

City of Lancaster

Fiscal Year 2016-2017

Budget Cover Page

This budget will raise more revenue from property taxes than last year's budget by an amount of \$1,997,745, which is an 18.8 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$550,980.

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

FOR:

Mayor Marcus E. Knight
Council Member Spencer W. Hervey Jr.
Council Member Clyde C. Hairston

Mayor Pro Tem Carol Strain-Burk
Deputy Mayor Pro Tem Stanley Jaglowski
Council Member Nina Morris

AGAINST: None

PRESENT and not voting: None

ABSENT: Council Member Marco Meija

Property Tax Rate Comparison

	2015-2016	2016-2017
Property Tax Rate:	\$0.867500/100	\$0.867500/100
Effective Tax Rate:	\$0.811187/100	\$0.772284/100
Effective Maintenance & Operations Tax Rate:	\$0.563298/100	\$0.589234/100
Rollback Tax Rate:	\$0.871918/100	\$0.945716/100
Maintenance & Operations Rate	\$0.601200/100	\$0.601200/100
Debt Rate:	\$0.266300/100	\$0.266300/100

Total debt obligation for City of Lancaster secured by property taxes:
\$1,116,362.

NOTE: There is **No Tax Increase in this budget.** The City will continue to maintain its current tax rate of .867500 per \$100 valuation.

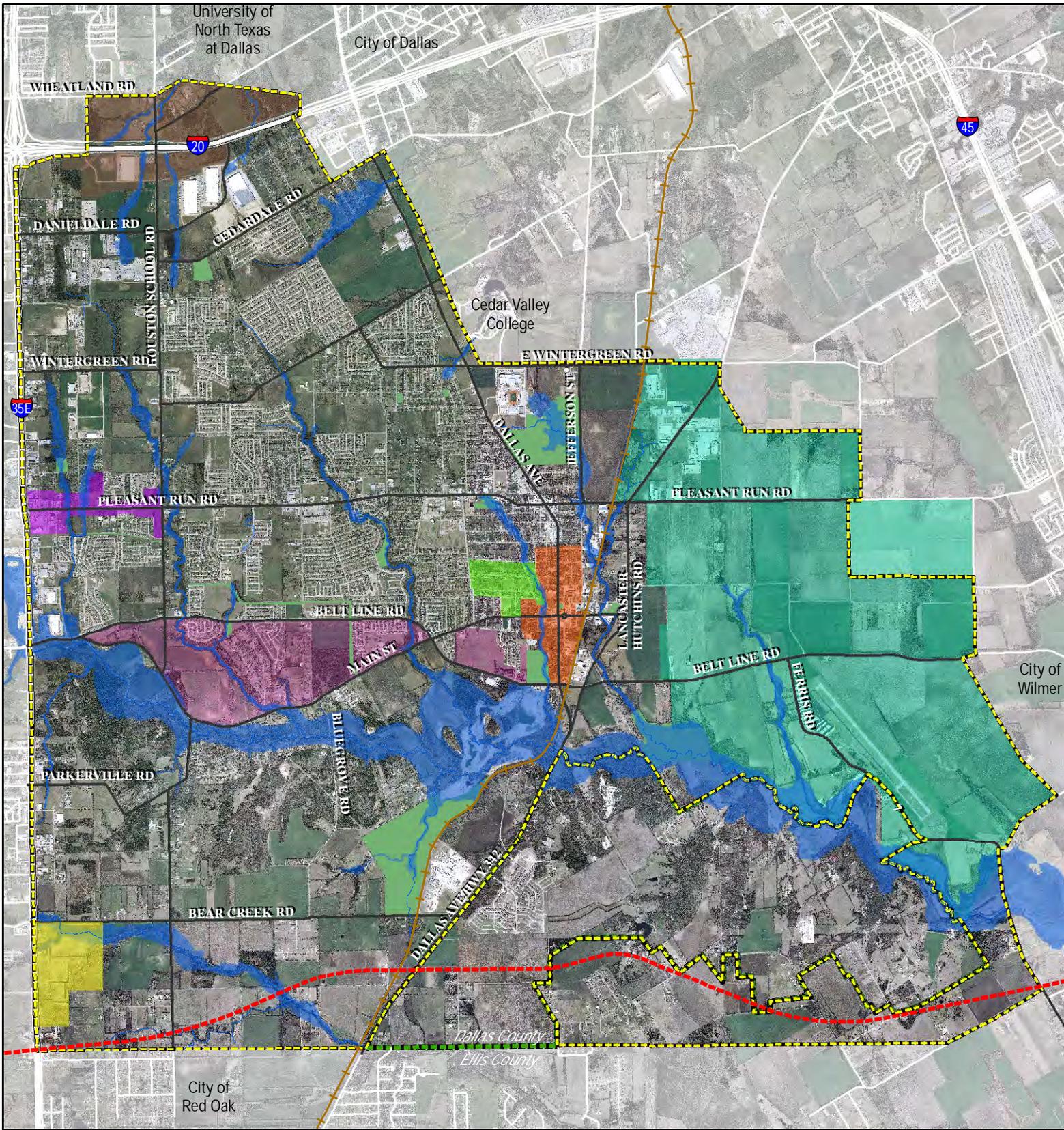
2015-2025
the decade of
Renaissance



FY 2016-2017

ADOPTED BUDGET

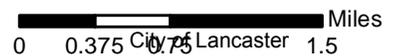
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Legend

	City Limits		Campus District
	Lancaster ETJ		Historic Districts
	Parks		Lanport District
	Creeks		Medical District
	Proposed Interstate		Mills Branch
	Floodplain		Redevelopment District
	FY 2016-2017		Sundial Center

City of Lancaster



City of Lancaster, Texas

Annual Budget



For Fiscal Year

October 1, 2016 to September 30, 2017

As Presented to Mayor and City Council

City of Lancaster

2016-2017 Annual Budget

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financially sound government

The City has a long-range financial plan and has prudent fiscal policies and processes in place. It has met or exceeded all 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.

healthy, safe & vibrant community

Lancaster is a place where we enhance public safety in our neighborhoods. The community unites at city-wide events and participates in recreational and cultural activities that keeps residents involved and engaged in their respective neighborhoods. Compassionate enforcement personnel help to sustain vibrant residential and business communities. All residents have access to parks and leisure facilities where they live.

sound infrastructure

The City has well-maintained streets and well-planned preventative maintenance programs for infrastructure; including streets, water, storm water, wastewater and other assets.

1. Infrastructure project - Pleasant Run Road Phases 1, 2 & 3 – 4
2. Complete Golf Course assessment
3. Implement Facility and Infrastructure needs assessment for future Bond issue
4. Complete the Fleet Maintenance Facility

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 is engaged with residents and attends community events, upholds strong customer service, and uses technology to aid them in working smarter.

1. Lancaster University – Establish a professional level training program for all levels of employees
2. Continue Compensation Policy – Commitment to average of survey cities - progression

civic engagement

The City provides a variety of opportunities for involvement through special events, boards and commissions, youth and parent volunteer opportunities in recreation, sports teams, City elections, Civic Academies, Schools and City-wide celebrations.

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 includes 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.

1. Develop a "Land Bank" strategy for City property.
2. Develop a plan to show developers the opportunities for building custom homes
3. Create and implement a retail strategy so we are clear on what types of retail development the City wants to attract
4. Downtown TIF – Build a new City Hall
5. Complete Comprehensive Plan – Implementation Strategy
6. Review Economic Development Policy
7. Review existing Incentive Policy

City of Lancaster

Principal City Officials

City Council

Marcus E. Knight	Mayor.....	Term Expires May 2018
Carol Strain-Burk.....	Mayor Pro Tem, District 1	Term Expires May 2019
Stanley Jaglowski	Dep. Mayor Pro Tem, District 2...	Term Expires May 2017
Marco Mejia.....	Council Member, District 3.....	Term Expires May 2019
Spencer W. Hervey, Jr. ..	Councilmember, District 4	Term Expires May 2017
Clyde C. Hairston.....	Council Member, District 5.....	Term Expires May 2019
Nina Morris.....	Council Member, District 6.....	Term Expires May 2017

City Executive Staff

Opal Mauldin-Robertson	City Manager
Rona Stringfellow	Assistant City Manager
Fabrice Kabona	Assistant to the City Manager
Sorangel O. Arenas	City Secretary
Baron Sauls	Director of Finance
Dori Lee	Director of Human Resources
Ed Brady	Director of Economic Development
Jermaine Sapp.....	Director of Equipment & Facility Services
Jim Brewer	Director of Public Works
Rob Franklin.....	Fire Chief
Sam Urbanski	Interim Police Chief
Sean Johnson	Managing Director of Quality of Life & Cultural Services

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, 2016

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 2016-2017, City of Lancaster Annual Operating Budget. The adopted budget is submitted in accordance with all statutory requirements as well as the City Council's desire to produce a "no tax rate increase" budget. It outlines the City's spending plan and priorities for the coming fiscal year, which runs from October 1, 2016 to September 30, 2017.

The adoption of the City's budget is arguably the single most important document the City produces each year. More than any other individual plan, report, resolution, or ordinance, the annual budget document defines your collective vision, values, and policy objectives for our City. The FY 2016-2017 budget was prepared with the goal of providing quality, innovative services that set the standard for professionalism and excellence.

The last year has seen a progressive trend in local economic conditions with an increase in commercial projects. Sales tax is trending to end the year with a 9.31% increase which is slightly higher than the original budgeted estimates. This past year Lancaster properties have seen an increase of 14.9% in market value, the consistency in increase of property value places us significantly over what the property value was prior to the 2012 tornado. Most major revenue sources have held steady. Based on these factors along with future projects that will begin in the next few years, we remain optimistic regarding the City of Lancaster's future opportunities.

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

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

The total proposed budget revenues for all funds for Fiscal Year 2016-2017 is \$51,276,002; expected operating expenditures equal \$50,137,022 annual debt service equals \$4,718,311; with total authorized staff of 291.5 employees.

BUDGET HIGHLIGHTS

PROPERTY TAX

This budget will raise more revenue from property taxes than last year's budget by an amount of \$1,997,745, which equates to an increase of 18.8% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$550,980.

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

For:

Mayor Marcus E. Knight
Council Member Spencer W. Hervey Jr.
Council Member Clyde C. Hairston

Mayor Pro Tem Carol Strain-Burk
Deputy Mayor Pro Tem Stanley Jaglowski
Council Member Nina Morris

Absent: Council Member Marco Meija

Property Tax Rate:	\$0.867500/100
Effective Tax Rate:	\$0.772284/100
Effective Maintenance & Operations Tax Rate:	\$0.589234/100
Maintenance & Operations Rate	\$0.601200/100
Rollback Tax Rate:	\$0.945716/100
Debt Rate:	\$0.266300/100

General Fund Revenues

The City's total tax base increased by 16.42%, or approximately \$291,768,690. Based on the Certified Tax Roll received from the Dallas Central Appraisal District, the City's tax base is \$2,068,483,920. From the current tax rate of \$0.8675 per \$100 of assessed valuation, the maintenance and operations (M&O) apportionment of the tax rate is \$0.6012 and the interest and sinking fund requirements of the tax rate is \$0.2663. These rates did not change from the prior fiscal year.

The budgeted revenue in the General Fund is \$23,441,407 compared to the estimated \$21,313,275 in the prior fiscal year. This represents an increase of approximately \$2,128,132 or 10%. In the upcoming budget year, we estimated sales tax revenue of \$4,828,125.

General Fund Expenditures

The total General Fund expenditures are budgeted at \$24,183,595 a 9.1% increase from the FY 2015-2016 budget.

The two largest sources of revenue within this fund are property tax and sales tax. These two sources account for approximately 74% of the fund's total revenue in FY 2016-2017. Based on our projections, sales taxes should generate \$4,828,125 or 20.6% of the General Fund in FY 17. Property taxes are projected to generate \$12,615,725 or 53.8%.

Other Budget Highlights

The focus of this budget is financial sustainability that proactively addresses current economic restraints. As a municipal government we are implementing strategies that maintain the quality of services delivered to our community, in a lean fiscal environment. These strategies include promoting an avenue by which the City of Lancaster can attract and retain quality employees. The City's employees are a valuable asset. In order to accomplish this, the FY 2016-2017 budget places great emphasis in maximizing limited resources and developing long-term sustainability.

Water and Wastewater Fund

Expenses for fiscal year 2016-2017 are budgeted at \$13,166,329 or \$3,212 decrease over the prior fiscal year 2015-2016. The City experienced a 2.6% increase in costs from Dallas Water Utilities (DWU). Despite this increase, the Water and Wastewater fund remained healthy enough to absorb the cost and prevent an increase in Water and Wastewater utility rates in FY 17.

Compensation Survey

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

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

Council has taken steps towards achieving the stated goal by providing a 3% pay plan adjustment in 2013; 5% pay plan adjustment in FY 2014; 2% pay plan adjustment in FY2016; and 5% pay plan adjustment for all full time employees in FY 2016/2017, with the exception of members of the executive team who received a lower pay plan adjustment of 3%.

Summary

The Executive Summary will provide a more detailed overview of items included in the FY 2016-2017 adopted budget.

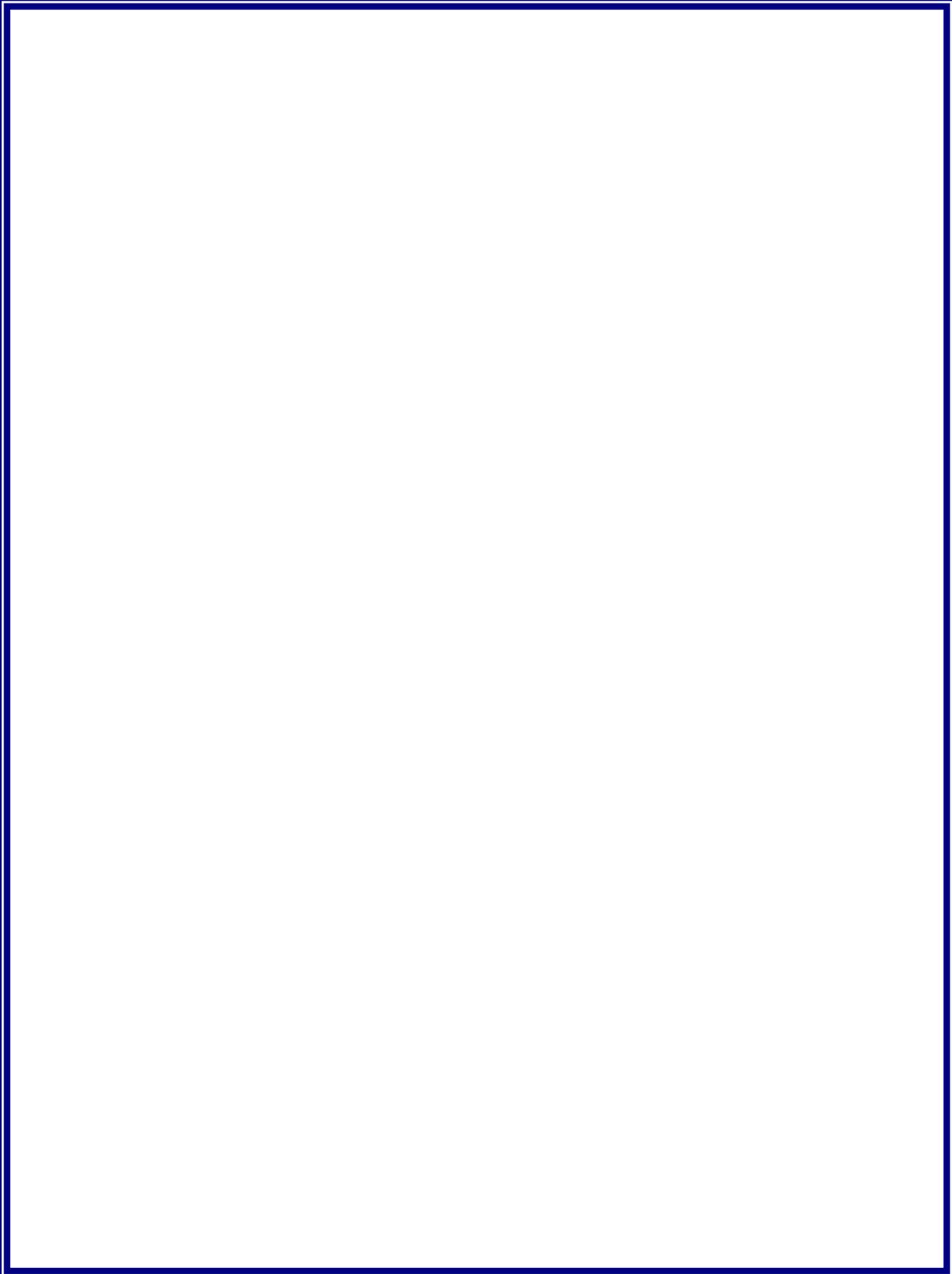
In conclusion, as we prepare to move into the new fiscal year I would encourage us all- City Council, City staff, and City residents alike to not only focus on what's ahead but likewise to not forget our not-so-distant past. The City of Lancaster is growing; we are no longer just a small town suburb that many still remember. Lancaster's future is undeniably brighter than ever.

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

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

Respectfully submitted,


Opal Mauldin-Robertson
City Manager



EXECUTIVE SUMMARY

EXECUTIVE

This Executive Overview has been prepared as a general overview to the FY 2016-2017 Budget for the City of Lancaster. It provides a brief review of the fiscal plans of the City Council and Administration.

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

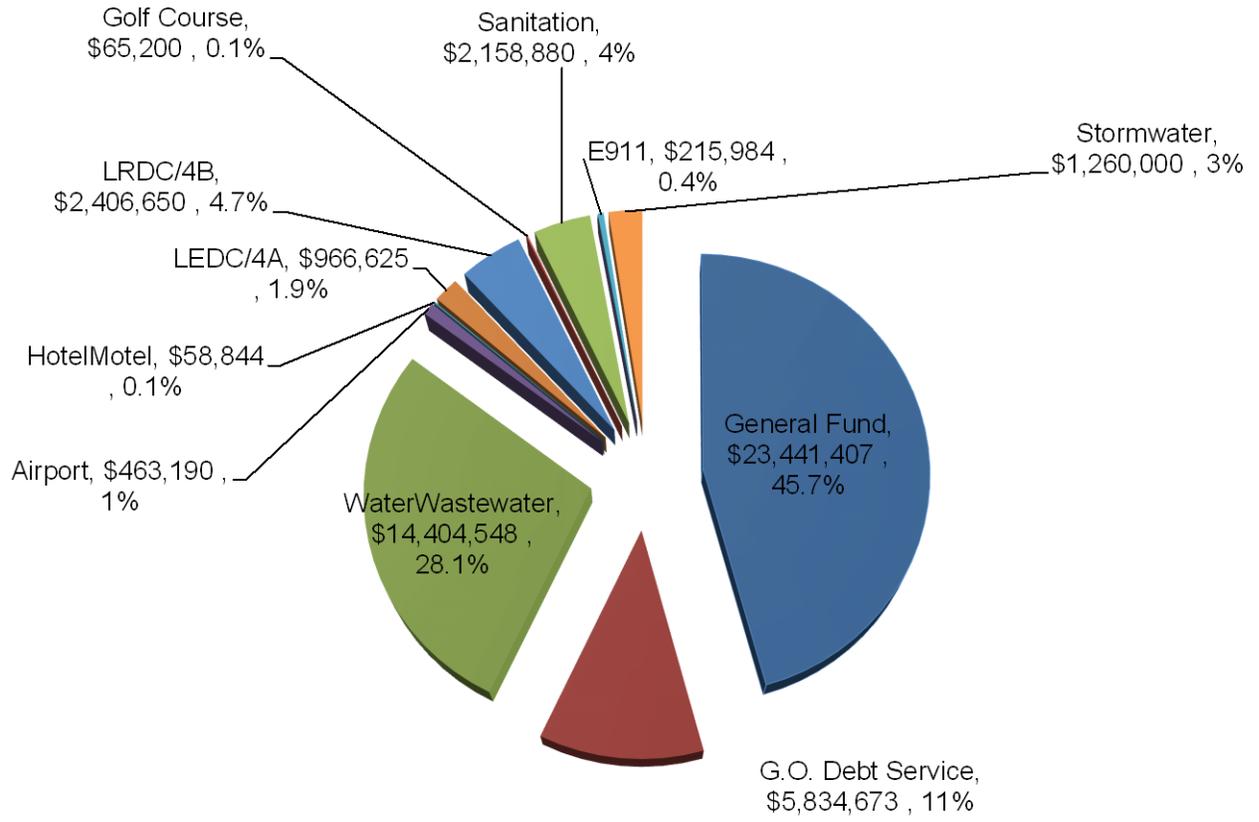
The City Council has adopted six goals aimed at guiding Lancaster's future growth and development as well as focusing on the efforts of the City organization. The goals incorporated in the 2016/2017 budget are as follows:

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

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

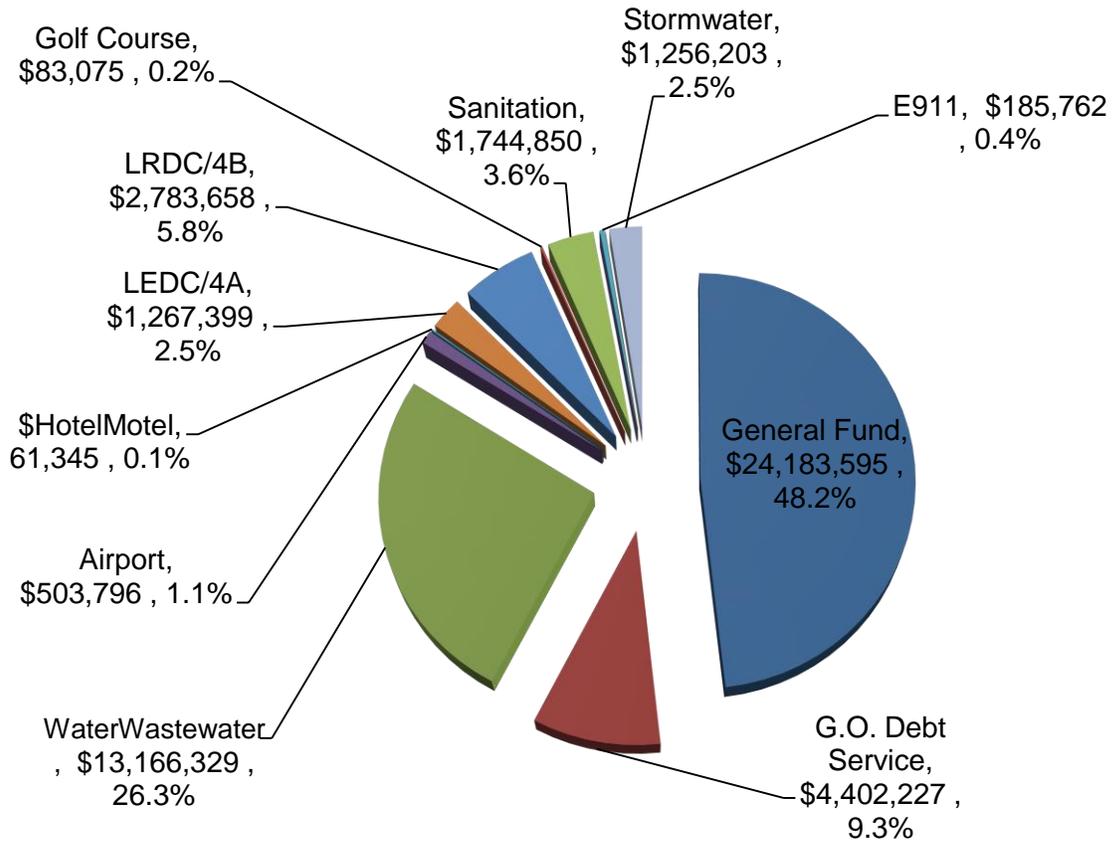
EXECUTIVE

SUMMARY OF REVENUES BY FUND



EXECUTIVE

SUMMARY OF EXPENDITURES BY FUND



EXECUTIVE

GENERAL FUND

The General Fund provides basic City services that are supported through tax revenues and user fees. The General Fund accounts for approximately 45.7% of total revenues of the City. Based on historical information and economic trends, the FY2016-2017 adopted budget for the General Fund reflects a revenue projection of \$23,441,407. Total budgeted General Fund revenue increased by approximately 10% compared to 2015-2016 revenues of approximately \$21,313,275. A discussion of each of the primary sources of revenue in the General Fund is included in the following pages.

PROPERTY TAX

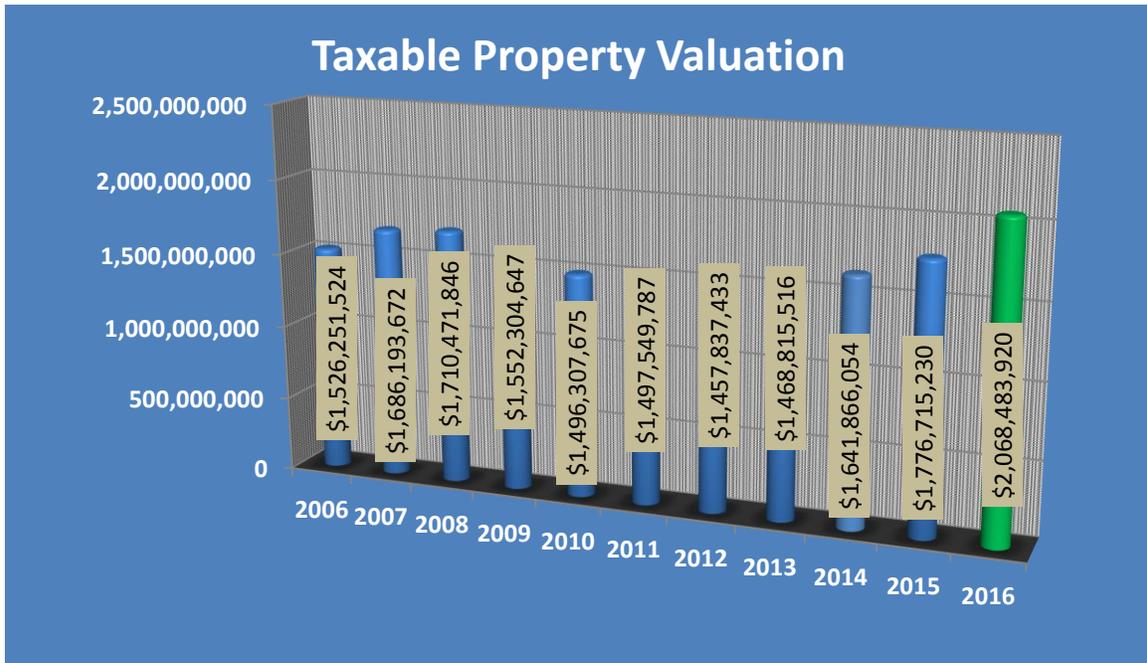
The General Fund's single largest source of revenue is the property tax. Except those with specific exemptions or abatements, property taxes are assessed to all property owners in Lancaster. General property tax revenues are derived from taxes levied based upon the assessed value of real property and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

Current property tax revenue for 2016-2017 is budgeted at \$12,615,725, an increase of approximately \$1,997,745. Over the past ten years, Lancaster's property tax base has increased from \$1,526,251,524 in 2006 to the current base of approximately \$2,068,483,920 or 35.5%. 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
- ❖ Neighborhood Services/Code Compliance
- ❖ Public Streets Maintenance
- ❖ Animal Control Services
- ❖ Emergency Management Services
- ❖ Emergency Communication Services

EXECUTIVE



Tax Rate

The approved budget for FY 2016-2017 reflects no change in the ad valorem tax rate of 0.867500. The adopted distribution for the tax rate remains unchanged from FY 2016-2017 set at .601200 per \$100 valuation for Operations and Maintenance and 0.266300 per \$100 valuation for the Interest and Sinking.

Property Tax Historical Distribution

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

EXECUTIVE

Top Ten Property Tax Payers in 2016

Owner Name	Market	Taxable
PROLOGIS	\$136,927,020	\$136,927,020
AT&T CORP	\$65,506,450	\$65,506,450
ONCOR ELECTRIC DELIVERY	\$57,816,640	\$57,816,640
SWIFT TRANSPORTATION INC	\$47,541,300	\$47,541,300
UNITED NATURAL FOODS INC	\$55,736,010	\$40,924,846
MOBIS PARTS AMERICA LLC	\$53,835,090	\$35,787,665
WALMART STORES INC	\$24,389,780	\$24,389,780
QUAKER PEPSICO	\$27,586,940	\$18,960,497
PLEASANT RUN JOINT VENTURE	\$17,888,750	\$17,888,750
LOWES HOME CENTERS LLC	\$16,371,210	\$14,328,083
TOTAL TAX UNIT	\$503,599,190	\$460,071,031

SALES TAX

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

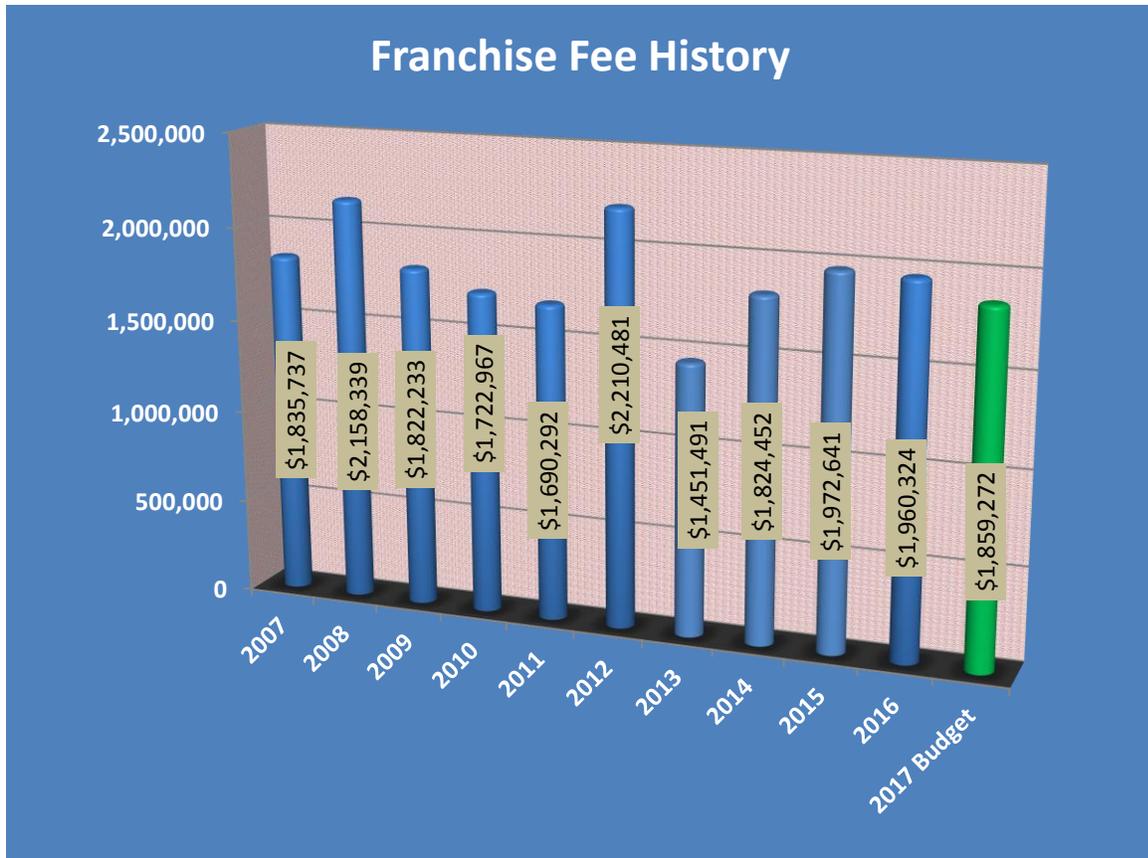
General Fund Sales tax is budgeted at \$4,828,125 which accounts for 20.6% of General Fund revenue. The following chart reflects the trend of actual sales tax collections for the city as a whole.

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

EXECUTIVE

Franchise Fees

Franchise Fees are charged for the continued use of the public rights-of-way. Franchise Fees account for approximately 8% of General Fund revenue. The largest portion of franchise revenue is derived from electric franchise. Total Franchise Fees are projected at \$1,859,272. This is slightly higher than 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
LEDC
Golf

Stormwater
LRDC
Airport
Sanitation

EXECUTIVE

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 \$1,816,435.

Fines and Forfeitures

Fines and Forfeitures include revenue derived from various sources such as court fines, animal fees, and other public safety fees including warrant, subpoena, and probation fees. Fines and forfeitures account for approximately 3% of General Fund revenue. Fines and Fees are budgeted at \$689,500.

Charges for Service, Interest, Licenses & Permits, and Other Revenue

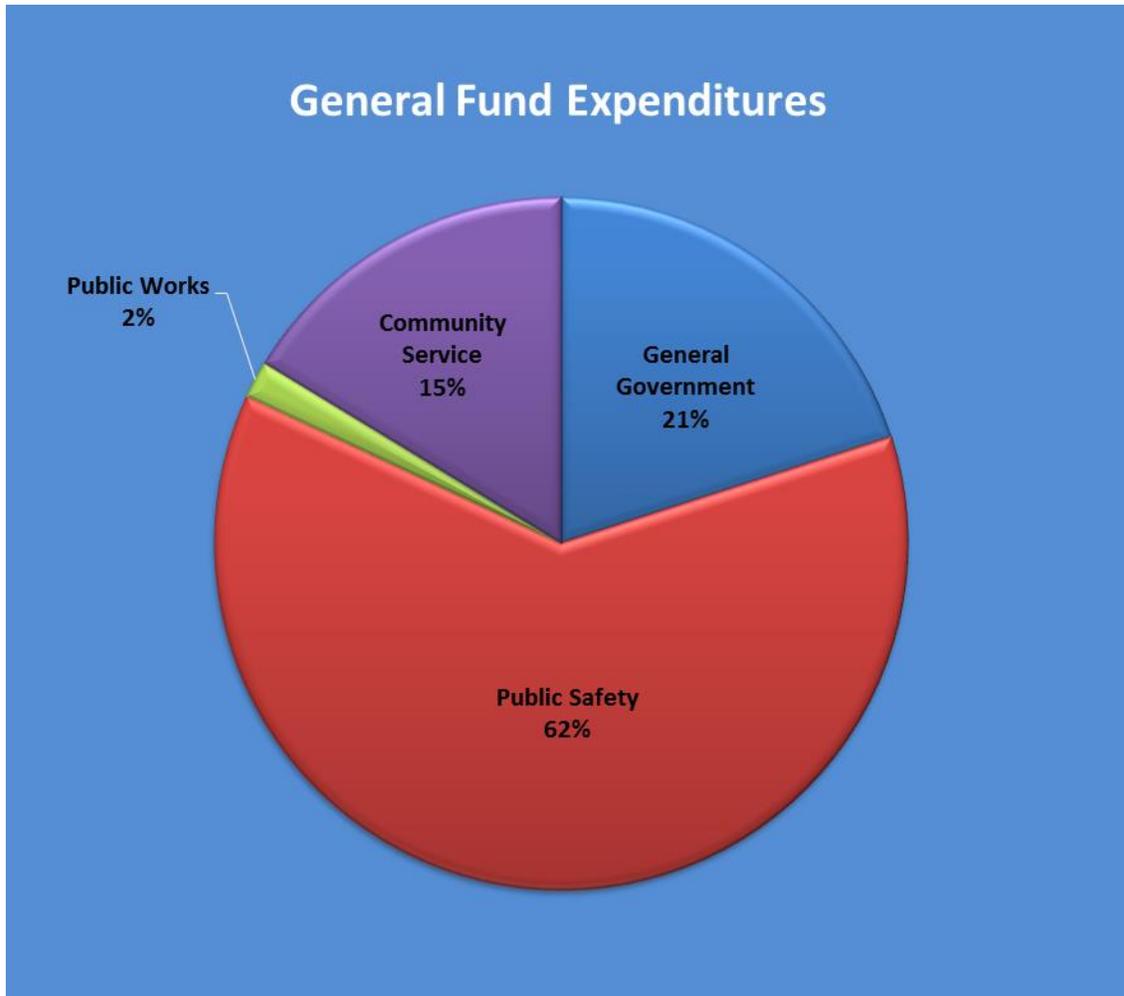
Other revenue consists of various sources including ambulance service, interest earnings, refunds and recoveries of expenditures. The Fiscal Year 2016-2017 budget for other revenue is \$1,632,350.



GENERAL FUND EXPENDITURES

The Adopted General Fund Budget for Fiscal Year 2016-2017 is \$24,183,595. This is an increase of 9.1% from the Fiscal Year 2015-2016 adopted budget. The following narrative section describes the expenditures in detail.

EXECUTIVE



Public Safety (Police, Fire, & Civil Service)

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

Public Safety accounts for 62% of the General Fund budget. The total Public Safety budget is \$14,969,020. This represents a 5.1% increase from the Fiscal Year 2015-2016 budget.

General Government

The general government function accounts for approximately 21% of General Fund expenditures. The General Government function includes the following departments:

EXECUTIVE

City Council
City Manager's Office
Legal
City Secretary
Finance

Purchasing
Human Resources
Information Technology
Equipment Services & Facilities

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 \$4,849,885.

Other Divisions

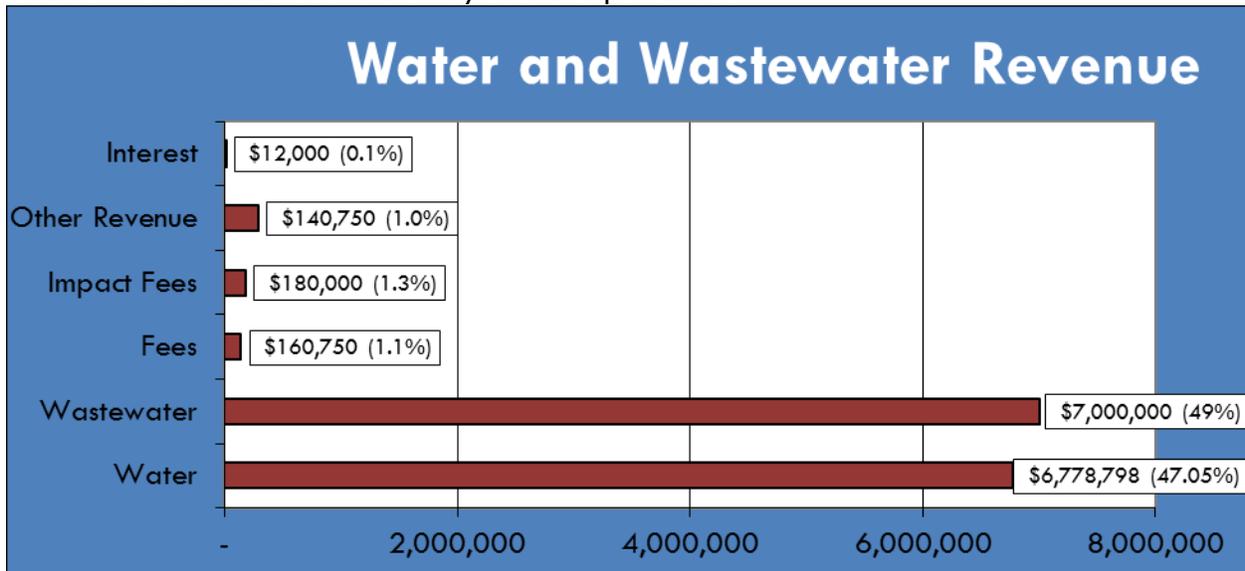
Other departments include Public Works, Community Services, Community Development and Non-Departmental. These divisions make up approximately 18% of General Fund Expenditures.

Fund Balance

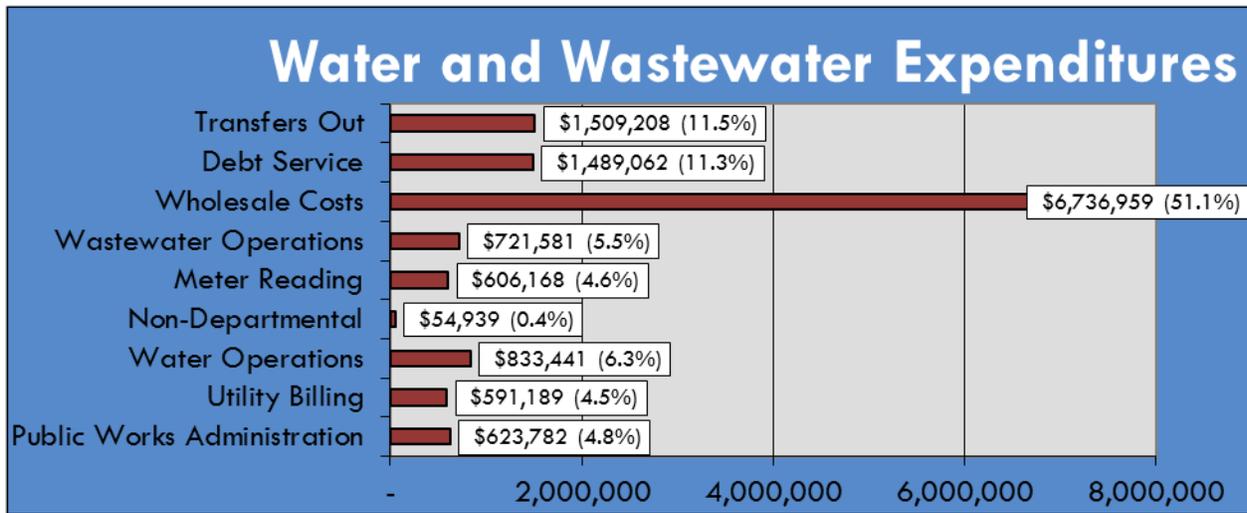
The General Fund is estimated to end the 2016-2017 fiscal year with a fund balance of \$3,335,533. This represents approximately 6.7% of operating expenditures.

WATER AND WASTEWATER (SEWER) FUND

The municipal water system serves approximately 16,182 connections with an average consumption of 13,806 gallons annually. There are roughly 10,557 connections to the City's Sewer System. The Water and Wastewater Fund accounts for approximately 28% of the City's total revenues and 26.3% of the City's total expenditures.



EXECUTIVE



Fiscal year 2016-2017 water and wastewater revenues are expected to increase by approximately \$124,000 or 0.9% from year end estimates for fiscal year 2015-2016. Budgeted Expenditures are \$13,166,329 this fiscal year compared to the prior year of \$13,169,541. The Water and wastewater fund balance is projected at \$1,238,219 at the end of the 2017 fiscal year.

DEBT OVERVIEW

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

COMMUNITY INFORMATION

City of Lancaster

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

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

Historical Overview

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

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

The founder of Lancaster was "Honest A" Bledsoe. Bledsoe was born in Lancaster, Garrard County, Kentucky in 1801. An interesting note about his name: according to family lore, when his father, Moses Bledsoe, first looked at his newborn son, he is said to have remarked, "He looks like a Bledsoe". Thus his name, A Bledsoe, is unmarked by a period. As

a young man, Bledsoe had settled in Missouri. In 1846, he ventured to the new state of Texas. Liking what he saw, he secured a 640-acre tract of land one mile west of what was later to become the town site of Lancaster and returned to Missouri to collect his wife and six children. Once his family was settled in Texas, Bledsoe began various speculative enterprises by which he hoped to make his fortune.

