waste collection).

W & S: Water and Sewer.

Water and Sewer Fund: A fund created to account for financial resources used for the operations and specific projects of a pump station, storage reservoir, elevated storage tank, waterline improvements, and debt service. It is operated in a manner similar to private business enterprises where the intent is cost recovery.

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

Yield: The rate earned on an investment based on the price paid for the investment, the interest earned during the period held, and the selling price or redemption value of the investment.

INVESTMENT POLICY

RESOLUTION NO. 2011-09-73

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS, ADOPTING THE CITY OF LANCASTER INVESTMENT POLICY; PROVIDING THAT ALL FUNDS OF THE CITY BE MANAGED AND INVESTED FOR SAFETY, LIQUIDITY, DIVERSIFICATION AND YIELD AND THAT INVESTMENTS BE CHOSEN IN A MANNER WHICH PROMOTES DIVERSITY BY MARKET SECTOR, CREDIT AND MATURITY; PROVIDING THAT THIS POLICY SERVES TO SATISFY THE REQUIREMENTS OF CHAPTER 2256 "PUBLIC FUNDS INVESTMENT ACT"; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, Chapter 2256 of the Government Code, commonly known as the "Public Funds Investment Act" requires the city to adopt an investment policy by rule, order, ordinance, or resolution; and

WHEREAS, the "Public Funds Investment Act" requires the treasurer; the chief financial officer, if not the treasurer, and the investment officer of the city to attend investment training; and

WHEREAS, the treasurer; the chief financial officer, if not the treasurer; and the investment officer of the city have attended an investment training course as required by the "Public Funds Investment Act"; and

WHEREAS, the attached investment policy and incorporated strategy comply with the "Public Funds Investment Act", as amended, and authorize the investment of city funds in safe and prudent investments;

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

Section 1. The City of Lancaster has complied with the requirements of the "Public Funds Investment Act", and the Investment Policy, as amended, attached hereto and incorporated herein by reference as Exhibit "A," is hereby adopted as the investment policy of the City effective September 12, 2011.

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 12th day of September, 2011.

ATTEST:

Dolle K. Downe

DOLLE K. DOWNE, CITY SECRETARY

APPROVED:

MARCUS E. KNIGHT, MAYOR

APPROVED AS TO FORM:

ROBERT E. HAGER, CITY ATTORNEY

City of Lancaster, Texas
Investment Policy

For consideration by the City Council on September 12, 2011

Introduction

The purpose of this document is to set forth specific investment policy and strategy guidelines for the City of Lancaster, Texas, the Lancaster Economic Development Corporation, and the Lancaster Recreation Development Corporation (City) in order to achieve the objectives in order of priority; safety, public trust, liquidity, diversification, and yield for all investment activity. This policy ensures compliance with Chapter 2256, Public Funds Investment Act of the Government Code to define, adopt and annually review the investment policy of the City.

I. Policy Statement

It is the policy of the City of Lancaster that the administration of its funds and the investment of those funds shall be handled as its highest public trust. Investments shall be made in a manner which will provide the maximum security of principal invested through limitations and diversification while meeting the daily cash flow needs of the City and conforming to all applicable state statutes governing the investment of public funds.

The receipt of a market rate of return will be secondary to the requirements for safety and liquidity. It is the intent of the City to be in complete compliance with local law and the Texas Public Funds Investment Act ("The Act"). The earnings from investment will be used in a manner that best serves the interest of the City.

II. Scope

This investment policy applies to all the financial assets and funds of the City. The City commingles its funds into two pooled investment funds for investment purposes for efficiency and maximum investment opportunity. These funds shall be defined in the City's Annual Financial Report and any new funds created by the City unless specifically exempted by the City Council and this policy.