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

Community Information

Demographics – **Population:** 37,550 **Land Area:** 33.150 Sq. Miles
Median House Value: \$107,150 (Market value) **Avg Household Income:** \$51,131

Housing – The average new housing costs in the City of Lancaster range from the 84,000-120,000's and up. The residential housing in the community consist of 12,647 homes: single family 86.1%, multi family 2.8% and other 11.1%. The median household income is \$57,542. The average family size is 3.47. 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. Crescent Medical Center opened this year on Pleasant Run in the old Lancaster Hospital facility with physician offices and walk-in emergency care. Within close proximity are Methodist Charlton Medical Center, Baylor Medical Center, and Methodist Dallas Medical Center.

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

The Community Park features a six (6) acre pond with a fishing pier, walking trails, grassy amphitheater with a performance stage by the water, lighted youth football and soccer

fields, two picnic pavilions, a large multi-age level playground, and the Royce Clayton/Texas Rangers Youth Ballpark which is lighted, irrigated and has a covered grandstand for 500 spectators. The same architect who designed the Texas Rangers' Ballpark in Arlington designed the Ballpark.

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

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

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

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

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

Public Schools – The Lancaster Independent School District (LISD) educates over 6,190 students annually. The LISD operates on a \$53 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.

Colleges and Universities – 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 businesses to utilize.

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

Lancaster 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 1950's. It was also the regions' first electric-powered building and where area residents' electricity bills were paid for more than 50 years. The Lancaster Visitors Center and City of Lancaster State Auxiliary Museum continue in this rich tradition.

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

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

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

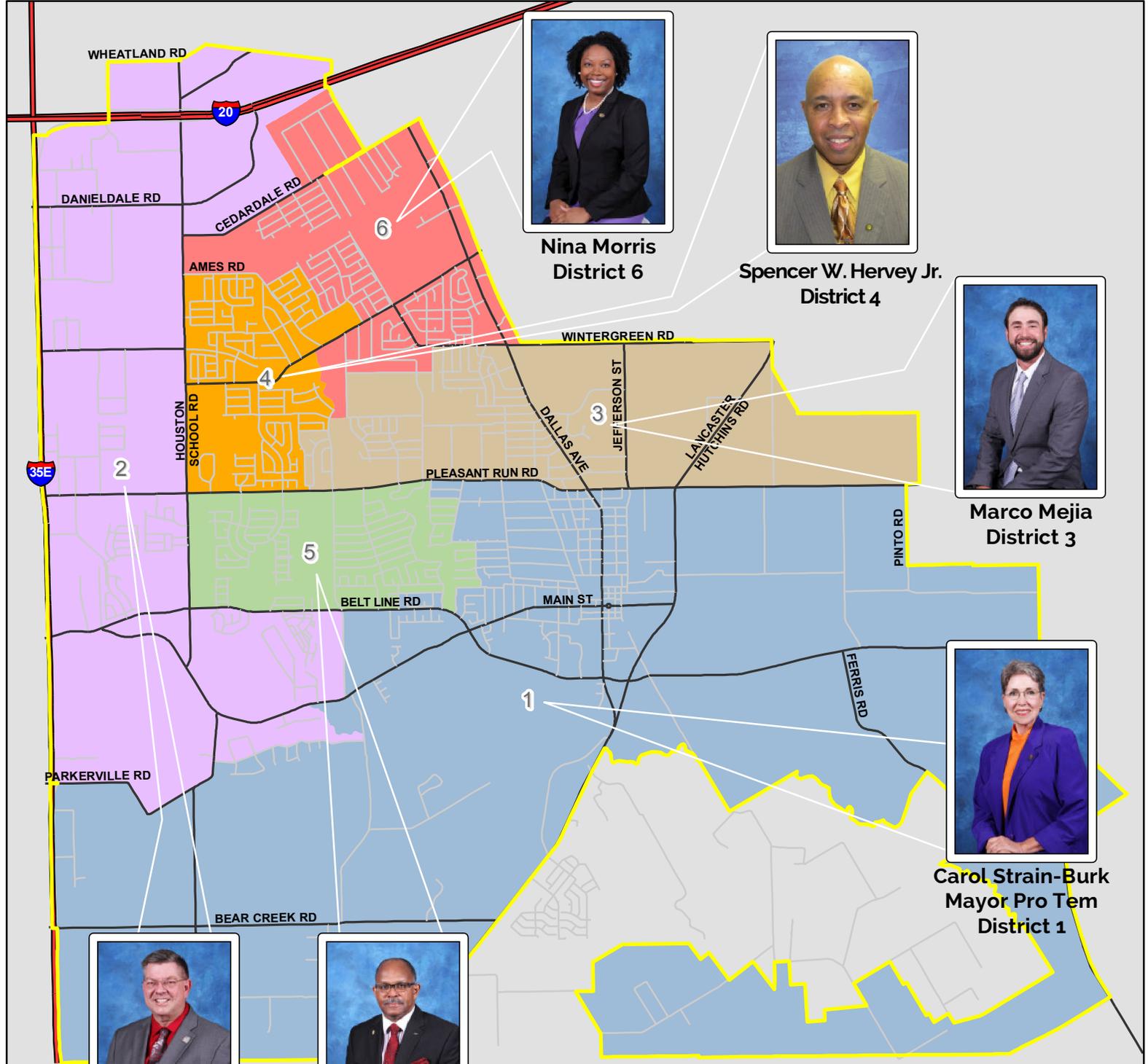


Lancaster Regional Airport – The Airport offers our aviation community a range of value-added services, including a pilot's lounge, complimentary high-speed wireless internet and hanger space. A newly completed 24-hour self-service fuel station adds to the resources available to aviators. The Airport has extended its runway to 6,500 feet and has plans for future improvements that will make flying

more accommodating for visiting aviators.

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

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



Nina Morris
District 6



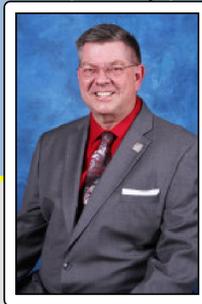
Spencer W. Hervey Jr.
District 4



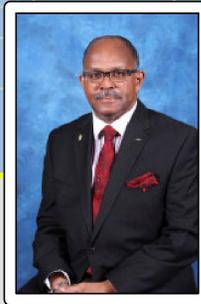
Marco Mejia
District 3



Carol Strain-Burk
Mayor Pro Tem
District 1



Stanley Jaglowski
Deputy Mayor Pro Tem
District 2



Clyde Hairston
District 5



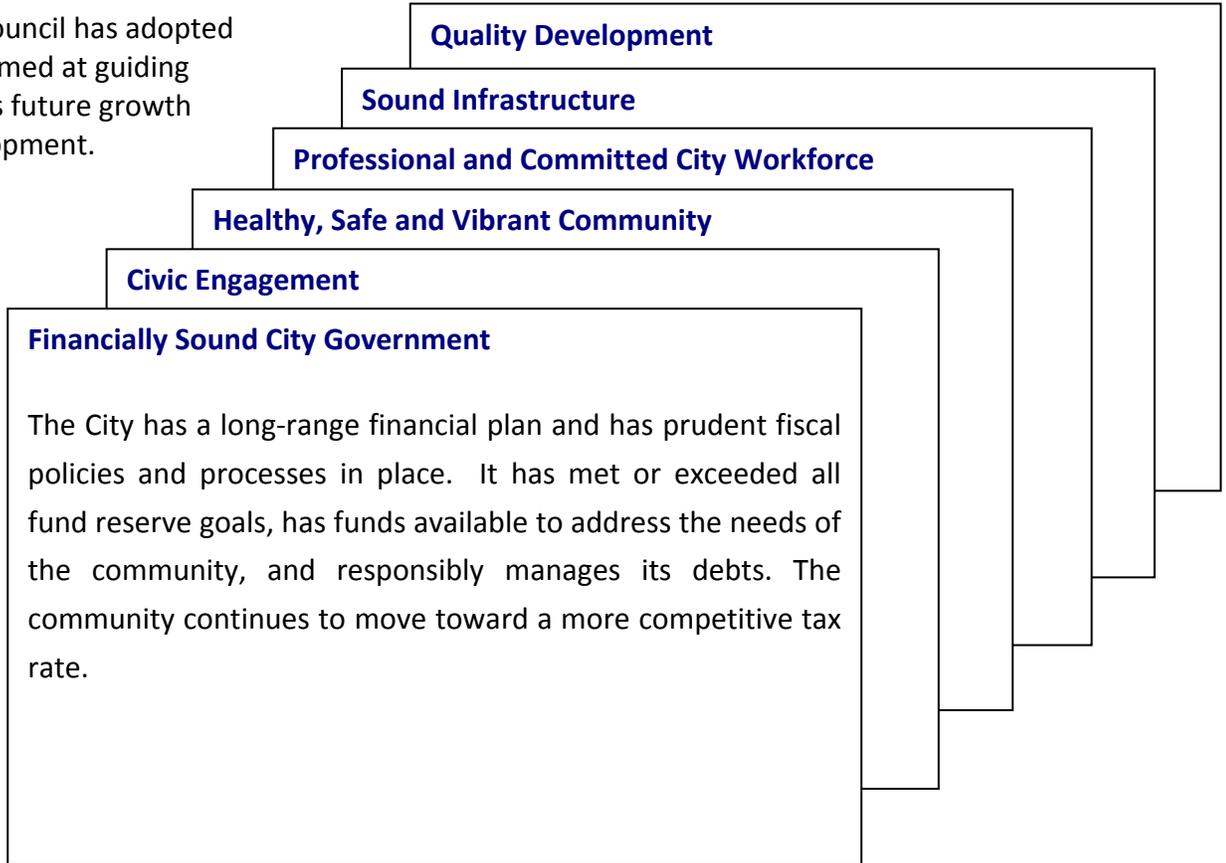
Mayor Marcus E. Knight

City of Lancaster Mayor & City Council



2016-2017 Goals and Objectives

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



Civic Engagement

The City provides a variety of opportunities for involvement through special events, boards and commissions, youth and parent volunteer opportunities in recreation, sport teams, City elections, Civic Academies, Schools and City-wide celebrations.

Healthy, Safe and Vibrant Community

Lancaster is a place where we enhance public safety in our neighborhoods. The Community unites at City-wide events and participates in recreational and cultural activities that keep residents involved and engaged in their respective neighborhoods. Compassionate enforcement personnel help to sustain vibrant residential and business communities. All residents have access to Parks and Leisure facilities where they live.

Professional and Committed City Workforce

Lancaster city government is an employer of choice with competitive pay that attracts an engaged, responsive, customer-oriented, innovative, and effective workforce. Some employees live in the City and all have a sense of ownership 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 is engaged with residents and attends community events, upholds strong customer service, and uses technology to aid them in working smarter.

- ▶ Lancaster University – Establish a professional level training program for all levels of employees.
- ▶ Continue Compensation Policy – Commitment to average of survey cities - progression

Sound Infrastructure

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

- ▶ Infrastructure project – Pleasant Run Road Phases 1, 2 & 3 - 4
- ▶ Complete Golf Course assessment
- ▶ Implement Facility and Infrastructure needs assessment for future Bond issue
- ▶ Complete the Fleet Maintenance Facility

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 includes 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.

- ▶ Develop a “Land Bank” strategy for City property
- ▶ Develop a plan to show developers the opportunities for building custom homes
- ▶ Create and implement a retail strategy so we are clear on what types of retail development the City wants to attract
- ▶ Downtown TIF – Build a new City Hall
- ▶ Complete Comprehensive Plan – Implementation Strategy
- ▶ Review Economic Development Policy
- ▶ Review existing incentive Policy

Executive Leadership Team



Opal Mauldin-Robertson, City Manager

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



Rona Stringfellow, Assistant City Manager

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



Fabrice Kabona, Assistant to the City Manager

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



Sorangel O. Arenas, City Secretary

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



Baron Sauls, Director of Finance

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



Dori Lee, Director of Human Resources

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



Ed Brady, Director of Economic Development

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



Jermaine Sapp, Director of Equipment & Facility Services

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



Jim Brewer, Director of Public Works

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



Rob Franklin, Fire Chief

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



Sam Urbanski, Interim Police Chief

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



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

Ensures residents have well-maintained, quality parks, as well as affordable recreational and library opportunities. Manages contract for Lancaster Country View Golf Course and oversees Lancaster Convention and Visitors Center and State Auxiliary Museum.

City Excellence

Is it right for the community?

Is it right for the department?

Is it ethical and legal?

Is it consistent with our values and policies?

Is it something I am to be accountable for?

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

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



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



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



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



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



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

Exhibit "1"

City of Lancaster, Texas
FINANCIAL MANAGEMENT POLICY
September 12, 2016



RESOLUTION NO. 2016-09-78

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

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

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

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

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

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

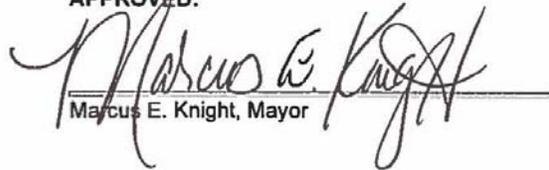
DULY PASSED and approved by the City Council of the City of Lancaster, Texas, on this the 12th day of September, 2016.

ATTEST:



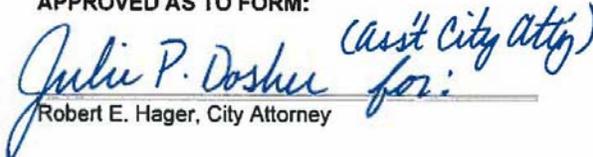
Sorangel O. Arenas, City Secretary

APPROVED:



Marcus E. Knight, Mayor

APPROVED AS TO FORM:



(Asst City Atty) for:

Robert E. Hager, City Attorney

FINANCIAL MANAGEMENT POLICIES

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**CITY OF LANCASTER, TEXAS
FINANCIAL MANAGEMENT POLICY STATEMENT**

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

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

VIII. Grants

Aggressively investigate, pursue and effectively administer federal, state, local and foundation grants-in-aid, which address and support the City's current priorities and policy objectives.

IX. Economic Development

Initiate, encourage and participate in economic development efforts to create job opportunities and strengthen the local economy and tax base.

X. Fiscal Monitoring

Prepare and present reports for the current and multi-year periods that analyze, evaluate and forecast the City's financial performance and economic condition.

XI. Accounting, Auditing and Financial Reporting

Comply with prevailing federal, state and local statutes and regulations. Conform to generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA) and the Government Finance Officers Association (GFOA).

XII. Internal Controls

Establish a system of internal controls designed to maintain an environment to provide management with reasonable assurance that assets are safeguarded against loss from unauthorized use or disposition.

XIII. Risk Management

Prevent and/or reduce the financial impact to the City due to claims and losses through prevention, transfer of liability and/or a program of self-insurance of the liability.

XIV. Operating Budget

Develop and maintain a balanced budget for operating funds that presents a clear understanding of the goals of the City Council, service levels and performance standards. A Balanced Budget is defined as revenues and any appropriated fund balance equal expenditures.

XV. Five Year Plans

Long term financial planning is intended to ensure sustainability of programs and integrate operating and capital financial planning.

I. Revenues

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

A. Balance and Diversification in Revenue Sources

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

B. User Fees

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

C. Property Tax Revenues/Tax Rate

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

D. Utility/Enterprise Funds User Fees

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

E. Administrative Services Charges

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

F. Revenue Estimates for Budgeting

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

G. Revenue Collection and Administration

The City shall maintain high collection rates for all revenues by keeping

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

II. Expenditures

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

Current Funding Basis

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

Avoidance of Operating Deficits

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

Maintenance of Capital Assets

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

Periodic Program Reviews

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

Purchasing

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

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

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

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

III. Fund Balance/Working Capital/Net Assets

In accordance with the requirements of Governmental Accounting Standards Board Statement Number 53, the City shall use the following guidelines to explain and define the purpose of fund balance, working capital and retained earnings of the various operating funds. The city will describe fund balance as follows: (1) Unspendable – portion of net resources that cannot be spent, i.e. assets that will never convert to cash or not convert during the current period, or resources that must be maintained intact pursuant to legal or contractual requirements. (2) Restricted – portion of net resources that are required to be reserved by external legal restrictions such as debt covenants, grantors, contributors or other governments. (3) Committed – portion of fund balance that represents resources whose use is constrained by limitations that the City imposes upon itself by council action and require council action to release. (4) Assigned – portion of fund balance that reflects the City's intended use of resources. (5) Unassigned-surplus fund balance.

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

General Fund Unassigned Fund Balance

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

Other Operating Funds Unrestricted Net Assets; Enterprise Working Capital

In other operating funds, the City shall strive to maintain a positive unrestricted net assets position to provide sufficient reserves for emergencies and revenue shortfalls. The unallocated fund balance of other funds should be maintained as follows:

Fund	Minimum	Target	Maximum
Water/Wastewater	12.00%	18.00	25.00%
Airport Fund	12.00%	18.00	25.00%
Golf Fund	12.00%	18.00	25.00%
Debt Service Funds 10% of Current Year Debt Payment			

Use of Fund Balance/ Net Assets

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

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

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

Capital Infrastructure and Equipment Replacement

Capital Expenditures and Improvements

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

Capital Improvements Program

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

Replacement of Capital Assets (Equipment) on a Regular Schedule

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

Capital Expenditure Financing

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

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

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

Assets shall be maintained to protect the government's investment and minimize the future replacement and maintenance costs. The annual operating budget shall provide for adequate maintenance and issuance of all capital plant and equipment.

V. Debt Management

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

Use of Debt Financing

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

Amortization of Debt

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

Affordability Targets

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

Sale Process

The City shall use a competitive bidding process in the sale of debt unless the nature of the issue warrants a negotiated bid. In situations

where a competitive bidding process is not elected, the bond counsel/advisors shall present the reasons why to the City. Also, the City shall participate in the selection of the underwriter with the assistance of the bond counsel/advisors in the case of a negotiated bid.

Rating Agencies Presentations

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

Continuing Disclosure

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

Debt Refunding

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

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

The Debt 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.

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

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

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

VI. Cash Management and Investments

The City's available cash shall be invested according to the standard of prudence set forth in Section 2256.006 of the Texas Government Code. The following shall be the objectives of the City of Lancaster Investment Policy listed in their order of importance: preservation of capital and protection of investment principal, maintenance of sufficient liquidity to meet anticipated cash flows, diversification to avoid unreasonable market risks and attainment of a market value rate of return. The investment income derived from pooled investment accounts shall be allocated to contributing funds based upon the proportions of respective average balances relative to total pooled balances.

VII. Intergovernmental Relations

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

Interlocal Cooperation in Delivering Services

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

Legislative Program

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

VIII. Grants

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

Grant Guidelines

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

Grant Review

The City shall review all grant submittals for their cash or in-kind match requirements, their potential impact on the operating budget and the extent to which they meet the City's policy objectives. If there are

cash match requirements, the source of funding shall be identified and approved prior to application, as set forth in the Grant Policy.

IX. Economic Development

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

Commitment to Expansion and Diversification

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

Increase Non-Residential Share of Tax Base

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

Coordinate Efforts with Other Jurisdictions

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

Use of Other Incentives

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

X. Fiscal Monitoring

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

Financial Status and Performance Reports

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

Five-Year Forecast of Revenues and Expenditures

A five-year forecast of revenues and expenditures, including a

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

XI. Accounting, Auditing and Financial Reporting

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

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

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

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

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

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

XII. Internal Controls

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

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

XIII. Risk Management

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

XIV. Operating Budget

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

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

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

XV. Five Year Financial Plans

Capital Improvement Plan

The City shall prepare annually a five year Capital Improvements Plan that incorporates all capital funds, existing and planned, showing planned

projects by phase and by fiscal year. The first year of this CIP shall constitute the City's capital budget for the year.

Long Range Financial Forecast

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

PERSONNEL AND SALARY INFORMATION

City Manager's Office 01-02	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	City Manager	NON	NON	1	1	1
Assistant City Manager	NON	NON	0.75	0.75	0.75	
Assistant to the City Manager	1522	15-E	0.75	0.75	0.75	
Community Relations Coordinator	1513	15-E	0	0.75	0	
Admin. & Comm. Relations Supervisor	1416	14-E	0	0	0.75	
Admin. & Comm. Relations Supervisor	1310	13-E	0	1	0	
CM Executive Assistant	6004	60-N	1	0	1	
Community Relations Lead		59-N	0.75	0	0	
Administrative Secretary	5522	55-N	0	0.5	0.5	
Administrative Secretary	5303	53-N	0.5	0	0	
Total				4.75	4.75	4.75

Building Services 01-06	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Building Maint. Worker II	5608	56-N	0	1	2
Building Maint. Worker I	5413	54-N	1	0	0	
Total				1	1	2

Municipal Court 01-08	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Court Administrator	1401	14-E	1	1	1
Court Clerk	5402	54-N	3	3	3	
Total				4	4	4

Building Inspections 01-09	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Building Official	1603	16-E	1	1	1
Building Inspector	5902	59-N	2	2	2	
Permit Technician	5607	56-N	2	2	2	
Total				5	5	5

Fleet Services 01-10	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Director of Equipment & Facility Services	NON	NON	0	1	1
Superintendent—Fleet		15-E	1	0	0	
Lead Mechanic	5723	57-N	1	1	1	
Mechanic/Fleet Services	5603	56-N	2	2	2	
Total				4	4	4

Streets 01-12	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Foreman II	5905	59-N	1	1	1
	Heavy Equipment Operator II	5710	57-N	1	1	1
	Heavy Equipment Operator I	5404	54-N	1	1	1
	Maintenance Worker II	5212	52-N	0	1	1
	Maintenance Worker I	5103	51-N	1	0	0
Total				4	4	4

Parks 01-13	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Park Operations Manager	1517	15-E	1	1	1
	Foreman II	5913	59-N	1	1	1
	Foreman I	5715	57-N	1	1	1
	Maintenance Worker II	5202	52-N	7	7	7
Total				10	10	10

Police 01-14	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Police Chief	NON	NON	1	1	1
	Assistant Police Chief	3301	P4-CS	2	2	2
	Lieutenant	3201	P3-CS	6	6	6
	Sergeant	3101	P2-CS	7	7	7
	Police Officer	3001	P1-CS	37.5	41	44
	CID Technician	5716	57-N	1	1	1
	Property & Evidence Tech.	5714	57-N	1	1	1
	Lead Police Technician	5521	55-N	1	1	0
	Police Technicians	5414	54-N	1	1	0
	PT Police Technicians (fte .5)	0056	01-N	1	1	0
	Public Service Officer	5316	53-N	1	2	2
	PT Public Service Officer (fte .5)	0059	01-N	1	0.5	0.5
	Administrative Secretary	5522	55-N	0	1	1
	Administrative Secretary	5303	53-N	1	0	0
Total				61.5	65.5	65.5

COPS Grant 01-14-11	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Police Officer	3001	P1-CS	0.5	0	0
	Total				0.5	0

Fire 01-15	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Fire Chief	NON	NON	1	1	1
	Asst. Fire Chief	4401	F5-CS	1	1	1
	Battalion Chief	4301	F4-CS	3	5	5
	Captain	4201	F3-CS	11	9	9
	Fire Engineer	4101	F2-CS	21	21	21
	Fire Fighter	4001	F1-CS	19	19	25
	Fire Fighter (Safer Grant .38 fte)	4001	F1-CS	0	2.28	0
	Administrative Secretary	5522	55-N	0	1	1
	Administrative Secretary	5303	53-N	1	0	0
Total			57	59.28	63	

Fire Safer Grant 01-15-96	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Fire Fighter (.62 fte)	4001	F1-CS	6	3.72	0
	Total			6	3.72	0

Planning & Development 01-17	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Director of Development Services	NON	NON	0	1	1
	Sr. Planner	1614	16-E	0	0	1
	Development Coordinator	5912	59-N	0	0	1
	Total			0	1	3

City Secretary 01-18	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	City Secretary	NON	NON	1	1	1
	Deputy City Secretary	5916	59-N	0	0	1
	Records Supervisor	5915	59-N	0	0	1
	Assistant City Secretary	5724	57-N	0	1	0
	Administrative Secretary	5522	55-N	0	1	1
	Assistant City Secretary	5515	55-N	1	0	0
	Records Technician	5417	54-N	0	0	1
	PT Records Technician (fte .5)	0067	01-N	0	0	1
Total			2	3	6	

Finance 01-19	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Director of Finance	NON	NON	1	1	1
	Asst. Director of Finance	1712	17-E	1	1	1
	Chief Accountant	1516	15-E	1	1	1
	Accountant	6007	60-N	0.75	0.75	0.75
	Account Payables Specialist	5518	55-N	1	1	1
Total			4.75	4.75	4.75	

Animal Services 01-24	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17	
	Animal Services Officer	5719	57-N	2	2	2	
	Animal Shelter Attendant	5111	51-N	1	1	0	
	PT On Call Animal Control	0065	01-N	0	0	0.5	
	PT Animal Shelter Attendant (.5)	0064	01-N	0	0	1	
Total					3	3	3.5

Purchasing 01-29	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17	
	Purchasing Agent	1515	15-E	1	1	1	
	Total					1	1

Human Resources 01-31	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17	
	Director of Human Resources	NON	NON	1	1	1	
	Benefits & Risk Manager	1417	14-E	0	0	1	
	Human Resources Generalist	1309	13-E	0	1	0	
	Human Resources Assistant	5517	55-N	1	0	0	
	Administrative Secretary	5522	55-N	0	1	1	
Total					2	3	3

Emergency Communications 01-34	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17	
	Dispatch Manager	1415	14-E	0	0	1	
	Dispatch & Records Manager	1409	14-E	1	1	0	
	Lead 911 Dispatcher	5717	57-N	3	3	4	
	911 Dispatchers	5602	56-N	7	7	9	
	PT Dispatcher (fte .5)	0012	01-N	1	1	0	
Total					12	12	14

Code Compliance 01-35	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Senior Code Officer	5910	59-N	1	1	1
	Code Compliance Officer	5704	57-N	3	3	3
	Total			4	4	4

Information Technology 01-37	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	IT Manager	1616	16-E	0.75	0.75	0.75
	GIS Coordinator	1519	15-E	0.5	0.5	0.5
	Computer Systems Admin.	6008	60-N	2	2	2
	PT Hourly IT (fte .5)	0051	01-N	0.5	0.5	0.5
Total			3.75	3.75	3.75	

Fire Marshal 01-38	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Fire Marshal	4301	F4-CS	1	1	1
	Administrative Secretary	5522	55-N	0	1	1
	Administrative Secretary	5303	53-N	1	0	0
Total			2	2	2	

City Marshal 01-39	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	City Marshal	6009	60-N	1	1	1
	Warrant Officer	5317	53-N	0	0	1
	Public Service Officer	5316	53-N	1	1	0
	PT Deputy City Marshal (fte .5)	0031	01-N	0	0	0.5
Total			2	2	2.5	

GENERAL FUND TOTAL			194.25	200.75	209.75
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PW - Administration Engineering 05-02	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Assistant City Manager	NON	NON	0.25	0.25	0.25
City Engineer	1707	17-E	1	1	1	
IT Manager	1616	16-E	0.25	0.25	0.25	
GIS Coordinator	1519	15-E	0.25	0.25	0.25	
Assistant to the City Manager	1522	15-E	0.25	0.25	0.25	
Community Relations Coordinator	1513	15-E	0	0.25	0	
Admin. & Comm. Relations Supervisor	1416	14-E	0	0	0.25	
Project Manager	1404	14-E	1	1	1	
Construction Inspector	5903	59-N	1	1	2	
Community Relations Lead	5914	59-N	0.25	0	0	
Total				4.25	4.25	5.25

Utility Billing 05-20	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Utility Billing Manager	1505	15-E	1	1	1
Accountant	6007	60-N	0.25	0.25	0.25	
Administrative Secretary	5522	55-N	0	0.25	0.25	
Administrative Secretary	5303	53-N	0.25	0	0	
Utility Billing Clerk	5415	54-N	3	3	3	
Total				4.5	4.5	4.5

Water 05-21	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Director of Public Works	NON	NON	0.5	0.5	0.5
Superintendent-W/WW	1601	16-E	1	1	1	
Crew Leader	5711	57-N	1	1	1	
Water Systems Operator	5705	57-N	1	1	1	
Administrative Secretary	5522	55-N	0	1	1	
Administrative Secretary	5303	53-N	1	0	0	
Maintenance Worker II	5201	52-N	1	1	2	
Total				5.5	5.5	6.5

Meter Readers 05-27	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Meter Technician	5310	53-N	2	2	2
Total				2	2	2

Waste Water 05-30	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Foreman III	6003	60-N	1	1	1
Crew Leader	5721	57-N	4	4	4	
Heavy Equipment Operator I	5403	54-N	1	1	1	
Maintenance Worker II	5208	52-N	4	4	4	
Total				10	10	10
WATER FUND TOTAL				26.25	26.25	28.25

Airport 09-40	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Airport Manager	1615	16-E	1	1	1
	Airport Operations Supervisor	5720	57-N	1	1	1
	Airport Operations Agent	5114	51-N	1	1	1
	PT Airport Labor (fte .5)	0030	01-N	1.5	1.5	1.5
AIRPORT FUND TOTAL				4.5	4.5	4.5

Visitors Center 14-52	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	PT Visitors Center Attendant (fte .5)	0058	01-N	1	1	1
	VISITOR'S CENTER TOTAL			1	1	1

LEDC 16-02	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Director of Economic Development	NON	NON	1	1	1
	Marketing Manager	1528	15-E	0	0	1
	Administrative Secretary	5522	55-N	0	0.25	0.25
	Administrative Secretary	5303	53-N	0.25	0	0
LEDC FUND TOTAL			1.25	1.25	2.25	

P&R Administration 17-02	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Managing Director of QL&CS	NON	NON	1	1	1
	Administrative Secretary	5522	55-N	0	1	1
	Administrative Secretary	5303	53-N	1	0	0
	Total			2	2	2

Library 17-07	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Library Manager	1524	15-E	1	1	1
	Assistant Library Manager	1410	14-E	0	0	1
	Assistant Library Manager	1308	13-E	1	1	0
	Library Assistant	5211	52-N	1	1	1
	PT Library Reference Assistant (fte .5)	0062	01-N	0	1.5	1.5
	PT Library Aide Technical Services (fte .5)	0061	01-N	0	1.5	1.5
	PT Library Circulation Attendant (fte .5)	0060	01-N	0	1.5	1.5
	PT Library Circulation Attendant (fte .25)	0060	01-N	0	0.25	0.25
	PT Library Attendant (fte .5)		01-N	4.5	0	0
	PT Library Clerk (fte .25)		01-N	0.25	0	0
	Total			7.75	7.75	7.75

Senior Life Center 17-54	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Senior Center Supervisor	1315	13-E	0	0	1
	Senior Center Supervisor	1212	12-E	1	1	0
	Senior Van Driver	5210	52-N	1	1	1
	Total			2	2	2

Recreation 17-56	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Assistant Director of QL&CS	1713	17-E	1	1	1
	Recreation Superintendent	1508	15-E	1	1	1
	Recreation Supervisor	1316	13-E	0	0	2
	Recreation Supervisor	1211	12-E	2	2	0
	Aquatics Supervisor	1317	13-E	0	0	1
	Aquatics Supervisor	1209	12-E	0	1	0
	Aquatics Coordinator	5113	51-N	1	0	0
	Recreation Leader	5112	51-N	1	1	1
	Day Porter	5115	51-N	0	1	1
	PT Senior Lifeguard (fte .50)	0007	01-N	2	2	2
	PT Summer Lifeguard (fte .25)	0053	01-N	1.25	1.25	1.25
	PT Year-round Lifeguards (fte .5)	0008	01-N	5	5	5
	PT Recreation Attendant (fte .5)	0027	01-N	4	4	4
	Total			18.25	19.25	19.25

Youth Program 17-56-01	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	PT Youth Program Leaders (fte .50)	0011	01-N	2	2	2
		Total			2	2
RECREATION FUND TOTAL				32	33	33

Storm Water 53-04	Position	Job Code	Pay Grade	Adopted 14/15	Adopted 15/16	Adopted 16/17
	Director of Public Works	NON	NON	0.5	0.5	0.5
	Superintendent-Streets/Drain.	1503	15-E	1	1	1
	GIS Coordinator	1519	15-E	0.25	0.25	0.25
	Foreman II	5905	59-N	1	1	1
	Heavy Equipment Operator II	5712	57-N	1	1	1
	Heavy Equipment Operator I	5403	54-N	2	2	2
	Light Equipment Operator	5302	53-N	3	3	3
	Maintenance Worker II	5212	52-N	0	4	4
	Maintenance Worker I	5103	51-N	4	0	0
STORMWATER TOTAL				12.75	12.75	12.75

GRAND TOTAL	272	279.5	291.5
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City of Lancaster
2016/2017 General Government Pay Plan
Adopted 10/1/2016



Annual

PAY GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
	<i>Minimum</i>		<i>1st Quartile</i>		<i>Midpoint</i>		<i>3rd Quartile</i>		<i>Maximum</i>
51	\$27,151.95	\$28,523.25	\$29,893.50	\$31,262.70	\$32,635.05	\$34,004.25	\$35,375.55	\$36,745.80	\$38,117.10
52	\$28,718.55	\$30,187.50	\$31,654.35	\$33,125.40	\$34,594.35	\$36,060.15	\$37,529.10	\$38,998.05	\$40,468.05
53	\$30,376.50	\$31,949.40	\$33,524.40	\$35,097.30	\$36,674.40	\$38,249.40	\$39,822.30	\$41,396.25	\$42,971.25
54	\$32,130.00	\$33,819.45	\$35,505.75	\$37,192.05	\$38,880.45	\$40,567.80	\$42,255.15	\$43,942.50	\$45,628.80
55	\$34,004.25	\$35,811.30	\$37,617.30	\$39,424.35	\$41,233.50	\$43,041.60	\$44,848.65	\$46,653.60	\$48,463.80
56	\$35,940.45	\$37,877.70	\$39,814.95	\$41,751.15	\$43,690.50	\$45,626.70	\$47,560.80	\$49,498.05	\$51,435.30
57	\$38,036.25	\$40,111.05	\$42,186.90	\$44,262.75	\$46,336.50	\$48,412.35	\$50,486.10	\$52,559.85	\$54,635.70
58	\$40,222.35	\$42,872.55	\$44,662.80	\$46,884.60	\$49,105.35	\$51,322.95	\$53,545.80	\$55,766.55	\$57,985.20
59	\$42,560.70	\$44,938.95	\$47,318.25	\$49,695.45	\$52,070.55	\$54,450.90	\$56,624.40	\$59,206.35	\$61,584.60
60	\$45,024.00	\$47,570.25	\$50,116.50	\$52,663.80	\$55,210.05	\$57,757.35	\$60,302.55	\$62,849.85	\$65,397.15
13	\$49,030.80	\$51,824.85	\$54,617.85	\$57,411.90	\$60,205.95	\$63,002.10	\$65,794.05	\$68,589.15	\$71,383.20
14	\$54,668.25	\$57,820.35	\$60,973.50	\$64,123.50	\$67,277.70	\$70,428.75	\$73,580.85	\$76,734.00	\$79,886.10
15	\$61,334.70	\$64,911.00	\$68,491.50	\$72,069.90	\$75,650.40	\$79,228.80	\$82,806.15	\$86,382.45	\$89,962.95
16	\$69,290.55	\$73,374.00	\$77,463.75	\$81,552.45	\$85,639.05	\$89,726.70	\$93,813.30	\$97,902.00	\$101,991.75
17	\$78,804.60	\$83,506.50	\$88,207.35	\$92,805.30	\$97,612.20	\$102,315.15	\$107,018.10	\$111,718.95	\$116,424.00
18	\$90,208.65	\$95,650.80	\$101,094.00	\$106,536.15	\$111,976.20	\$117,419.40	\$122,861.55	\$128,301.60	\$133,744.80
19	\$102,801.30	\$108,794.70	\$114,782.85	\$120,776.25	\$126,767.55	\$132,760.95	\$138,752.25	\$144,744.60	\$150,735.90

Bi-weekly

PAY GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
	<i>Minimum</i>		<i>1st Quartile</i>		<i>Midpoint</i>		<i>3rd Quartile</i>		<i>Maximum</i>
51	\$1,044.31	\$1,097.05	\$1,149.75	\$1,202.41	\$1,255.19	\$1,307.86	\$1,360.60	\$1,413.30	\$1,466.04
52	\$1,104.56	\$1,161.06	\$1,217.48	\$1,274.05	\$1,330.55	\$1,386.93	\$1,443.43	\$1,499.93	\$1,556.46
53	\$1,168.33	\$1,228.82	\$1,289.40	\$1,349.90	\$1,410.55	\$1,471.13	\$1,531.63	\$1,592.16	\$1,652.74
54	\$1,235.77	\$1,300.75	\$1,365.61	\$1,430.46	\$1,495.40	\$1,560.30	\$1,625.20	\$1,690.10	\$1,754.95
55	\$1,307.86	\$1,377.36	\$1,446.82	\$1,516.32	\$1,585.90	\$1,655.45	\$1,724.95	\$1,794.37	\$1,863.99
56	\$1,382.33	\$1,456.83	\$1,531.34	\$1,605.81	\$1,680.40	\$1,754.87	\$1,829.26	\$1,903.77	\$1,978.28
57	\$1,462.93	\$1,542.73	\$1,622.57	\$1,702.41	\$1,782.17	\$1,862.01	\$1,941.77	\$2,021.53	\$2,101.37
58	\$1,547.01	\$1,648.94	\$1,717.80	\$1,803.25	\$1,888.67	\$1,973.96	\$2,059.45	\$2,144.87	\$2,230.20
59	\$1,636.95	\$1,728.42	\$1,819.93	\$1,911.36	\$2,002.71	\$2,094.27	\$2,177.86	\$2,271.17	\$2,368.64
60	\$1,731.69	\$1,829.63	\$1,927.56	\$2,025.53	\$2,123.46	\$2,221.44	\$2,319.33	\$2,417.30	\$2,515.28
13	\$1,885.80	\$1,993.26	\$2,100.69	\$2,208.15	\$2,315.61	\$2,423.16	\$2,530.54	\$2,638.04	\$2,745.51
14	\$2,102.63	\$2,223.86	\$2,345.13	\$2,466.29	\$2,587.60	\$2,708.80	\$2,830.03	\$2,951.31	\$3,072.54
15	\$2,359.03	\$2,496.58	\$2,634.29	\$2,771.92	\$2,909.63	\$3,047.26	\$3,184.85	\$3,322.40	\$3,460.11
16	\$2,665.02	\$2,822.08	\$2,979.38	\$3,136.63	\$3,293.81	\$3,451.03	\$3,608.20	\$3,765.46	\$3,922.76
17	\$3,030.95	\$3,211.79	\$3,392.59	\$3,569.43	\$3,754.32	\$3,935.20	\$4,116.08	\$4,296.88	\$4,477.85
18	\$3,469.56	\$3,678.88	\$3,888.23	\$4,097.54	\$4,306.78	\$4,516.13	\$4,725.44	\$4,934.68	\$5,144.03
19	\$3,953.90	\$4,184.41	\$4,414.73	\$4,645.24	\$4,875.68	\$5,106.19	\$5,336.63	\$5,567.10	\$5,797.53

Hourly

PAY GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
	<i>Minimum</i>		<i>1st Quartile</i>		<i>Midpoint</i>		<i>3rd Quartile</i>		<i>Maximum</i>
51	\$13.05	\$13.71	\$14.37	\$15.03	\$15.69	\$16.35	\$17.01	\$17.67	\$18.33
52	\$13.81	\$14.51	\$15.22	\$15.93	\$16.63	\$17.34	\$18.04	\$18.75	\$19.46
53	\$14.60	\$15.36	\$16.12	\$16.87	\$17.63	\$18.39	\$19.15	\$19.90	\$20.66
54	\$15.45	\$16.26	\$17.07	\$17.88	\$18.69	\$19.50	\$20.31	\$21.13	\$21.94
55	\$16.35	\$17.22	\$18.09	\$18.95	\$19.82	\$20.69	\$21.56	\$22.43	\$23.30
56	\$17.28	\$18.21	\$19.14	\$20.07	\$21.01	\$21.94	\$22.87	\$23.80	\$24.73
57	\$18.29	\$19.28	\$20.28	\$21.28	\$22.28	\$23.28	\$24.27	\$25.27	\$26.27
58	\$19.34	\$20.61	\$21.47	\$22.54	\$23.61	\$24.67	\$25.74	\$26.81	\$27.88
59	\$20.46	\$21.61	\$22.75	\$23.89	\$25.03	\$26.18	\$27.22	\$28.46	\$29.61
60	\$21.65	\$22.87	\$24.09	\$25.32	\$26.54	\$27.77	\$28.99	\$30.22	\$31.44
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
2016-2017 Salary Structure Detail
Civil Service Personnel
 Adopted 10/1/2016



Department	Pay Grade	Code	Position	Proposed	16/17	Frequency:	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Police	Pay Grade: P1-CS	3001	Police Officer	44	hourly		23.79	24.84	25.94	26.87	27.83	28.83	29.87
					bi-weekly		1,903.21	1,987.17	2,075.31	2,149.53	2,226.58	2,306.63	2,389.93
					monthly		4,123.63	4,305.53	4,496.51	4,657.32	4,824.23	4,997.69	5,178.18
					annually		49,483.57	51,666.32	53,958.16	55,887.89	57,890.71	59,972.25	62,138.14
Police	Pay Grade: P2-CS	3101	Police Sergeant	7	hourly	Entry	33.29	34.34	35.38	36.43	37.48		
					bi-weekly		2,663.11	2,746.93	2,830.67	2,914.36	2,998.09		
					monthly		5,770.07	5,951.68	6,133.11	6,314.44	6,495.87		
					annually		69,240.79	71,420.17	73,597.30	75,773.30	77,950.44		
Police	Pay Grade: P3-CS	3201	Police Lieutenant	6	hourly	Entry	39.47	40.71	41.96	43.21	44.45		
					bi-weekly		3,157.22	3,257.00	3,356.82	3,456.61	3,556.39		
					monthly		6,840.64	7,056.83	7,273.12	7,489.32	7,705.51		
					annually		82,087.66	84,681.99	87,277.45	89,871.79	92,466.13		
Police	Pay Grade: P4-CS	3301	Assistant Chief	2	hourly	Entry	46.87	48.36	49.85	51.34	52.83		
					bi-weekly		3,749.42	3,868.67	3,988.04	4,107.29	4,226.62		
					monthly		8,123.75	8,382.12	8,640.76	8,899.13	9,157.68		
					annually		97,484.99	100,585.38	103,689.14	106,789.52	109,892.15		
TOTAL POLICE				59									
Fire	Pay Grade: F1-CS	4001	Fire Fighter**	25	hourly	Entry	23.32	24.35	25.44	26.35	27.30		
					* hourly		17.60	18.38	19.20	19.89	20.61		
					bi-weekly		1,865.37	1,948.24	2,035.26	2,108.36	2,184.27		
					monthly		4,041.63	4,221.19	4,409.74	4,568.11	4,732.57		
						* hourly rate for 24-hour shift personnel only							
Fire	Pay Grade: F2-CS	4101	Fire Engineer	21	hourly	Entry	30.13	30.75	31.36	31.98	32.60		
					* hourly		22.74	23.20	23.67	24.14	24.60		
					bi-weekly		2,410.34	2,459.65	2,509.04	2,558.35	2,607.62		
					monthly		5,222.41	5,329.24	5,436.26	5,543.09	5,649.83		
						* hourly rate for 24-hour shift personnel only							
Fire	Pay Grade: F3-CS	4201	Fire Captain	9	hourly	Entry	34.13	35.09	36.05	37.01	37.97		
					* hourly		25.76	26.48	27.21	27.93	28.66		
					bi-weekly		2,730.23	2,807.01	2,883.95	2,960.77	3,037.71		
					monthly		5,915.51	6,081.85	6,248.56	6,415.00	6,581.71		
						* hourly rate for 24-hour shift personnel only							
Fire	Pay Grade: F4-CS	4301	Fire Suppression Battalion Chief	5	hourly	Entry	39.65	40.36	41.06	41.76	42.47		
					* hourly		29.93	30.46	30.99	31.52	32.05		
					bi-weekly		3,172.40	3,228.54	3,284.81	3,340.95	3,397.22		
					monthly		6,873.53	6,995.17	7,117.09	7,238.73	7,360.65		
Fire	Pay Grade: F5-CS	4401	Asst. Chief	1	hourly	Entry	44.07	45.56	47.05	48.54	50.03		
					* hourly		33.26	34.38	35.51	36.64	37.76		
					bi-weekly		3,525.46	3,644.80	3,764.09	3,883.42	4,002.66		
					monthly		7,638.51	7,897.06	8,155.52	8,414.07	8,672.44		
						* hourly rate for 24-hour shift personnel only							
TOTAL FIRE				62									
				121	Total Public Safety - Civil Service Employees								



City of Lancaster
2016-2017 Part Time Position Pay Plan
 Adopted 10/1/2016

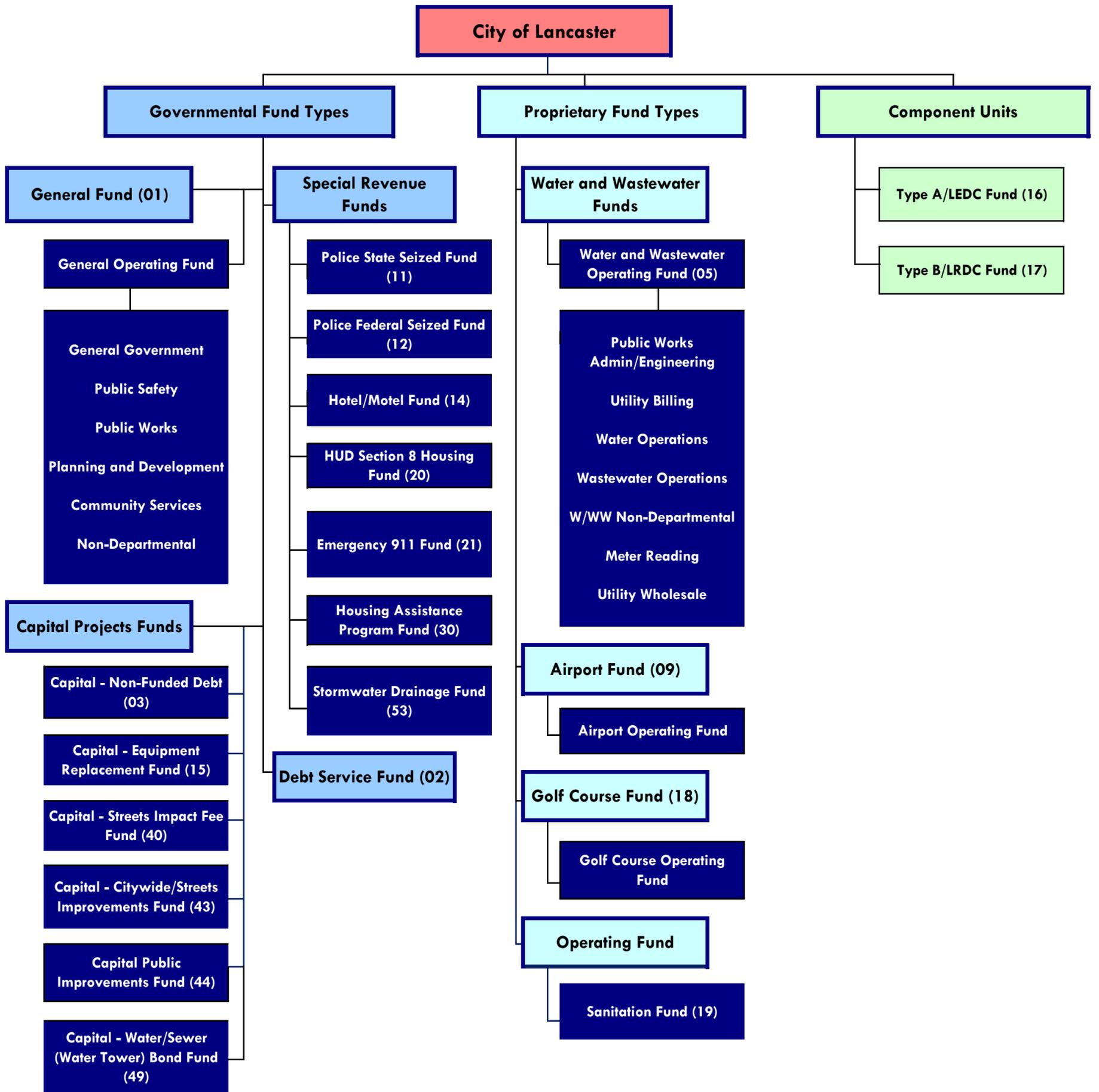


Position Title	Position Code	Hourly Rate
Airport		
Airport Operations Agent	0030	\$12.43
Administrative		
IT Technician	0051	\$16.22
Records Technician	0056	\$14.71
Substitute Administrative Support	0063	\$13.91
Public Safety		
Public Service Officer	0059	\$13.91
Dispatcher	0012	\$16.45
Quality of Life & Cultural Services		
Library Circulation Attendant	0060	\$9.18
Library Aide Technical Services	0061	\$10.71
Library Aide Reference Assistant	0062	\$13.15
Recreation Attendant	0027	\$9.18
Senior Lifeguard	0007	\$10.20
Year-Round Lifeguard	0008	\$9.44
Summer Lifeguard	0053	\$9.44
Visitor Center Attendant	0058	\$9.18
Youth Program Leaders	0011	\$10.20
Animal Control		
Animal Shelter Attendant	0064	\$12.68
On Call Animal Control	0065	\$17.77

FUND STRUCTURE

FUND STRUCTURE

City of Lancaster



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
- Municipal Court
- Equipment Services & Facilities

B. Public Safety Division

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

C. Public Works Division

- Streets

D. Planning and Development Division

- Planning
- Building Inspections
- Code Compliance
- Animal Services

E. Community Services Division

- Parks Operations

F. Non-Departmental Division

- Non-Departmental
- Transfers

II. Special Revenue Funds

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

A. Police Seized Fund (11)

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

B. Hotel/Motel Occupancy Fees Fund (14)

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

C. HUD Section 8 Housing Fund (20)

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

D. Emergency 911 Fund (21)

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

E. Housing Assistance Program Fund (30)

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

F. Stormwater Drainage Fund (53)

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

III. Debt Service Funds

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

A. General Obligation Debt Service Fund (02)

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

IV. Capital Improvement Funds

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

A. Capital – Non Funded Debt (03)

B. Capital – Equipment Replacement Fund (15)

C. Capital - Streets Impact Fee Fund (40)

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

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

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

E. Capital – Public Improvements Fund (44)

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

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

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

Proprietary (Enterprise) Type Funds

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

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

I. Water and Wastewater Fund Operating Fund (05)

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

A. Public Works Administration / Engineering (02)

B. Utility Billing Administration (20)

C. Water Operations (21)

D. Wastewater Operations (30)

E. Water and Wastewater Non-Departmental (22)

F. Meter Reading (27)

G. Utility Wholesale Costs (42)

H. Water/Wastewater Debt Service (50)

I. Transfers (80)

II. Airport Operating Fund (09)

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

III. Golf Course Operating Fund (18)

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

IV. Sanitation Operating Fund (19)

Component Units

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

The Type A Fund provides the support and resources for the operation of the Lancaster Economic Development Corporation (LEDC). Revenues are provided by ¼ cent sales tax, and support the promotion and development of new and expanded business enterprises in the city.

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

The Type B Fund provides the support and resources for the operation of the Lancaster Recreational Development Corporation (LRDC). Revenues are provided by ½ cent sales tax, and support the promotion of recreational opportunities such as recreation center, library, senior life center, and their associated maintenance, operations and debt.

GENERAL FUND

CITY-WIDE OPERATING FUND TOTALS

Fund Summary as of: 7/30/2016

TOTAL REVENUES		2014	2015	2016		2017
Fund Number	Fund	Actual	Actual	Year to Date	Budget	Proposed
	1 General Fund	20,138,619	23,044,626	20,976,121	21,313,275	23,441,407
	2 G.O. Debt Service	5,135,587	24,171,833	4,827,473	4,971,115	5,834,673
	5 WaterWastewater	15,022,936	17,088,652	13,798,712	14,280,548	14,404,548
	9 Airport	459,379	355,996	349,378	467,090	463,190
	14 HotelMotel	109,760	145,711	78,757	75,525	58,844
	16 LEDC/4A	1,046,950	1,111,038	904,250	900,190	966,625
	17 LRDC/4B	2,824,608	2,990,730	2,302,306	2,365,700	2,406,650
	18 Golf Course	83,154	72,115	56,734	106,282	65,200
	19 Sanitation	2,231,290	2,306,871	1,923,526	1,925,379	2,158,880
	20 HAP	247	35,952	-	-	-
	21 E911	294,178	307,317	243,061	229,984	215,984
	53 Stormwater	1,463,130	1,482,502	1,230,214	1,460,000	1,260,000
Total		\$ 48,809,839	\$ 73,113,343	\$ 46,690,531	\$ 48,095,088	\$ 51,276,002
TOTAL EXPENDITURES		2014	2015	2016		2017
Fund Number	Fund	Actual	Actual	Year to Date	Budget	Proposed
	1 General Fund	19,963,428	22,008,984	19,751,252	22,160,564	24,183,595
	2 G.O. Debt Service	5,090,139	23,967,095	3,586,534	4,402,227	4,718,311
	5 WaterWastewater	12,986,441	13,936,806	11,706,817	13,169,541	13,166,329
	9 Airport	446,587	470,916	352,892	503,796	503,403
	14 HotelMotel	43,812	43,861	37,981	50,739	61,345
	16 LEDC/4A	699,423	679,729	550,601	1,009,443	1,267,399
	17 LRDC/4B	2,725,452	2,860,689	2,287,325	2,793,666	2,919,057
	18 Golf Course	149,605	141,399	49,917	120,526	83,075
	19 Sanitation	2,345,027	2,310,593	1,391,252	1,744,850	1,792,542
	20 HAP	3,626	234,221	-	-	-
	21 E911	486,727	139,993	118,121	216,973	185,762
	30 DHAP	-	(27)	-	-	-
	53 Stormwater	1,153,419	1,169,437	998,982	1,370,254	1,256,203
Total		\$ 46,093,685	\$ 67,963,694	\$ 40,831,673	\$ 47,542,579	\$ 50,137,022
Net Gain (Loss)		\$ 2,716,154	\$ 5,149,649	\$ 5,858,858	\$ 552,509	\$1,138,980

GENERAL FUND

Fund Summary as of: 7/30/2016

REVENUES		2014	2015	2016		2017
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	PROPERTY TAX	8,789,960	9,739,800	10,735,167	10,617,980	12,615,725
	SALES TAX	4,960,391	5,545,413	4,479,318	4,635,000	4,828,125
	FRANCHISE TAX	1,824,452	1,972,641	1,226,270	1,767,467	1,859,272
	OTHER TAXES	48,110	34,519	12,817	12,000	18,000
	LICENSES AND PERMITS	789,863	720,009	1,209,433	764,800	747,900
	INTERGOVERNMENTAL	11,880	305,551	6,853	-	-
	CHARGES FOR SERVICES	1,004,630	1,053,132	820,589	740,250	829,800
	FINES AND FORFEITURES	670,177	1,086,243	904,728	720,000	689,500
	INTEREST	699	2,607	13,718	2,000	4,000
	MISCELLANEOUS	149,309	221,626	150,638	56,050	32,650
	OPERATING TRANSFERS IN	1,733,798	1,967,992	1,307,091	1,742,788	1,816,435
	GRANT & Other Income	155,348	395,094	109,498	254,940	-
	Total	\$ 20,138,619	\$ 23,044,626	\$ 20,976,121	\$ 21,313,275	\$ 23,441,407
EXPENDITURES		2014	2015	2016		2017
Department No		Actual	Actual	Year to Date	Budget	Proposed
	1 City Council	76,553	64,930	55,477	101,092	100,614
	2 City Manager's Office	632,612	694,599	604,943	707,809	682,139
	4 Public Works	7	291	-	-	-
	5 Legal	296,744	110,433	160,554	151,000	151,000
	6 Building Services	895,017	942,090	894,840	1,078,351	1,170,302
	8 Municipal Court	452,199	456,660	318,666	383,932	393,769
	9 Building Inspections	210,808	200,557	254,249	330,882	342,613
	10 Vehicle Maintenance	250,155	279,691	241,512	338,874	573,369
	12 Streets Operations	332,623	364,516	355,232	465,478	426,337
	13 Parks	617,923	629,870	505,954	630,637	623,169
	13 Parks Prison Labor	1,051	126	-	-	-
	14 Police	5,647,467	6,120,924	5,230,188	6,105,455	6,517,740
	14 Police COPS Grant	79,070	63,823	-	-	-
	15 Fire	5,694,583	6,327,609	5,519,639	6,150,132	6,711,151
	15 Fire-SAFER Grant	125,567	388,918	262,750	254,135	-
	15 Emergency Management	38,943	52,354	44,533	61,000	97,774
	16 Non-Departmental	1,256,366	1,579,669	1,655,497	1,578,755	2,019,230
	17 Planning	172,097	112,235	215,938	211,291	377,254
	18 City Secretary	180,430	185,641	186,988	181,791	385,650
	19 Finance	704,561	695,062	624,585	666,299	698,253
	24 Animal Services	162,688	170,889	130,917	178,344	200,147
	29 Purchasing	112,703	90,263	93,489	108,496	110,637
	31 Human Resources	339,058	405,035	389,613	459,455	456,808
	32 Civil Service	6,776	6,143	5,592	7,250	7,250
	34 Emergency Communications	778,229	679,528	928,737	802,072	879,452
	35 Code Compliance	222,280	304,399	388,451	336,434	375,939
	36 Development Services	83,333	71,450	178	-	-
	37 Information Technology	432,527	492,124	444,629	536,409	513,863
	38 Fire Marshal	186,268	216,494	118,866	187,588	186,353
	39 City Marshal	-	95,285	118,901	147,603	182,782
	52 Vending Contracts	73	1,410	260	-	-
	55 Public Relations	50	81	74	-	-
	80 Transfers Out	(25,331)	205,885	-	-	-
	Total	19,963,428	22,008,984	19,751,252	22,160,564	24,183,595
BALANCES		2014	2015	2016		2017
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	175,191	1,035,642	1,224,869	(847,289)	(742,188)
	Beginning Balance	2,476,934	2,652,125	3,687,767	3,687,767	4,083,721
	Ending Balance	2,652,125	3,687,767	4,912,636	2,840,478	3,335,533
	Ending Balance as % of Expenditures	13.28%	16.76%	24.87%	12.82%	13.79%



Organization Chart



Department Narrative

The City of Lancaster operates under a Home Rule City Charter. Regular City Council meetings are held on the second and fourth Monday of each month, with other meetings called as needed under the guidelines of the Texas Open Meetings Act. The City Council is made up of six single-member districts and a Mayor elected at-large. All members serve three-year staggered terms. The scope of the City Council’s policy-making duties include: 1) Adoption of the annual tax rate, water and wastewater rates, annual operating budget, and regulatory ordinances; 2) Approval of contracts and agreements; and 3) Review and approval of the Council’s rules of 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.

Goals

Financially Sound City Government

- Adopt a balanced budget for FY 2016-2017 by September 30, 2016 that maintains basic service levels and minimizes the impact on City taxpayers and ratepayers.

Civic Engagement

- Provide a variety of opportunities for involvement through various outlets.

Healthy, Safe and Vibrant Neighborhoods

- Enhance public safety in neighborhoods and developing a compassionate enforcement personnel help to sustain vibrant residential and business communities.

Professional and Committed City Workforce

- Establish a professional level training program for all levels of employees - Lancaster University
- Continue compensation policy- Commitment to average of survey cities - progression

Sound Infrastructure

- Infrastructure project - Pleasant Run Road Phases 1, 2, 3 & 3-4
- Complete Golf Course assessment
- Implement Facility and infrastructure needs assessment for future bond issue
- Complete the Fleet Maintenance Facility

Quality Development

- Develop a "Land Bank" strategy for City property
- Develop a plan to show developers the opportunities for building custom homes
- Create and implement a retail strategy
- Review Economic Development Policy
- Review existing Incentive Policy

Line Item Detail Totals	2014-2015	2015-2016		2016-2017
	Actual	Actual	Budget	Budget
Supplies	3,500	6,692	6,625	6,945
Services	61,429	67,341	94,467	93,669
Total Expenditures	64,930	74,033	101,092	100,614

Lancaster City Council

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
201	OFFICE SUPPLIES	\$ 1,044	\$ (86)	\$ 1,845	\$ 1,500	\$ 1,820
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 11,510	\$ -	\$ 90	\$ -	\$ -
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 1,319	\$ 3,801	\$ 3,018	\$ 5,000	\$ 5,000
214	POSTAGE/SHIPPING/DELIVERY	\$ 14	\$ -	\$ 30	\$ 125	\$ 125
242	COMPUTERS/SERVERS	\$ -	\$ (214)	\$ -	\$ -	\$ -
Supplies Sub Total		\$ 13,887	\$ 3,500	\$ 4,982	\$ 6,625	\$ 6,945
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 2,712	\$ 1,406	\$ 224	\$ 2,689	\$ 3,150
402	RENTAL OF EQUIPMENT	\$ 1,104	\$ 803	\$ -	\$ -	\$ -
407	SPECIAL SERVICES	\$ 8,000	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000
408	ADVERTISING	\$ 143	\$ -	\$ -	\$ -	\$ -
414	DUES & SUBSCRIPTIONS	\$ 330	\$ 330	\$ 4,225	\$ 3,185	\$ 3,185
416	OTHER/PROFESSIONAL SERVICES	\$ 19,521	\$ 14,255	\$ 20,015	\$ 23,955	\$ 23,955
419	AWARDS	\$ 199	\$ -	\$ -	\$ 150	\$ 150
421	PRINTING	\$ 959	\$ 823	\$ 268	\$ 300	\$ 205
424	ELECTION EXPENSE	\$ 15,659	\$ 6,206	\$ 710	\$ 20,000	\$ 20,000
462	CELLULAR TELEPHONE & PAGERS	\$ 2,439	\$ 7,205	\$ 5,943	\$ 4,188	\$ 3,024
526	TRAVEL & EDUC: CC-MAYOR	\$ 4,176	\$ 4,807	\$ 3,109	\$ 4,000	\$ 4,000
527	TRAVEL & EDUC: CC-DISTRICT 1	\$ 1,193	\$ 2,418	\$ 1,990	\$ 3,500	\$ 3,500
528	TRAVEL & EDUC: CC-DISTRICT 2	\$ 851	\$ 3,891	\$ 2,398	\$ 3,500	\$ 3,500
529	TRAVEL & EDUC: CC-DISTRICT 3	\$ -	\$ -	\$ -	\$ 3,500	\$ 3,500
530	TRAVEL & EDUC: CC-DISTRICT 4	\$ 1,384	\$ 3,214	\$ -	\$ 3,500	\$ 3,500
531	TRAVEL & EDUC: CC-DISTRICT 5	\$ 2,689	\$ 3,460	\$ 60	\$ 3,500	\$ 3,500
532	TRAVEL & EDUC: CC-DISTRICT 6	\$ 1,306	\$ 2,612	\$ 1,552	\$ 3,500	\$ 3,500
Sub Total		\$ 62,666	\$ 61,429	\$ 50,495	\$ 94,467	\$ 93,669
Department Total		\$ 76,553	\$ 64,930	\$ 55,477	\$ 101,092	\$ 100,614



Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
City Manager	1	1	1
Assistant City Manager	0.75	0.75	0.75
Assistant to the City Manager	0.75	0.75	0.75
Community Relations Coordinator	0	0.75	0
Administrative & Community Relations Supervisor	0	1	0.75
CM Executive Assistant	1	0	1
Community Relations Lead	0.75	0	0
Administrative Secretary	0.5	0.5	0.5
Total	4.75	4.75	4.75

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:				
<ul style="list-style-type: none"> • Adopt a balanced budget for 2016-2017 by September 30, 2016 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 • 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	14-15 Actual	15-16 Actual		2016-2017 Target
Population	37,221	37,550		38,000
City Council Meetings	45	45		45
Executive Team Meetings	50	50		50
General Fund Expenditures	\$22,008,984	\$22,981,166		\$24,183,595
Total Municipal Expenditures	\$67,963,694	\$49,595,341		\$50,137,022
City Sponsored Special Events	14	14		14
WebQa Requests	1,600	1,600		1,600
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Proposed budget presented to City Council on or before August 1	Completed	Completed		Completed
Weekly updates presented on-time	100%	100%		100%
Responses to policy questions within 24 hours	98%	98%		100%
General Fund budget per capita	\$591.30	\$612.01		\$636.41
CMO as percentage of General Fund Expenditures	3.16%	3.13%		2.82%
Operations and Maintenance Tax Rate (per \$100 assessed value)	\$0.65020	\$0.60120		\$0.60120
Total Tax Rate	\$0.86750	\$0.86750		\$0.86750
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Estimate	Budget	
Personnel	640,243	651,101	658,584	630,402
Supplies	6,397	15,490	15,321	13,986
Services	47,959	53,093	33,904	37,751
TOTAL	694,599	719,683	707,809	682,139

City Manager's Office

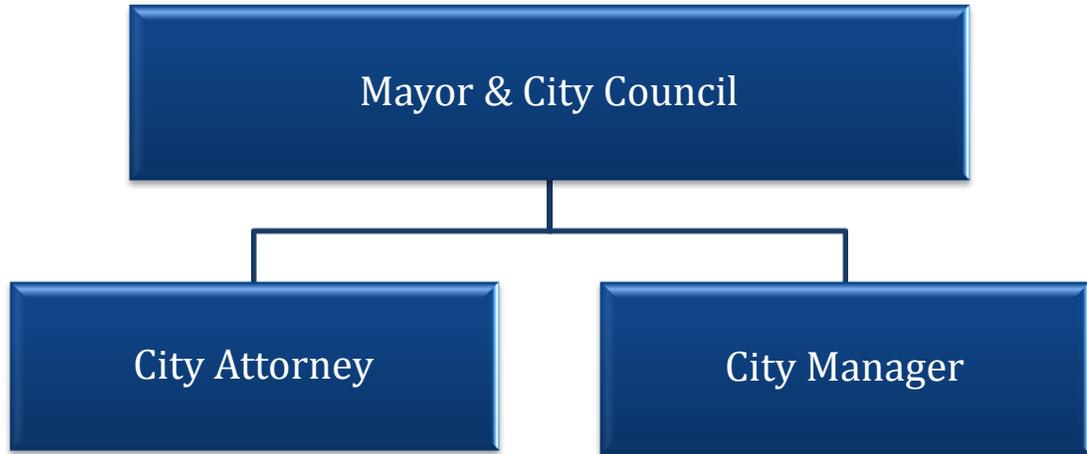
**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 402,514	\$ 442,326	\$ 371,685	\$ 461,620	\$ 445,230
102	SALARIES-PART TIME	\$ -	\$ -	\$ 10,090	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 9,189	\$ 339	\$ 344	\$ 700	\$ 700
104	SALARIES-LONGEVITY	\$ 1,465	\$ 1,641	\$ 1,440	\$ 1,723	\$ 1,663
105	GROUP HEALTH INSURANCE	\$ 20,895	\$ 56,056	\$ 44,206	\$ 52,697	\$ 43,727
106	TMRS	\$ 71,856	\$ 77,814	\$ 55,033	\$ 82,143	\$ 81,262
107	FICA	\$ 29,043	\$ 30,449	\$ 27,660	\$ 29,535	\$ 27,785
109	SALARIES-WELL PAY	\$ 555	\$ 2,294	\$ 2,740	\$ 2,541	\$ 2,954
110	DENTAL INSURANCE	\$ 1,647	\$ 2,748	\$ 1,687	\$ 2,957	\$ 2,519
111	CITY MANAGER BENEFITS	\$ 12,592	\$ 13,256	\$ 23,357	\$ 12,603	\$ 12,603
113	SALARIES-CAR ALLOWANCE	\$ 10,837	\$ 12,036	\$ 9,607	\$ 10,800	\$ 10,800
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ 536	\$ 1,009	\$ -	\$ -
118	CELL PHONE ALLOWANCE	\$ 87	\$ -	\$ -	\$ -	\$ -
120	GROUP LIFE INSURANCE	\$ 334	\$ 619	\$ 336	\$ 665	\$ 588
130	WORKERS COMPENSATION	\$ 982	\$ 0	\$ 338	\$ 429	\$ 416
131	EAP EXPENSE	\$ 131	\$ 130	\$ 127	\$ 171	\$ 155
Personnel Sub Total		\$ 562,126	\$ 640,243	\$ 549,659	\$ 658,584	\$ 630,402
Supplies						
Account Object	Description	2014	2015	2016	2016	2017
201	OFFICE SUPPLIES	\$ 3,630	\$ 3,448	\$ 5,055	\$ 1,186	\$ 1,386
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 32	\$ 54	\$ -	\$ -	\$ -
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 945	\$ 588	\$ 946	\$ 830	\$ 375
214	POSTAGE/SHIPPING/DELIVERY	\$ 11,071	\$ 2,308	\$ 7,194	\$ 13,305	\$ 12,225
231	SOFTWARE	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies Sub Total		\$ 15,678	\$ 6,397	\$ 13,196	\$ 15,321	\$ 13,986
Services						
Account Object	Description	2014	2015	2016	2016	2017
401	TELEPHONE & COMMUNICATIONS	\$ -	\$ 75	\$ 374	\$ -	\$ 716
402	RENTAL OF EQUIPMENT	\$ 1,104	\$ 3,068	\$ 825	\$ -	\$ -
408	ADVERTISING	\$ -	\$ 225	\$ 173	\$ 250	\$ -
409	TRAVEL & EDUCATION	\$ 13,992	\$ 17,274	\$ 17,825	\$ 9,665	\$ 11,613
414	DUES & SUBSCRIPTIONS	\$ 4,063	\$ 3,319	\$ 5,170	\$ 4,605	\$ 6,090
421	PRINTING	\$ 18,605	\$ 22,589	\$ 16,979	\$ 17,464	\$ 17,820
434	SPECIAL EVENTS	\$ 248	\$ -	\$ -	\$ -	\$ -
442	COMPUTER PROFESSIONAL SERVICES	\$ 14,756	\$ 412	\$ 72	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 2,041	\$ 998	\$ 830	\$ 1,920	\$ 1,512
Services Sub Total		\$ 54,808	\$ 47,959	\$ 42,247	\$ 33,904	\$ 37,751
Department Total		\$ 632,612	\$ 694,599	\$ 605,102	\$ 707,809	\$ 682,139



Personnel Organization Chart



Legal

Personnel Summary

There is no personnel for this program.

Department Narrative

The City contracts its legal services with the law firm of 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.



Legal

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

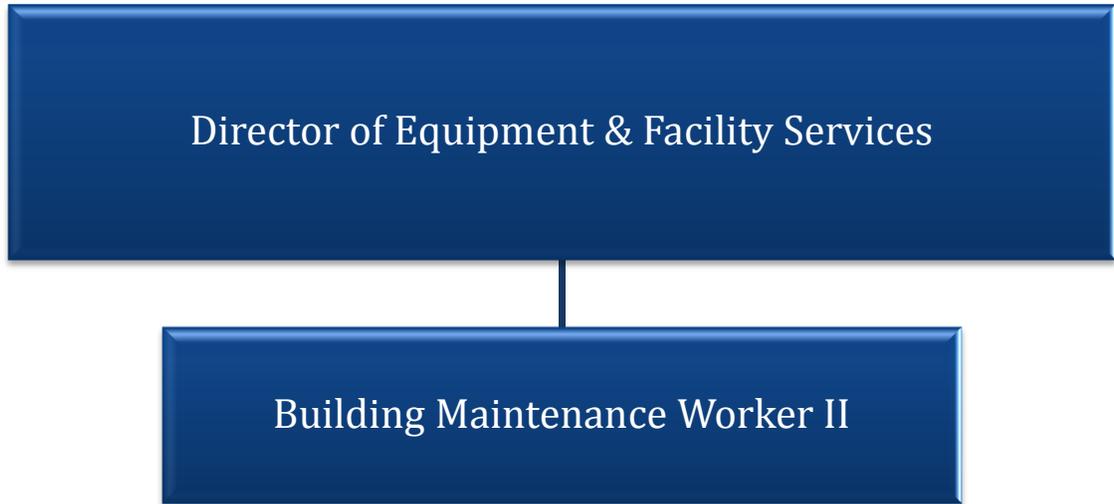
Fund	1	GENERAL FUND
Department	5	LEGAL-GENERAL
Program	0	LEGAL-GENERAL

	2014	2015	2016	2016	2017
Account Object Description	Actual	Actual	YTD Actual	Budget	Proposed
446 CITY ATTORNEY FEES	\$ 96,744	\$ 110,433	\$ 160,554	\$ 151,000	\$ 151,000
460 SETTLEMENT	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Services Sub Total	\$ 296,744	\$ 110,433	\$ 160,554	\$ 151,000	\$ 151,000
Department Total	\$ 296,744	\$ 110,433	\$ 160,554	\$ 151,000	\$ 151,000



Building Services

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Building Maintenance Worker II	0	0	2
Building Maintenance Worker I	1	0	0
Total	1	1	2

Department Narrative

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



Goals				
City Council Goals				
<ul style="list-style-type: none"> • Healthy, Safe & Vibrant Community • Quality Development 				
Departmental Goals				
<ul style="list-style-type: none"> • Reduce maintenance costs of heating and air conditioning equipment systems by performing routine maintenance of filters, motors, coils, etc. through a yearly HVAC contract • Secure the lowest cost and the most reliable and dependable contractors, when maintenance of city facilities requires out-sourcing expertise • 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	2014-2015 Actual	2015-2016 Actual		2016-2017 Target
Number of Buildings	20	20		20
Number of Full-Time Employees	1	1		2
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	2014-2015 Actual	2015-2016 Actual		2016-2017 Target
Electrical Accounts Audited and Evaluated	100%	100%		100%
Documented Minor Service Repairs	100%	100%		100%
Sq. Ft of Building Maintenance per Full-Time Employee	210,126	210,126		210,126
Routine Service Requests Completed within 48 Hours	100%	100%		100%
Inspection of Janitorial Maintenance	100%	100%		100%
Monthly Meetings with Contract Service Providers	100%	100%		100%
HUB Vendors Included in Consideration for All Projects	100%	100%		100%
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	44,873	49,353	51,074	114,135
Supplies	3,277	5,176	6,137	9,570
Maintenance	72,787	65,827	71,145	108,992
Services	821,152	931,121	949,995	937,605
TOTAL	942,090	1,068,203	1,078,351	1,170,302

Building Services

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

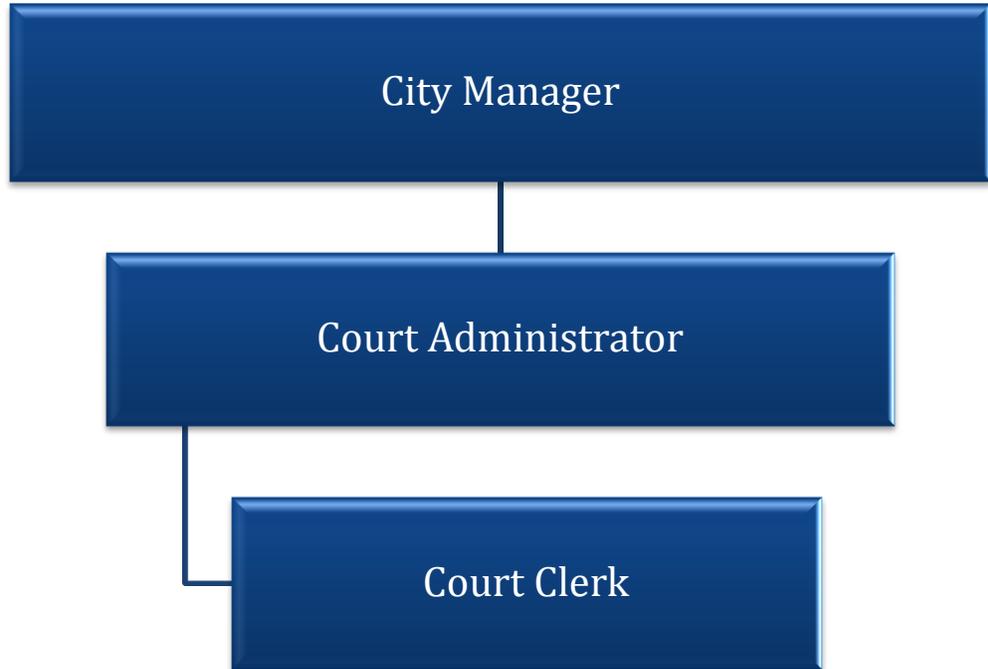
**Fund 1 GENERAL FUND
Department 6 BUILDING & ADMINISTRATIVE SVCS
Program 0 BUILDING SERVICES**

Account Object	Description	2014	2015	2016	2016	2017
		Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 28,299	\$ 30,140	\$ 27,890	\$ 34,229	\$ 77,689
103	SALARIES-OVERTIME	\$ 640	\$ 554	\$ 667	\$ 700	\$ 700
104	SALARIES-LONGEVITY	\$ 376	\$ 425	\$ 574	\$ 468	\$ 516
105	GROUP HEALTH INSURANCE	\$ 6,823	\$ 6,022	\$ 5,527	\$ 6,883	\$ 15,628
106	TMRS	\$ 4,299	\$ 4,438	\$ 3,976	\$ 4,844	\$ 11,001
107	FICA	\$ 2,235	\$ 2,358	\$ 2,210	\$ 2,722	\$ 6,072
109	SALARIES-WELL PAY	\$ 220	\$ -	\$ -	\$ 175	\$ 471
110	DENTAL INSURANCE	\$ 468	\$ 440	\$ 351	\$ 438	\$ 867
120	GROUP LIFE INSURANCE	\$ 41	\$ 67	\$ 34	\$ 204	\$ 306
130	WORKERS COMPENSATION	\$ 693	\$ 403	\$ 297	\$ 359	\$ 804
131	EAP EXPENSE	\$ 27	\$ 27	\$ 22	\$ 52	\$ 81
Personnel Sub Total		\$ 44,122	\$ 44,873	\$ 41,548	\$ 51,074	\$ 114,135
Account Object	Description					
201	OFFICE SUPPLIES	\$ 722	\$ 982	\$ 100	\$ -	\$ -
202	UNIFORMS AND CLOTHING	\$ 47	\$ 123	\$ 256	\$ 470	\$ 578
203	MOTOR VEHICLE SUPPLIES	\$ (7)	\$ -	\$ 376	\$ 550	\$ 150
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,958	\$ 1,289	\$ 437	\$ 600	\$ 4,800
205	JANITORIAL & CLEANING SUPPLIES	\$ 144	\$ -	\$ -	\$ -	\$ -
211	OTHER OPERATIONAL SUPPLIES	\$ -	\$ -	\$ 3,355	\$ 3,382	\$ 3,382
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ 91	\$ -	\$ -	\$ -
218	FUEL & OIL	\$ 1,445	\$ 793	\$ 464	\$ 1,135	\$ 660
Supplies Sub Total		\$ 4,310	\$ 3,277	\$ 4,987	\$ 6,137	\$ 9,570
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 46,837	\$ 65,919	\$ 54,624	\$ 59,015	\$ 96,362
302	MAINT-MOTOR VEHICLES	\$ 717	\$ 288	\$ 63	\$ 210	\$ 210
313	MAINT-FURN & FIXTURES	\$ -	\$ -	\$ -	\$ -	\$ 500
346	MAINT-HEATING & COOLING SYSTEM	\$ 1,137	\$ 1,806	\$ 1,546	\$ 8,000	\$ 8,000
351	MAINT-MISC	\$ 3,495	\$ 3,230	\$ 2,581	\$ 2,920	\$ 2,920
363	MAINT-LOCKS & KEYS	\$ 785	\$ 1,545	\$ 40	\$ 1,000	\$ 1,000
Maintenance Sub Total		\$ 52,971	\$ 72,787	\$ 58,854	\$ 71,145	\$ 108,992
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ (0)	\$ -	\$ -	\$ 400	\$ 400
409	TRAVEL & EDUCATION	\$ 94	\$ -	\$ -	\$ -	\$ -
410	UTILITIES - ELECTRICITY	\$ 679,841	\$ 696,349	\$ 451,805	\$ 673,750	\$ 673,750
414	DUES & SUBSCRIPTIONS	\$ 475	\$ -	\$ -	\$ 200	\$ 200
416	OTHER/PROFESSIONAL SERVICES	\$ 22,080	\$ 23,812	\$ 125,424	\$ 32,885	\$ 27,635
462	CELLULAR TELEPHONE & PAGERS	\$ 816	\$ 242	\$ 415	\$ 360	\$ 240
498	UTILITIES - GAS	\$ 23,477	\$ 15,370	\$ 8,978	\$ 25,000	\$ 25,000
543	JANITORIAL CONTRACT	\$ 35,004	\$ 41,173	\$ 112,715	\$ 123,500	\$ 116,480
544	PEST CONTROL SERVICES	\$ 4,307	\$ 5,090	\$ 9,129	\$ 7,908	\$ 7,908
548	FIRE SYSTEM INSPECTION CONTRAC	\$ 8,434	\$ 14,342	\$ 22,130	\$ 23,212	\$ 23,212
549	HVAC MAINTENANCE CONTRACT	\$ 19,087	\$ 24,775	\$ 58,855	\$ 62,780	\$ 62,780
Services Sub Total		\$ 793,614	\$ 821,152	\$ 789,451	\$ 949,995	\$ 937,605
Department Total		\$ 895,017	\$ 942,090	\$ 894,840	\$ 1,078,351	\$ 1,170,302



Municipal Court

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Court Administrator	1	1	1
Court Clerk	3	3	3
Total	4	4	4

Department Narrative

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



Goals				
City Council Goals				
<ul style="list-style-type: none"> • Healthy, Safe & Vibrant Community 				
Departmental Goals				
<ul style="list-style-type: none"> • Implement E-Court Suite for enhanced webservices to all Court customers • Continue with implementation of electronic documents • Continuing education and completion of Level 1 and Level 2 Certification for staff • Implement electronic upload for Warrants • Adopt Scofflaw and enter into contract with TXDOT to flag license plates 				
<hr/>				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Full-Time Employees	5	4		4
Cases Filed	7,313	11,500		11,000
Cases Disposed	2,401	9,876		10,000
Trials	3,758	6,174		6,500
Jury Trials	2	11		15
Warrants Issued	10,424	13,011		15,000
Warrants Cleared	7,162	11,000		15,000
<hr/>				
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Cases sent to collection	9786	8000		6000
Cases entered on day of filing	50%	100%		100%
Percent of Warrants 0-365 days old	21.24	24.92%		30%
Cases Disposed	30%	33%		37%
Cases Appealed	0	0		0
Time Payments granted	5146	4200		5500
Cases Paid	3565	5200		6000
<hr/>				
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	286,617	202,090	237,844	249,508
Supplies	7,050	8,875	11,252	8,066
Maintenance	10,571	1,750	7,600	8,050
Services	152,422	105,952	127,236	128,145
TOTAL	456,660	318,667	383,932	393,769

Lancaster Municipal Court

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

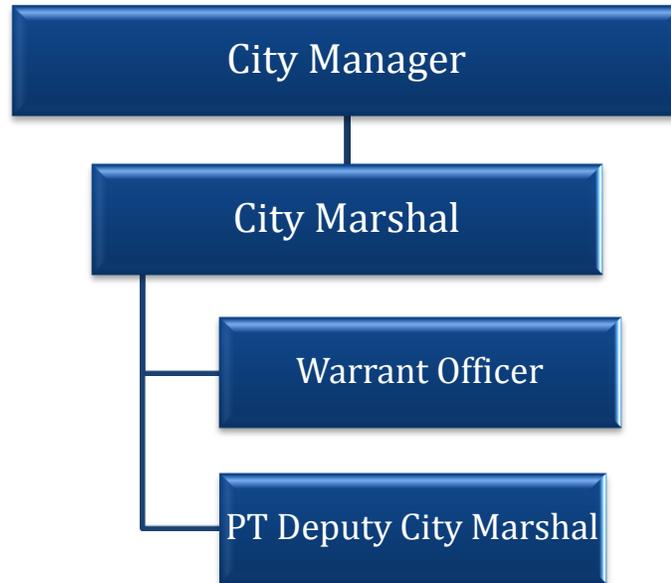
**Fund 1 GENERAL FUND
Department 8 MUNICIPAL COURT
Program 0 MUNICIPAL COURT**