III. Objective and Strategy

The City shall manage and invest with five primary objectives, listed in order of priority: safety, public trust, liquidity, diversification and yield. Investments are to be chosen in a manner which promotes diversity by market sector, credit and maturity. The choice of high-grade government investments and high-grade money market instruments is designed to assure the marketability of those investments should liquidity needs arise. To match anticipated cash flow requirements the maximum weighted average maturity of the overall portfolio may not exceed six months.

a) Safety
Safety of principal is the foremost objective of the City. Investments of the City shall be undertaken in a manner that seeks to insure the preservation of capital in the overall portfolio.

b) Public Trust
All parties of the City's investment process shall seek to act responsibly as custodians of the public trust. Investment advisors and officials shall avoid any transaction that might impair public confidence in the City's ability to govern effectively and maintain a sound, sustainable city government.

c) Liquidity
The City's investment portfolio will be based on a cash flow analysis of needs and will remain sufficiently liquid to enable it to meet all operating and debt/bond requirements which might be reasonably anticipated.

d) Diversification
Diversification of the portfolio will include diversification by maturity and market sector and will include the use of a number of broker/dealers for diversification and market coverage. Competitive bidding will be used on each sale and purchase.

e) Yield
The City's investment portfolio shall be designed with the objective of attaining a market rate of return, taking into account the City's risk constraints and the cash flow needs of the portfolio. "Market rate of return" may be defined as the average yield of the current six month U.S. Treasury Bill.

Effective cash management is recognized as essential to good fiscal management. Cash management is defined as the process of managing monies in order to ensure maximum cash availability. The City shall maintain a comprehensive cash management program which includes collection of accounts receivable, prudent investment of its available cash, disbursement of payments in accordance with invoice terms and the management of banking services.

IV. Legal Limitations, Responsibilities and Authority

Direct specific investment parameters for the investment of public funds in Texas are found in the Public Funds Investment Act, Chapter 2256, Texas Government Code, (the "Act"). The Public Funds Collateral Act, Chapter 2257, Texas Government Code, specifies collateral requirements for all public funds deposits. All investments will be made in accordance with these statutes.

V. Delegation of Investment Authority

The Chief Financial Officer, acting on behalf of the City is designated as the Investment Officer of the City and is responsible for investment management decisions and activities. The Director of Finance is designated as the Chief Financial Officer for the City of Lancaster. The Chief Financial Officer is also responsible for considering the quality and capability of staff, investment advisors, and consultants involved in the investment management and procedures. All participants in the investment process shall seek to act as a prudent person as custodian of the public trust.

The Investment Officer shall develop and maintain written administrative procedures for the operation of the investment program which are consistent with this policy. The Procedures will include reference to safekeeping, require and include the "Bond Market Master Repurchase Agreements" (as applicable), wire transfer agreements, banking services contracts, and other investment related activities.

The Investment Officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials and staff. The Investment Officer shall designate a staff person as a liaison/deputy in the event circumstances require timely action and the Investment Officer is unavailable.

No officer or designee may engage in an investment transaction except as provided under the terms of this policy.

<u>Authorization Resolution</u>

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

Prudence

The standard prudence to be used in the investment function shall be the "prudent person" standard and shall be applied in the context of managing the overall portfolio. This standard states:

> "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the expected income to be derived."

Limitation of Personal Liability

The Investment Officer and those delegated investment authority under this Policy, when acting in accordance with the written procedures and this Policy and in accord with the Prudent Person Rule, shall be relieved of personal liability in the management of the portfolio provided that deviations from expectations for a specific security's credit risk or market price change or portfolio shifts are reported in a timely manner and the appropriate action is taken to control adverse market effects.

VI. Internal Controls

The Investment Officer shall establish a system of written internal controls which will be reviewed annually with the independent auditor of the City. The controls shall be designed to prevent loss of public funds due to fraud, employee error, misrepresentation by third parties, unanticipated market changes, or imprudent actions by employees of the City.

Cash Flow Forecasting

Cash Flow forecasting is designed to protect and sustain cash flow requirements of the City. Supplemental to the financial and budgetary systems, the Investment Officer will maintain a cash flow forecasting process designed to monitor and forecast cash positions for investment purposes.

VII. Ethics and Conflicts of Interest

City employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair the ability to make impartial investment decisions. City staff shall properly disclose to the City Manager and City Secretary any material financial interest in a financial institution that conducts business with the City.

An investment officer or City Council member of the City who has a personal business relationship with an organization seeking to sell an investment to the

City shall file a disclosure statement disclosing that personal business interest. An investment officer who is related within the second degree by affinity or consanguinity to an individual seeking to sell an investment to the City shall file a statement with the Texas Ethics commission and the City Council disclosing that relationship.

VIII. Authorized Investments

Acceptable investments under this policy shall be limited to the instruments listed below and as further described by the Public Funds Investment Act.