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 196,985	\$ 199,728	\$ 139,600	\$ 165,518	\$ 173,793
102	SALARIES-PART TIME	\$ 748	\$ -	\$ -	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 1,276	\$ 155	\$ 20	\$ 450	\$ 450
104	SALARIES-LONGEVITY	\$ 1,411	\$ 1,699	\$ 1,484	\$ 1,876	\$ 2,068
105	GROUP HEALTH INSURANCE	\$ 33,295	\$ 37,025	\$ 28,371	\$ 30,176	\$ 30,868
106	TMRS	\$ 28,896	\$ 28,895	\$ 19,434	\$ 23,037	\$ 24,647
107	FICA	\$ 14,833	\$ 14,849	\$ 10,214	\$ 12,941	\$ 13,606
109	SALARIES-WELL PAY	\$ 1,550	\$ 509	\$ 669	\$ 832	\$ 1,049
110	DENTAL INSURANCE	\$ 1,451	\$ 2,181	\$ 1,461	\$ 1,752	\$ 1,752
114	SALARIES-ASSIGNMENT PAY	\$ 1,424	\$ -	\$ -	\$ -	\$ -
115	CERTIFICATION PAY	\$ 302	\$ -	\$ -	\$ -	\$ -
118	CELL PHONE ALLOWANCE	\$ 470	\$ 489	\$ 424	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 160	\$ 289	\$ 173	\$ 510	\$ 510
130	WORKERS COMPENSATION	\$ 1,501	\$ 663	\$ 149	\$ 142	\$ 150
131	EAP EXPENSE	\$ 148	\$ 135	\$ 90	\$ 130	\$ 135
Personnel Sub Total		\$ 284,451	\$ 286,617	\$ 202,090	\$ 237,844	\$ 249,508
Account Object	Description					
201	OFFICE SUPPLIES	\$ 2,500	\$ 2,218	\$ 2,290	\$ 2,312	\$ 2,200
202	UNIFORMS AND CLOTHING	\$ 1,951	\$ -	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 706	\$ 1,512	\$ 4,294	\$ 4,590	\$ 1,798
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ 40	\$ 216	\$ 250	\$ 100
214	POSTAGE/SHIPPING/DELIVERY	\$ 3,389	\$ 3,280	\$ 2,075	\$ 3,500	\$ 3,500
218	FUEL & OIL	\$ 3,090	\$ -	\$ -	\$ -	\$ -
231	SOFTWARE	\$ 615	\$ -	\$ -	\$ 600	\$ 468
Supplies Sub Total		\$ 12,252	\$ 7,050	\$ 8,875	\$ 11,252	\$ 8,066
Account Object	Description					
370	MAINT-SOFTWARE	\$ 5,121	\$ 10,571	\$ 1,750	\$ 7,600	\$ 8,050
Maintenance Sub Total		\$ 5,764	\$ 10,571	\$ 1,750	\$ 7,600	\$ 8,050
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 4,431	\$ 3,749	\$ -	\$ -	\$ -
407	SPECIAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ 500
409	TRAVEL & EDUCATION	\$ 3,521	\$ 3,772	\$ 2,063	\$ 3,625	\$ 3,000
411	ALARM SERVICE	\$ -	\$ 346	\$ -	\$ -	\$ -
414	DUES & SUBSCRIPTIONS	\$ 410	\$ 286	\$ 616	\$ 2,320	\$ 3,440
416	OTHER/PROFESSIONAL SERVICES	\$ 7,393	\$ 11,360	\$ 1,602	\$ 2,028	\$ 2,352
421	PRINTING	\$ 7,452	\$ 3,548	\$ 2,881	\$ 4,200	\$ 4,150
442	COMPUTER PROFESSIONAL SERVICES	\$ 1,035	\$ -	\$ 5,268	\$ 8,400	\$ 8,040
482	CREDIT CARD PROCESSING FEES	\$ 14,354	\$ 6,812	\$ 4,148	\$ 6,500	\$ 6,500
540	COURT-PROSECUTOR SERVICES	\$ 43,205	\$ 52,763	\$ 39,772	\$ 39,163	\$ 39,163
541	COURT-JUDGE SERVICES	\$ 59,524	\$ 59,524	\$ 49,603	\$ 61,000	\$ 61,000
557	CITY JAIL CONTRACT	\$ 8,268	\$ 10,209	\$ -	\$ -	\$ -
559	CONTRACT/TEMPORARY LABOR	\$ 141	\$ 52	\$ -	\$ -	\$ -
Services Sub Total		\$ 149,733	\$ 152,422	\$ 105,952	\$ 127,236	\$ 128,145
Department Total		\$ 452,199	\$ 456,660	\$ 318,666	\$ 383,932	\$ 393,769



City Marshal

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
City Marshal	1	1	1
Warrant Officer	0	0	1
Public Service Officer	1	1	0
PT Deputy City Marshal (.5)	0	0	0.5
Total	2	2	2.5

Department Narrative

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



Goals				
City Council Goals				
<ul style="list-style-type: none"> • Healthy, Safe & Vibrant Community 				
Department Goals				
<ul style="list-style-type: none"> • Professional & Committed City Workforce • Enhance departmental efficiency by reducing officer downtime and developing user friendly reports 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Full-Time Employees	2	2		2
Reserve Officers	2	0		0
Part.time Deputy Marshal	0	0		1
Volunteer	1	1		1
No 24hr time expire on prisoner pick-ups	0	0		0
Special Expense Fee	7,500	7,500		56,200
Gas & Mileage Fee	7,920	7,920		7,920
Warrants Satisfied	90,000	90,000		90000
Citations/Violations	50	50		25
Arrests	519	829		900
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Zero 24hr time expire on prisoner pick-ups	0	0		0
Special Expense Fee	0%	7,500		56,200
Gas & Mileage Fee	7920	7,920		7,920
Warrants Satisfied	90000%	90,000		90,000
Citations/Violations	50	50		25
Arrests	500	750		900
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	83,400	108,974	137,194	174,555
Supplies	7,713	5,668	6,278	6,717
Maintenance	1,214	1,761	1,600	-
Services	2,957	2,498	2,531	1,510
TOTAL	95,285	118,901	147,603	182,782

City Marshal

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

Fund 1
Department 39
Program 0

GENERAL FUND
CITY MARSHAL
CITY MARSHAL

	2014	2015	2016	2016	2017
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ -	\$ 59,446	\$ 75,062	\$ 97,783	\$ 102,673
102 SALARIES-REGULAR	\$ -	\$ -	\$ -	\$ -	\$ 22,090
103 SALARIES-OVERTIME	\$ -	\$ 1,906	\$ 3,291	\$ 500	\$ 500
104 SALARIES-LONGEVITY	\$ -	\$ 45	\$ 105	\$ 136	\$ 232
105 GROUP HEALTH INSURANCE	\$ -	\$ 6,270	\$ 10,162	\$ 11,844	\$ 15,628
106 TMRS	\$ -	\$ 8,892	\$ 10,954	\$ 13,849	\$ 17,863
107 FICA	\$ -	\$ 4,767	\$ 6,037	\$ 7,779	\$ 9,860
109 SALARIES-WELL PAY	\$ -	\$ -	\$ 1,128	\$ 506	\$ 636
110 DENTAL INSURANCE	\$ -	\$ 461	\$ 644	\$ 876	\$ 876
115 CERTIFICATION PAY	\$ -	\$ -	\$ -	\$ 1,801	\$ 1,801
118 CELL PHONE ALLOWANCE	\$ -	\$ 951	\$ 849	\$ 960	\$ 960
120 GROUP LIFE INSURANCE	\$ -	\$ 9	\$ 91	\$ 306	\$ 357
130 WORKERS COMPENSATION	\$ -	\$ 625	\$ 611	\$ 776	\$ 984
131 EAP EXPENSE	\$ -	\$ 29	\$ 40	\$ 78	\$ 95
Personnel Sub Total	\$ -	\$ 83,400	\$ 108,974	\$ 137,194	\$ 174,555
Account Object Description					
201 OFFICE SUPPLIES	\$ -	\$ 458	\$ 467	\$ 500	\$ 650
202 UNIFORMS AND CLOTHING	\$ -	\$ 794	\$ 436	\$ 508	\$ 260
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ 1,370	\$ 243	\$ 255	\$ 255
214 POSTAGE/SHIPPING/DELIVERY	\$ -	\$ 1,061	\$ 574	\$ 600	\$ 500
218 FUEL & OIL	\$ -	\$ 4,030	\$ 3,948	\$ 4,415	\$ 5,052
Supplies Sub Total	\$ -	\$ 7,713	\$ 5,668	\$ 6,278	\$ 6,717
Account Object Description					
302 MAINT-MOTOR VEHICLES	\$ -	\$ 1,214	\$ 1,761	\$ 1,600	\$ -
Maintenance Sub Total	\$ -	\$ 1,214	\$ 1,761	\$ 1,600	\$ -
Account Object Description					
409 TRAVEL & EDUCATION	\$ -	\$ 1,884	\$ 1,641	\$ 1,765	\$ 1,000
414 DUES & SUBSCRIPTIONS	\$ -	\$ 384	\$ 604	\$ 516	\$ 510
421 PRINTING	\$ -	\$ 690	\$ 254	\$ 250	\$ -
Services Sub Total	\$ -	\$ 2,957	\$ 2,498	\$ 2,531	\$ 1,510
Department Total	\$ -	\$ 95,285	\$ 118,901	\$ 147,603	\$ 182,782



Building Inspections

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Building Official	1	1	1
Building Inspector	2	2	2
Permit Technician	2	2	2
Total	5	5	5

Department Narrative

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



Goals				
City Council Goal:				
<ul style="list-style-type: none"> • Healthy, Safe & Vibrant Community • Quality Development 				
Departmental Goals				
<ul style="list-style-type: none"> • 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	14-15 Actual	15-16 Actual		2016-2017 Target
Full Time Employees	3	4		5
Single Family Permits Issued	88	138		90
Commercial Permits Issued	9	15		8
Home Add On	102	75		75
Commercial Add On	48	40		40
Electrical Permits Issued	128	214		200
Plumbing Permits Issued	228	204		250
Fence Permits Issued	155	65		85
Mechanical Permits Issued	98	101		130
Contractor Registrations	557	405		500
Plans Reviewed	1,800	1,131		1,295
Inspections Made	4,772	7,800		10,000
Demolition Permits	18	4		3
Garage Sale Permits	326	410		500
Signs permits	107	58		65
Utility Verifications	44	32		200
Certificate of Occupancies	93	80		100
Back Flow Tests	250	78		125
Food Inspections	244	185		210
Irrigation Permits	0	35		45
Rental Insections	0	1,178		1,200
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Requested inspections performed within 8 hours	100%	100%		100%
Complaints addressed within 8 hours	95%	95%		100%
Same day telephone call return from residents and contractors	95%	95%		100%
Single family permits issued	50	88		69
Commercial permits issued	6	9		8
Average number of days from date of inspection request until completion	1	1		1
Number of inspections completed	3426	4772		4099
Number of contractor plans reviewed	1604	1800		1702
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	180,450	239,276	309,495	323,766
Supplies	5,766	1,434	3,242	5,878
Maintenance	1,251	1,207	2,500	-
Services	13,091	12,332	15,645	12,969
TOTAL	200,557	254,249	330,882	342,613

Building Inspections

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

Fund **1** **GENERAL FUND**
Department **9** **INSPECTION/CODE/FIRE PREV SVCS**
Program **0** **INSPECTION & CODE ENFORCEMENT**

	2014	2015	2016	2016	2017
Account Object Description	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 117,149	\$ 136,309	\$ 171,719	\$ 221,248	\$ 230,373
103 SALARIES-OVERTIME	\$ 155	\$ 359	\$ 176	\$ -	\$ -
104 SALARIES-LONGEVITY	\$ 215	\$ 118	\$ 270	\$ 780	\$ 236
105 GROUP HEALTH INSURANCE	\$ 17,408	\$ 13,583	\$ 29,120	\$ 35,142	\$ 38,682
106 TMRS	\$ 17,143	\$ 18,757	\$ 23,099	\$ 30,453	\$ 32,151
107 FICA	\$ 8,685	\$ 9,882	\$ 12,384	\$ 17,107	\$ 17,748
109 SALARIES-WELL PAY	\$ -	\$ -	\$ 468	\$ 1,109	\$ 1,382
110 DENTAL INSURANCE	\$ 411	\$ 777	\$ 1,491	\$ 2,190	\$ 2,190
118 CELL PHONE ALLOWANCE	\$ 214	\$ 291	\$ -	\$ 480	\$ -
120 GROUP LIFE INSURANCE	\$ 23	\$ 15	\$ 192	\$ 510	\$ 510
130 WORKERS COMPENSATION	\$ 541	\$ 311	\$ 264	\$ 346	\$ 359
131 EAP EXPENSE	\$ 53	\$ 49	\$ 93	\$ 130	\$ 135
Personnel Sub Total	\$ 161,997	\$ 180,450	\$ 239,276	\$ 309,495	\$ 323,766
Account Object Description					
201 OFFICE SUPPLIES	\$ 319	\$ 3,576	\$ 21	\$ -	\$ 1,000
202 UNIFORMS AND CLOTHING	\$ 122	\$ 193	\$ 260	\$ 350	\$ 364
203 MOTOR VEHICLE SUPPLIES	\$ 486	\$ -	\$ -	\$ -	\$ -
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ 338	\$ 101	\$ 100	\$ 50
210 FOOD-BEV-MEETINGS/FUNCTIONS	\$ -	\$ -	\$ -	\$ -	\$ -
211 OTHER OPERATIONAL SUPPLIES	\$ -	\$ -	\$ -	\$ -	\$ 2,936
214 POSTAGE/SHIPPING/DELIVERY	\$ 34	\$ 41	\$ 277	\$ 300	\$ 100
215 TRAINING SUPPLIES	\$ -	\$ 335	\$ -	\$ -	\$ -
218 FUEL & OIL	\$ 2,828	\$ 1,283	\$ 775	\$ 2,192	\$ 1,428
Supplies Sub Total	\$ 3,789	\$ 5,766	\$ 1,434	\$ 2,942	\$ 5,878
Account Object Description					
302 MAINT-MOTOR VEHICLES	\$ 2,242	\$ 1,251	\$ 1,207	\$ 2,500	\$ -
Maintenance Sub Total	\$ 2,242	\$ 1,251	\$ 1,207	\$ 2,500	\$ -
Account Object Description					
401 TELEPHONE & COMMUNICATIONS	\$ -	\$ -	\$ -	\$ -	\$ 1,350
402 RENTAL OF EQUIPMENT	\$ -	\$ 751	\$ -	\$ -	\$ -
408 ADVERTISING	\$ -	\$ -	\$ 235	\$ -	\$ -
409 TRAVEL & EDUCATION	\$ 1,171	\$ 1,333	\$ 954	\$ 3,055	\$ 360
414 DUES & SUBSCRIPTIONS	\$ 4,554	\$ 3,367	\$ 5,939	\$ 4,385	\$ 7,575
421 PRINTING	\$ 113	\$ 420	\$ 693	\$ 700	\$ 400
429 DEMOLITION EXPENSE	\$ 23,010	\$ -	\$ -	\$ -	\$ -
452 FILING FEES	\$ -	\$ -	\$ -	\$ 125	\$ 300
455 CERTIFICATION FEES	\$ 110	\$ 161	\$ -	\$ -	\$ -
462 CELLULAR TELEPHONE & PAGERS	\$ 1,576	\$ 1,653	\$ 2,867	\$ 1,680	\$ 984
482 CREDIT CARD PROCESSING FEES	\$ 12,246	\$ 3,794	\$ 1,644	\$ 6,000	\$ 2,000
559 CONTRACT/TEMPORARY LABOR	\$ -	\$ 1,611	\$ -	\$ -	\$ -
Services Sub Total	\$ 42,779	\$ 13,091	\$ 12,332	\$ 15,945	\$ 12,969
Department Total	\$ 210,808	\$ 200,557	\$ 254,249	\$ 330,882	\$ 342,613



Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed'16-17
Director of Equipment & Facility Services	0	1	1
Superintendent - Fleet	1	0	0
Lead Mechanic	1	1	1
Mechanic/Fleet Services	2	2	2
Total	4	4	4

Department Narrative

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



Goals				
City Council Goals:				
<ul style="list-style-type: none"> • Sound Infrastructure 				
Departmental Goals				
<ul style="list-style-type: none"> • 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	2014-2015 Actual	2015-2016 Actual		2016-2017 Target
Total Fleet Services Employees	4	4		4
Non-Emergency Vehicles	13	13		13
Light Trucks	56	56		56
Heavy Trucks	14	14		14
Small Equipment	50	50		50
Light Equipment	32	32		32
Heavy Equipment	15	15		15
Trailers	24	24		24
Emergency Vehicles	50	50		50
Fueling Station (Gas & Diesel)	1	1		1
Fueling Station (Propane)	1	1		1
Annual Fleet Work Orders	1,300	1,300		1,300
Gallons of Unleaded Fuel Consumed	93,000	93,000		93,000
Gallons of Diesel Fuel Consumed	37,000	37,000		37,000
Annual Oil Changes	400	400		400
Annual Repairs	900	900		900
Annual Road Trips for Service	600	600		600
Annual Drive-by Maintenance Checks	900	900		900
Performance Measurement	2014-2015 Actual	2015-2016 Actual		2016-2017 Target
Percentage of maintenance classified preventative	30%	30%		40%
Average downtime of vehicle repaired	2 days	2days		2days
Work orders processed within 24 hours	75%	75%		90%
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	267,371	270,911	311,490	328,019
Supplies	7,926	7,936	15,034	43,676
Maintenance	3,174	(195)	4,000	193,620
Other Services	1,220	4,953	3,350	8,054
TOTAL	279,691	283,604	333,874	573,369

Vehicle Maintenance

BUDGET REPORT LINE ITEM DETAIL BY DEPARTMENT	Fund	1	GENERAL FUND
	Department	10	FLEET SERVICES
	Program	0	EQUIPMENT MAINTENANCE

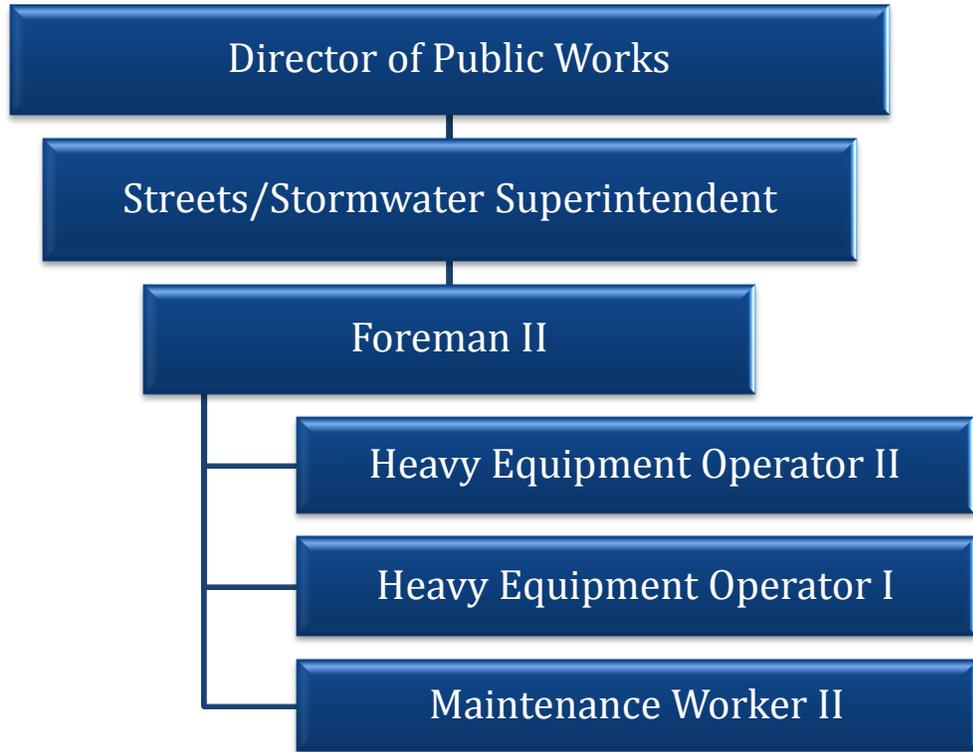
	2014	2015	2016	2016	2017
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 164,298	\$ 192,958	\$ 164,591	\$ 225,255	\$ 234,334
103 SALARIES-OVERTIME	\$ 1,202	\$ 1,122	\$ 685	\$ 1,000	\$ 1,000
104 SALARIES-LONGEVITY	\$ 1,613	\$ 585	\$ 556	\$ 688	\$ 820
105 GROUP HEALTH INSURANCE	\$ 24,707	\$ 21,665	\$ 20,534	\$ 26,958	\$ 31,060
106 TMRS	\$ 24,176	\$ 28,178	\$ 23,198	\$ 31,717	\$ 33,593
107 FICA	\$ 12,851	\$ 15,052	\$ 12,942	\$ 16,548	\$ 17,060
109 SALARIES-WELL PAY	\$ 1,025	\$ 150	\$ -	\$ 1,155	\$ 1,441
110 DENTAL INSURANCE	\$ 722	\$ 1,457	\$ 1,202	\$ 1,743	\$ 1,743
113 SALARIES-CAR ALLOWANCE	\$ -	\$ 2,957	\$ 3,843	\$ 4,800	\$ 4,800
114 SALARIES-ASSIGNMENT PAY	\$ 4,162	\$ 191	\$ -	\$ -	\$ -
120 GROUP LIFE INSURANCE	\$ 161	\$ 113	\$ 198	\$ 510	\$ 510
130 WORKERS COMPENSATION	\$ 4,148	\$ 2,846	\$ 1,950	\$ 986	\$ 1,523
131 EAP EXPENSE	\$ 104	\$ 98	\$ 75	\$ 130	\$ 135
Personnel Sub Total	\$ 239,170	\$ 267,371	\$ 229,774	\$ 311,490	\$ 328,019
Account Object	Description				
201 OFFICE SUPPLIES	\$ 2,351	\$ 4,787	\$ 282	\$ 250	\$ 250
202 UNIFORMS AND CLOTHING	\$ 380	\$ 1,754	\$ 1,277	\$ 900	\$ 1,137
203 MOTOR VEHICLE SUPPLIES	\$ -	\$ 29	\$ (1)	\$ 667	\$ 29,767
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 946	\$ 330	\$ 4,268	\$ 7,500	\$ 7,500
205 JANITORIAL & CLEANING SUPPLIES	\$ -	\$ 66	\$ -	\$ -	\$ -
206 CHEMICALS	\$ 796	\$ -	\$ 80	\$ 250	\$ 250
214 POSTAGE/SHIPPING/DELIVERY	\$ 15	\$ -	\$ 31	\$ 100	\$ 100
216 MEDICAL SUPPLIES	\$ -	\$ -	\$ -	\$ 50	\$ 50
218 FUEL & OIL	\$ 2,384	\$ 961	\$ 283	\$ 1,355	\$ 660
231 SOFTWARE	\$ -	\$ -	\$ 1,349	\$ 3,962	\$ 3,962
Supplies Sub Total	\$ 6,871	\$ 7,926	\$ 7,568	\$ 15,034	\$ 43,676
Account Object	Description				
301 MAINT-BLDG & STRUCTURES	\$ 143	\$ 46	\$ -	\$ 300	\$ -
302 MAINT-MOTOR VEHICLES	\$ 770	\$ 10	\$ 121	\$ 300	\$ 192,120
303 MAINT-EQUIP & MACHINERY	\$ 976	\$ 2,893	\$ (1,184)	\$ 3,400	\$ 1,500
342 MAINT-DATA PROC EQUIPMENT	\$ 456	\$ 225	\$ 745	\$ -	\$ -
Maintenance Sub Total	\$ 2,345	\$ 3,174	\$ (318)	\$ 4,000	\$ 193,620
Account Object	Description				
401 TELEPHONE & COMMUNICATIONS	\$ -	\$ -	\$ -	\$ -	\$ 450
402 RENTAL OF EQUIPMENT	\$ -	\$ 50	\$ -	\$ -	\$ -
407 SPECIAL SERVICES	\$ 150	\$ 15	\$ -	\$ -	\$ 2,000
409 TRAVEL & EDUCATION	\$ 280	\$ 189	\$ 4,000	\$ 6,150	\$ 4,100
411 ALARM SERVICES	\$ -	\$ 484	\$ -	\$ -	\$ -
416 OTHER/PROFESSIONAL SERVICES	\$ (27)	\$ -	\$ -	\$ 1,000	\$ 1,000
462 CELLULAR TELEPHONE & PAGERS	\$ 1,366	\$ 482	\$ 488	\$ 1,200	\$ 504
Services Sub Total	\$ 1,769	\$ 1,220	\$ 4,488	\$ 8,350	\$ 8,054
Department Total	\$ 250,155	\$ 279,691	\$ 241,512	\$ 338,874	\$ 573,369



TREE CITY USA

Streets

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Foreman II	1	1	1
Heavy Equipment Operator II	1	1	1
Heavy Equipment Operator I	1	1	1
Maintenance Worker II	0	1	1
Maintenance Worker I	1	0	0
Total	4	4	4

Department Narrative

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



Goals				
City Council Goals:				
<ul style="list-style-type: none"> • Sound Infrastructure 				
Departmental Goals				
<ul style="list-style-type: none"> • Increase the maintenance of all paved surfaces through the identification of problem areas • Formulate programs to enhance and extend the life cycle of all Lancaster streets • Increase emergency preparedness and recovery abilities • Respond to emergency situations in both pavement failures, sign repairs and traffic and school 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	14-15 Actual	15-16 Actual		2016-2017 Target
Current Miles of Streets and Alleys	262	262		262
Square Yards of Concrete Streets and Alleys Repaired	800	800		1,600
Tonnage of Asphalt Used on Street Repairs	4,361	3,600		4,500
Current Miles of Street and Alley Evaluations	22	25		22
Phone calls and CRM Requests Responded to within	100%	100%		100%
Snow and Ice Plan Implementation Date	November	November		November
Emergency Storm Response within 30 Minutes	90%	90%		90%
Emergency Pavement and Pothole Repair within 24hrs	90%	90%		90%
Procure Replacement Parts within 5 Days	85%	85%		90%
Weekly Street and Alley Evaluations	92%	92%		92%
Traffic Signal Response within 30 Minutes	90%	90%		95%
Traffic Signal Permanent Repair within 3 Days	85%	85%		90%
Sign Hazards Eliminated within 30 Minutes	90%	95%		95%
Sign Re-Order within 2 Days	95%	90%		95%
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Phone calls and CRM requests responded to within 24hrs	100%	100%		100%
Snow and Ice Plan Implementation	November	November		November
Emergency Pavement and Pothole Repair within 24hrs	95%	92%		95%
Procure Replacement Parts within 5 Days	90%	90%		90%
Weekly Street and Alley Evaluations	92%	92%		95%
Traffic Signal response within 30 minutes	95%	95%		95%
Traffic Signal Permanent Repair within 3 Days	90%	95%		95%
Sign Hazards Eliminated within 30 minutes	90	95%		95%
Sign Re-Order within 2 Days	95%	95%		95%
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	198,062	160,353	207,670	219,339
Supplies	29,981	11,153	40,208	25,912
Maintenance	132,780	181,955	214,450	173,200
Services	3,694	1,772	3,150	7,886
TOTAL	364,516	355,233	465,478	426,337

Streets Operations

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 114,993	\$ 131,150	\$ 108,366	\$ 136,687	\$ 143,525
103	SALARIES-OVERTIME	\$ 4,890	\$ 7,012	\$ 3,495	\$ 6,000	\$ 6,000
104	SALARIES-LONGEVITY	\$ 723	\$ 802	\$ 634	\$ 936	\$ 224
105	GROUP HEALTH INSURANCE	\$ 25,966	\$ 22,715	\$ 19,612	\$ 27,532	\$ 31,060
106	TMRS	\$ 17,545	\$ 19,837	\$ 15,504	\$ 19,657	\$ 20,878
107	FICA	\$ 8,820	\$ 10,528	\$ 8,597	\$ 11,042	\$ 11,526
109	SALARIES-WELL PAY	\$ -	\$ 306	\$ 968	\$ 714	\$ 897
110	DENTAL INSURANCE	\$ 1,046	\$ 1,664	\$ 1,202	\$ 1,734	\$ 1,734
120	GROUP LIFE INSURANCE	\$ 106	\$ 172	\$ 122	\$ 510	\$ 510
130	WORKERS COMPENSATION	\$ 6,026	\$ 3,772	\$ 1,772	\$ 2,728	\$ 2,850
131	EAP EXPENSE	\$ 99	\$ 103	\$ 80	\$ 130	\$ 135
Personnel Sub Total		\$ 180,215	\$ 198,062	\$ 160,353	\$ 207,670	\$ 219,339
Account Object	Description					
201	OFFICE SUPPLIES	\$ 30	\$ -	\$ 50	\$ 500	\$ 500
202	UNIFORMS AND CLOTHING	\$ 834	\$ 652	\$ 112	\$ 908	\$ 1,880
203	MOTOR VEHICLE SUPPLIES	\$ 1,365	\$ 8	\$ 229	\$ 1,000	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,307	\$ 2,507	\$ 2,310	\$ 2,371	\$ 3,964
206	CHEMICALS	\$ 375	\$ 283	\$ -	\$ 500	\$ 750
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 31	\$ -	\$ -	\$ -	\$ 120
214	POSTAGE/SHIPPING/DELIVERY	\$ 96	\$ -	\$ 14	\$ 50	\$ 50
216	MEDICAL SUPPLIES	\$ -	\$ -	\$ -	\$ 50	\$ 100
218	FUEL & OIL	\$ 27,078	\$ 15,664	\$ 8,436	\$ 19,829	\$ 11,508
231	SOFTWARE	\$ -	\$ 10,868	\$ -	\$ 15,000	\$ 7,040
Supplies Sub Total		\$ 31,116	\$ 29,981	\$ 11,153	\$ 40,208	\$ 25,912
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ -	\$ -	\$ 474	\$ 2,000	\$ -
302	MAINT-MOTOR VEHICLES	\$ 6,912	\$ 8,683	\$ 8,091	\$ 6,000	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 8,893	\$ 14,134	\$ 2,077	\$ 10,500	\$ -
304	MAINT-STREETS	\$ 88,296	\$ 77,478	\$ 98,323	\$ 100,000	\$ 100,000
305	MAINT-SIDEWALKS & ALLEYS	\$ 1,610	\$ 35	\$ 49,415	\$ 60,000	\$ 40,000
307	MAINT-INSTRUMENTS & APPARATUS	\$ 208	\$ 1,577	\$ 561	\$ 1,200	\$ 1,700
319	MAINT-TRAFFIC SIGN SYSTEM	\$ 38,502	\$ 21,292	\$ 19,317	\$ 21,250	\$ 21,000
320	MAINT-STREET MARKINGS	\$ 4,588	\$ 9,580	\$ 3,695	\$ 13,500	\$ 10,500
Maintenance Sub Total		\$ 149,010	\$ 132,780	\$ 181,955	\$ 214,450	\$ 173,200
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 904	\$ 336	\$ 595	\$ 500	\$ 250
409	TRAVEL & EDUCATION	\$ -	\$ 178	\$ 61	\$ 500	\$ 1,115
410	UTILITIES - ELECTRICITY	\$ (34,389)	\$ -	\$ -	\$ -	\$ -
413	SANITARY LANDFILL	\$ -	\$ 440	\$ -	\$ 500	\$ 1,000
414	DUES & SUBSCRIPTIONS	\$ 3,943	\$ 1,605	\$ -	\$ -	\$ 4,105
421	PRINTING	\$ 682	\$ 388	\$ 180	\$ 450	\$ 300
462	CELLULAR TELEPHONE & PAGERS	\$ 1,143	\$ 747	\$ 936	\$ 1,200	\$ 1,116
Services Sub Total		\$ (27,717)	\$ 3,694	\$ 1,772	\$ 3,150	\$ 7,886
Department Total		\$ 332,623	\$ 364,516	\$ 355,232	\$ 465,478	\$ 426,337



Parks

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Park Operations Manager	1	1	1
Foreman II	1	1	1
Foreman I	1	1	1
Maintenance Worker II	7	7	7
Total	10	10	10

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.



Goals				
City Council Goals:				
<ul style="list-style-type: none"> • Healthy, Safe & Vibrant Community • Civic Engagement 				
Departmental Goals				
<ul style="list-style-type: none"> • Update Park, Recreation, Open Space, Trails and Streetscape Master Plan • Establish the Operation and Maintenance cost for Park land maintained • Update parks needs inventory for park land and amenities for CIP consideration • Complete and Implement relocation plan of tree farm transplanting in various parks • Assist with the development of a Land Bank Strategy for City properties • Assist with implementation of the Comprehensive Plan recommendations • Complete and Implement relocation plan of tree farm transplanting in various parks 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Number of current parks	17	17		17
School facilities maintained in summer	7	7		7
Acreage of parks maintained	324	324		324
Acreage of athletic facilities maintained	42	42		42
Acreage of municipal facilities maintained	17	17		17
Acreage of large areas maintained	265	265		267
Acreage of Country View Golf Course maintained	214	214		214
Total number of Park Acres	862	862		862
Full-Time Employees	9	10		10
Rights of Way/Median Acreage	372	N/A		N/A
Special Events Requiring Park Staffing	8	9		12
Outdoor restrooms maintained	8	8		9
Monthly Safety meetings	12	12		12
Trail Miles Maintained	2.4	2.4		2.4
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Mow/Trim Parks	44%	46%		46%
Athletic Maintenance	19%	19%		19%
Litter Removal	16%	16		16%
Administration	8%	8%		8%
Special Events - set up/break down	6%	4%		4%
Playground Inspection/Maintenance	2%	2%		2%
Forestry	1%	1%		1%
Janitorial	1%	1%		1%
Chemical Application	1%	1%		1%
Construction	1%	1%		1%
Intra Department Support	1%	1%		1%
Budget Summary	2014-2015	2015-2016		2016-2017
	Actual	Actual	Budget	Budget
Personnel	504,772	396,632	523,022	558,246
Supplies	53,700	29,218	48,555	40,493
Maintenance	47,352	46,956	36,500	15,210
Other Services	24,047	26,597	22,560	9,220
Capital Outlay	-	6,550	-	-
TOTAL	629,870	505,953	630,637	623,169

Parks

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 303,654	\$ 343,964	\$ 263,620	\$ 358,787	\$ 369,574
103	SALARIES-OVERTIME	\$ 10,906	\$ 5,840	\$ 7,273	\$ 4,500	\$ 4,500
104	SALARIES-LONGEVITY	\$ 1,547	\$ 2,148	\$ 1,579	\$ 2,276	\$ 2,392
105	GROUP HEALTH INSURANCE	\$ 62,731	\$ 56,942	\$ 54,123	\$ 67,869	\$ 88,925
106	TMRS	\$ 46,162	\$ 51,353	\$ 37,481	\$ 50,097	\$ 52,484
107	FICA	\$ 23,442	\$ 26,855	\$ 20,257	\$ 28,142	\$ 28,973
109	SALARIES-WELL PAY	\$ 552	\$ -	\$ 139	\$ 1,821	\$ 2,243
110	DENTAL INSURANCE	\$ 3,588	\$ 4,169	\$ 3,145	\$ 4,362	\$ 4,353
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ 7,864	\$ 5,562	\$ -	\$ -
118	CELL PHONE ALLOWANCE	\$ 481	\$ 326	\$ 300	\$ 480	\$ -
120	GROUP LIFE INSURANCE	\$ 162	\$ 296	\$ 316	\$ 1,122	\$ 1,122
130	WORKERS COMPENSATION	\$ 7,618	\$ 4,756	\$ 2,638	\$ 3,280	\$ 3,383
131	EAP EXPENSE	\$ 240	\$ 259	\$ 198	\$ 286	\$ 297
Personnel Sub Total		\$ 461,084	\$ 504,772	\$ 396,632	\$ 523,022	\$ 558,246
Account Object	Description					
201	OFFICE SUPPLIES	\$ 653	\$ 332	\$ 1,320	\$ 500	\$ 500
202	UNIFORMS AND CLOTHING	\$ 1,695	\$ 3,980	\$ 2,346	\$ 2,580	\$ 3,975
203	MOTOR VEHICLE SUPPLIES	\$ 2,436	\$ 494	\$ 16	\$ 1,500	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 5,013	\$ 3,026	\$ 3,040	\$ 3,250	\$ 2,700
205	JANITORIAL & CLEANING SUPPLIES	\$ 2,606	\$ 2,873	\$ -	\$ -	\$ 2,170
206	CHEMICALS	\$ 6,335	\$ 10,857	\$ 3,391	\$ 9,420	\$ 7,870
208	EDUCATION & REC SUPPLIES	\$ -	\$ 3,176	\$ 4,137	\$ 5,000	\$ 5,000
209	BOTANICAL & AGR SUPPLIES	\$ 3,993	\$ 3,934	\$ 4,375	\$ 4,000	\$ 4,000
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 272	\$ 288	\$ -	\$ -	\$ -
211	OTHER OPERATIONAL SUPPLIES	\$ -	\$ 6,057	\$ -	\$ -	\$ -
218	FUEL & OIL	\$ 27,756	\$ 18,682	\$ 10,056	\$ 21,805	\$ 13,728
226	SEED	\$ -	\$ -	\$ 537	\$ 500	\$ 550
Services Sub Total		\$ 50,761	\$ 53,700	\$ 29,218	\$ 48,555	\$ 40,493
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 7,235	\$ 4,360	\$ 9,172	\$ 9,000	\$ -
302	MAINT-MOTOR VEHICLES	\$ 4,152	\$ 21,361	\$ 16,674	\$ 5,500	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 16,299	\$ 6,631	\$ 1,256	\$ 4,000	\$ -
315	MAINT-PARK EQUIPMENT/FIXTURES	\$ 21,915	\$ 15,000	\$ 19,854	\$ 18,000	\$ 15,210
Maintenance Sub Total		\$ 49,601	\$ 47,352	\$ 46,956	\$ 36,500	\$ 15,210
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 3,951	\$ 1,469	\$ 1,033	\$ 1,000	\$ 1,000
409	TRAVEL & EDUCATION	\$ 1,537	\$ 2,318	\$ 1,455	\$ 2,660	\$ 2,695
410	UTILITIES - ELECTRICITY	\$ (2,709)	\$ -	\$ -	\$ -	\$ -
414	DUES & SUBSCRIPTIONS	\$ 175	\$ 300	\$ 257	\$ 900	\$ 525
416	OTHER/PROFESSIONAL SERVICES	\$ 11,791	\$ 10,126	\$ 18,985	\$ 18,000	\$ 5,000
421	PRINTING	\$ (414)	\$ 336	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 2,027	\$ 1,419	\$ 1,878	\$ -	\$ -
559	CONTRACT/TEMPORARY LABOR	\$ 8,896	\$ 8,079	\$ 2,990	\$ -	\$ -
Services Sub Total		\$ 25,255	\$ 24,047	\$ 26,597	\$ 22,560	\$ 9,220
Account Object	Description					
602	CAPITAL-BLDG & STRUCTURE	\$ -	\$ -	\$ 6,550	\$ -	\$ -
607	CAPITAL-PARK SYSTEM	\$ 31,221	\$ -	\$ -	\$ -	\$ -
Capital Sub Total		\$ 31,221	\$ -	\$ 6,550	\$ -	\$ -
Department Total		\$ 617,923	\$ 629,870	\$ 505,954	\$ 630,637	\$ 623,169



Lancaster Police Department



Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Chief of Police	1	1	1
Assistant Police Chief	2	2	2
Lieutenant	6	6	6
Sergeant	7	7	7
Police Officer	37.5	41	44
CID Technician	1	1	1
Property & Evidence Technician	1	1	1
Lead Police Technician	1	1	0
Police Technicians	1	1	0
PT Police Technician (.5)	1	1	0
Public Service Officer	1	2	2
PT Public Service Officer (.5)	1	0.5	0.5
Administrative Secretary	1	1	1
Total	61.5	65.5	65.5

Department Narrative

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

Goals				
City Council Goals:				
<ul style="list-style-type: none"> • Healthy, Safe & Vibrant Community • Civic Engagement • Professional & Committed City Workforce 				
Departmental Goals				
<ul style="list-style-type: none"> • 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 Safety 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	14-15 Actual	15-16 Actual		2016-2017 Target
City Population / Square City Miles	36,390/33	37,360/33		37,860/33
Sworn Officers	54	48		54
Calls for Service	41,340	29,240		38,000
Citations / Violations	9095	7312		4713
Arrests	2,782	1,420		2,432
Accidents Reported	310	584		551
Part I Crimes	2,143	1,234		1,706
Public Safety Academies	1	1		1
Attendance at National Night Out Events	15	7		20
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Homeowner's Association Meeting Attendance	5	11		25
New Community Watch Groups Created	10	0		9
New Business Crime Watch Areas Created	2	0		2
Crime Victim Liaison Program	n/a	n/a		Ongoing
Partnership with UNT-Dallas Criminal Justice Program	Ongoing	n/a		Ongoing
Average Offense Report Completion Time	45 Minutes	45 Minutes		45 minutes
Average Arrest Report Completion Time	60 Minutes	60 Minutes		60minutes
Average Accident Report Completion Time	50 Minutes	50 Minutes		50 minutes
Average Emergency Response Time	4.51 Minutes	4.51 Minutes		4.41
Average Non-Emergency Response Time	9 Minutes	9 Minutes		7
Part I Crimes per 1000 Population	59	52		57
Sworn Officers per 1000 Population/per Square City Mile	1.8	1.28		1.5
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	5,241,841	4,578,633	5,350,218	5,846,095
Supplies	234,768	136,089	238,525	167,330
Maintenance	102,101	97,815	86,942	21,400
Services	524,999	417,651	429,770	482,915
Capital Outlay	17,215	-	-	-
TOTAL	6,120,923	5,230,188	6,105,455	6,517,740

Lancaster Police Department

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

Fund 1 **GENERAL FUND**
Department 14 **POLICE**
Program 0 **POLICE**

Account Object	Description	2014 Actual	2015 Actual	2016 YTD Actual	2016 Budget	2017 Proposed
101	SALARIES-REGULAR	\$ 3,017,272	\$ 3,249,667	\$ 2,815,898	\$ 3,608,715	\$ 3,993,913
102	SALARIES-PART TIME	\$ 26,296	\$ 70,582	\$ 34,767	\$ 45,646	\$ 15,965
103	SALARIES-OVERTIME	\$ 370,943	\$ 450,995	\$ 462,117	\$ 215,400	\$ 215,400
104	SALARIES-LONGEVITY	\$ 19,747	\$ 20,614	\$ 16,095	\$ 20,284	\$ 21,144
105	GROUP HEALTH INSURANCE	\$ 409,833	\$ 428,927	\$ 382,784	\$ 487,977	\$ 504,405
106	TMRS	\$ 514,675	\$ 553,056	\$ 462,091	\$ 540,120	\$ 603,188
107	FICA	\$ 261,629	\$ 288,419	\$ 245,085	\$ 293,128	\$ 320,950
109	SALARIES-WELL PAY	\$ 33,729	\$ 35,354	\$ 33,792	\$ 19,406	\$ 25,737
110	DENTAL INSURANCE	\$ 11,110	\$ 20,534	\$ 15,949	\$ 25,350	\$ 24,429
112	SALARIES-OUT OF CLASS/FTO PAY	\$ -	\$ 98	\$ -	\$ -	\$ -
113	SALARIES-CAR ALLOWANCE	\$ 4,815	\$ 4,814	\$ 1,643	\$ -	\$ -
114	SALARIES-ASSIGNMENT PAY	\$ 34,039	\$ 27,460	\$ 16,219	\$ 12,480	\$ 31,200
115	CERTIFICATION PAY	\$ 40,977	\$ 41,491	\$ 57,593	\$ 36,076	\$ 40,325
118	CELL PHONE ALLOWANCE	\$ 8,405	\$ 6,700	\$ 5,091	\$ 7,200	\$ 7,200
120	GROUP LIFE INSURANCE	\$ 3,111	\$ 4,688	\$ 3,226	\$ 6,478	\$ 6,630
121	UNIFORMS	\$ 5,000	\$ 1,000	\$ 2,065	\$ 1,500	\$ 1,500
130	WORKERS COMPENSATION	\$ 58,405	\$ 35,957	\$ 22,985	\$ 28,806	\$ 32,352
131	EAP EXPENSE	\$ 1,385	\$ 1,484	\$ 1,233	\$ 1,652	\$ 1,757
Personnel Sub Total		\$ 4,821,370	\$ 5,241,841	\$ 4,578,633	\$ 5,350,218	\$ 5,846,095
Supplies						
201	SUPPLIES	\$ 7,202	\$ 12,723	\$ 6,230	\$ 5,870	\$ 5,870
202	UNIFORMS AND CLOTHING	\$ 30,974	\$ 55,401	\$ 26,993	\$ 34,615	\$ 42,812
203	MOTOR VEHICLE SUPPLIES	\$ 9,532	\$ 456	\$ 180	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 3,797	\$ 1,163	\$ 7,474	\$ 1,000	\$ 684
208	EDUCATION & REC SUPPLIES	\$ 212	\$ 385	\$ -	\$ 500	\$ 500
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 1,090	\$ 180	\$ 760	\$ 800	\$ 300
211	OTHER OPERATIONAL SUPPLIES	\$ 3,638	\$ 6,954	\$ 2,446	\$ 7,525	\$ 2,955
212	AMMUNITION	\$ 5,889	\$ 8,471	\$ 10,278	\$ 11,600	\$ 15,084
214	POSTAGE/SHIPPING/DELIVERY	\$ 2,498	\$ 4,493	\$ 4,457	\$ 2,500	\$ 2,500
215	TRAINING SUPPLIES	\$ 350	\$ 256	\$ 1,475	\$ 735	\$ 2,140
218	FUEL & OIL	\$ 186,632	\$ 135,760	\$ 67,569	\$ 165,880	\$ 90,984
219	DATA PROCESSING SUPPLIES	\$ 3,428	\$ 4,539	\$ 4,469	\$ 4,000	\$ -
220	INVESTIGATION SUPPLIES	\$ 1,656	\$ 3,986	\$ 3,757	\$ 3,500	\$ 3,500
Supplies Sub Total		\$ 256,898	\$ 234,768	\$ 136,089	\$ 238,525	\$ 167,330
Maintenance						
301	MAINT-BLDG & STRUCTURES	\$ 67	\$ 160	\$ -	\$ -	\$ -
302	MAINT-MOTOR VEHICLES	\$ 47,822	\$ 65,358	\$ 73,751	\$ 50,000	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 11,546	\$ 36,583	\$ 24,065	\$ 36,692	\$ -
314	MAINT-RADIO EQUIPMENT	\$ -	\$ -	\$ -	\$ 250	\$ -
351	MAINT-MISC	\$ -	\$ -	\$ -	\$ -	\$ 21,400
Maintenance Sub Total		\$ 59,436	\$ 102,101	\$ 97,815	\$ 86,942	\$ 21,400
Services						
402	RENTAL OF EQUIPMENT	\$ 8,862	\$ 7,498	\$ -	\$ -	\$ -
407	SPECIAL SERVICES	\$ 49,132	\$ 65,556	\$ 3,253	\$ -	\$ -
408	ADVERTISING	\$ -	\$ 96	\$ -	\$ -	\$ -
409	TRAVEL & EDUCATION	\$ 45,838	\$ 37,152	\$ 31,147	\$ 35,175	\$ 57,875
414	DUES & SUBSCRIPTIONS	\$ 10,892	\$ 15,512	\$ 13,322	\$ 13,645	\$ 14,790
416	OTHER/PROFESSIONAL SERVICES	\$ 42,780	\$ 29,123	\$ 20,655	\$ 21,750	\$ 48,600
419	AWARDS	\$ 281	\$ 968	\$ 500	\$ 500	\$ 500
421	PRINTING	\$ 2,611	\$ 3,802	\$ 691	\$ 1,070	\$ 850
434	SPECIAL EVENTS	\$ 440	\$ 1,593	\$ 784	\$ 600	\$ 600
435	LABORATORY CHARGES	\$ 6,475	\$ 11,202	\$ 11,469	\$ 6,670	\$ 9,700
440	CONSULTANT AND ADVISORY FEES	\$ -	\$ -	\$ 10,000	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 928	\$ 971	\$ 588	\$ 360	\$ -
473	HIDTA EXPENSES	\$ -	\$ -	\$ 4,409	\$ -	\$ -
476	ACCT ANALYSIS FEES-JPM	\$ 1,523	\$ 899	\$ -	\$ -	\$ -
482	CREDIT CARD PROCESSING FEES	\$ -	\$ 86	\$ -	\$ -	\$ -
539	MISC. HEALTH BENEFIT	\$ -	\$ 540	\$ -	\$ -	\$ -
557	CITY JAIL CONTRACT	\$ 340,000	\$ 350,000	\$ 320,833	\$ 350,000	\$ 350,000
Services Sub Total		\$ 509,762	\$ 524,999	\$ 417,651	\$ 429,770	\$ 482,915
Capital						
609	CAPITAL-MACHINERY & EQUIPMENT	\$ -	\$ 8,083	\$ -	\$ -	\$ -
618	CAPITAL-COMPUTER EQUIPMENT	\$ -	\$ 9,132	\$ -	\$ -	\$ -
Capital Sub Total		\$ -	\$ 17,215	\$ -	\$ -	\$ -
Department Total		\$ 5,647,467	\$ 6,120,924	\$ 5,230,188	\$ 6,105,455	\$ 6,517,740



TREE CITY USA

Fire

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Fire Chief	1	1	1
Assistant Fire Chief	1	1	1
Battalion Chief	3	5	5
Captain	11	9	9
Fire Engineer	21	21	21
Fire Fighter	19	19	25
Fire Fighter (Safer Grant .38 fte)	0	2.28	0
Administrative Secretary	1	1	1
Total	57	59.28	63

Department Narrative

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



Goals				
City Council Goals:				
<ul style="list-style-type: none"> • Healthy, Safety and Vibrant Community 				
Departmental Goals:				
<ul style="list-style-type: none"> • Increase percentage firefighters on scene in 5 min. • 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. • Fire station personnel will visit their neighborhoods during the year. • Maintain the Fire Department comprehensive wellness-fitness program. 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Full-Time Employees	57	61		60
Responses (Average per year)	11,767	11,652		12,000
Simultaneous Incidents	1,738	1,963		1,900
Lives Saved	493	474		500
Life Extending Aid	1,378	1,894		1,400
Training Hours	11,884	9,862		10,000.00
Value Saved Exposed to Fire	25,605,960	11,510,675		26,000,000
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Percent of property saved from fire	76%	76%		95%
Paramedics trained	9	4		6
Minimum Apparatus staffing per unit	13	16		16
Response times with increased call volume	5.5	5:14 minutes		5.5
Percentage of 4 firefighters on scene in 5 minutes	36%	50%		50%
Percentage of 14 firefighters on scene in 9 minutes	47%	58%		70%
Increase ambulance billing revenue	10%	20%		10%
Dependency on mutual aid assistance	378	444		200
Public Fire Safety Education contacts	8,500	8,300		8,500
In the field CPR recesutations	20	14		20
Budget Summary	2014-2015	2015-2016		2016-2017
	Actual	Actual	Budget	Budget
Personnel	5,586,118	4,962,372	5,587,013	6,136,013
Supplies	410,327	237,831	279,339	289,502
Maintenance	109,335	116,445	80,740	19,700
Services	221,829	202,991	203,040	265,936
Capital Outlay	-	-	-	6,000
TOTAL	6,327,609	5,519,639	6,150,132	6,717,151

Lancaster Fire Department

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 3,393,738	\$ 3,477,665	\$ 2,966,004	\$ 3,724,640	\$ 4,078,717
103	SALARIES-OVERTIME	\$ 290,668	\$ 452,491	\$ 474,811	\$ 200,000	\$ 200,000
104	SALARIES-LONGEVITY	\$ 28,120	\$ 28,733	\$ 22,704	\$ 27,018	\$ 26,620
105	GROUP HEALTH INSURANCE	\$ 318,119	\$ 451,468	\$ 513,278	\$ 506,149	\$ 594,194
106	TMRS	\$ 568,227	\$ 593,993	\$ 494,827	\$ 565,157	\$ 626,172
107	FICA	\$ 285,868	\$ 307,844	\$ 266,304	\$ 307,025	\$ 336,004
108	SALARIES-PARAMEDIC	\$ 103,111	\$ 105,444	\$ 81,821	\$ 99,695	\$ 105,959
109	SALARIES-WELL PAY	\$ 8,660	\$ 7,181	\$ 8,390	\$ 20,320	\$ 26,565
110	DENTAL INSURANCE	\$ 13,879	\$ 23,336	\$ 19,081	\$ 24,975	\$ 24,912
112	SALARIES-OUT OF CLASS	\$ 11,524	\$ 27,046	\$ 28,356	\$ 13,000	\$ 13,000
113	SALARIES-CAR ALLOWANCE	\$ -	\$ -	\$ 1,280	\$ -	\$ 4,800
114	SALARIES-ASSIGNMENT PAY	\$ 2,086	\$ 3,195	\$ 4,007	\$ 2,080	\$ -
115	CERTIFICATION PAY	\$ 39,174	\$ 37,073	\$ 27,272	\$ 36,723	\$ 36,118
118	CELL PHONE ALLOWANCE	\$ 1,444	\$ 1,444	\$ 1,121	\$ 1,440	\$ 1,440
120	GROUP LIFE INSURANCE	\$ 3,421	\$ 5,125	\$ 3,437	\$ 6,348	\$ 6,732
125	SALARIES-FLSA OVERTIME	\$ 25,134	\$ 27,814	\$ 26,857	\$ 25,000	\$ 25,000
130	WORKERS COMPENSATION	\$ 5,828	\$ 33,721	\$ 21,080	\$ 24,823	\$ 26,998
131	EAP EXPENSE	\$ 1,509	\$ 1,630	\$ 1,191	\$ 1,620	\$ 1,782
149	TLLFRA ANNUITY PAYMENT	\$ 617	\$ 915	\$ 550	\$ 1,000	\$ 1,000
Personnel Sub Total		\$ 5,101,127	\$ 5,586,118	\$ 4,962,372	\$ 5,587,013	\$ 6,136,013
Account Object Description						
201	OFFICE SUPPLIES	\$ 4,255	\$ 5,925	\$ 7,749	\$ 5,317	\$ 4,000
202	UNIFORMS AND CLOTHING	\$ 52,418	\$ 61,420	\$ 61,110	\$ 52,460	\$ 52,774
203	MOTOR VEHICLE SUPPLIES	\$ 1,473	\$ 3,022	\$ 3,657	\$ 7,000	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 44,677	\$ 175,294	\$ 47,259	\$ 48,423	\$ 78,531
205	JANITORIAL & CLEANING SUPPLIES	\$ 7,436	\$ 6,993	\$ 5,858	\$ 6,000	\$ 5,753
206	CHEMICALS	\$ -	\$ -	\$ -	\$ -	\$ -
208	EDUCATION & REC SUPPLIES	\$ 1,386	\$ 2,302	\$ 2,297	\$ 2,000	\$ 1,960
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 722	\$ 432	\$ 493	\$ 500	\$ 500
211	OTHER OPERATIONAL SUPPLIES	\$ 2,284	\$ 3,193	\$ 2,065	\$ 3,000	\$ 8,664
214	POSTAGE/SHIPPING/DELIVERY	\$ 1,037	\$ 1,006	\$ 606	\$ 350	\$ 750
215	TRAINING SUPPLIES	\$ -	\$ 54	\$ -	\$ -	\$ 750
216	MEDICAL SUPPLIES	\$ 84,746	\$ 95,133	\$ 71,175	\$ 70,430	\$ 88,980
218	FUEL & OIL	\$ 74,442	\$ 45,505	\$ 26,536	\$ 76,176	\$ 36,840
231	SOFTWARE	\$ 8,880	\$ 10,049	\$ 9,028	\$ 10,000	\$ 10,000
Sub Total		\$ 283,757	\$ 410,327	\$ 237,831	\$ 281,656	\$ 289,502
Account Object Description						
301	MAINT-BLDG & STRUCTURES	\$ 200	\$ 4,695	\$ 2,131	\$ 4,000	\$ -
302	MAINT-MOTOR VEHICLES	\$ 60,939	\$ 73,848	\$ 81,894	\$ 58,140	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 17,911	\$ 20,748	\$ 12,353	\$ 9,600	\$ 10,750
307	MAINT-INSTRUMENTS & APPARATUS	\$ 10,117	\$ 7,044	\$ 17,067	\$ 6,000	\$ 5,950
314	MAINT-RADIO EQUIPMENT	\$ 2,971	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Sub Total		\$ 92,138	\$ 109,335	\$ 116,445	\$ 80,740	\$ 19,700
Account Object Description						
402	RENTAL OF EQUIPMENT	\$ 8,295	\$ 9,126	\$ 138	\$ -	\$ -
407	SPECIAL SERVICES	\$ 4,789	\$ 5,270	\$ 3,991	\$ 6,500	\$ 6,650
409	TRAVEL & EDUCATION	\$ 27,570	\$ 25,899	\$ 24,408	\$ 19,715	\$ 36,905
414	DUES & SUBSCRIPTIONS	\$ 2,125	\$ 1,478	\$ 1,712	\$ 1,850	\$ 9,940
416	PROFESSIONAL SERVICES	\$ 24,864	\$ 29,495	\$ 24,018	\$ 28,000	\$ 40,790
418	MEDICAL EXPENSE	\$ 35	\$ -	\$ 65	\$ 500	\$ 500
419	AWARDS	\$ 770	\$ -	\$ -	\$ -	\$ -
420	INTERNAL TRAINING	\$ -	\$ 1,204	\$ 1,750	\$ 1,800	\$ 1,600
421	PRINTING	\$ 1,154	\$ 997	\$ -	\$ -	\$ -
426	VOLUNTEER FIREMENS PENSION	\$ 1,200	\$ -	\$ -	\$ -	\$ -
434	SPECIAL EVENTS	\$ 123	\$ 946	\$ 128	\$ 675	\$ 675
446	CITY ATTORNEY FEES	\$ -	\$ -	\$ 288	\$ -	\$ -
451	RADIO TIE-IN TO PARKLAND	\$ 16,841	\$ 14,491	\$ 14,883	\$ 14,883	\$ 14,491
453	E M S TRAINING	\$ 30,278	\$ 38,616	\$ 35,791	\$ 45,000	\$ 54,100
455	CERTIFICATION FEES	\$ 11,488	\$ 9,780	\$ 4,580	\$ 12,410	\$ 18,797
462	CELLULAR TELEPHONE & PAGERS	\$ 3,779	\$ 3,374	\$ 3,301	\$ 3,240	\$ 2,160
470	BAD DEBT EXPENSE	\$ -	\$ -	\$ 1,245	\$ -	\$ -
476	ACCT ANALYSIS FEES-JPM	\$ 6,965	\$ 7,285	\$ 4,658	\$ 6,000	\$ 6,000
554	AMBULANCE BILLING SERVICE FEE	\$ 59,834	\$ 63,369	\$ 69,751	\$ 40,000	\$ 53,328
558	EMPLOYEE PHYSICAL ASSESSMENT	\$ 17,450	\$ 10,500	\$ 12,285	\$ 20,150	\$ 20,000
Sub Total		\$ 217,561	\$ 221,829	\$ 202,991	\$ 200,723	\$ 265,936
Account Object Description						
615	CAPITAL-COMMUNICATION EQUIP	\$ -	\$ -	\$ -	\$ -	\$ 6,000
		\$ -	\$ -	\$ -	\$ -	\$ 6,000
Department Total		\$ 5,694,583	\$ 6,327,609	\$ 5,519,639	\$ 6,150,132	\$ 6,717,151



Personnel Organization Chart



Personnel Summary

There is no personnel for this program.

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.

Goals				
City Council Goals:				
<ul style="list-style-type: none"> • Healthy, Safe & Vibrant Community 				
Departmental Goals:				
<ul style="list-style-type: none"> • 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 capabilities for large scale disasters such as floods, tornados and terrorism 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Siren activation testing	200	220		200
Severe Weather events monitored	60	67		60
Emergency Plan Annexe updates	4	2		8
Code Red maintenance	150	225		300
Generator Checks	60	60		60
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Siren activations	2	4		4
Emergency Operation Center (EOC) activations	30	15		16
Emergency Operation Plan (EOP) rating	Intermediate	Intermediate		Advanced
Generator Activations	5	4		3
City Disaster Training	4	2		4
Regional Disaster meetings	6	8		8
Disaster Drill	6	1		2
Code Red notifications	2	2		2
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Supplies	8,018	1,666	4,500	2,000
Maintenance	19,699	20,867	25,000	11,000
Services	24,636	22,000	31,500	84,774
TOTAL	52,354	44,533	61,000	97,774

Emergency Management

<p>BUDGET REPORT LINE ITEM DETAIL BY DEPARTMENT</p>	<p>Fund 1 Department 15 Program 4</p>	<p>GENERAL FUND FIRE EMERGENCY MANAGEMENT</p>
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	2014	2015	2016	2016	2017
Account Object Description	Actual	Actual	YTD Actual	Budget	Proposed
202 UNIFORMS AND CLOTHING	\$ -	\$ -	\$ -	\$ 200	\$ -
203 MOTOR VEHICLE SUPPLIES	\$ -	\$ -	\$ -	\$ 500	\$ -
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 38	\$ 16	\$ 469	\$ 800	\$ -
218 FUEL & OIL	\$ 2,222	\$ 8,002	\$ 1,197	\$ 3,000	\$ 2,000
Supplies Sub Total	\$ 2,260	\$ 8,018	\$ 1,666	\$ 4,500	\$ 2,000
Account Object Description	Actual	Actual	YTD Actual	Budget	Proposed
302 MAINT-MOTOR VEHICLES	\$ 466	\$ -	\$ 7	\$ 2,000	\$ -
303 MAINT-EQUIP & MACHINERY	\$ -	\$ 4,054	\$ 663	\$ 2,000	\$ -
314 MAINT-RADIO EQUIPMENT	\$ -	\$ 1,807	\$ 1,422	\$ 2,000	\$ 2,000
341 MAINT-EARLY WARNING SIRENS	\$ 11,964	\$ 13,838	\$ 18,775	\$ 19,000	\$ 9,000
Maintenance Sub Total	\$ 12,429	\$ 19,699	\$ 20,867	\$ 25,000	\$ 11,000
Account Object Description	Actual	Actual	YTD Actual	Budget	Proposed
401 TELEPHONE & COMMUNICATIONS	\$ -	\$ 1,636	\$ -	\$ -	\$ -
409 TRAVEL & EDUCATION	\$ -	\$ -	\$ -	\$ 500	\$ -
416 PROFESSIONAL SERVICES	\$ 24,254	\$ 23,000	\$ 22,000	\$ 31,000	\$ 84,774
Services Sub Total	\$ 24,254	\$ 24,636	\$ 22,000	\$ 31,500	\$ 84,774
Department Total	\$ 38,943	\$ 52,354	\$ 44,533	\$ 61,000	\$ 97,774



Non-Departmental

Personnel Organization Chart



Personnel Summary

There is no personnel for this program.

Department Narrative

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



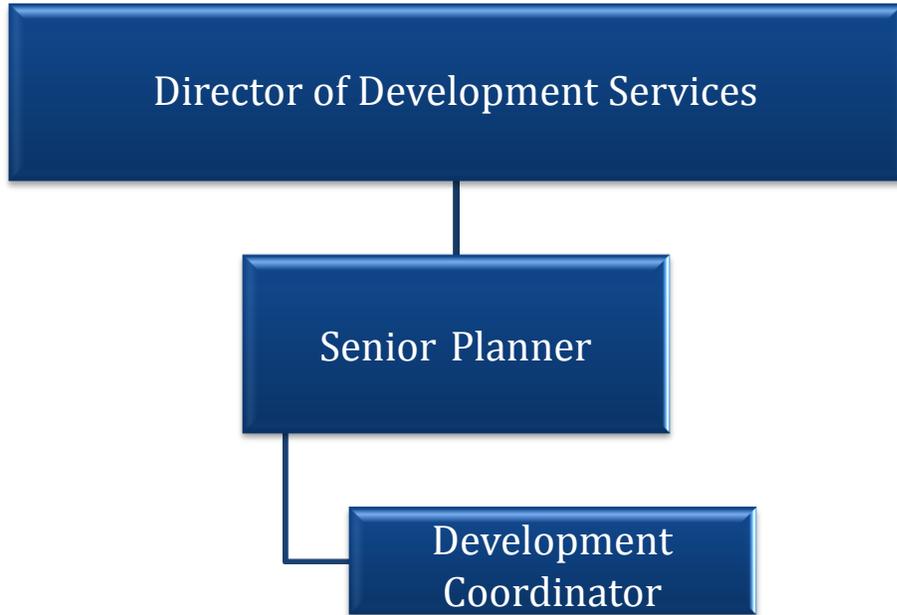
Non-Departmental

BUDGET REPORT LINE ITEM DETAIL BY DEPARTMENT	Fund Department Program	1 16 0	GENERAL FUND NON-DEPARTMENTAL NON-DEPARTMENTAL EXPENSES
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	2014	2015	2016	2016	2017
Account Object Description	Actual	Actual	YTD Actual	Budget	Proposed
130 WORKERS COMPENSATION	\$ 3,183	\$ -	\$ 2,684	\$ 4,000	\$ 4,000
Personnel Sub Total	\$ 3,183	\$ -	\$ 2,684	\$ 4,000	\$ 4,000
Account Object Description					
201 OFFICE SUPPLIES	\$ 4	\$ -	\$ -	\$ -	\$ -
214 POSTAGE/SHIPPING/DELIVERY	\$ 6,947	\$ 2,284	\$ 56	\$ -	\$ -
Supplies Sub Total	\$ 6,951	\$ 2,284	\$ 56	\$ -	\$ -
Account Object Description					
301 MAINT-BLDG & STRUCTURES	\$ 1,597	\$ (1,597)	\$ -	\$ -	\$ -
Maintenance Sub Total	\$ 1,597	\$ (1,597)	\$ -	\$ -	\$ -
Account Object Description					
401 TELEPHONE & COMMUNICATIONS	\$ 247,020	\$ 249,024	\$ 232,215	\$ 83,769	\$ 87,958
402 RENTAL OF EQUIPMENT	\$ -	\$ 51	\$ 13,381	\$ 34,653	\$ 21,653
403 CASUALTY INSURANCE	\$ 300,758	\$ 299,653	\$ 329,448	\$ 354,000	\$ 394,000
406 UNEMPLOYMENT INSURANCE	\$ 19,588	\$ 35,021	\$ 12,815	\$ 45,000	\$ 60,000
407 SPECIAL SERVICES	\$ 3,500	\$ 8,611	\$ -	\$ -	\$ -
408 ADVERTISING	\$ -	\$ -	\$ 12	\$ -	\$ -
414 DUES & SUBSCRIPTIONS	\$ 35,296	\$ 38,880	\$ 24,984	\$ 38,893	\$ 38,112
416 OTHER/PROFESSIONAL SERVICES	\$ 14,388	\$ 7,380	\$ 27,044	\$ 9,000	\$ 11,650
420 INTERNAL TRAINING	\$ -	\$ -	\$ -	\$ -	\$ 15,000
421 PRINTING	\$ -	\$ -	\$ 7,837	\$ 15,240	\$ 12,240
434 SPECIAL EVENTS	\$ 22,181	\$ 13,819	\$ 14,757	\$ 31,200	\$ 29,700
442 COMPUTER PROFESSIONAL SERVICES	\$ -	\$ 161	\$ 3,442	\$ -	\$ -
462 CELLULAR TELEPHONE & PAGERS	\$ 966	\$ 13,553	\$ 966	\$ -	\$ -
463 ADMIN FEES-FLEX SPENDING PLAN	\$ 1,092	\$ 1,652	\$ 1,269	\$ 8,000	\$ 8,000
497 TUITION REIMBURSEMENT	\$ 4,038	\$ 6,629	\$ 5,741	\$ 7,000	\$ 7,000
536 HEALTH DEPT-FOOD PERMITS	\$ -	\$ 17,775	\$ 16,950	\$ -	\$ 20,400
539 MISC. HEALTH BENEFIT	\$ 4,990	\$ 5,874	\$ 5,400	\$ 10,000	\$ 10,000
562 INCENTIVES-PROPERTY TAX REBATE	\$ 590,816	\$ 880,900	\$ 956,496	\$ 938,000	\$ 1,299,518
Services Sub Total	\$ 1,244,635	\$ 1,578,982	\$ 1,652,757	\$ 1,574,755	\$ 2,015,230
Department Total	\$ 1,256,366	\$ 1,579,669	\$ 1,655,497	\$ 1,578,755	\$ 2,019,230



Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Director of Development Services	0	1	1
Senior Planner	0	0	1
Development Coordinator	0	0	1
Total	0	1	3

Department Narrative

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

Goals				
City Council Goals:				
<ul style="list-style-type: none"> • Quality Development • Sound Infrastructure 				
Departmental Goals				
<ul style="list-style-type: none"> • Promote high quality commercial and residential growth through quality planning procedures and processes • Minimize conflict between developments and promote sustainability • Provide clear technical assistance and professional advice to City Council, City Management, and Lancaster residents, and the development community • Update codes, regulations, and ordinances for consistency to City Council objectives • Forecast service needs and improve efficiency of available resources 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Full Time Employees	2	1		1
Lancaster Development Code Review Sessions	8	4 (Quarterly)		4
Total Plats Received and Reviewed	22	9		15
Total Zoning Requests Received and Processed	19	9		15
Total Site Plans Received and Reviewed	19	7		12
Zoning Board of Adjustment Cases	2	2		2
Historic Sign Control Board Landmark Presentation cases	7	2		5
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Process Certificate of Occupancies within 3 Days	85%	100%		100%
Comment on Civil Plans with Planning Elements within 3 Days	85%	95%		100%
Comment on Building Plans with Planning Elements within 3 Days	85%	90%		100%
Process Administrative Permits within 3 Days	85%	90%		100%
Complete Site Plan and Plat Applications within 30 days	90%	90%		100%
Zoning Applications Completed with 45 days	85%	90%		100%
Annexation Requests Complying with Procedural Requirements	100%	100%		100%
Citizen Planning Inquiries Resolved Within 24 Hours	85%	90%		100%
Continuing Education Units Received	40 Units	60 Units		60 Units
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	75,410	79,462	144,710	321,104
Supplies	1,833	2,635	2,283	2,000
Maintenance	672	168	200	-
Services	34,321	192,263	64,098	54,150
TOTAL	112,235	274,527	211,291	377,254

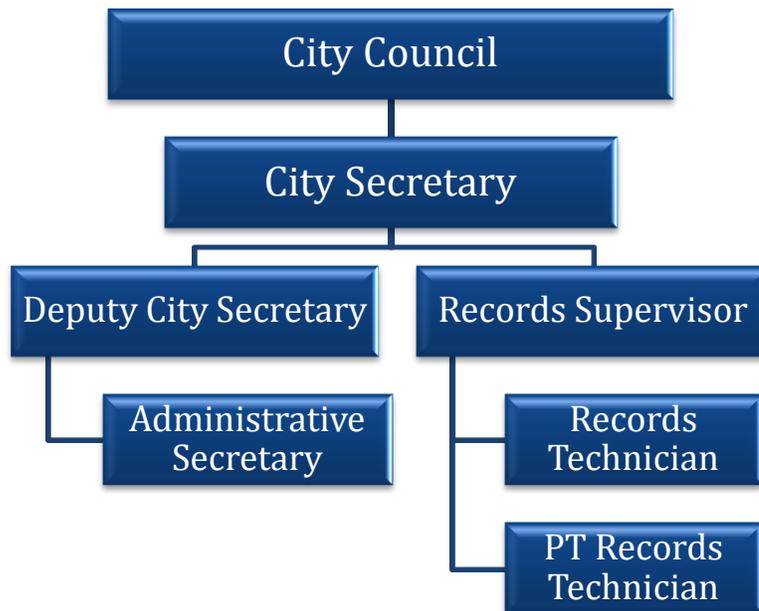
Planning

BUDGET REPORT LINE ITEM DETAIL BY DEPARTMENT	Fund Department Program	1 17 0	GENERAL FUND PLANNING & DEVELOPMENT PLANNING & DEVELOPMENT
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	2014	2015	2016	2016	2017
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 56,088	\$ 10,732	\$ 43,680	\$ 109,241	\$ 237,442
102 SALARIES-PART TIME	\$ 6,560	\$ 42,342	\$ 5,484	\$ -	\$ -
103 SALARIES-OVERTIME	\$ 153	\$ -	\$ -	\$ -	\$ -
104 SALARIES-LONGEVITY	\$ 59	\$ 7	\$ -	\$ 24	\$ -
105 GROUP HEALTH INSURANCE	\$ 6,713	\$ 6,965	\$ 3,780	\$ 6,309	\$ 23,246
106 TMRS	\$ 8,189	\$ 7,979	\$ 7,065	\$ 15,612	\$ 33,907
107 FICA	\$ 4,775	\$ 4,188	\$ 3,861	\$ 7,502	\$ 17,414
109 SALARIES-WELL PAY	\$ -	\$ -	\$ -	\$ 570	\$ 1,459
110 DENTAL INSURANCE	\$ 449	\$ 447	\$ 223	\$ 429	\$ 1,287
113 SALARIES-CAR ALLOWANCE	\$ -	\$ 2,557	\$ 2,043	\$ 4,800	\$ 4,800
118 CELL PHONE ALLOWANCE	\$ 174	\$ 86	\$ -	\$ -	\$ 960
120 GROUP LIFE INSURANCE	\$ -	\$ 7	\$ 61	\$ 102	\$ 306
130 WORKERS COMPENSATION	\$ 136	\$ 67	\$ 41	\$ 95	\$ 202
131 EAP EXPENSE	\$ 35	\$ 32	\$ 15	\$ 26	\$ 81
Personnel Sub Total	\$ 83,331	\$ 75,410	\$ 66,253	\$ 144,710	\$ 321,104
Account Object	Description				
201 OFFICE SUPPLIES	\$ 260	\$ -	\$ 868	\$ 500	\$ 500
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ -	\$ 248	\$ -	\$ -
210 FOOD-BEV-MEETINGS/FUNCTIONS	\$ -	\$ 887	\$ 25	\$ 300	\$ 300
211 OTHER OPERATIONAL SUPPLIES	\$ -	\$ 37	\$ -	\$ -	\$ -
214 POSTAGE/SHIPPING/DELIVERY	\$ 89	\$ 164	\$ 249	\$ 500	\$ 300
218 FUEL & OIL	\$ 105	\$ 745	\$ 510	\$ 983	\$ 900
Supplies Sub Total	\$ 454	\$ 1,833	\$ 1,900	\$ 2,283	\$ 2,000
Account Object	Description				
302 MAINT-MOTOR VEHICLES	\$ 620	\$ 672	\$ 168	\$ 200	\$ -
Maintenance Sub Total	\$ 620	\$ 672	\$ 168	\$ 200	\$ -
Account Object	Description				
402 RENTAL OF EQUIPMENT	\$ -	\$ 685	\$ -	\$ -	\$ -
408 ADVERTISING	\$ 35	\$ 44	\$ 512	\$ 300	\$ 300
409 TRAVEL & EDUCATION	\$ 167	\$ 2,649	\$ 1,475	\$ 2,500	\$ 1,085
414 DUES & SUBSCRIPTIONS	\$ -	\$ 3,729	\$ 4,105	\$ 318	\$ 1,785
416 OTHER/PROFESSIONAL SERVICES	\$ 87,317	\$ 27,213	\$ 141,483	\$ 60,000	\$ 50,000
421 PRINTING	\$ -	\$ -	\$ 42	\$ 500	\$ 500
462 CELLULAR TELEPHONE & PAGERS	\$ 172	\$ -	\$ -	\$ 480	\$ 480
Services Sub Total	\$ 87,692	\$ 34,321	\$ 147,617	\$ 64,098	\$ 54,150
Department Total	\$ 172,097	\$ 112,235	\$ 215,938	\$ 211,291	\$ 377,254



Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
City Secretary	1	1	1
Deputy City Secretary	0	0	1
Records Supervisor	0	0	1
Assistant City Secretary	1	1	0
Administrative Secretary	0	1	1
Records Technician	0	0	1
PT Records Technician (.5)	0	0	1
Total	2	3	6

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, and provides administrative assistance to the Mayor and Council.



Goals				
City Council Goals				
<ul style="list-style-type: none"> • Civic Engagement • Healthy, Sage & Vibrant Community 				
Departmental Goals				
<ul style="list-style-type: none"> • Prepare Lancaster City Council meeting agendas and maintain an accurate account of such proceedings including Council minutes and codification of ordinances and resolutions as approved by the City Council • Conduct General Municipal Election • 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	14-15 Actual	15-16 Actual		2016-2017 Target
City Council Meetings	44	44		45
Population	36,390	37,550		36,700
Registered Voters	20,862	21,600		22,500
Ordinances Adopted	33	24		35
Resolutions Approved	109	103		110
Ordinances Codified	33	32		35
Proclamations Prepared	19	18		24
Open Records Requests Processed	252	245		280
Elections Held	1	1		1
Quantity of Records Eligible for Destruction (lbs.)	9,797	5,882		9,500
Agenda Packet Pages Produced (electronic)	5,925	2,769		4,050
Legal Notices Published	25	18		25
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Agenda Packets Prepared by Thursday Before Council	100%	100%		100%
Open Records Requests processed in accordance with state law	100%	100%		100%
Ordinances codified	100%	100%		100%
Citywide destruction of eligible records (lbs.)	9,797	5,882		9,500
"Local" Alcohol Beverage Permits issued	10	3		10
Ordinances and Resolutions indexed/scanned as adopted	100%	100%		100%
Council minutes prepared; ordinances and resolutions	100%	100%		100%
Line Item Details Totals	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	149,641	165,927	158,411	359,373
Supplies	3,235	1,969	1,680	1,001
Services	32,765	19,093	21,700	25,276
Total Expenditures	185,641	186,988	181,791	385,650

City Secretary's Office

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 113,693	\$ 97,475	\$ 113,674	\$ 112,920	\$ 222,702
103	SALARIES-OVERTIME	\$ 561	\$ 262	\$ 703	\$ 500	\$ 500
104	SALARIES-LONGEVITY	\$ 414	\$ 286	\$ 224	\$ 288	\$ 720
105	GROUP HEALTH INSURANCE	\$ 14,822	\$ 15,002	\$ 18,977	\$ 12,618	\$ 39,303
106	TMRS	\$ 17,299	\$ 14,775	\$ 16,277	\$ 16,220	\$ 36,128
107	FICA	\$ 9,168	\$ 15,385	\$ 9,022	\$ 9,111	\$ 19,942
109	SALARIES-WELL PAY	\$ 405	\$ 727	\$ 808	\$ 591	\$ 1,367
110	DENTAL INSURANCE	\$ 917	\$ 770	\$ 1,028	\$ 876	\$ 2,190
113	SALARIES-CAR ALLOWANCE	\$ 4,915	\$ 4,814	\$ 3,843	\$ 4,800	\$ 4,800
120	GROUP LIFE INSURANCE	\$ 91	\$ 92	\$ 137	\$ 306	\$ 714
130	WORKERS COMPENSATION	\$ 261	\$ 0	\$ 96	\$ 103	\$ 221
131	EAP EXPENSE	\$ 62	\$ 52	\$ 66	\$ 78	\$ 190
Personnel Sub Total		\$ 162,607	\$ 149,641	\$ 165,927	\$ 158,411	\$ 359,373
Account Object Description						
201	OFFICE SUPPLIES	\$ 695	\$ 3,042	\$ 1,752	\$ 1,500	\$ 801
214	POSTAGE/SHIPPING/DELIVERY	\$ 154	\$ 193	\$ 217	\$ 180	\$ 200
Supplies Sub Total		\$ 849	\$ 3,235	\$ 1,969	\$ 1,680	\$ 1,001
Account Object Description						
401	TELEPHONE & COMMUNICATIONS	\$ 456	\$ 381	\$ 374	\$ 480	\$ 450
407	SPECIAL SERVICES	\$ 4,469	\$ 3,662	\$ 3,496	\$ 4,500	\$ 4,892
408	ADVERTISING	\$ 406	\$ 214	\$ 1,033	\$ 225	\$ 325
409	TRAVEL & EDUCATION	\$ 4,053	\$ 6,849	\$ 3,976	\$ 5,385	\$ 8,095
414	DUES & SUBSCRIPTIONS	\$ 76	\$ -	\$ 555	\$ 485	\$ 685
416	OTHER/PROFESSIONAL SERVICES	\$ 5,988	\$ 5,988	\$ 8,401	\$ 9,700	\$ 10,100
421	PRINTING	\$ 325	\$ 824	\$ -	\$ -	\$ -
452	FILING FEES	\$ -	\$ -	\$ 300	\$ 225	\$ 225
462	CELLULAR TELEPHONE & PAGERS	\$ 1,201	\$ 1,278	\$ 582	\$ 700	\$ 504
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ 13,569	\$ 377	\$ -	\$ -
Sub Total		\$ 16,973	\$ 32,765	\$ 19,093	\$ 21,700	\$ 25,276
Department Total		\$ 180,430	\$ 185,641	\$ 186,988	\$ 181,791	\$ 385,650



Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Director of Finance	1	1	1
Assistant Finance Director	1	1	1
Chief Accountant	1	1	1
Accountant	0.75	0.75	0.75
Account Payables Specialist	1	1	1
Total	4.75	4.75	4.75

Department Narrative

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



Goals				
Council Goals:				
<ul style="list-style-type: none"> Financially Sound Government 				
Departmental Goals				
<ul style="list-style-type: none"> Provide financial information to all stakeholders in the form, frequency, and timeliness needed for management Utilize best practices to meet or exceed industry standards of Financial Management and Reporting Coordinate with the City Manager's Office in the preparation of the Annual Operating Budget; Capital Improvement Program (CIP) and Five-Year Financial Forecasts Develop and implement operational accounting policies and procedures. Pursue e-government solutions to improve efficiency and maintain the City's accounting system to meet the needs of all users. Coordinate the preparation of the Comprehensive Annual Financial Report (CAFR) with the external auditors Comply with regulatory agencies and bond covenants regarding financial management, accounting and Internal controls Certificate of Distribution for Investment Policy Comptroller's Leadership Circle Comprehensive Annual Financial Report Certificate of Achievement for Excellence in Financial Reporting 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Full-Time Employees	4	5		5
Checking Accounts	8	12		12
Journal Entries Made	6,200	6,350		6,500
Bank Statements Reconciled	96	96		96
Monthly Operations Reports - P.I.D.'s	12	7		7
Accounts Payable Checks Processed	4,528	3,639		4,000
Quarterly Financial & Investment Reporting	4	4		4
Financial Reporting	0	1		1
Financial Policy	1	1		1
Investment Policy	1	1		1
Debt Management Policy	1	1		1
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Bank Reconciliations Finished by Month End	90%	95%		100%
Monthly Closeouts within 10 Days of Month End	10	10		12
Vendors Paid within 30 Days	95%	95%		100%
Checks Available for Review every Tuesday	95%	95%		100%
Audit presentation to Council (Months after year end)	6 mos.	6 mos.		6 mos.
Periodic Inventories, Audits, and Reports	5	4		4
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	449,706	366,859	444,919	451,070
Supplies	12,609	8,746	8,850	13,139
Maintenance	109	-	-	-
Services	232,638	248,980	212,530	234,044
TOTAL	695,062	624,585	666,299	698,253

Finance

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

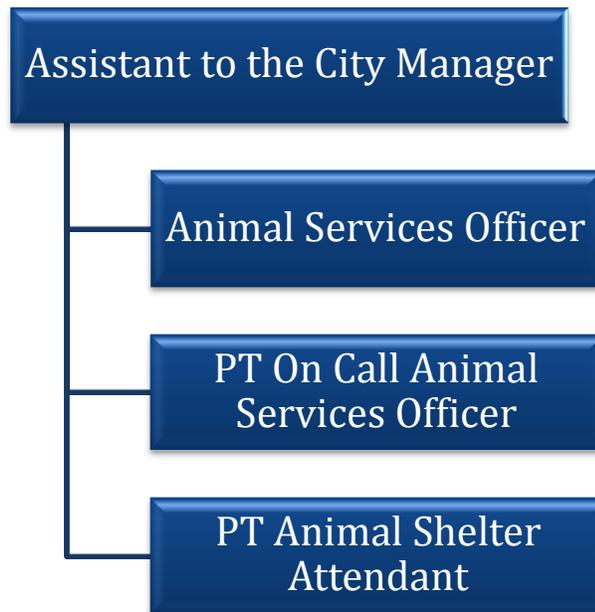
**Fund 1 GENERAL FUND
Department 19 FINANCE
Program 0 FINANCE**

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 259,346	\$ 334,293	\$ 273,939	\$ 335,128	\$ 338,013
103	SALARIES-OVERTIME	\$ 6,059	\$ 4,789	\$ 702	\$ 600	\$ 600
104	SALARIES-LONGEVITY	\$ 48	\$ 172	\$ 372	\$ 381	\$ 501
105	GROUP HEALTH INSURANCE	\$ 24,890	\$ 27,963	\$ 22,802	\$ 28,081	\$ 29,109
106	TMRS	\$ 32,152	\$ 49,122	\$ 38,447	\$ 46,657	\$ 47,950
107	FICA	\$ 20,466	\$ 25,978	\$ 21,214	\$ 24,472	\$ 24,933
109	SALARIES-WELL PAY	\$ -	\$ -	\$ 2,156	\$ 1,703	\$ 2,061
110	DENTAL INSURANCE	\$ 1,163	\$ 2,147	\$ 1,574	\$ 2,072	\$ 2,072
113	SALARIES-CAR ALLOWANCE	\$ 3,915	\$ 4,814	\$ 3,843	\$ 4,800	\$ 4,800
114	SALARIES-ASSIGNMENT PAY	\$ 1,985	\$ -	\$ 1,173	\$ -	\$ -
118	CELL PHONE ALLOWANCE	\$ 576	\$ 251	\$ -	\$ -	\$ -
120	GROUP LIFE INSURANCE	\$ 15	\$ 44	\$ 308	\$ 587	\$ 587
130	WORKERS COMPENSATION	\$ 575	\$ (0)	\$ 225	\$ 288	\$ 289
131	EAP EXPENSE	\$ 104	\$ 133	\$ 104	\$ 150	\$ 155
Personnel Sub Total		\$ 351,293	\$ 449,706	\$ 366,859	\$ 444,919	\$ 451,070
Account Object	Description					
201	SUPPLIES	\$ 4,006	\$ 7,265	\$ 5,895	\$ 2,500	\$ 3,069
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ -	\$ 41	\$ 1,000	\$ -
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ -	\$ 51	\$ 238	\$ 150	\$ 150
214	POSTAGE/SHIPPING/DELIVERY	\$ 1,775	\$ 2,341	\$ 1,377	\$ 2,000	\$ 1,500
231	SOFTWARE	\$ 1,782	\$ 2,952	\$ 1,195	\$ 3,200	\$ 8,420
Supplies Sub Total		\$ 7,563	\$ 12,609	\$ 8,746	\$ 8,850	\$ 13,139
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ -	\$ (36)	\$ -	\$ -	\$ -
402	RENTAL OF EQUIPMENT	\$ 1,427	\$ 7,567	\$ 3,368	\$ 4,100	\$ 4,056
409	TRAVEL & EDUCATION	\$ 5,144	\$ 12,906	\$ 8,488	\$ 7,300	\$ 5,657
414	DUES & SUBSCRIPTIONS	\$ 946	\$ 2,193	\$ 508	\$ 940	\$ 1,205
416	OTHER/PROFESSIONAL SERVICES	\$ 112	\$ -	\$ 5,145	\$ 5,000	\$ -
420	INTERNAL TRAINING	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -
421	PRINTING	\$ 497	\$ 166	\$ 379	\$ 250	\$ 800
437	CONTRACT AUDIT SERVICES	\$ 94,500	\$ 80,850	\$ 77,103	\$ 60,000	\$ 60,000
440	CONSULTANT AND ADVISORY FEES	\$ -	\$ 17,210	\$ 3,500	\$ -	\$ 5,000
442	COMPUTER PROFESSIONAL SERVICES	\$ 22,602	\$ 21,831	\$ 25,182	\$ 24,000	\$ 26,005
444	TAX APPRAISAL	\$ 61,963	\$ 46,193	\$ 67,710	\$ 61,000	\$ 71,145
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ 998	\$ 806	\$ 1,440	\$ 1,008
476	ACCT ANALYSIS FEES-JPM	\$ 19,577	\$ 23,120	\$ 19,927	\$ 22,500	\$ 29,400
493	MOVING EXPENSE	\$ 760	\$ -	\$ -	\$ -	\$ -
537	DALLAS COUNTY TAX COLL SVCS	\$ 25,061	\$ 19,640	\$ 24,282	\$ 25,000	\$ 29,768
559	CONTRACT/TEMPORARY LABOR	\$ 113,115	\$ -	\$ 11,583	\$ -	\$ -
Services Sub Total		\$ 345,705	\$ 232,638	\$ 248,980	\$ 212,530	\$ 234,044
Department Total		\$ 704,561	\$ 695,062	\$ 624,585	\$ 666,299	\$ 698,253



Animal Services

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Adopted '16-17
Animal Services Officer	2	2	2
Animal Shelter Attendant	1	1	0
PT On Call Animal Services Officer	0	0	0.5
PT Animal Shelter Attendant (.5)	0	0	1
Total	3	3	3.5

Department Narrative

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



Animal Services		Development Services Division General Operating Fund		
Goals				
City Council Goal				
<ul style="list-style-type: none"> • Healthy, Safe & Vibrant Community • Civic Engagement 				
Departmental Goals				
<ul style="list-style-type: none"> • Create active education programs for the community on basic animal care and responsibility • Update all City ordinances related to Animal Services to be in conformance with new State laws • Respond to service calls in a timely manner • Attend Homeowner's Association meetings to inform residents of local ordinances related to Animal Services • Create programs to promote per adoptions • Increase fund raising programs for Shelter • Maintain all state required certifications (euthanasia, dart gun, etc...) 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Full-Time Employees	3	3		3.5
Adoptions	258	269		350
Redemptions	50	109		75
Euthanizations	700	121		200
Deceased Animal Pickup	148	3		10
Micro Chip Inserted	10	279		400
Animal Bite Investigations	8	4		5
Animals at Large	2,200	346		1,000
Aggressive Dogs	0	3		5
Livestock too close to residents	8	4		5
Traps issued	15	93		50
Snakes	20	2		5
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Animal Services requests answered within 8 hours	85%	85%		100%
Increase monthly adoptions	85%	85%		100%
Meet State Shelter Requirements	100%	100%		100%
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	157,188	154,704	158,196	177,339
Supplies	7,725	5,782	9,773	11,231
Maintenance	673	1,187	1,112	-
Other Services	5,303	5,110	9,263	11,578
TOTAL	170,889	166,783	178,344	200,147

Animal Services

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

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

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 43,731	\$ 41,624	\$ 67,594	\$ 104,239	\$ 82,299
102	SALARIES-PART TIME	\$ 42,319	\$ 58,289	\$ 11,819	\$ -	\$ 44,489
103	SALARIES-OVERTIME	\$ 6,408	\$ 6,979	\$ 2,898	\$ 2,400	\$ 2,400
104	SALARIES-LONGEVITY	\$ 580	\$ 667	\$ 596	\$ 772	\$ 852
105	GROUP HEALTH INSURANCE	\$ 25,795	\$ 23,184	\$ 17,321	\$ 23,867	\$ 15,436
106	TMRS	\$ 13,210	\$ 15,477	\$ 10,848	\$ 14,766	\$ 18,160
107	FICA	\$ 6,432	\$ 7,950	\$ 6,095	\$ 8,295	\$ 10,025
109	SALARIES-WELL PAY	\$ 454	\$ 477	\$ 162	\$ 536	\$ 511
110	DENTAL INSURANCE	\$ 544	\$ 1,174	\$ 835	\$ 1,305	\$ 867
118	CELL PHONE ALLOWANCE	\$ 214	\$ 481	\$ 424	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 64	\$ 102	\$ 92	\$ 408	\$ 459
130	WORKERS COMPENSATION	\$ 1,148	\$ 701	\$ 730	\$ 1,024	\$ 1,238
131	EAP EXPENSE	\$ 75	\$ 83	\$ 61	\$ 104	\$ 123
Personnel Sub Total		\$ 140,975	\$ 157,188	\$ 119,476	\$ 158,196	\$ 177,339
Account Object	Description					
201	OFFICE SUPPLIES	\$ -	\$ -	\$ 56	\$ 500	\$ 500
202	UNIFORMS AND CLOTHING	\$ 678	\$ 78	\$ 166	\$ 550	\$ 612
203	MOTOR VEHICLE SUPPLIES	\$ 134	\$ -	\$ -	\$ 700	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,438	\$ 346	\$ 385	\$ 480	\$ 2,422
205	JANITORIAL & CLEANING SUPPLIES	\$ 1,988	\$ (0)	\$ -	\$ -	\$ 1,060
206	CHEMICALS	\$ 1,025	\$ 683	\$ 1,845	\$ 1,373	\$ 1,812
214	POSTAGE/SHIPPING/DELIVERY	\$ (128)	\$ -	\$ -	\$ 25	\$ 25
216	MEDICAL SUPPLIES	\$ -	\$ -	\$ 72	\$ 150	\$ 100
218	FUEL & OIL	\$ 7,351	\$ 3,803	\$ 1,431	\$ 5,000	\$ 2,700
224	ANIMAL CARE SUPPLIES	\$ 481	\$ 2,815	\$ 1,090	\$ 995	\$ 2,000
Supplies Sub Total		\$ 12,965	\$ 7,725	\$ 5,045	\$ 9,773	\$ 11,231
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ 1,792	\$ 673	\$ 935	\$ 1,112	\$ -
Maintenance Sub Total		\$ 1,792	\$ 673	\$ 935	\$ 1,112	\$ -
Account Object	Description					
409	TRAVEL & EDUCATION	\$ 966	\$ 57	\$ 197	\$ 1,200	\$ 1,200
414	DUES & SUBSCRIPTIONS	\$ 4,008	\$ 3,008	\$ 4,105	\$ 4,205	\$ 4,205
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ -	\$ -	\$ 278	\$ 2,633
418	MEDICAL EXPENSE	\$ 50	\$ 869	\$ -	\$ -	\$ 2,500
421	PRINTING	\$ 266	\$ 679	\$ 188	\$ 200	\$ 300
434	SPECIAL EVENTS	\$ 123	\$ 198	\$ -	\$ -	\$ -
435	LABORATORY CHARGES	\$ -	\$ -	\$ -	\$ 500	\$ 500
462	CELLULAR TELEPHONE & PAGERS	\$ 1,392	\$ 492	\$ 971	\$ 2,880	\$ 240
544	PEST CONTROL SERVICES	\$ 150	\$ -	\$ -	\$ -	\$ -
Services Sub Total		\$ 6,955	\$ 5,303	\$ 5,461	\$ 9,263	\$ 11,578
Department Total		\$ 162,688	\$ 170,889	\$ 130,917	\$ 178,344	\$ 200,147



Purchasing

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
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.