A. Obligations of the United States Government, its agencies and instrumentalities and government sponsoring enterprises, not to exceed two years to stated maturity, excluding collateralized mortgage obligations (CMOs);

B. Fully insured or collateralized certificates of deposit from a bank doing business in the State of Texas and under the terms of a written depository agreement with the bank, not to exceed one year to stated maturity;

C. Repurchase agreement and reverse repurchase agreements as defined by the Act, not to exceed 180 days to stated maturity, provided an executed Bond Market Master Repurchase Agreement is on file with the City and the counterparty bank or primary dealer. Flex repurchase agreements used specifically for capital projects may extend beyond two years but only to match the expenditure plan of the projects;

D. No-load, SEC registered money market funds, each approved specifically before use by the City;

E. Constant dollar Texas Local Government Investment Pools as defined by the Public Funds Investment Act; and

If additional types of securities are approved for investment by public funds by state statute, they will not be eligible for investment by the City until this policy has been amended and the amended version is approved by the City Council.

<u>Competitive Bidding Requirement</u>

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

Delivery versus Payment

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

IX. Authorized Financial Dealer and Institutions

All investments made by the City will be made through either the City's banking services bank or a primary dealer. The Investment Officer will review the list of authorized broker/dealers annually. A list of at least three broker/dealers will be maintained in order to assure competitive bidding.

Securities broker/dealers must meet certain criteria as determined by the Investment officer. The following criteria must be met by those firms on the list:

- Provision of an audited financial statement each year
- Proof of certification by the National Association of Securities Dealers (NASD) and provision of CRM number
- Proof of current registration with the State Securities Commission

Every broker/dealer and bank with whom the City transacts business will be provided a copy of this Investment Policy to assure that they are familiar with the goals and objectives of the investment program. A representative of the firm will be required to return a signed certification stating that the Policy has been received and reviewed and that controls are in place to assure that only authorized securities are sold to the City.

X. Diversification and Maturity Limitations

It is the policy of the City to diversify its investment portfolio. Invested funds shall be diversified to minimize risk or loss resulting from over-concentration of assets in a specific maturity, specific issuer, or specific class of securities. Diversification strategies shall be established and periodically reviewed. At a minimum, diversification standards by security type and issuer shall be:

Security Type	Max % of Portfolio
U.S. Treasury obligations	100%
U.S. Government agencies and instrumentalities	not to exceed 50%
Fully insured or collateralized CDs	not to exceed 30%
Repurchase agreements	100%
Money Market funds	100%
For Bond funds	80%
Local Government Investment Pools	
Liquidity Pools	100%

Maximum percent ownership of pool	not to exceed 20%
For bond funds	not authorized

The Investment Officer shall be required to diversify maturities. The Investment Officer, to the extent possible, will attempt to match investment with anticipated cash flow requirements. Matching maturities with cash flow dates will reduce the need to sell securities prior to maturity, thus reducing market risk. Unless matched to a specific requirement, the Investment officer may not invest more than 20% of the portfolio for a period greater than five (5) years. The Investment Officer may not invest any portion of the portfolio for a period greater than ten (10) years.

XI. Safekeeping and Collateralization

The laws of the State and prudent treasury management require that all purchased securities be bought on a delivery versus payment basis and be held in safekeeping by either the City, an independent third party financial institution, or the City's designated banking services depository.

All safekeeping arrangements shall be designated by the Investment Officer and an agreement of the terms executed in writing. The third party custodian shall be required to issue safekeeping receipts to the City listing each specific security, rate, description, maturity, cusip number, and other pertinent information. Each safekeeping receipt will be clearly marked that the security is held for the City or pledged to the City.

All securities pledged to the City for certificates of deposit or demand deposits shall be held by an independent third party bank doing business in Texas. The safekeeping bank may not be within the same holding company as the bank from which the securities are pledged.

<u>Collateralization</u>

Collateralization on the time and demand deposits over the FDIC insurance coverage of $100,000, and repurchase agreements.

In order to anticipate market changes and provide a level of additional security for all funds, the collateralization level required will be 102% of the market value of the principal and accrued interest. Collateral will be held by an independent third party safekeeping agent.