Goals				
City Council Goals:				
<ul style="list-style-type: none"> Financially Sound City Government 				
Departmental Goals				
<ul style="list-style-type: none"> 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	14-15 Actual	15-16 Actual		2016-2017 Target
Bid Types Processed	74	68		80
ITQ-Invitation to Quote	38	40		44
ITB-Invitation to Bid	29	19		30
RFQ-Request for Qualifications	2	2		2
RFP-Request for Proposal	4	7		4
RFI-Request for Information	0	0		0
Requisitions Processed	1,198	1,123		1,200
Procurement Card Transactions	3,416	3,542		3,500
Purchase Orders Processed	1,128	1,103		1,200
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Vendor Inquiries Resolved Within 48 Hours	99%	100%		100%
Electronic Vendor Self Update	99%	100%		100%
Electronic Procurement System Operational	100%	100%		100%
Contract Management System Operational	100%	100%		100%
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	66,060	79,148	82,546	83,534
Supplies	2,223	5,551	525	1,124
Services	21,980	21,938	25,425	25,979
TOTAL	90,263	106,637	108,496	110,637

Purchasing

BUDGET REPORT LINE ITEM DETAIL BY DEPARTMENT	Fund 1 Department 29 Program 0	GENERAL FUND PURCHASING PURCHASING
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		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 67,110	\$ 38,855	\$ 47,630	\$ 58,415	\$ 61,337
104	SALARIES-LONGEVITY	\$ 490	\$ 6	\$ 38	\$ 52	\$ 100
105	GROUP HEALTH INSURANCE	\$ 7,777	\$ 16,718	\$ 8,575	\$ 10,675	\$ 7,818
106	TMRS	\$ 9,907	\$ 8,599	\$ 6,569	\$ 8,002	\$ 8,565
107	FICA	\$ 5,044	\$ 4,121	\$ 3,427	\$ 4,495	\$ 4,728
109	SALARIES-WELL PAY	\$ -	\$ -	\$ 449	\$ 292	\$ 368
110	DENTAL INSURANCE	\$ 429	\$ 440	\$ 351	\$ 438	\$ 438
118	CELL PHONE ALLOWANCE	\$ 447	\$ -	\$ -	\$ -	\$ -
120	GROUP LIFE INSURANCE	\$ 85	\$ (2,713)	\$ 59	\$ 102	\$ 102
130	WORKERS COMPENSATION	\$ 148	\$ 0	\$ 39	\$ 49	\$ 51
131	EAP EXPENSE	\$ 28	\$ 34	\$ 22	\$ 26	\$ 27
Personnel Sub Total		\$ 91,467	\$ 66,060	\$ 67,159	\$ 82,546	\$ 83,534
Account Object	Description					
201	OFFICE SUPPLIES	\$ 415	\$ 2,117	\$ 4,849	\$ 105	\$ 904
202	UNIFORMS AND CLOTHING	\$ -	\$ -	\$ 57	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ -	\$ 435	\$ -	\$ -
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ 38	\$ 115	\$ 20	\$ 20
214	POSTAGE/SHIPPING/DELIVERY	\$ 166	\$ 25	\$ -	\$ 200	\$ 200
215	TRAINING SUPPLIES	\$ -	\$ -	\$ -	\$ 200	\$ -
218	FUEL & OIL	\$ -	\$ 43	\$ -	\$ -	\$ -
Supplies Sub Total		\$ 581	\$ 2,223	\$ 5,456	\$ 525	\$ 1,124
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ -	\$ 75	\$ 374	\$ -	\$ 450
402	RENTAL OF EQUIPMENT	\$ 1,427	\$ 166	\$ -	\$ -	\$ -
407	SPECIAL SERVICES	\$ 600	\$ -	\$ -	\$ 900	\$ 900
408	ADVERTISING	\$ 585	\$ 156	\$ 375	\$ 600	\$ 450
409	TRAVEL & EDUCATION	\$ 873	\$ 4,422	\$ 3,879	\$ -	\$ 875
414	DUES & SUBSCRIPTIONS	\$ 953	\$ 405	\$ 205	\$ 475	\$ 400
421	PRINTING	\$ 239	\$ 166	\$ 42	\$ -	\$ -
434	SPECIAL EVENTS	\$ -	\$ -	\$ 81	\$ -	\$ 150
442	COMPUTER PROFESSIONAL SERVICES	\$ 15,420	\$ 15,522	\$ 15,110	\$ 22,250	\$ 22,250
462	CELLULAR TELEPHONE & PAGERS	\$ 559	\$ 1,068	\$ 809	\$ 1,200	\$ 504
Services Sub Total		\$ 20,655	\$ 21,980	\$ 20,875	\$ 25,425	\$ 25,979
Department Total		\$ 112,703	\$ 90,263	\$ 93,489	\$ 108,496	\$ 110,637



Human Resources

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Director of Human Resources	1	1	1
Benefits & Risk Manager	0	0	1
Human Resources Generalist	0	1	0
Human Resources Assistant	1	0	0
Human Resources Secretary	0	1	1
Total	2	3	3

Department Narrative

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



Goals				
City Council Goals:				
<ul style="list-style-type: none"> Professional & Committed City Workforce 				
Departmental Goals				
<ul style="list-style-type: none"> Recruit, attract and select the best employees for Lancaster Empower managers and employees throughout the city organization Have a market-based compensation system Job Description Updates Policy Procedure Manual Update 				
Workload Indicators	14-15	15-16 Actual		2016-2017 Target
Total Full-time City of Lancaster Employees	250	279.5		291.5
Applications Received and Processed	2526	1473		2500
Liability and Property Claims	16	20		10
pre-Hire Drug Screens and Background Checks	118	197		80
In-House Training Programs	17	17		20
Benefit Programs Managed	22	22		22
Workers Compensation Claims	30	28		15
Performance Measurement	14-15	15-16 Actual		2016-2017 Target
Turnover in Agency	15%	11%		10%
Accurate Payroll Checks	100%	100%		100%
Evaluations Completed On-Time	95%	95%		100%
Job Postings within 24 Hours	100%	100%		100%
Claims Processed within 7 Days	100%	100%		100%
Budget Summary	2014-2015	2015-2016		2016-2017
	Actual	Actual	Budget	Budget
Personnel	235,826	211,330	259,640	291,454
Supplies	5,442	5,980	4,603	5,200
Other Services	163,767	172,303	195,212	175,215
TOTAL	405,035	389,613	459,455	456,808

Human Resources

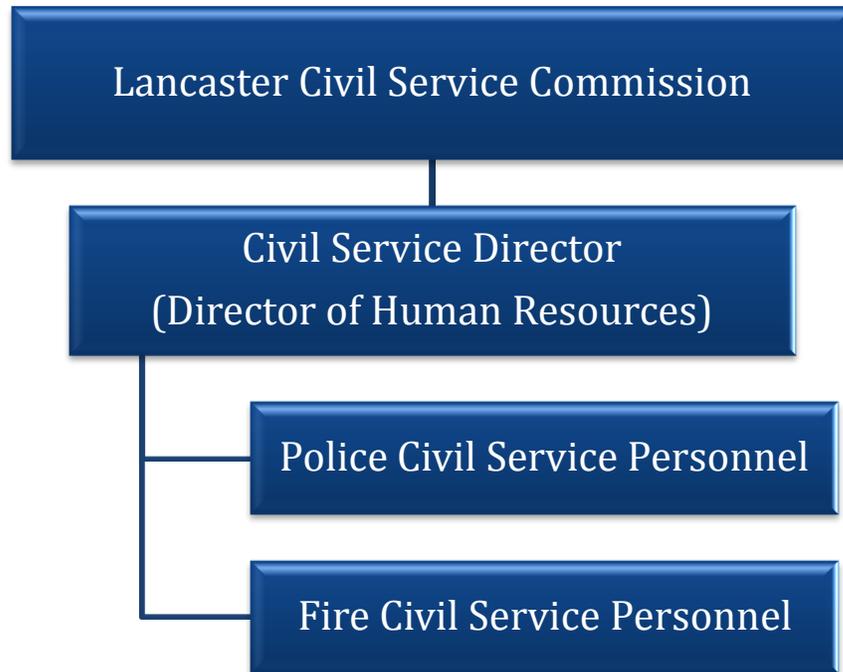
**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 145,530	\$ 169,299	\$ 151,243	\$ 190,909	\$ 203,856
102	SALARIES-PART TIME	\$ 3,694	\$ -	\$ 549	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 204	\$ 22	\$ -	\$ -	\$ -
104	SALARIES-LONGEVITY	\$ 621	\$ 717	\$ 687	\$ 832	\$ 936
105	GROUP HEALTH INSURANCE	\$ 17,368	\$ 19,827	\$ 19,613	\$ 19,723	\$ 34,481
106	TMRS	\$ 20,703	\$ 25,111	\$ 21,223	\$ 26,899	\$ 29,288
107	FICA	\$ 11,621	\$ 13,281	\$ 11,604	\$ 13,646	\$ 14,483
109	SALARIES-WELL PAY	\$ -	\$ 1,265	\$ 1,290	\$ 978	\$ 1,255
110	DENTAL INSURANCE	\$ 481	\$ 1,078	\$ 924	\$ 1,305	\$ 1,314
113	SALARIES-CAR ALLOWANCE	\$ 4,815	\$ 4,814	\$ 3,843	\$ 4,800	\$ 4,800
118	CELL PHONE ALLOWANCE	\$ -	\$ -	\$ -	\$ -	\$ 480
120	GROUP LIFE INSURANCE	\$ 193	\$ 317	\$ 167	\$ 306	\$ 306
130	WORKERS COMPENSATION	\$ 336	\$ 27	\$ 125	\$ 164	\$ 174
131	EAP EXPENSE	\$ 67	\$ 68	\$ 63	\$ 78	\$ 81
Personnel Sub Total		\$ 205,632	\$ 235,826	\$ 211,330	\$ 259,640	\$ 291,454
Supplies						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
201	OFFICE SUPPLIES	\$ 4,961	\$ 3,575	\$ 4,345	\$ 3,200	\$ 3,500
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 840	\$ 1,368	\$ 1,153	\$ 903	\$ 1,100
214	POSTAGE/SHIPPING/DELIVERY	\$ 768	\$ 499	\$ 483	\$ 500	\$ 600
Supplies Sub Total		\$ 6,570	\$ 5,442	\$ 5,980	\$ 4,603	\$ 5,200
Services						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
402	RENTAL OF EQUIPMENT	\$ 1,104	\$ 803	\$ -	\$ -	\$ -
408	ADVERTISING	\$ 1,028	\$ 2,145	\$ 775	\$ 1,000	\$ 1,500
409	TRAVEL & EDUCATION	\$ 2,225	\$ 1,500	\$ 5,840	\$ 6,200	\$ 2,250
414	DUES & SUBSCRIPTIONS	\$ 1,037	\$ 1,096	\$ 821	\$ 1,175	\$ 1,600
416	OTHER/PROFESSIONAL SERVICES	\$ 26,874	\$ 20,609	\$ 19,208	\$ 21,497	\$ 21,000
418	MEDICAL EXPENSE	\$ 1,340	\$ 2,237	\$ 1,656	\$ 2,000	\$ 2,000
419	AWARDS	\$ 142	\$ 485	\$ 745	\$ 500	\$ 500
420	INTERNAL TRAINING	\$ 5,947	\$ 6,650	\$ 8,252	\$ 7,000	\$ 8,000
421	PRINTING	\$ 1,716	\$ 1,484	\$ -	\$ -	\$ 1,000
440	CONSULTANT AND ADVISORY FEES	\$ 17,258	\$ 15,864	\$ 51,096	\$ 55,000	\$ 23,000
442	COMPUTER PROFESSIONAL SERVICES	\$ 67,442	\$ 107,826	\$ 83,495	\$ 100,000	\$ 98,800
462	CELLULAR TELEPHONE & PAGERS	\$ 743	\$ 474	\$ 415	\$ 840	\$ 504
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ 2,594	\$ -	\$ -	\$ -
Services Sub Total		\$ 126,857	\$ 163,767	\$ 172,303	\$ 195,212	\$ 160,154
Department Total		\$ 339,058	\$ 405,035	\$ 389,613	\$ 459,455	\$ 456,808



Personnel Organization Chart



Personnel Summary

There is no personnel for this program.

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.



Goals				
City Council Goals:				
<ul style="list-style-type: none"> Professional & Committed City Workforce Healthy, Safe & Vibrant Community 				
Departmental Goals				
<ul style="list-style-type: none"> Work with all Civil Servants and the respective Chiefs to build mutual respect and understanding within each department in an attempt to retain quality employees Schedule testing for all civil service new hires, vacant positions, or promotions Work with the Human Resources department to recruit and hire qualified employees Provide an avenue for Lancaster Civil Servants employed by the City of Lancaster to communicate areas for concern to the Lancaster Civil Service Commission Increase communication with the Civil Servants of the City of Lancaster through more open dialog Handle hearings and appeals of possible violations of the Civil Service Code that are brought to the Commission by Civil Servants Maintain a process whereby Lancaster Civil Servants can feel comfortable in trying to work out possible problems and concerns before violation of the Civil Service Code are affected 				
Workload Indicators	2014-2015	2015-2016 Actual		2016-2017 Target
Total Police Civil Service Personnel	53	56		59
Total Fire Civil Service Personnel	55	62		62
Civil Service Applications for Employment	500	189		500
Civil Service Applications for Promotion	20	18		20
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Number of Service Appeals	3	0		3
Number of Hearings	2	0		2
Number of Commission Meetings	1	2		1
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Supplies	26	-	300	100
Services	6,117	5,592	6,950	7,150
TOTAL	6,143	5,592	7,250	7,250

Civil Service

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

Fund 1 **GENERAL FUND**
Department 32 **CIVIL SERVICE**
Program 0

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ -	\$ 26	\$ -	\$ 100	\$ -
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ -	\$ -	\$ 200	\$ 100
230	CIVIL SERVICE SUPPLIES	\$ 550	\$ -	\$ -	\$ -	\$ -
Supplies Sub Total		\$ 550	\$ 26	\$ -	\$ 300	\$ 100
Account Object	Description					
408	ADVERTISING	\$ -	\$ -	\$ -	\$ 500	\$ 500
409	TRAVEL & EDUCATION	\$ 900	\$ 390	\$ -	\$ 300	\$ 500
414	DUES & SUBSCRIPTIONS	\$ 151	\$ 98	\$ 98	\$ 150	\$ 150
440	CONSULTANT AND ADVISORY FEES	\$ 5,175	\$ 5,629	\$ 5,494	\$ 6,000	\$ 6,000
Sub Total		\$ 6,226	\$ 6,117	\$ 5,592	\$ 6,950	\$ 7,150
Department Total		\$ 6,776	\$ 6,143	\$ 5,592	\$ 7,250	\$ 7,250



Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Dispatch Manager	1	1	1
Lead 911 Dispatcher	3	3	4
911 Dispatcher	7	7	9
PT Dispatcher (.50)	1	1	0
Total	12	12	14

Department Narrative

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

Goals				
City Council Goals:				
<ul style="list-style-type: none"> • Healthy, Safe & Vibrant Community 				
Departmental Goals				
<ul style="list-style-type: none"> • Aim to provide the most effective and efficient communications program possible • Satisfy emergency and routine communications and informational needs for the City's Public Safety Departments • Increase departmental efficiency through the recruitment, selection, and training of qualified communication personnel • Establish and maintain a positive relationship with other departments, citizens, and public safety agencies • Maintain effective staffing by sustaining an operational vacancy rate at or below 10% • Promote employee development through education and succession planning 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Wireless 911 Calls	14,000	59,258		62,221
Total 911 Calls	35,450	135,835		142,627
Non-Emergency Calls	163,000	112,576		118,205
Total Police Calls For Service (CFS)	33,000	97,477		102,351
Police Priority 1 or 2 Calls For Service	1,900	6,126		6,432
Total Fire Calls For Service	7,250	8,631		9,063
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
911 Calls Answered within 6 Seconds	78%	91%		95%
911 Calls Answered within 10 Seconds	88%	99%		100%
Abandoned 911 Calls	1683	10134		6226
Average Time to Dispatch Police Priority 1 or 2 CFS	41 SEC	118 seconds		60 seconds
Average Time to Dispatch Fire/EMS CFS	32 SEC	120 seconds		30 seconds
Budget Summary	2014-2015	2015-2016		2016-2017
	Actual	Actual	Budget	Budget
Personnel	636,885	636,361	692,406	840,268
Supplies	7,792	11,351	45,395	9,884
Maintenance	2,756	209,340	33,676	-
Services	32,095	71,685	30,595	29,300
TOTAL	679,528	928,737	802,072	879,452

Emergency Communications

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

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

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 337,269	\$ 328,602	\$ 345,955	\$ 421,809	\$ 559,304
102	SALARIES-PART TIME	\$ 8,941	\$ 10,439	\$ 17,597	\$ 32,758	\$ -
103	SALARIES-OVERTIME	\$ 133,261	\$ 119,668	\$ 101,580	\$ 25,000	\$ 25,000
104	SALARIES-LONGEVITY	\$ 1,245	\$ 1,232	\$ 495	\$ 1,312	\$ 1,184
105	GROUP HEALTH INSURANCE	\$ 80,135	\$ 75,327	\$ 69,983	\$ 103,920	\$ 116,644
106	TMRS	\$ 68,044	\$ 62,375	\$ 60,402	\$ 61,399	\$ 81,697
107	FICA	\$ 35,238	\$ 33,380	\$ 34,258	\$ 36,998	\$ 45,098
109	SALARIES-WELL PAY	\$ 1,640	\$ 1,520	\$ 1,866	\$ 2,235	\$ 3,512
110	DENTAL INSURANCE	\$ 1,957	\$ 2,763	\$ 2,673	\$ 4,362	\$ 4,755
118	CELL PHONE ALLOWANCE	\$ 254	\$ 481	\$ 424	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 259	\$ 345	\$ 396	\$ 1,224	\$ 1,530
130	WORKERS COMPENSATION	\$ 1,289	\$ 503	\$ 456	\$ 571	\$ 659
131	EAP EXPENSE	\$ 276	\$ 250	\$ 275	\$ 338	\$ 405
Personnel Sub Total		\$ 669,808	\$ 636,885	\$ 636,361	\$ 692,406	\$ 840,268
Supplies						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
201	OFFICE SUPPLIES	\$ 461	\$ 3,668	\$ 1,068	\$ 2,885	\$ 3,274
202	UNIFORMS AND CLOTHING	\$ -	\$ 94	\$ 637	\$ 1,260	\$ 1,400
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 805	\$ 2,935	\$ 9,496	\$ 39,090	\$ 2,210
215	TRAINING SUPPLIES	\$ -	\$ -	\$ -	\$ -	\$ 2,000
234	PRINTING SUPPLIES	\$ 541	\$ 1,096	\$ 150	\$ 2,160	\$ -
Supplies Sub Total		\$ 1,808	\$ 7,792	\$ 11,351	\$ 45,395	\$ 9,884
Services						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
303	MAINT-EQUIP & MACHINERY	\$ 74,987	\$ 2,756	\$ 209,040	\$ 30,346	\$ -
314	MAINT-RADIO EQUIPMENT	\$ -	\$ -	\$ 300	\$ 3,330	\$ -
Services Sub Total		\$ 74,987	\$ 2,756	\$ 209,340	\$ 33,676	\$ -
Other						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
409	TRAVEL & EDUCATION	\$ 783	\$ 5,629	\$ 328	\$ 2,500	\$ 6,500
414	DUES & SUBSCRIPTIONS	\$ 21	\$ -	\$ 135	\$ 105	\$ -
416	OTHER/PROFESSIONAL SERVICES	\$ 1,487	\$ 2,106	\$ 2,850	\$ 2,690	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 29,335	\$ 24,360	\$ 16,874	\$ 25,300	\$ 22,800
Services Sub Total		\$ 31,627	\$ 32,095	\$ 20,187	\$ 30,595	\$ 29,300
Contract Labor						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ -	\$ 51,498	\$ -	\$ -
Services Sub Total		\$ -	\$ -	\$ 51,498	\$ -	\$ -
Department Total		\$ 778,229	\$ 679,528	\$ 928,737	\$ 802,072	\$ 879,452



Code Compliance

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Senior Code Officer	1	1	1
Code Compliance Officer	3	3	3
Total	4	4	4

Department Narrative

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



Goals				
City Council Goals:				
<ul style="list-style-type: none"> • Healthy, Safe & Vibrant Community 				
Departmental Goals				
<ul style="list-style-type: none"> • 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	14-15 Actual	15-16 Actual		16-17 Target
Full Time Employees	3	4		4
Weed and Grass Violations	1,911	2,699		2,700
Bulk Trash Violations	1,175	754		2,000
Junk/Inoperable Vehicles	196	332		350
Overhanging Limbs	617	635		700
Parking Violations	394	448		550
Sign Violations	8	44		50
Trash/Junk Violations	89	387		400
Fence Violations	391	327		400
Illegal Dumping	37	54		60
72 Hour Parking on Street	89	158		250
Inspections	8,698	11,792		12,000
Brush/Rubbish/Garbage Accumulation outside Storage	1,359	1,255		1,700
Pools, building security, misc.	197	667		700
Performance Measurement	14-15 Actual	15-16 Actual		16-17 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	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	194,047	206,786	217,381	230,514
Supplies	8,151	8,958	9,158	9,631
Maintenance	3,028	1,802	3,000	-
Services	99,172	230,354	106,895	135,794
TOTAL	304,399	447,900	336,434	375,939

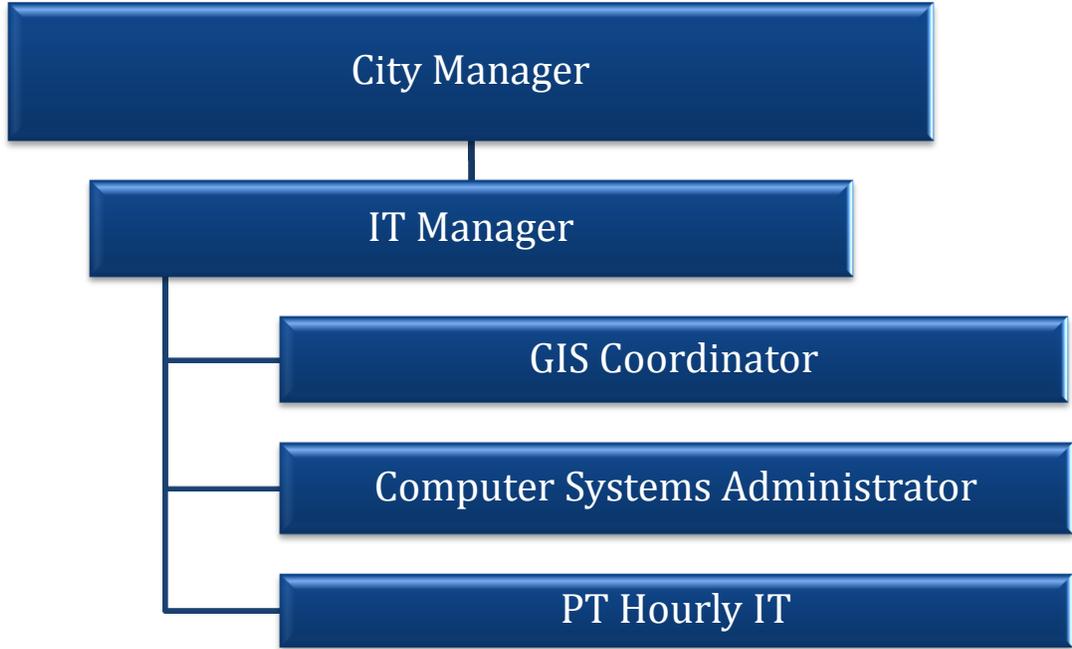
Code Compliance

BUDGET REPORT LINE ITEM DETAIL BY DEPARTMENT	Fund 1 Department 35 Program 0	GENERAL FUND CODE ENFORCEMENT NEIGHBORHOOD SERVICES
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	2014	2015	2016	2016	2017
Account Object Description	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 105,199	\$ 134,968	\$ 129,227	\$ 157,692	\$ 165,579
103 SALARIES-OVERTIME	\$ 1,440	\$ 7,680	\$ 563	\$ 400	\$ 400
104 SALARIES-LONGEVITY	\$ 726	\$ 939	\$ 452	\$ 496	\$ 688
105 GROUP HEALTH INSURANCE	\$ 15,482	\$ 17,368	\$ 18,859	\$ 20,649	\$ 23,246
106 TMRS	\$ 15,670	\$ 20,445	\$ 17,818	\$ 21,705	\$ 23,237
107 FICA	\$ 7,960	\$ 10,779	\$ 9,838	\$ 12,192	\$ 12,827
109 SALARIES-WELL PAY	\$ 289	\$ -	\$ 279	\$ 790	\$ 995
110 DENTAL INSURANCE	\$ 494	\$ 1,212	\$ 1,053	\$ 1,305	\$ 1,305
120 GROUP LIFE INSURANCE	\$ 103	\$ 179	\$ 160	\$ 510	\$ 510
130 WORKERS COMPENSATION	\$ 510	\$ 381	\$ 693	\$ 1,512	\$ 1,592
131 EAP EXPENSE	\$ 82	\$ 96	\$ 87	\$ 130	\$ 135
Personnel Sub Total	\$ 147,953	\$ 194,047	\$ 179,029	\$ 217,381	\$ 230,514
Account Object Description					
201 OFFICE SUPPLIES	\$ -	\$ 119	\$ 499	\$ 500	\$ 800
202 UNIFORMS AND CLOTHING	\$ 321	\$ 668	\$ 485	\$ -	\$ 1,032
203 MOTOR VEHICLE SUPPLIES	\$ 569	\$ 401	\$ 151	\$ 800	\$ -
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,239	\$ 87	\$ 155	\$ 400	\$ 700
214 POSTAGE/SHIPPING/DELIVERY	\$ 2,870	\$ 4,814	\$ 4,094	\$ 3,000	\$ 4,000
216 MEDICAL SUPPLIES	\$ -	\$ -	\$ -	\$ 25	\$ 75
218 FUEL & OIL	\$ 5,281	\$ 2,063	\$ 1,715	\$ 3,933	\$ 3,024
Supplies Sub Total	\$ 10,280	\$ 8,151	\$ 7,100	\$ 8,658	\$ 9,631
Account Object Description					
302 MAINT-MOTOR VEHICLES	\$ 3,187	\$ 3,028	\$ 1,284	\$ 3,000	\$ -
Maintenance Sub Total	\$ 3,187	\$ 3,028	\$ 1,284	\$ 3,000	\$ -
Account Object Description					
401 TELEPHONE & COMMUNICATIONS	\$ -	\$ 103	\$ 228	\$ 2,250	\$ 1,800
402 RENTAL OF EQUIPMENT	\$ -	\$ 380	\$ -	\$ -	\$ -
409 TRAVEL & EDUCATION	\$ 699	\$ 477	\$ 1,704	\$ 1,690	\$ 2,600
414 DUES & SUBSCRIPTIONS	\$ 4,016	\$ 3,322	\$ 4,542	\$ 4,625	\$ 5,920
421 PRINTING	\$ 430	\$ 945	\$ 836	\$ 1,500	\$ 1,000
423 CONTRACT MOWING	\$ 42,182	\$ 83,277	\$ 185,715	\$ 85,000	\$ 110,720
434 SPECIAL EVENTS	\$ -	\$ -	\$ 122	\$ 200	\$ 200
452 FILING FEES	\$ 11,203	\$ 8,710	\$ 6,318	\$ 10,000	\$ 10,000
455 CERTIFICATION FEES	\$ 161	\$ 106	\$ 156	\$ 530	\$ 2,330
462 CELLULAR TELEPHONE & PAGERS	\$ 2,167	\$ 1,852	\$ 1,417	\$ 1,600	\$ 1,224
Services Sub Total	\$ 60,859	\$ 99,172	\$ 201,038	\$ 107,395	\$ 135,794
Department Total	\$ 222,280	\$ 304,399	\$ 388,451	\$ 336,434	\$ 375,939



Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
IT Manager	0.75	0.75	0.75
GIS Coordinator	0.5	0.5	0.5
Computer Systems Administrator	2	2	2
PT Hourly IT (.50)	0.5	0.5	0.5
Total	3.75	3.75	3.75

Department Narrative

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



Goals				
City Council Goal				
<ul style="list-style-type: none"> • Financially Sound City Government • Civic Engagement • Healthy, Safe & Vibrant Community 				
Departmental Goals				
<ul style="list-style-type: none"> • 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 • Manage and maintain the life cycle of software to ensure performance and quality in municipal computer systems • Manage and maintain the life cycle of software to ensure performance and quality in municipal computer • Purchase citywide capital computer equipment 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Information Technology Staff	4.5	4.5		4.5
City Employees being Supported	258	258		273
City Desktop/Laptops Supported	322	322		322
City Servers Supported	32	32		32
Public Library Computer Replacement	0	0		0
City Server Replacement - Virtualized	10	4		4
CRM - Helpdesk Requests	589	413		450
City PC Replacements	60	20		20
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Supported End User per IT Personnel	60	57		57
Supported Computer System per IT Personnel	74	74		75
Average CRM - Help desk call per day	2	2		2
Technical Training Class per Staff Member	1	1		0
Percentage of Computers Replaced City Wide	10	10		10%
Max # of hours passed before responding to helpdesk request	4	4		4
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	308,353	250,011	304,594	321,511
Supplies	85,275	64,294	145,200	71,400
Maintenance	51,479	74,173	69,700	57,648
Other Services	31,347	18,736	16,915	17,604
Capital Outlay	15,670	37,414	-	45,700
TOTAL	492,124	444,628	536,409	513,863

Information Technology

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

	2014	2015	2016	2016	2017
Account Object Description	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 173,358	\$ 206,579	\$ 170,920	\$ 209,637	\$ 220,119
102 SALARIES-PART TIME	\$ 22,344	\$ 21,201	\$ 14,012	\$ 16,536	\$ 16,867
103 SALARIES-OVERTIME	\$ 1,178	\$ 1,952	\$ 1,214	\$ 1,800	\$ 1,800
104 SALARIES-LONGEVITY	\$ 694	\$ 866	\$ 951	\$ 977	\$ 1,133
105 GROUP HEALTH INSURANCE	\$ 22,524	\$ 25,587	\$ 21,533	\$ 22,272	\$ 24,955
106 TMRS	\$ 25,600	\$ 30,201	\$ 23,873	\$ 31,454	\$ 33,569
107 FICA	\$ 14,798	\$ 17,432	\$ 14,124	\$ 17,668	\$ 18,529
109 SALARIES-WELL PAY	\$ -	\$ 1,392	\$ 941	\$ 1,062	\$ 1,337
110 DENTAL INSURANCE	\$ 1,264	\$ 1,432	\$ 1,142	\$ 1,415	\$ 1,415
118 CELL PHONE ALLOWANCE	\$ 716	\$ 963	\$ 849	\$ 960	\$ 960
120 GROUP LIFE INSURANCE	\$ 215	\$ 354	\$ 211	\$ 485	\$ 485
130 WORKERS COMPENSATION	\$ 429	\$ 276	\$ 151	\$ 204	\$ 213
131 EAP EXPENSE	\$ 103	\$ 116	\$ 92	\$ 124	\$ 129
Personnel Sub Total	\$ 263,222	\$ 308,353	\$ 250,011	\$ 304,594	\$ 321,511
Account Object Description					
201 OFFICE SUPPLIES	\$ 1,422	\$ 15	\$ 71	\$ -	\$ -
210 FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ 20	\$ -	\$ -	\$ -
211 OTHER OPERATIONAL SUPPLIES	\$ 90	\$ 5,662	\$ 1,286	\$ 3,200	\$ 3,600
231 SOFTWARE	\$ 24,554	\$ 29,565	\$ 18,159	\$ 39,300	\$ 36,300
240 CIRCUIT CONNECTIVITY	\$ 26,724	\$ 28,798	\$ 18,775	\$ 32,000	\$ -
241 IT HARDWARE-NON COMPUTER	\$ 3,232	\$ 4,000	\$ 2,812	\$ 4,000	\$ 3,500
242 COMPUTERS/SERVERS	\$ 35,106	\$ 17,215	\$ 11,191	\$ 48,200	\$ 23,200
243 NETWORK EQUIPMENT	\$ 2,535	\$ -	\$ 11,999	\$ 12,000	\$ 4,800
Supplies Sub Total	\$ 93,662	\$ 85,275	\$ 64,294	\$ 138,700	\$ 71,400
Account Object Description					
370 MAINT-SOFTWARE	\$ 26,915	\$ 26,605	\$ 27,905	\$ 30,000	\$ 29,748
371 MAINT-HARDWARE	\$ 13,874	\$ 18,508	\$ 35,984	\$ 24,800	\$ 20,700
372 MAINT-NETWORK EQUIPMENT	\$ 5,264	\$ 6,366	\$ 10,284	\$ 14,900	\$ 7,200
	\$ 46,053	\$ 51,479	\$ 74,173	\$ 69,700	\$ 57,648
Account Object Description					
402 RENTAL OF EQUIPMENT	\$ 2,167	\$ 107	\$ -	\$ -	\$ -
409 TRAVEL & EDUCATION	\$ 4,587	\$ 6,590	\$ 8,538	\$ 8,500	\$ 2,500
414 DUES & SUBSCRIPTIONS	\$ -	\$ 169	\$ -	\$ 195	\$ 200
421 PRINTING	\$ 333	\$ (0)	\$ -	\$ -	\$ -
442 COMPUTER PROFESSIONAL SERVICES	\$ 21,290	\$ 23,974	\$ 9,734	\$ 14,000	\$ 14,400
462 CELLULAR TELEPHONE & PAGERS	\$ 1,212	\$ 508	\$ 465	\$ 720	\$ 504
Services Sub Total	\$ 29,590	\$ 31,347	\$ 18,736	\$ 23,415	\$ 17,604
Account Object Description					
618 CAPITAL-COMPUTER EQUIPMENT	\$ -	\$ 15,670	\$ 37,414	\$ -	\$ 45,700
Capital Sub Total	\$ -	\$ 15,670	\$ 37,414	\$ -	\$ 45,700
Department Total	\$ 432,527	\$ 492,124	\$ 444,629	\$ 536,409	\$ 513,863



TREE CITY USA

Fire Marshal

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Fire Marshal	1	1	1
Administrative Secretary	1	1	1
Total	2	2	2

Department Narrative

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



Goals				
City Council Goals:				
<ul style="list-style-type: none"> • Healthy, Safe & Vibrant Community • Quality Development 				
Departmental Goals:				
<ul style="list-style-type: none"> • 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	14-15 Actual	15-16 Actual		2016-2017 Target
Full-Time Employees	2	2		2
Review building plans and fire protection system plans	198	55		55
Conduct fire safety demonstrations/presentations	180	40		170
Conduct fire origin and cause investigations	14	269		50
Conduct fire inspections	222	177		400
Conduct operational permit inspections		82		85
Fire alarm permits		91		135
Burn permits		4		2
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
CO inspection within 8 days of request	100%	100%		100%
State required inspection within 8 days of request	100%	100%		100%
Plan review within 8 days of submittal	100%	100%		100%
Budget Summary	2014-2015	2015-2016		2016-2017
	Actual	Actual	Budget	Budget
Personnel	209,846	114,024	178,738	179,253
Supplies	3,577	1,798	4,450	3,560
Maintenance	323	40	500	-
Other Services	2,749	3,004	3,900	3,540
TOTAL	216,494	118,866	187,588	186,353

Fire Marshal

BUDGET REPORT LINE ITEM DETAIL BY DEPARTMENT	Fund 1 Department 38 Program 0	GENERAL FUND FIRE MARSHAL FIRE MARSHAL
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Account Object	Description	2014	2015	2016	2016	
		Actual	Actual	YTD Actual	Budget	
					Proposed	
101	SALARIES-REGULAR	\$ 110,156	\$ 124,215	\$ 71,284	\$ 112,330	\$ 118,291
103	SALARIES-OVERTIME	\$ 15,112	\$ 27,017	\$ 8,945	\$ 10,000	\$ 10,000
104	SALARIES-LONGEVITY	\$ 290	\$ 26	\$ 256	\$ 1,192	\$ 396
105	GROUP HEALTH INSURANCE	\$ 22,155	\$ 19,189	\$ 13,512	\$ 22,309	\$ 15,436
106	TMRS	\$ 18,753	\$ 22,142	\$ 11,175	\$ 17,357	\$ 18,469
107	FICA	\$ 9,035	\$ 11,230	\$ 6,093	\$ 9,750	\$ 10,196
108	SALARIES-PARAMEDIC	\$ 2,107	\$ 1,962	\$ -	\$ 2,101	\$ 2,101
109	SALARIES-WELL PAY	\$ -	\$ 904	\$ -	\$ 628	\$ 793
110	DENTAL INSURANCE	\$ 297	\$ 792	\$ 473	\$ 876	\$ 876
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ -	\$ 1,120	\$ -	\$ -
115	CERTIFICATION PAY	\$ 1,206	\$ 1,123	\$ 372	\$ 1,203	\$ 1,203
118	CELL PHONE ALLOWANCE	\$ -	\$ -	\$ 320	\$ -	\$ 480
120	GROUP LIFE INSURANCE	\$ 118	\$ 138	\$ 79	\$ 306	\$ 306
130	WORKERS COMPENSATION	\$ 1,427	\$ 1,056	\$ 361	\$ 608	\$ 625
131	EAP EXPENSE	\$ 60	\$ 51	\$ 33	\$ 78	\$ 81
Personnel Sub Total		\$ 180,715	\$ 209,846	\$ 114,024	\$ 178,738	\$ 179,253
Account Object	Description					
201	OFFICE SUPPLIES	\$ 203	\$ 405	\$ 88	\$ 500	\$ 500
202	UNIFORMS AND CLOTHING	\$ 218	\$ 80	\$ 500	\$ 500	\$ 250
203	MOTOR VEHICLE SUPPLIES	\$ 376	\$ -	\$ -	\$ 500	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 546	\$ 1,298	\$ 948	\$ 1,100	\$ -
208	EDUCATION & REC SUPPLIES	\$ 992	\$ 650	\$ 94	\$ 1,000	\$ 1,000
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ 44	\$ 45	\$ 100	\$ 100
215	TRAINING SUPPLIES	\$ 214	\$ 344	\$ -	\$ -	\$ 720
218	FUEL & OIL	\$ 865	\$ 755	\$ 123	\$ 750	\$ 240
231	SOFTWARE	\$ -	\$ -	\$ -	\$ -	\$ 750
Supplies Sub Total		\$ 3,414	\$ 3,577	\$ 1,798	\$ 4,450	\$ 3,560
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ 95	\$ 143	\$ 40	\$ 500	\$ -
303	MAINT-EQUIP & MACHINERY	\$ -	\$ 180	\$ -	\$ -	\$ -
Maintenance Sub Total		\$ 95	\$ 323	\$ 40	\$ 500	\$ -
Account Object	Description					
409	TRAVEL & EDUCATION	\$ 1,004	\$ 2,117	\$ 1,411	\$ 2,000	\$ 1,400
414	DUES & SUBSCRIPTIONS	\$ 500	\$ 597	\$ 21	\$ 400	\$ 400
416	OTHER/PROFESSIONAL SERVICES	\$ 540	\$ 35	\$ 1,572	\$ 1,500	\$ 1,740
Services Sub Total		\$ 2,044	\$ 2,749	\$ 3,004	\$ 3,900	\$ 3,540
Department Total		\$ 186,268	\$ 216,494	\$ 118,866	\$ 187,588	\$ 186,353

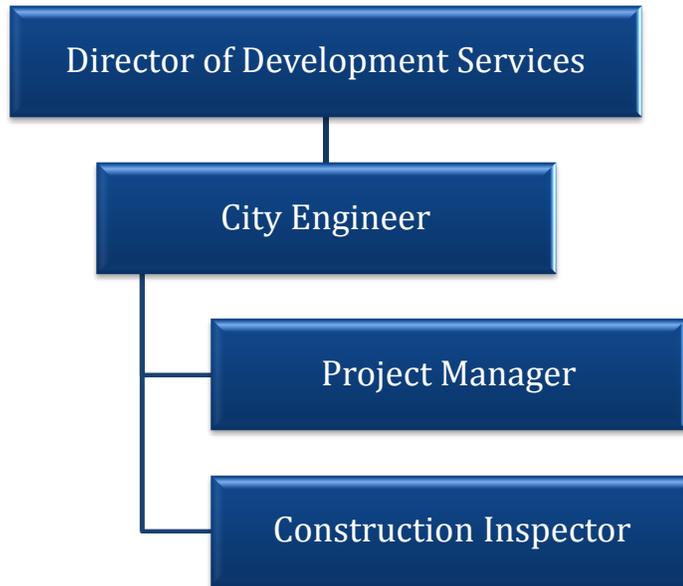
WATER/WASTEWATER FUND

WATER AND WASTEWATER FUND

REVENUES		2014	2015	2016		2017
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Water	6,618,577	7,311,573	5,718,329	6,778,798	6,778,798
	Wastewater	7,310,436	7,906,882	6,228,972	7,000,000	7,000,000
	Fees	491,015	885,907	787,200	160,750	140,750
	Impact Fees	415,727	598,767	758,033	180,000	180,000
	Other Revenue	181,087	330,461	259,525	155,000	293,000
	Interest	6,094	10,671	46,654	6,000	12,000
	Transfers In	-	44,391	-	-	-
	Total	\$ 15,022,936	\$ 17,088,652	\$ 13,798,712	\$ 14,280,548	\$ 14,404,548
EXPENDITURES		2014	2015	2016		2017
Department No		Actual	Actual	Year to Date	Budget	Proposed
	2 Public Works Administration	438,765	360,264	305,747	487,729	623,782
	20 Utility Billing	475,024	476,109	444,243	559,794	591,189
	21 Water Operations	655,225	767,995	788,105	806,619	833,441
	22 Non-Departmental	1,936,261	2,057,977	35,215	17,697	54,939
	27 Meter Reading	259,042	258,988	699,451	713,735	606,168
	30 Wastewater Operations	590,949	732,336	825,043	751,617	721,581
	42 Wholesale Costs	6,741,449	7,415,984	6,455,281	6,843,979	6,736,959
	50 Debt Service	422,763	400,189	1,048,001	1,514,063	1,489,062
	80 Transfers Out	1,466,963	1,466,963	1,105,731	1,474,308	1,509,208
	Total	\$ 12,986,441	\$ 13,936,806	\$ 11,706,817	\$ 13,169,541	\$ 13,166,329
BALANCES		2014	2015	2016		2017
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	2,036,495	3,151,846	2,091,894	1,111,007	1,238,219



Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Assistant City Manager	0.25	0.25	0.25
City Engineer	1	1	1
IT Manager	0.25	0.25	0.25
GIS Coordinator	0.25	0.25	0.25
Assistant to the City Manager	0.25	0.25	0.25
Community Relations Coordinator	0	0.25	0
Administrative & Community Relations Supervisor	0	0	0.25
Project Manager	1	1	1
Construction Inspector	1	1	2
Community Relations Lead	0.25	0	0
Total	4.25	4.25	5.25

Department Narrative

The Engineering Division 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.