XII. Performance Evaluation and Reporting

The Investment Officer shall submit monthly to the City Manager and quarterly reports to the City Council containing sufficient information to permit an informed outside reader to evaluate the performance of the investment program and consistent with statutory requirements. Reports shall include the monitoring of rating changes in the investments acquired with public funds and the liquidation of such investments. Market prices for market evaluations will be obtained from an independent source. All reports shall be in compliance with the Act.

XIII. Depositories

The City will designate one banking institution through a competitive process as its central banking services provider at least every three years. This institution will be used for normal banking services including disbursements, collections, and safekeeping of securities. Other banking institutions from which the City may purchase certificates of deposit will also be designated as a depository after they provide their latest audited financial statements to the City.

XIV. Continuing Education

The Director of Finance, and Assistant Director of Finance must each complete at least 10 hours of continuing education in subjects or courses of study related to investment practices and products not less than once each fiscal biennium.

XV. Investment Policy Adoption by City Council

The City's Investment Policy shall be adopted annually by the City Council. The policy and strategies shall be reviewed on an annual basis prior to adoption. A written resolution approving the review and changes to the policy will be passed and recorded by the City Council.

APPROVED:

Marcus E. Knight

MARCUS E. KNIGHT, MAYOR

ATTEST:

Dolle K. Downe

DOLLE K. DOWNE, CITY SECRETARY

APPROVED AS TO FORM:

ROBERT E. HAGER, CITY ATTORNEY

CITY FACILITY INFORMATION

City of Lancaster

Facilities

P. O. Box 940 Lancaster, Texas 75146

Web Site: www.lancaster-tx.com

Request City Services: www.lancaster-tx.com

Municipal Center • 211 North Henry Street • Lancaster, TX 75146

Department	Office	Fax
Administration/City Manager	972-218-1300	972-275-0917
Community Relations	972-218-1301	972-275-0921
City Secretary	972-218-1311	972-275-0923
Finance	972-218-1333	972-218-3613
Utility Administration	972-218-1328	972-218-3623
Purchasing	972-218-1329	972-218-3621
Economic Development	972-218-1314	972-218-3684

Community Development Service Center • 700 East Main Street • Lancaster, TX 75146

Department	Office	Fax
Animal Services	972-218-1200	972-218-1294
Code Compliance	972-218-1200	972-218-1294
Building Inspections	972-218-1200	972-218-1294
Streets/Stormwater	972-218-1200	972-218-1294
Parks	972-218-2304	972-218-3655
Building Services	972-218-3709	
Engineering	972-275-1710	972-275-1810

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	

Fire Station #3 • 1960 West Beltline Road • Lancaster, TX 75134

Department	Office	Fax
Station #3	972-218-2660	

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	972-218-3701	972-218-3795
Parks and Recreation Administration	972-218-3706	

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

Department	Office	Fax
Library	972-227-1080	972-218-3679

Regions Bank Building • 1425 North Dallas Avenue • Lancaster, TX 75146

Department	Office	Fax
Development Services Administration	972-275-1723	972-275-1822
Planning & Development	972-275-1723	972-275-1823
Housing	972-275-1750	972-275-1860
Human Resources/Personnel	972-275-1790	972-275-1894

Vehicle Maintenance • 521 East Third Street • Lancaster, TX 75146

Department	Office	Fax
Vehicle Maintenance	972-275-1461	972-218-5639

James R. Williams Pump Station • 1999 North Jefferson • Lancaster, TX 75146

Department	Office	Fax
Public Works Administration	972-275-1700	972-275-1810
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
Auxiliary Museum	972-227-2579	972-227-9555
Chamber of Commerce	972-227-2579	972-227-9555

Country View Golf Course • 240 West Beltline Road • Lancaster, TX 75146

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

Cedardale Softball Complex • 1801 Cedardale Road • Lancaster, TX 75134

Department	Office	Fax
Recreation	972-218-3701	

For additional information, please contact:

Opal Mauldin Robertson, City Manager
972-218-1304 orobertson@lancaster-tx.com

Sheree Haynes, *Director of Finance*
972-218-1333 shaynes@lancaster-tx.com

Susan Cluse, Assistant Finance Director
972-218-1323 scluse@lancaster-tx.com

Alicia Oyedele, Assistant to the City Manager
972-218-1303 aoyedele@lancaster-tx.com

Lancaster