Goals				
City Council Goal				
<ul style="list-style-type: none"> • Sound Infrastructure • Quality Development 				
Departmental Goals				
<ul style="list-style-type: none"> • Enhance the local economy by improving city infrastructure through the design and construction of Capital Improvement Program (CIP) designated projects. • Provide a streamlined 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 • 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 • Serve as the City's Right of Way and Flood Plain manager • Review master plans annually and make recommendations to update when needed 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Construction Plans reviewed	15	20		18
Development Review Committee Meetings	45	40		43
Utility Coordination Committee Meetings	2	1		4
Right of Way Permits issued	350	98		110
GIS Data Inputs from residential and Commercial plats	8	8		8
Residential Developments constructed and accepted	1	0		2
Commercial Developments constructed and accepted	8	10		10
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Consultant and Contractor Pay Estimates within 1 week	100%	100%		100%
Expenditure Reports Reviewed Monthly	100%	100%		100
Revenue Reports Reviewed Monthly	100%	100%		100
Weekly Staff Meetings	50	50		50
Construction Plans completed within 7 Days	100%	100%		100%
Short Term GIS Projects completed	100%	100%		100
Long Term GIS Projects completed	50%	50%		50
Customer Infrastructure Requests completed in 48 hours	90%	90%		90
Budget Summary	2014-2015	2015-2016		2016-2017
	Actual	Actual	Budget	Budget
Personnel	316,965	263,761	418,683	514,228
Supplies	4,712	4,448	3,567	4,215
Maintenance	20,660	25,238	35,200	34,200
Other Services	17,928	12,301	30,279	71,139
TOTAL	360,264	305,748	487,729	623,782

Engineering

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

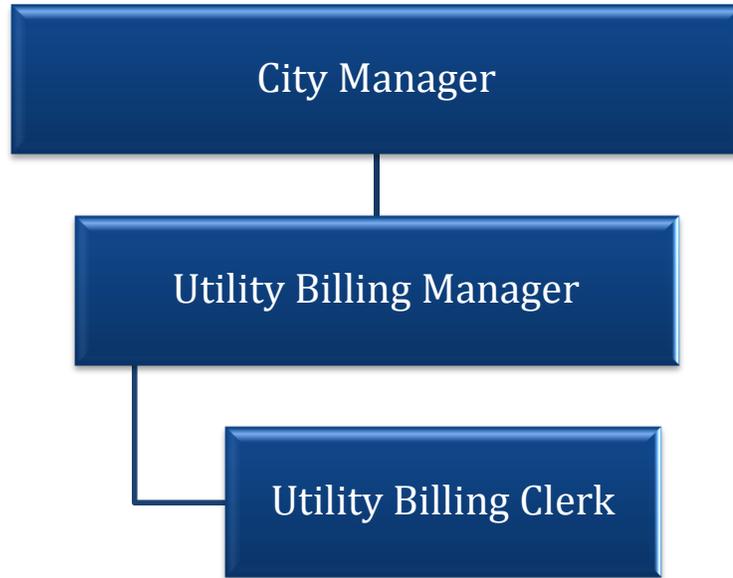
**Fund 5 WATER AND SEWER FUND
Department 2 UTILITY ADMINISTRATION
Program 0 ADMINISTRATION**

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 253,708	\$ 246,328	\$ 193,968	\$ 308,201	\$ 368,102
103	SALARIES-OVERTIME	\$ 413	\$ 531	\$ 1,730	\$ 500	\$ 500
104	SALARIES-LONGEVITY	\$ 2,527	\$ 1,884	\$ 1,452	\$ 2,121	\$ 2,419
105	GROUP HEALTH INSURANCE	\$ 37,984	\$ 11,010	\$ 22,400	\$ 35,008	\$ 55,231
106	TMRS	\$ 38,289	\$ 34,292	\$ 26,929	\$ 42,835	\$ 52,027
107	FICA	\$ 18,841	\$ 18,324	\$ 14,225	\$ 23,453	\$ 28,048
109	SALARIES-WELL PAY	\$ 1,298	\$ -	\$ -	\$ 1,555	\$ 2,223
110	DENTAL INSURANCE	\$ 1,068	\$ 1,249	\$ 1,101	\$ 1,855	\$ 2,293
113	SALARIES-CAR ALLOWANCE	\$ 684	\$ -	\$ -	\$ 1,200	\$ 1,200
114	SALARIES-ASSIGNMENT PAY	\$ 4,496	\$ -	\$ -	\$ -	\$ -
118	CELL PHONE ALLOWANCE	\$ 581	\$ 481	\$ 584	\$ 960	\$ 960
120	GROUP LIFE INSURANCE	\$ 316	\$ 381	\$ 210	\$ 538	\$ 640
130	WORKERS COMPENSATION	\$ 3,791	\$ 2,410	\$ 1,089	\$ 318	\$ 415
131	EAP EXPENSE	\$ 102	\$ 75	\$ 73	\$ 139	\$ 170
Personnel Sub Total		\$ 364,097	\$ 316,965	\$ 263,761	\$ 418,683	\$ 514,228
Account Object	Description					
201	OFFICE SUPPLIES	\$ 2,129	\$ 2,706	\$ 2,848	\$ 1,500	\$ 1,250
202	UNIFORMS AND CLOTHING	\$ 208	\$ 360	\$ 824	\$ 500	\$ 1,165
203	MOTOR VEHICLE SUPPLIES	\$ 8	\$ -	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ECT	\$ 325	\$ -	\$ -	\$ -	\$ 250
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 389	\$ 269	\$ 70	\$ 280	\$ 405
214	POSTAGE/SHIPPING/DELIVERY	\$ 14	\$ 61	\$ 64	\$ 50	\$ 100
216	MEDICAL SUPPLIES	\$ -	\$ -	\$ -	\$ 25	\$ 25
218	FUEL & OIL	\$ 1,346	\$ 1,316	\$ 641	\$ 1,212	\$ 1,020
Supplies Sub Total		\$ 4,419	\$ 4,712	\$ 4,448	\$ 3,567	\$ 4,215
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 27	\$ 7	\$ -	\$ -	\$ -
302	MAINT-MOTOR VEHICLES	\$ 1,003	\$ 268	\$ 49	\$ 1,000	\$ -
342	MAINT-DATA PROCESSING EQUIP	\$ 19,496	\$ 20,385	\$ 25,189	\$ 34,200	\$ 34,200
Maintenance Sub Total		\$ 20,525	\$ 20,660	\$ 25,238	\$ 35,200	\$ 34,200
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 5,756	\$ 4,085	\$ -	\$ -	\$ -
409	TRAVEL & EDUCATION	\$ 78	\$ 339	\$ 230	\$ 1,500	\$ 2,475
410	UTILITIES - ELECTRICITY	\$ -	\$ 5,139	\$ 3,723	\$ 5,800	\$ 5,800
414	DUES & SUBSCRIPTIONS	\$ 207	\$ 550	\$ 75	\$ 1,159	\$ 562
416	OTHER/PROFESSIONAL SERVICES	\$ 35,389	\$ 4,304	\$ 6,912	\$ 18,040	\$ 37,000
421	PRINTING	\$ 1,048	\$ 528	\$ 257	\$ -	\$ 250
427	ENGINEERING	\$ -	\$ -	\$ -	\$ -	\$ 14,000
431	SURVEY	\$ -	\$ -	\$ -	\$ -	\$ 8,800
438	TESTING	\$ -	\$ 1,000	\$ -	\$ 1,500	\$ 500
456	PENALTY SALES TAX	\$ 5,721	\$ -	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 876	\$ 754	\$ 353	\$ 1,080	\$ 1,752
543	JANITORIAL CONTRACT	\$ 648	\$ 1,230	\$ 750	\$ 1,200	\$ -
548	FIRE SYSTEM INSPECTION CONTRAC	\$ -	\$ -	\$ -	\$ -	\$ -
Services Sub Total		\$ 49,724	\$ 17,928	\$ 12,301	\$ 30,279	\$ 71,139
Department Total		\$ 438,765	\$ 360,264	\$ 305,747	\$ 487,729	\$ 623,782



Utility Billing

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Utility Billing Manager	1	1	1
Accountant	0.25	0.25	0.25
Administrative Secretary	0.25	0.25	0.25
Utility Billing Clerk	3	3	3
Total	4.5	4.5	4.5

Department Narrative

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



Goals				
City Council Goals:				
<ul style="list-style-type: none"> Professional & Committed City Workforce 				
Departmental Goals				
<ul style="list-style-type: none"> Maximize sources of revenue through continuous monitoring and review of consumption and customer accounts Create a positive and friendly impression of the City of Lancaster for newcomers, visitors, and residents with friendly customer service Process all activities in the most economical and efficient manner Serve the City of Lancaster's utility customers through courteous service and knowledgeable staff. 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	14-15 Actual	15-16 Actual		2016-2017 Target
Population	37,360			37,860
Water Customers	11,418	11,682		12,600
Wastewater Customers	11,009	11,257		12,300
Bills Processed Monthly	11,310	11,672		12,000
Service Orders Processed (per month)	2,564	3,180		
Bill Adjustments (monthly)	83	54		
Cut-off of Services (monthly)	500	262		
Returned Checks Processed (Year)	293	263		
Payments Processed (per Month)	3,426	5,027		
New Service Connections(year to date)		1,788		
Discontinue Services (year to date)		1,592		
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Billing counter staffed with at least 2 employees at all	100%	100%		100%
Phone calls resolved within 24 hours	96%	97%		100%
Accurate Account Billings	98%	98%		100%
Accurate Posting of Payments	99%	100%		100%
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	215,826	204,633	249,464	261,299
Supplies	5,807	5,740	6,795	6,251
Maintenance	-	-	840	774
Services	254,476	233,870	302,695	322,865
TOTAL	476,109	444,243	559,794	591,189

Utility Billing

BUDGET REPORT LINE ITEM DETAIL BY DEPARTMENT	Fund Department Program	5 20 0	WATER AND SEWER FUND UTILITY BILLING UTILITY ADMINISTRATION
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		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 148,295	\$ 158,209	\$ 139,003	\$ 170,678	\$ 179,216
103	SALARIES-OVERTIME	\$ 2,187	\$ 1,961	\$ 1,583	\$ 2,000	\$ 2,000
104	SALARIES-LONGEVITY	\$ 569	\$ 812	\$ 747	\$ 971	\$ 1,174
105	GROUP HEALTH INSURANCE	\$ 34,105	\$ 16,295	\$ 29,672	\$ 34,997	\$ 34,923
106	TMRS	\$ 22,107	\$ 23,128	\$ 19,525	\$ 23,767	\$ 25,495
107	FICA	\$ 11,141	\$ 11,872	\$ 10,462	\$ 13,350	\$ 14,072
109	SALARIES-WELL PAY	\$ 869	\$ 1,133	\$ 1,262	\$ 864	\$ 1,091
110	DENTAL INSURANCE	\$ 1,972	\$ 1,856	\$ 1,570	\$ 1,972	\$ 1,972
118	CELL PHONE ALLOWANCE	\$ -	\$ 96	\$ 424	\$ -	\$ 480
120	GROUP LIFE INSURANCE	\$ 90	\$ 159	\$ 172	\$ 562	\$ 562
130	WORKERS COMPENSATION	\$ 329	\$ 192	\$ 114	\$ 159	\$ 165
131	EAP EXPENSE	\$ 116	\$ 115	\$ 98	\$ 144	\$ 149
Personnel Sub Total		\$ 221,780	\$ 215,826	\$ 204,633	\$ 249,464	\$ 261,299
Account Object	Description					
201	OFFICE SUPPLIES	\$ 1,858	\$ 1,217	\$ 3,342	\$ 3,600	\$ 1,500
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,142	\$ 167	\$ 492	\$ 745	\$ 2,251
214	POSTAGE/SHIPPING/DELIVERY	\$ 2,170	\$ 4,423	\$ 1,906	\$ 2,450	\$ 2,500
Supplies Sub Total		\$ 5,169	\$ 5,807	\$ 5,740	\$ 6,795	\$ 6,251
Account Object	Description					
318	MAINT-OFFICE EQUIPMENT	\$ 618	\$ -	\$ -	\$ 840	\$ 774
Maintenance Sub Total		\$ 618	\$ -	\$ -	\$ 840	\$ 774
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 2,683	\$ 1,466	\$ 2,412	\$ 3,480	\$ 3,580
407	SPECIAL SERVICES	\$ 4,656	\$ 4,470	\$ 3,623	\$ 5,300	\$ 5,500
409	TRAVEL & EDUCATION	\$ 911	\$ -	\$ 485	\$ 2,385	\$ 730
416	OTHER/PROFESSIONAL SERVICES	\$ 81,990	\$ 100,092	\$ 86,100	\$ 116,400	\$ 152,400
421	PRINTING	\$ 835	\$ 166	\$ 596	\$ 630	\$ 655
437	AUDIT SERVICES	\$ -	\$ 24,150	\$ 47,779	\$ 40,000	\$ 40,000
442	COMPUTER PROFESSIONAL SERVICES	\$ 7,692	\$ 8,668	\$ 5,091	\$ 9,500	\$ 10,000
482	CREDIT CARD PROCESSING FEES	\$ 148,689	\$ 115,465	\$ 87,783	\$ 125,000	\$ 110,000
Services Sub Total		\$ 247,456	\$ 254,476	\$ 233,870	\$ 302,695	\$ 322,865
Department Total		\$ 475,024	\$ 476,109	\$ 444,243	\$ 559,794	\$ 591,189



Water

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Director of Public Works	0.5	0.5	0.5
Superintendent - Water/Wastewater	1	1	1
Crew Leader	1	1	1
Water Systems Operator	1	1	1
Administrative Secretary	1	1	1
Maintenance Worker II	1	1	2
Total	5.5	5.5	6.5

Department Narrative

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



Goals				
City Council Goals				
<ul style="list-style-type: none"> • Sound Infrastructure • Quality Development 				
Departmental Goals				
<ul style="list-style-type: none"> • Maintain the physical integrity of utility infrastructure to maximize City investment • Provide safe water in adequate supply to meet citizens needs, in addition to water conservation materials and practices • Maintain responsiveness to new development needs and potential system expansion • Comply with rules and regulations as required by the TCEQ and the Clean Water Act • Expand employees knowledge through training, seminars, and certification programs • 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	14-15 Actual	15-16 Actual		2016-2017 Target
Water Main Replacement	380 feet	600 feet		500 feet
Weekly Safety Meetings	52	52		52
Valves Operated	143	176		200
Commercial Backflow Notifications	391	391		400
Water Main Breaks	50	30		20
Water Service Repair	169	77		20
Leak Detection Survey	127	180		200
Loss Time Accidents	0	0		0
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Phone Inquires Responded to within 24 Hours	90%	95%		95%
Damaged Fire Hydrants Repaired within 48 Hours	75%	75%		80%
Reduction in Unaccounted Water Loss	5%	2%		5%
Backflow Inventory Logged	100%	100%		100%
Weekly Safety Classes Held	100%	100%		100%
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	357,234	335,268	378,083	445,933
Supplies	45,167	18,953	38,189	26,025
Maintenance	166,586	136,951	135,650	112,200
Other Services	199,008	296,933	254,697	249,283
TOTAL	767,995	788,105	806,619	833,441

Water Operations

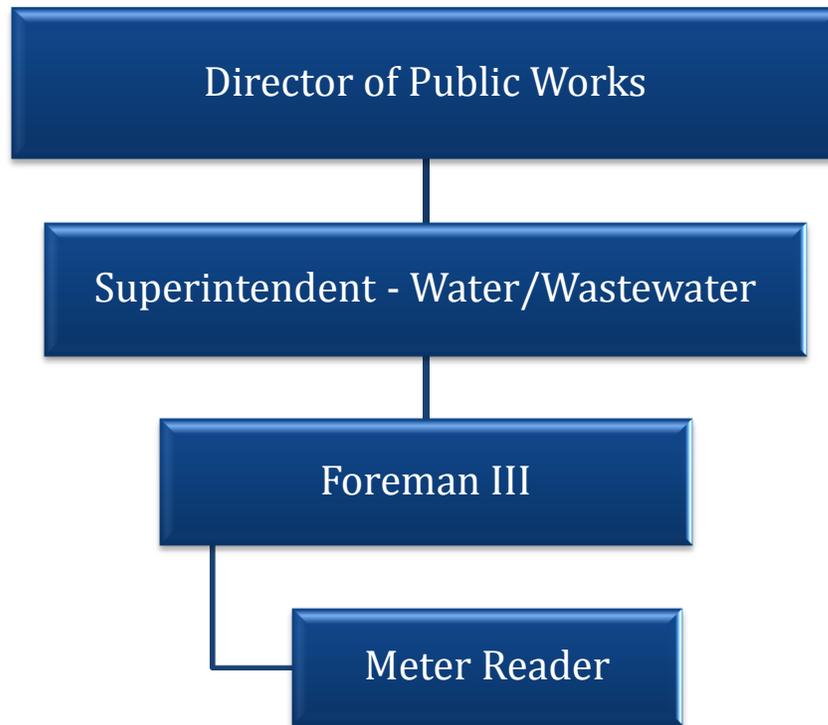
	Fund	5	WATER AND SEWER FUND
BUDGET REPORT	Department	21	WATER
LINE ITEM DETAIL	Program	0	WATER PRODUCTION/DISTRIBUTION
BY DEPARTMENT			

	2014	2015	2016	2016	2017
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 208,131	\$ 250,869	\$ 214,309	\$ 251,572	\$ 297,150
103 SALARIES-OVERTIME	\$ 11,141	\$ 14,617	\$ 17,080	\$ 17,000	\$ 17,000
104 SALARIES-LONGEVITY	\$ 583	\$ 733	\$ 1,001	\$ 928	\$ 1,288
105 GROUP HEALTH INSURANCE	\$ 36,658	\$ 20,817	\$ 40,469	\$ 41,075	\$ 50,635
106 TMRS	\$ 32,556	\$ 38,846	\$ 32,841	\$ 37,339	\$ 44,466
107 FICA	\$ 16,599	\$ 20,310	\$ 17,751	\$ 20,422	\$ 23,885
109 SALARIES-WELL PAY	\$ 260	\$ 2,036	\$ 2,067	\$ 1,360	\$ 1,905
110 DENTAL INSURANCE	\$ 1,572	\$ 2,353	\$ 1,993	\$ 2,409	\$ 2,829
113 SALARIES-CAR ALLOWANCE	\$ 1,371	\$ 2,407	\$ 3,521	\$ 800	\$ 800
114 SALARIES-ASSIGNMENT PAY	\$ -	\$ -	\$ 92	\$ -	\$ -
115 CERTIFICATION PAY	\$ 2,129	\$ 1,852	\$ 2,247	\$ 2,510	\$ 2,705
120 GROUP LIFE INSURANCE	\$ 96	\$ 192	\$ 262	\$ 638	\$ 765
130 WORKERS COMPENSATION	\$ 3,465	\$ 2,075	\$ 1,511	\$ 1,867	\$ 2,302
131 EAP EXPENSE	\$ 104	\$ 127	\$ 123	\$ 163	\$ 203
Personnel Sub Total	\$ 314,667	\$ 357,234	\$ 335,268	\$ 378,083	\$ 445,933
Account Object	Description				
201 OFFICE SUPPLIES	\$ 21	\$ 1,450	\$ 1,496	\$ 1,500	\$ 1,500
202 UNIFORMS AND CLOTHING	\$ 593	\$ 3,810	\$ 1,603	\$ 2,300	\$ 2,213
203 MOTOR VEHICLE SUPPLIES	\$ 1,221	\$ 403	\$ 654	\$ 3,000	\$ -
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 2,614	\$ 17,195	\$ 7,900	\$ 7,000	\$ 7,000
206 CHEMICALS	\$ 980	\$ 4,369	\$ 372	\$ 400	\$ 400
210 FOOD/BEV-MEETINGS/FUNCTIONS	\$ 135	\$ 482	\$ 747	\$ 900	\$ 900
214 POSTAGE/SHIPPING/DELIVERY	\$ 1,181	\$ 1,229	\$ 114	\$ 1,500	\$ 1,000
216 MEDICAL SUPPLIES	\$ 101	\$ -	\$ -	\$ 200	\$ 200
218 FUEL & OIL	\$ 19,796	\$ 16,228	\$ 5,960	\$ 16,389	\$ 7,812
231 SOFTWARE	\$ -	\$ -	\$ 108	\$ 5,000	\$ 5,000
Supplies Sub Total	\$ 26,642	\$ 45,167	\$ 18,953	\$ 38,189	\$ 26,025
Account Object	Description				
301 MAINT-BLDG & STRUCTURES	\$ 3,125	\$ 4,617	\$ -	\$ -	\$ -
302 MAINT-MOTOR VEHICLES	\$ 2,168	\$ 14,945	\$ 41,070	\$ 11,000	\$ -
303 MAINT-EQUIP & MACHINERY	\$ 8,272	\$ 3,452	\$ 1,958	\$ 4,750	\$ -
304 MAINTENANCE-STREETS	\$ 14,892	\$ 23,677	\$ 10,963	\$ 25,000	\$ 25,000
306 MAINT-WATER MAINS	\$ 30,626	\$ 45,984	\$ 44,261	\$ 45,200	\$ 45,000
309 MAINT-METERS & SETTINGS	\$ -	\$ 50,027	\$ 444	\$ 2,000	\$ -
310 MAINT-STORAGE & DISTRBTN PUMPS	\$ 22,081	\$ 17,292	\$ 24,384	\$ 25,000	\$ 25,000
314 MAINT-RADIO EQUIPMENT	\$ 744	\$ 407	\$ 2,276	\$ 2,200	\$ 2,200
318 MAINT-OFFICE EQUIPMENT	\$ -	\$ 1,214	\$ 32	\$ 2,500	\$ 1,000
321 MAINT-HYDRANTS	\$ 3,716	\$ 4,974	\$ 11,563	\$ 18,000	\$ 13,000
351 MAINT-MISC	\$ 2,704	\$ -	\$ -	\$ -	\$ -
Maintenance Sub Total	\$ 88,327	\$ 166,586	\$ 136,951	\$ 135,650	\$ 112,200
Account Object	Description				
402 RENTAL OF EQUIPMENT	\$ -	\$ -	\$ 4,732	\$ 2,000	\$ 2,000
409 TRAVEL & EDUCATION	\$ 3,899	\$ 6,896	\$ 4,617	\$ 6,320	\$ 6,474
410 UTILITIES - ELECTRICITY	\$ 130,133	\$ 159,952	\$ 99,954	\$ 180,000	\$ 180,000
411 WATER PURCHASES	\$ -	\$ -	\$ -	\$ -	\$ -
414 DUES & SUBSCRIPTIONS	\$ 37,304	\$ 4,376	\$ 33,043	\$ 41,037	\$ 36,037
415 TRANSFER TO VEHICLE REPL FUND	\$ -	\$ -	\$ -	\$ -	\$ -
416 OTHER/PROFESSIONAL SERVICES	\$ 40,730	\$ 14,266	\$ 118,294	\$ 17,028	\$ 17,028
421 PRINTING	\$ 55	\$ -	\$ 121	\$ 200	\$ 200
438 TESTING	\$ 2,247	\$ 2,111	\$ 4,864	\$ 5,500	\$ 5,600
446 ATTORNEY FEES	\$ 200	\$ -	\$ -	\$ -	\$ -
462 CELLULAR TELEPHONE & PAGERS	\$ 1,147	\$ 838	\$ 923	\$ 2,612	\$ 1,944
543 JANITORIAL CONTRACT	\$ 2,161	\$ 3,736	\$ 1,200	\$ -	\$ -
544 PEST CONTROL SERVICES	\$ 385	\$ 455	\$ -	\$ -	\$ -
549 HVAC MAINTENANCE CONTRACT	\$ 7,327	\$ 6,378	\$ -	\$ -	\$ -
602 CAPITAL-BUILDING & STRUCTURE	\$ -	\$ -	\$ 29,185	\$ -	\$ -
Services Sub Total	\$ 225,589	\$ 199,008	\$ 296,933	\$ 254,697	\$ 249,283
Department Total	\$ 655,225	\$ 767,995	\$ 788,105	\$ 806,619	\$ 833,441



Meter Reading

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Meter Technician	2	2	2
Total	2	2	2

Department Narrative

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



Goals				
City Council Goals:				
<ul style="list-style-type: none"> • Sound Infrastructure • Quality Development 				
Departmental Goals				
<ul style="list-style-type: none"> • Maximize sources of revenue through continuous monitoring and review of consumption and customer accounts • Create a positive impression of the City of Lancaster for new residents, visitors, and current residents with friendly customer service • Serve the City of Lancaster's utility customers through courteous service, knowledgeable staff, and excellence 				
Workload Indicators	14-15 Actual	15 - 16 Actual		2016-2017 Target
Water Accounts	10,946	12,972		13,000
Wastewater Accounts	10,565	11,538		12,000
Cut-off for Non-Payment	1,656	2,163		1,000
Water Meter Register Replacement	2,000	2,920		3,000
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Accurate Meter Readings	90%	95%		95%
Data Log		15		20
Check for Leaks		162		75
Meter Box Replacement		277		300
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	72,967	63,379	91,753	97,614
Supplies	26,924	4,863	12,484	8,116
Maintenance	158,832	630,870	604,499	3,500
Other Services	266	339	5,000	1,188
TOTAL	258,988	699,451	713,735	606,168

Meter Reading

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 55,270	\$ 49,949	\$ 40,187	\$ 57,862	\$ 60,756
103	SALARIES-OVERTIME	\$ 5,545	\$ 3,142	\$ 3,912	\$ 5,000	\$ 5,000
104	SALARIES-LONGEVITY	\$ 518	\$ 339	\$ -	\$ 56	\$ 80
105	GROUP HEALTH INSURANCE	\$ 23,958	\$ 6,802	\$ 8,953	\$ 13,192	\$ 15,236
106	TMRS	\$ 8,943	\$ 7,635	\$ 5,991	\$ 8,611	\$ 9,179
107	FICA	\$ 3,897	\$ 3,685	\$ 3,361	\$ 4,838	\$ 5,067
109	SALARIES-WELL PAY	\$ 104	\$ -	\$ -	\$ 315	\$ 394
110	DENTAL INSURANCE	\$ 480	\$ 556	\$ 461	\$ 876	\$ 867
120	GROUP LIFE INSURANCE	\$ 81	\$ 82	\$ 38	\$ 306	\$ 306
130	WORKERS COMPENSATION	\$ 1,418	\$ 733	\$ 439	\$ 619	\$ 648
131	EAP EXPENSE	\$ 54	\$ 45	\$ 37	\$ 78	\$ 81
Personnel Sub Total		\$ 100,270	\$ 72,967	\$ 63,379	\$ 91,753	\$ 97,614
Account Object Description						
202	UNIFORMS AND CLOTHING	\$ 1,405	\$ 1,460	\$ 432	\$ 2,100	\$ 1,128
203	MOTOR VEHICLE SUPPLIES	\$ 510	\$ 88	\$ -	\$ 1,200	\$ -
204	MINOR EQUIP AND METERS	\$ 213	\$ 17,806	\$ -	\$ 500	\$ 500
211	OTHER OPERATIONAL SUPPLIES	\$ -	\$ -	\$ 1,500	\$ 1,500	\$ 2,000
218	FUEL & OIL	\$ 11,702	\$ 7,570	\$ 2,931	\$ 7,184	\$ 4,488
Supplies Sub Total		\$ 13,830	\$ 26,924	\$ 4,863	\$ 12,484	\$ 8,116
Account Object Description						
302	MAINT-MOTOR VEHICLES	\$ 331	\$ 968	\$ 2,882	\$ 1,000	\$ -
309	MAINT-METERS & SETTINGS	\$ 142,264	\$ 157,863	\$ 623,220	\$ 599,999	\$ -
323	WATER METERS	\$ 1,500	\$ -	\$ 4,768	\$ 3,500	\$ 3,500
351	METER TESTING	\$ 144,095	\$ 158,832	\$ 630,870	\$ 604,499	\$ 3,500
Account Object Description						
409	TRAVEL & EDUCATION	\$ 199	\$ 167	\$ -	\$ 780	\$ 780
416	OTHER/PROFESSIONAL SERVICES	\$ 64	\$ -	\$ -	\$ 3,500	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 584	\$ 99	\$ 339	\$ 720	\$ 408
559	CONTRACT/TEMPORARY LABOR	\$ 847	\$ 266	\$ 339	\$ 5,000	\$ 1,188
Account Object Description						
612	CAPITAL-METERS & SETTINGS	\$ -	\$ -	\$ -	\$ -	\$ 495,750
Capital Sub Total		\$ -	\$ -	\$ -	\$ -	\$ 495,750
Department Total		\$ 259,042	\$ 258,988	\$ 699,451	\$ 713,735	\$ 606,168



Waste Water

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
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

The Wastewater Division seeks to fulfill the requirements of the Clean Water Act that all cities must have in an ongoing pretreatment program. The program affects any industry that discharges processed wastewater into the sanitary system and whose process uses or produces toxic materials or causes that facility's sewage to be stronger than normal wastewater. The Wastewater Division is a program oriented operation, with the responsibilities of plan review, industrial pretreatment program, preventative cleaning, video inspection, point repair and inflow & infiltration reduction.



Goals				
City Council Goals				
<ul style="list-style-type: none"> • Sound Infrastructure • Quality Development 				
Departmental Goals				
<ul style="list-style-type: none"> • Work to minimize inflow/infiltration and to continue inflow and infiltration studies, testing, and identification • 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	14-15 Actual	15-16 Actual		2016-2017 Target
Total Municipal Sewer Line	160 miles	160 miles		163 miles
Sewer Line Replacement	500 feet	170 feet		500 feet
Sewer Line Cleaned	965,620 feet	647,215 feet		900,000 feet
Grease Trap Pump out Reports Collected	50	50		50
Weekly Safety Meetings	52	52		52
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Sewer Backups Resolved within 30 Minutes	100%	100%		100%
Phone Inquiries Responded to within 24 Hours	90%	95%		95%
Sewer System Cleaned Annually (700,000 Total Feet)	80%	68%		100%
Main Stoppages Re-Televised within 24 Hours	91%	95%		95%
Grease Traps Pump out Reports	100%	100%		100%
Weekly Safety Meetings Completed	100%	100%		100%
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	501,303	390,135	485,280	537,853
Supplies	36,321	25,215	38,530	22,830
Maintenance	101,651	378,978	169,636	111,000
Services	36,181	30,715	58,172	49,898
Capital Outlay	56,880	-	-	-
TOTAL	732,336	825,043	751,617	721,581

Wastewater Operations

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

**Fund 5 WATER AND SEWER FUND
Department 30 WASTE WATER
Program 0 SEWER COLLECTION & TREATMENT**

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 273,790	\$ 324,322	\$ 232,384	\$ 314,112	\$ 344,188
103	SALARIES-OVERTIME	\$ 37,752	\$ 41,949	\$ 32,972	\$ 20,000	\$ 20,000
104	SALARIES-LONGEVITY	\$ 1,442	\$ 1,913	\$ 1,521	\$ 2,048	\$ 2,268
105	GROUP HEALTH INSURANCE	\$ 64,860	\$ 38,933	\$ 57,653	\$ 63,313	\$ 76,976
106	TMRS	\$ 46,180	\$ 53,208	\$ 36,935	\$ 46,461	\$ 51,593
107	FICA	\$ 24,122	\$ 28,215	\$ 20,133	\$ 26,100	\$ 28,475
109	SALARIES-WELL PAY	\$ 950	\$ 874	\$ 495	\$ 1,688	\$ 2,206
110	DENTAL INSURANCE	\$ 3,422	\$ 4,229	\$ 2,847	\$ 4,380	\$ 4,380
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ -	\$ 138	\$ -	\$ -
115	CERTIFICATION PAY	\$ 3,265	\$ 3,645	\$ 2,799	\$ 3,318	\$ 3,615
120	GROUP LIFE INSURANCE	\$ 227	\$ 386	\$ 289	\$ 1,072	\$ 1,122
130	WORKERS COMPENSATION	\$ 5,147	\$ 3,358	\$ 1,780	\$ 2,514	\$ 2,733
131	EAP EXPENSE	\$ 236	\$ 271	\$ 187	\$ 274	\$ 297
Personnel Sub Total		\$ 461,394	\$ 501,303	\$ 390,135	\$ 485,280	\$ 537,853
Account Object	Description					
201	OFFICE SUPPLIES	\$ -	\$ -	\$ 506	\$ 550	\$ 550
202	UNIFORMS AND CLOTHING	\$ 2,348	\$ 2,976	\$ 4,480	\$ 4,825	\$ 4,788
203	MOTOR VEHICLE SUPPLIES	\$ 1,641	\$ 500	\$ 955	\$ 2,500	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 3,742	\$ 19,782	\$ 9,313	\$ 11,930	\$ 5,549
206	CHEMICALS	\$ -	\$ 380	\$ 3,047	\$ 3,000	\$ 2,420
216	MEDICAL SUPPLIES	\$ 200	\$ -	\$ 53	\$ 200	\$ 200
218	FUEL & OIL	\$ 18,473	\$ 12,683	\$ 6,862	\$ 15,525	\$ 9,324
Supplies Sub Total		\$ 26,404	\$ 36,321	\$ 25,215	\$ 38,530	\$ 22,830
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ 5,675	\$ 7,426	\$ 24,675	\$ 6,000	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 6,975	\$ 7,529	\$ 32,817	\$ 6,000	\$ -
304	MAINTENANCE-STREETS	\$ 13,923	\$ 14,824	\$ 6,909	\$ 28,000	\$ 25,000
308	MAINT-SANITARY SEWER MAIN	\$ 22,707	\$ 41,734	\$ 267,867	\$ 50,000	\$ 50,000
312	MAINT-LIFT STATION	\$ 22,883	\$ 30,138	\$ 7,074	\$ 40,000	\$ 30,000
314	MAINT-RADIO EQUIPMENT	\$ -	\$ -	\$ 39,636	\$ 39,636	\$ 6,000
314	MAINT-RADIO EQUIPMENT	\$ -	\$ -	\$ 39,636	\$ 39,636	\$ 6,000
Maintenance Sub Total		\$ 72,163	\$ 101,651	\$ 378,978	\$ 169,636	\$ 111,000
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ -	\$ -	\$ -	\$ 1,198	\$ -
402	RENTAL OF EQUIPMENT	\$ -	\$ 1,665	\$ 1,432	\$ 2,000	\$ 2,000
409	TRAVEL & EDUCATION	\$ 4,277	\$ 5,040	\$ 3,175	\$ 5,499	\$ 5,499
410	UTILITIES - ELECTRICITY	\$ 9,406	\$ 13,090	\$ 14,164	\$ 12,000	\$ 12,000
412	SEWAGE TREATMENT	\$ 8,636	\$ 2,483	\$ 786	\$ 14,000	\$ 10,000
413	SANITARY LAND FILL	\$ 1,386	\$ 1,098	\$ 383	\$ 5,600	\$ 3,000
414	DUES & SUBSCRIPTIONS	\$ 3,978	\$ 3,222	\$ 4,671	\$ 5,355	\$ 5,455
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ 7,870	\$ 4,539	\$ 10,000	\$ 10,000
421	PRINTING	\$ (21)	\$ -	\$ -	\$ -	\$ -
446	ATTORNEY FEES	\$ 480	\$ -	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 2,846	\$ 1,713	\$ 1,565	\$ 2,520	\$ 1,944
605	IMPROVEMENTS OTHER THAN BLDGS	\$ -	\$ 56,880	\$ -	\$ -	\$ -
Sub Total		\$ 30,988	\$ 93,061	\$ 30,715	\$ 58,172	\$ 49,898
Department Total		\$ 590,949	\$ 732,336	\$ 825,043	\$ 751,617	\$ 721,581



TREE CITY USA

Wholesale Costs

Personnel Organization Chart



Personnel Summary

There is no personnel for this program.

Department Narrative

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



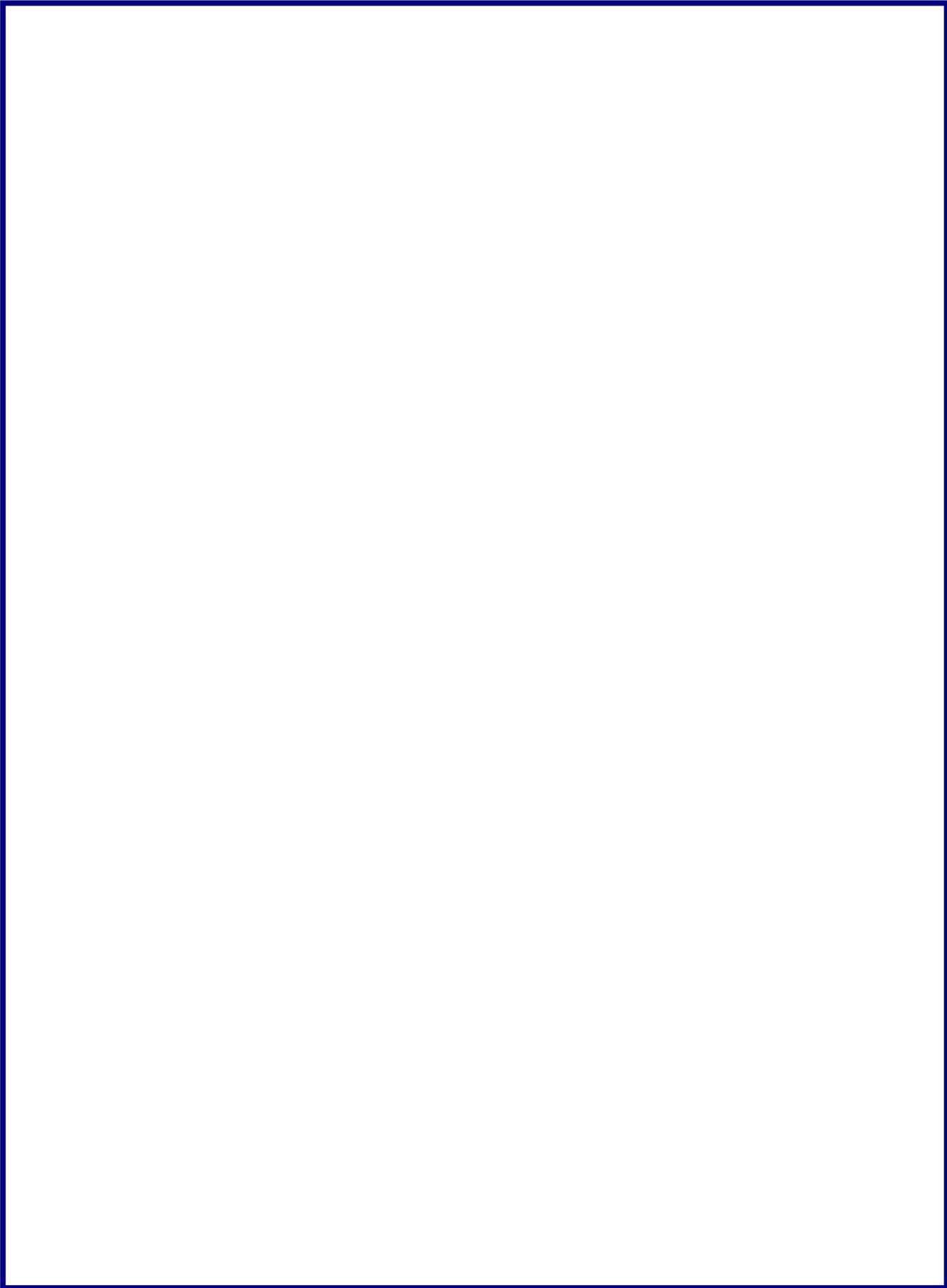
Wholesale Costs

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

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	411 WATER PURCHASES	\$ 2,481,301	\$ 2,344,969	\$ 1,746,816	\$ 2,700,000	\$ 2,592,980
	412 SEWAGE TREATMENT	\$ 4,260,148	\$ 5,071,015	\$ 4,708,465	\$ 4,143,979	\$ 4,143,979
	Maintenance Sub Total	\$ 6,741,449	\$ 7,415,984	\$ 6,455,281	\$ 6,843,979	\$ 6,736,959
	Department Total	\$ 6,741,449	\$ 7,415,984	\$ 6,455,281	\$ 6,843,979	\$ 6,736,959



SPECIAL REVENUE FUNDS



**HOTEL/MOTEL TAX
FUND**

HOTEL/MOTEL TAX FUND

HOTEL TAX FUND

REVENUES		2014	2015	2016		2017
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	HOTEL/MOTEL TAX	97,291	145,503	77,346	75,250	58,569
	RENTAL INCOME	12,350	-	-	-	-
	MISCELLANEOUS	-	-	410	-	-
	INTEREST	119	208	1,001	275	275
	Total	\$ 109,760	\$ 145,711	\$ 78,757	\$ 75,525	\$ 58,844
EXPENDITURES		2014	2015	2016		2017
Department No		Actual	Actual	Year to Date	Budget	Proposed
46	HOTEL/MOTEL	25,000	-	-	-	-
52	Visitor Center	18,812	43,861	37,981	50,739	61,345
	Total	\$ 43,812	\$ 43,861	\$ 37,981	\$ 50,739	\$ 61,345
BALANCES		2014	2015	2016		2017
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	65,948	101,850	40,776	24,786	(2,501)



TREE CITY USA



Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
PT Visitors Center Attendant	1	1	1
Total	1	1	1

Department Narrative

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

Goals				
City Council Goal				
<ul style="list-style-type: none"> • Healthy, Safe & Vibrant Community • Civic Engagement 				
Departmental Goal				
<ul style="list-style-type: none"> • Advertise State Auxiliary Museum & Visitors Center in travel centers throughout state to increase visitors • Provide residents with historical perspective and heritage of Lancaster • Provide attendees with new exhibits via loan or deed • Partner with the Heritage Park Foundation and have museum featured as site for annual tour of homes • Continually increase the number of visitors • Develop an RFP for potential lease agreement to have coffee shop in Visitors Center • Increase the participation of community organizations utilizing facility 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Part-Time Employees		2		2
Annual Visitors		325		700
Special Events		4		8
School Program Visits		2		8
New Exhibits Acquired		1		5
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Daily museum tours		8%		50%
Special Events		10%		25%
Rentals/reservations		10%		25%
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	18,481	16,724	22,846	23,346
Maintenance	4,240	-	-	10,500
Services	21,140	21,257	27,893	27,499
TOTAL	43,861	37,981	50,739	61,345

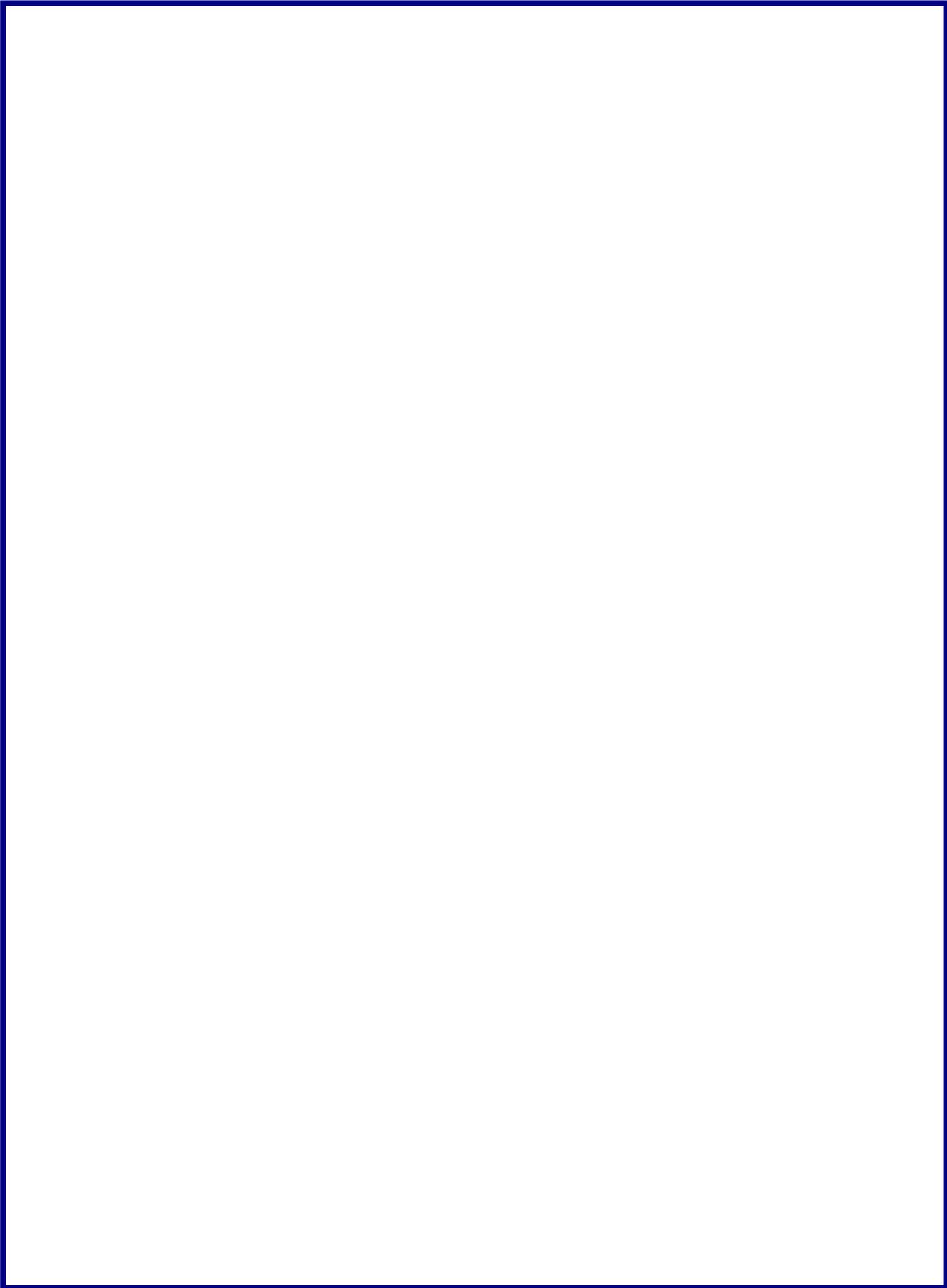
Lancaster Visitors Center State Auxiliary Museum

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

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

HOTEL TAX FUND
Visitor Center

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Adopted
101	SALARIES-REGULAR	\$ -	\$ 36	\$ -	\$ -	\$ -
102	SALARIES-PART TIME	\$ -	\$ 16,902	\$ 15,415	\$ 18,720	\$ 19,094
103	SALARIES-OVERTIME	\$ -	\$ 14	\$ 27	\$ -	\$ -
106	TMRS	\$ -	\$ -	\$ -	\$ 2,550	\$ 2,646
107	FICA	\$ -	\$ 1,297	\$ 1,181	\$ 1,432	\$ 1,460
120	GROUP LIFE INSURANCE	\$ -	\$ -	\$ -	\$ 102	\$ 102
130	WORKERS COMPENSATION	\$ -	\$ 186	\$ 58	\$ 16	\$ 16
131	EAP EXPENSE	\$ -	\$ 47	\$ 43	\$ 26	\$ 28
Personnel Sub Total		\$ -	\$ 18,481	\$ 16,724	\$ 22,846	\$ 23,346
 						
301	MAINT-BLDGS & STRUCTURES	\$ -	\$ 4,240	\$ -	\$ -	\$ 10,500
Maintenance Sub Total		\$ -	\$ 4,240	\$ -	\$ -	\$ 10,500
 						
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 5,234	\$ 5,593	\$ 4,383	\$ 4,200	\$ 9,480
408	ADVERTISING	\$ -	\$ -	\$ 315	\$ 850	\$ 850
410	UTILITIES-ELECTRICITY	\$ 7,052	\$ 8,492	\$ 5,299	\$ 9,000	\$ 8,040
411	ALARM SERVICE	\$ 767	\$ -	\$ 500	\$ 1,020	\$ 1,020
414	DUES & SUBSCRIPTIONS	\$ 315	\$ -	\$ 200	\$ 190	\$ 190
416	OTHER/PROFESSIONAL SERVICES	\$ 545	\$ 315	\$ 5,122	\$ 4,920	\$ 480
543	JANITORIAL SERVICE	\$ 3,308	\$ 4,296	\$ 3,570	\$ 5,200	\$ 4,420
544	PEST CONTROL SERVICES	\$ -	\$ -	\$ -	\$ 480	\$ -
548	SPRINKLER SYSTEM CONTRACT	\$ -	\$ 543	\$ 465	\$ 658	\$ 658
549	HVAC SERVICES CONTRACT	\$ 1,146	\$ 1,375	\$ 917	\$ 1,375	\$ 1,375
554	PEST CONTROL	\$ 446	\$ 527	\$ 486	\$ -	\$ 486
Services Sub Total		\$ 18,812	\$ 21,140	\$ 21,257	\$ 27,893	\$ 27,499
 						
Department Total		\$ 18,812	\$ 43,861	\$ 37,981	\$ 50,739	\$ 61,345



**4A LEDC
FUND**

SALES TAX 4A-ECONOMIC DEVELOPMENT

REVENUES		2014	2015	2016		2017
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	SALES TAXES	1,121,017	1,109,083	895,864	899,190	965,625
	OTHER REVENUE	(75,110)	-	-	-	-
	INTEREST	1,043	1,955	8,386	1,000	1,000
	Total	\$ 1,046,950	\$ 1,111,038	\$ 904,250	\$ 900,190	\$ 966,625
EXPENDITURES		2014	2015	2016		2017
Department No		Actual	Actual	Year to Date	Budget	Proposed
	2 ECON DEV ADMINISTRATION	172,553	165,130	145,145	284,963	325,844
	50 4A DEBT SERVICE	456,100	455,500	349,020	455,000	457,963
	60 MARKETING AND ADVERTISING	13,429	4,264	14,076	38,000	127,112
	63 INCENTIVE PROGRAMS	2,506	-	-	175,000	300,000
	80 TRANSFERS OUT	54,835	54,835	42,360	56,480	56,480
	Total	\$ 699,423	\$ 679,729	\$ 550,601	\$ 1,009,443	\$ 1,267,399
BALANCES		2014	2015	2016		2017
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	347,526	431,309	353,649	(109,253)	(300,774)



Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Adopted '16-167
Director of Economic Development	1	1	1
Marketing Manager	0	0	1
Administrative Secretary	0.25	0.25	0.25
Total	1.25	1.25	2.25

Department Narrative

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

Goals				
City Council Goals:				
<ul style="list-style-type: none"> Quality Development Healthy, Safe & Vibrant Community 				
Departmental Goals				
<ul style="list-style-type: none"> Develop action oriented programs that create an interest in Lancaster by developers, commercial real estate brokers and companies looking to expand or relocate their operations creating an increased commercial tax base, new primary payroll jobs for Lancaster residents and growth in the community's daytime population. Continue conducting quarterly the business retention and expansion program BREP Continue marketing and recruitment activities directed at locating a hotel-convention center to Lancaster Continue marketing the development advantages of the Campus District to commercial projects Continue direct marketing to retail and restaurant operations soliciting their evaluation of Lancaster for future locations with Retail Coach assistance 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Request For Proposals (RFP) for development projects	30	36		30
Meetings with DFW real estate brokers and developers	60	65		60
Retention visits with existing industry	4	4		4
Marketing initiatives with economic development allies and sales missions recruiting business development and investment	3	3		3
Direct marketing to retail and restaurants with Retail Coach	65	70		75
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Request For Proposals (RFP) for development projects	30	36		30
Meetings with DFW real estate brokers and developers	60	65		60
Retention visits with existing industry	4	4		4
Business trade show participation	3	3		3
Direct marketing to retail and restaurants with Retail Coach	65	70		75
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	158,881	139,756	168,670	262,735
Supplies	1,669	1,478	1,300	2,420
Maintenance	-	3,911	-	-
Capital Outlay	4,580		114,993	60,689
TOTAL	165,130	145,145	284,963	325,844

LEDC Type 4A Administration

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 117,426	\$ 119,848	\$ 103,428	\$ 127,124	\$ 196,019
103	SALARIES-OVERTIME	\$ 136	\$ 52	\$ 340	\$ -	\$ -
104	SALARIES-LONGEVITY	\$ 290	\$ 339	\$ 307	\$ 396	\$ 487
105	GROUP HEALTH INSURANCE	\$ 8,252	\$ 4,263	\$ 6,834	\$ 8,461	\$ 17,337
106	TMRS	\$ 18,037	\$ 18,030	\$ 14,922	\$ 18,110	\$ 28,066
107	FICA	\$ 9,426	\$ 9,295	\$ 8,060	\$ 8,300	\$ 13,386
109	SALARIES-WELL PAY	\$ 1,278	\$ 1,342	\$ 1,368	\$ 660	\$ 1,205
110	DENTAL INSURANCE	\$ 561	\$ 481	\$ 432	\$ 548	\$ 977
113	SALARIES-CAR ALLOWANCE	\$ 4,815	\$ 4,814	\$ 3,843	\$ 4,800	\$ 4,800
120	GROUP LIFE INSURANCE	\$ 147	\$ 238	\$ 108	\$ 128	\$ 230
130	WORKERS COMPENSATION	\$ 270	\$ 150	\$ 87	\$ 110	\$ 167
131	EAP EXPENSE	\$ 33	\$ 30	\$ 27	\$ 33	\$ 61
Personnel Sub Total		\$ 160,671	\$ 158,881	\$ 139,756	\$ 168,670	\$ 262,735
Supplies						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
201	OFFICE SUPPLIES	\$ 1,357	\$ 1,576	\$ 1,478	\$ 500	\$ 320
210	FOOD/BEVERAGES/ETC.-MEETINGS	\$ 367	\$ 31	\$ -	\$ 500	\$ 1,800
214	POSTAGE	\$ 12	\$ 62	\$ -	\$ 300	\$ 300
Supplies Sub Total		\$ 1,736	\$ 1,669	\$ 1,478	\$ 1,300	\$ 2,420
Travel						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
401	COMMUNICATIONS	\$ 1,497	\$ 1,510	\$ 1,408	\$ 508	\$ 508
402	RENTAL OF EQUIPMENT	\$ 1,104	\$ 803	\$ 584	\$ 1,000	\$ 1,000
409	TRAVEL AND EDUCATION	\$ 1,853	\$ 842	\$ -	\$ 2,000	\$ 5,827
414	DUES AND SUBSCRIPTIONS	\$ 960	\$ 404	\$ 1,335	\$ 2,765	\$ 3,350
416	OTHER/PROFESSIONAL SERVICES	\$ 13	\$ -	\$ -	\$ 105,000	\$ 45,000
421	PRINTING	\$ 880	\$ 803	\$ 584	\$ -	\$ 500
446	ATTORNEY FEES	\$ 2,560	\$ 170	\$ -	\$ 3,000	\$ 4,000
462	CELLULAR TELEPHONE & PAGERS	\$ 1,280	\$ 48	\$ -	\$ 720	\$ 504
Sub Total		\$ 10,146	\$ 4,580	\$ 3,911	\$ 114,993	\$ 60,689
Department Total		\$ 172,553	\$ 165,130	\$ 145,145	\$ 284,963	\$ 325,844



Economic Development Incentives



Personnel Organization Chart



Personnel Summary

There is no personnel for this program.

Department Narrative

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

Goals				
City Council Goals:				
<ul style="list-style-type: none"> Quality Development 				
Departmental Goals				
<ul style="list-style-type: none"> Efficiently utilize incentive grants to attract projects involving measurable value added capital investment to Lancaster 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Utilize funds to incentivize commitments on existing projects				300,000
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Utilize funds for incentivizing new projects				300,000
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Incentive Programs	-	-	175,000	300,000
TOTAL	-	-	175,000	300,000

LEDC Type 4A - Incentives

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

Fund 16
Department 63
Program 0

SALES TAX 4A-ECONOMIC DEVLPMNT
INCENTIVE PROGRAMS

	2014	2015	2016	2016	2017
Description	Actual	Actual	YTD Actual	Budget	Proposed
977 INCENTIVE PROGRAMS	\$ 2,506	\$ -	\$ -	\$ 175,000	\$ 300,000
Sub Total	\$ 2,506	\$ -	\$ -	\$ 175,000	\$ 300,000
Department Total	\$ 2,506	\$ -	\$ -	\$ 175,000	\$ 300,000



Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Adopted '16-17
Marketing Manager	0	0	1
Total	0	0	1

Department Narrative

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

Goals				
City Council Goals:				
<ul style="list-style-type: none"> Quality Development 				
Departmental Goals				
<ul style="list-style-type: none"> Develop action oriented programs that create an interest in Lancaster by developers, commercial real estate brokers and companies looking to expand or relocate their operations creating an increased commercial tax base, new primary payroll jobs for Lancaster residents and growth in the community's daytime population. Continue conducting quarterly the business retention and expansion program BREP Continue marketing and recruitment activities directed at locating a hotel-convention center to Lancaster Continue marketing the development advantages of the Campus District to commercial projects Working with The Retail Coach, recruit retail and restaurant operations to Lancaster 				
Workload Indicators	14-15 Actual	15-16 Actual		16-17 Target
Request For Proposals (RFP) for development projects	30	36		30
Meetings with DFW real estate brokers and developers	60	65		60
Retention visits with existing industry	4	4		4
Marketing initiatives with economic development allies and sales missions recruiting business development and investment	3	3		3
Sales calls on retail and restaurants with Retail Coach	65	70		75
Performance Measurement	14-15 Actual	15-16 Actual		16-17 Target
Request For Proposals (RFP) for development projects	30	36		30
Meetings with DFW real estate brokers and developers	60	65		60
Retention visits with existing industry	4	4		4
Business trade show participation	3	3		3
Sales calls on retail and restaurants with Retail Coach	65	70		75
Budget Summary	2014-2015 Actual	2015-2016		2016-2017
		Actual	Budget	Budget
Services	-	14,076	500	44,500
Marketing	4,264	-	37,500	82,612
TOTAL	4,264	14,076	38,000	127,112

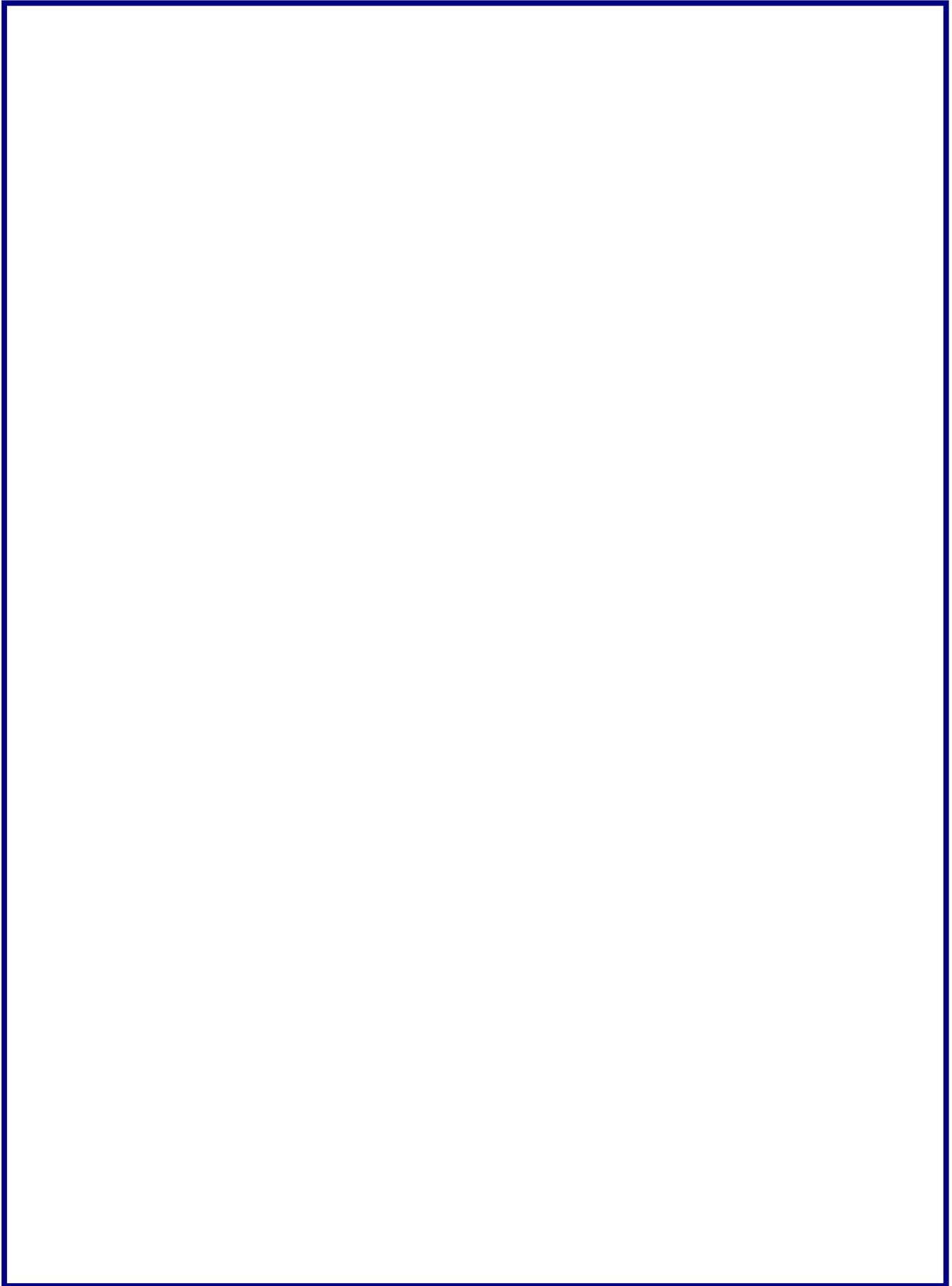
LEDC Type 4B - Marketing

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

**Fund 16
Department 60
Program 0**

**SALES TAX 4A-ECONOMIC DEVLPMNT
MARKETING AND ADVERTISING**

Account Object	Description	2014	2015	2016	2016	2017
		Actual	Actual	YTD Actual	Budget	Proposed
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ 43,000
421	PRINTING	\$ -	\$ -	\$ -	\$ 500	\$ 1,500
902	BUSINESS DEVELOPMENT	\$ 9,004	\$ 4,264	\$ 13,951	\$ 30,000	\$ 65,000
909	PROMOTIONAL ITEMS	\$ -	\$ -	\$ -	\$ 500	\$ 2,500
911	EVENT SPONSORSHIPS	\$ 4,425	\$ -	\$ 125	\$ 3,000	\$ 6,000
942	TRADE SHOWS	\$ -	\$ -	\$ -	\$ 4,000	\$ 9,112
Sub Total		\$ 13,429	\$ 4,264	\$ 14,076	\$ 38,000	\$ 127,112
Department Total						
Department Total		\$ 13,429	\$ 4,264	\$ 14,076	\$ 38,000	\$ 127,112



**4B LRDC
FUND**

SALES TAX 4B-CULTURAL/RECREATIONAL

REVENUES		2014	2015	2016		2017
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	0 SALES TAXES	2,229,509	2,176,600	1,791,727	1,800,000	1,931,250
	56 RECREATION	437,707	462,530	416,722	500,000	468,500
	54 LIFE CENTER	37,011	49,562	56,540	38,600	(16,700)
	7 LIBRARY	46,792	81,305	28,120	26,600	22,600
	0 OTHER	23,518	20,255	7,359	-	-
	0 TRANSFERS IN	49,779	200,000	-	-	-
	0 INTEREST	291	478	1,837	500	1,000
	Total	\$ 2,824,608	\$ 2,990,730	\$ 2,302,306	\$ 2,365,700	\$ 2,406,650
EXPENDITURES		2014	2015	2016		2017
Department No		Actual	Actual	Year to Date	Budget	Proposed
	2 REC ADMINISTRATION	221,789	229,926	183,600	223,068	232,370
	7 LIBRARY	468,368	507,803	373,333	467,166	480,198
	13 PARKS AND RECREATION	291	-	-	-	-
	16 NON-DEPARTMENTAL	74,855	75,499	77,007	43,364	81,388
	50 4B DEBT SERVICE	736,450	732,300	604,130	733,000	728,700
	54 SENIOR LIFE CENTER	180,897	164,812	173,605	221,854	244,759
	56 RECREATION CENTER	995,425	1,074,506	823,316	1,035,150	1,054,486
	56 DAY CAMP	36,730	50,141	38,797	50,464	49,356
	57 COMMUNITY PARK	(2,354)	12,703	3,788	6,600	18,600
	80 TRANSFERS OUT	13,000	13,000	9,750	13,000	29,200
	Total	\$ 2,725,452	\$ 2,860,689	\$ 2,287,325	\$ 2,793,666	\$ 2,919,057
BALANCES		2014	2015	2016		2017
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	99,156	130,041	14,981	(427,966)	(512,407)



Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Managing Director of Quality of Life & Cultural Services	1	1	1
Administrative Secretary	1	1	1
Total	2	2	2

Department Narrative

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

Goals				
City Council Goals				
<ul style="list-style-type: none"> • Healty, Safe & Vibrant Community • Civic Engagement 				
Departmental Goals				
<ul style="list-style-type: none"> • Monitor, coordinate, and provide direction for operation of Parks, Recreation, Library Services, Visitors Center & State Auxiliary Museum and Country View Golf Course Management Contract • Seek and apply for Alternative Funding/ Grant Opportunities for Recreation, Leisure & Cultural Programs, Activities, Facilities and future development projects • Implement the LISD/ CoL "Village 20/20" strategic plan involving all respective divisions of QL&CS • Develop Departmental Capital Improvement Project list for future bond considerations • Complete assesment of Country View Golf Course and present findings to City Council for Future Considerations • Update Parks, Recreation, Open Space, Hike & Bike and Streetscape Master plan in conjunction with Comprehensive plan reccomendations • Provide and submit nominations for local, state and national awards and recognition of programs and employees • Assist with implementation of the Comprehensive Plan reccomendations • Assist with the development of a Land Bank Strategy for City properties 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Funded projects completed by Fiscal Year End	100%	100%		100%
Tree City USA Designation	Retained	Retained		Retained
Recreation Revenues	\$527,000	\$507,000		\$507,000
Total Parks, Recreation, Library, Visitors Center staff	66	68		68
Total Department Buildings	5	6		6
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 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	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	207,605	174,278	210,138	218,166
Supplies	10,081	4,231	5,620	5,200
Services	12,240	5,091	7,310	9,004
TOTAL	229,926	183,600	223,068	232,370

Parks, Recreation Library Services Administration

	Fund	17	SALES TAX 4B-CULTURAL/RECRTLNL
BUDGET REPORT	Department	2	REC ADMINISTRATION
LINE ITEM DETAIL	Program	0	ADMINISTRATION
BY DEPARTMENT			

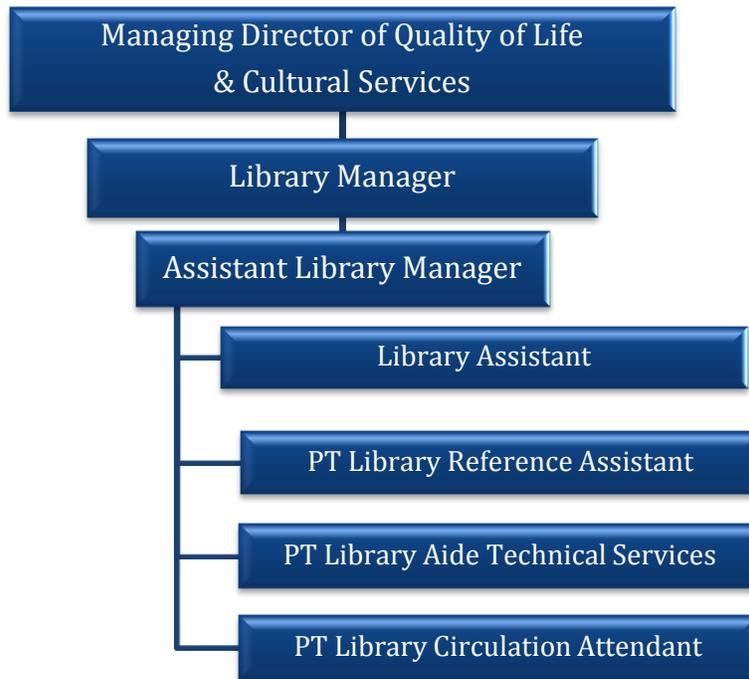
	2014	2015	2016	2016	2017
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 140,440	\$ 149,291	\$ 128,853	\$ 156,010	\$ 157,859
103 SALARIES-OVERTIME	\$ 1,330	\$ 1,497	\$ 1,932	\$ 600	\$ 600
104 SALARIES-LONGEVITY	\$ 707	\$ 803	\$ 389	\$ 792	\$ 332
105 GROUP HEALTH INSURANCE	\$ 13,685	\$ 13,899	\$ 9,301	\$ 12,810	\$ 18,774
106 TMRS	\$ 21,651	\$ 22,540	\$ 17,014	\$ 22,199	\$ 22,807
107 FICA	\$ 11,328	\$ 11,762	\$ 10,336	\$ 10,721	\$ 10,611
109 SALARIES-WELL PAY	\$ 1,469	\$ 1,584	\$ 1,800	\$ 807	\$ 980
110 DENTAL INSURANCE	\$ 937	\$ 881	\$ 537	\$ 876	\$ 876
113 SALARIES-CAR ALLOWANCE	\$ 4,815	\$ 4,814	\$ 3,843	\$ 4,800	\$ 4,800
120 GROUP LIFE INSURANCE	\$ 181	\$ 293	\$ 124	\$ 306	\$ 306
130 WORKERS COMPENSATION	\$ 322	\$ 187	\$ 105	\$ 139	\$ 140
131 EAP EXPENSE	\$ 54	\$ 54	\$ 43	\$ 78	\$ 81
Personnel Sub Total	\$ 196,919	\$ 207,605	\$ 174,278	\$ 210,138	\$ 218,166
Account Object	Description				
201 MISC OFFICE SUPPLIES	\$ 6,176	\$ 9,702	\$ 3,354	\$ 5,000	\$ 4,500
210 FOOD/BEVERAGES/ETC-MEETINGS	\$ 939	\$ 89	\$ 713	\$ 500	\$ 500
214 POSTAGE	\$ -	\$ 290	\$ 164	\$ 120	\$ 200
Supplies Sub Total	\$ 7,115	\$ 10,081	\$ 4,231	\$ 5,620	\$ 5,200
Account Object	Description				
402 RENTAL OF EQUIPMENT	\$ 4,431	\$ 3,749	\$ -	\$ -	\$ -
409 TRAVEL AND EDUCATION	\$ 4,782	\$ 2,881	\$ 1,109	\$ 2,000	\$ 4,000
414 DUES & SUBSCRIPTIONS	\$ 255	\$ 605	\$ 390	\$ 350	\$ 500
421 PRINTING	\$ 893	\$ 1,014	\$ -	\$ -	\$ -
462 CELLULAR TELEPHONE & PAGERS	\$ 368	\$ 587	\$ 527	\$ 960	\$ 504
482 CREDIT CARD PROCESSING FEES	\$ 7,025	\$ 3,405	\$ 3,065	\$ 4,000	\$ 4,000
Services Sub Total	\$ 17,755	\$ 12,240	\$ 5,091	\$ 7,310	\$ 9,004
Department Total	\$ 221,789	\$ 229,926	\$ 183,600	\$ 223,068	\$ 232,370



Veterans Memorial Library



Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Library Manager	1	1	1
Assistant Library Manager	1	1	1
Library Assistant	1	1	1
PT Library Reference Assistant (.5)	0	1.5	1.5
PT Library Aide Technical Services (.5)	0	1.5	1.5
PT Library Circulation Attendant (.5)	0	1.5	1.5
PT Library Circulation Attendant (.25)	0	0.25	0.25
PT Library Attendant (.5)	4.5	0	0
PT Library Clerk (.25)	0.25	0	0
Total	7.75	7.75	7.75

Department Narrative

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

Goals				
City Council Goals:				
<ul style="list-style-type: none"> • Healthy, Safe & Vibrant Community • Civic Engagement 				
Departmental Goals				
<ul style="list-style-type: none"> • Keep abreast of new technological developments to enhance customer service and 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 magazines 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 finance • Provide outreach programs and in-house training for job seekers, foreign language learners, seniors, City Employees through Lancaster University, LISD staff and citizens seeking technology skills advancement • Develop and implement promotional tools, in-house training and out reach to familiarize students, parents and teachers with library's educational-focused databases • Complete production of Mobile Book Mobile via funding of Texas State Library Impact Grant • Develop and implement strategies to execute the LISD/ City of Lancaster Village 20/20 plan involving library services 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Hours Open	2,810	2,825		2,825
Hours Staffed	3,258	3,379		3,379
Volunteer Hours	1,316	492		600
Patron Visits	81,753	74,698		85,000
New Youth Cards	587	788		1,000
New Adult Cards	1,467	1,241		1,400
New Nonresident Cards	58	70		120
Adult Books Circulation	14,905	15,595		18,000
Juvenile Books Circulation	21,370	20,379		22,000
Videos Circulation	12,312	9,338		10,000
Total Circulation	53,861	51,091		52,000
PC Reservation Usage	35,882	28,206		32,000
Reference Usage	148,676	14,000		144,000
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Host Best Southwest Book Fair	Completed	N/A		100%
Replace worn information Technology Items	100%	25%		50%
Budgeted Expenditures Spent	99%	99%		99%
Implement BTOP Public Computer Center Grant	Completed	N/A		N/A
Implement E-Rate Discount	Completed	90%		100%
Implement Praxair Grant	Completed	N/A		N/A
TSLAC Impact Grant	100	N/A		100%
TSLAC Cooperative Video Grant	100	N/A		N/A
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	274,770	247,655	318,891	340,442
Supplies	110,949	68,659	68,300	70,650
Maintenance	21,054	16,332	17,800	18,559
Other Services	101,029	40,686	62,175	50,547
TOTAL	507,803	373,332	467,166	480,198

Lancaster Veterans Memorial Library

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

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

Account Object	Description	2014	2015	2016	2016	2017
		Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 115,055	\$ 123,373	\$ 117,517	\$ 148,007	\$ 161,764
102	SALARIES-PART TIME	\$ 100,144	\$ 98,918	\$ 84,226	\$ 92,332	\$ 93,961
103	SALARIES-OVERTIME	\$ 272	\$ 370	\$ 61	\$ 100	\$ 100
104	SALARIES-LONGEVITY	\$ 537	\$ 621	\$ 491	\$ 596	\$ 764
105	GROUP HEALTH INSURANCE	\$ 16,554	\$ 13,360	\$ 12,502	\$ 22,524	\$ 24,293
106	TMRS	\$ 17,877	\$ 19,135	\$ 16,540	\$ 32,994	\$ 35,762
107	FICA	\$ 15,851	\$ 16,574	\$ 15,053	\$ 18,531	\$ 19,739
109	SALARIES-WELL PAY	\$ 178	\$ 518	\$ -	\$ 744	\$ 974
110	DENTAL INSURANCE	\$ 513	\$ 976	\$ 667	\$ 1,314	\$ 1,314
118	CELL PHONE ALLOWANCE	\$ 481	\$ 246	\$ -	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 67	\$ 120	\$ 147	\$ 843	\$ 843
130	WORKERS COMPENSATION	\$ 530	\$ 267	\$ 177	\$ 210	\$ 221
131	EAP EXPENSE	\$ 319	\$ 294	\$ 273	\$ 216	\$ 227
Personnel Sub Total		\$ 268,380	\$ 274,770	\$ 247,655	\$ 318,891	\$ 340,442
Account Object	Description					
201	MISC OFFICE SUPPLIES	\$ 6,644	\$ 4,594	\$ 2,803	\$ 2,000	\$ 3,000
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 674	\$ 26,019	\$ 1,263	\$ 1,250	\$ 1,600
207	BOOKS, SUBSCRIPTIONS, ETC.	\$ 67,291	\$ 67,490	\$ 59,992	\$ 60,000	\$ 60,000
210	FOOD/BEVERAGES/ETC-MEETINGS	\$ -	\$ -	\$ 122	\$ 150	\$ 150
214	POSTAGE	\$ 411	\$ 189	\$ 160	\$ 400	\$ 400
219	COMPUTER SUPPLIES	\$ 3,546	\$ 7,977	\$ 337	\$ 1,000	\$ 1,000
231	SOFTWARE	\$ 5,649	\$ 4,680	\$ 3,982	\$ 3,500	\$ 4,500
Supplies Sub Total		\$ 84,214	\$ 110,949	\$ 68,659	\$ 68,300	\$ 70,650
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 4,709	\$ 5,105	\$ 1,060	\$ 1,000	\$ -
313	MAINT-FURN & FIXTURES	\$ 3,267	\$ 455	\$ -	\$ -	\$ -
318	MAINT-OFFICE EQUIPMENT	\$ 6,469	\$ 3,900	\$ 3,773	\$ 4,800	\$ 7,100
342	MAINT. DATA PROCESSING EQUIP	\$ 718	\$ 10,594	\$ 11,500	\$ 12,000	\$ 11,459
346	MAINT-HEATING & COOLING SYSTEM	\$ -	\$ 1,000	\$ -	\$ -	\$ -
Maintenance Sub Total		\$ 15,164	\$ 21,054	\$ 16,332	\$ 17,800	\$ 18,559
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 10,328	\$ 4,700	\$ 4,603	\$ 17,043	\$ 6,500
402	RENTAL OF EQUIPMENT	\$ 4,493	\$ 3,801	\$ -	\$ -	\$ -
407	SPECIAL SERVICES	\$ 3,654	\$ 4,422	\$ 4,238	\$ 3,700	\$ 4,000
408	ADVERTISING	\$ -	\$ 300	\$ -	\$ -	\$ -
409	TRAVEL AND EDUCATION	\$ 1,831	\$ 230	\$ 1,100	\$ 1,100	\$ 1,000
410	UTILITIES-ELECTRICITY	\$ 43,906	\$ 44,072	\$ 27,117	\$ 32,000	\$ 32,000
411	ALARM SERVICE	\$ -	\$ 280	\$ 420	\$ 1,262	\$ 1,262
414	DUES & SUBSCRIPTIONS	\$ 295	\$ 455	\$ 466	\$ 550	\$ 500
416	OTHER/PROFESSIONAL SERVICES	\$ 2,630	\$ 18,640	\$ 420	\$ -	\$ -
421	PRINTING	\$ 1,861	\$ 1,220	\$ 1,101	\$ 1,300	\$ 1,300
434	SPECIAL EVENTS	\$ 63	\$ 127	\$ 58	\$ 500	\$ 500
446	ATTORNEY FEES	\$ -	\$ -	\$ -	\$ 500	\$ -
462	CREDIT CARD PROCESSING FEES	\$ 360	\$ 914	\$ 58	\$ -	\$ -
498	UTILITIES-GAS	\$ 3,030	\$ 3,033	\$ 1,106	\$ 4,160	\$ 3,425
539	MISC HEALTH BENEFIT	\$ -	\$ -	\$ -	\$ 60	\$ 60
543	JANITORIAL CONTRACT	\$ 13,328	\$ 17,294	\$ -	\$ -	\$ -
544	PEST CONTROL SERVICES	\$ 638	\$ 754	\$ -	\$ -	\$ -
548	FIRE SYSTEM INSPECTION CONTRAC	\$ 3,954	\$ 790	\$ -	\$ -	\$ -
549	HVAC MAINTENANCE CONTRACT	\$ 10,239	\$ -	\$ -	\$ -	\$ -
Department Total		\$ 468,368	\$ 507,803	\$ 373,333	\$ 467,166	\$ 480,198



Senior Life Center

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Senior Life Center Supervisor	1	1	1
Senior Van Driver	1	1	1
Total	2	2	2

Department Narrative

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



Goals				
City Council Goal				
<ul style="list-style-type: none"> • Healthy, Safe & Vibrant Community • Civic Engagement 				
Departmental Goal				
<ul style="list-style-type: none"> • Develop and implement mentoring program with seniors for students as part of "village 20/20" initiative • 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 • Develop user agreement with neighboring cities to increase program opportunities and increase revenues • Continually increase the number and type of recreational programs offered • Increase the participation of seniors in the community 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Full-Time Employees	1	2		2
Annual Memberships Purchased	321	453		500
Special Events	7	10		12
Outings	20	32		35
Senior Program Participation	545	600		650
Recreation Programs Offered	15	25		30
Meals Served	7,660	9,100		14,106
% Budget Revenues Collected	117%	100%		100%
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Congregate Meal Program	8%	8%		33%
Recreational Programming	70%	70%		42%
Special Events	4%	4%		10%
Transportation	18%	18%		15%
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	35,441	81,172	106,955	120,551
Supplies	62,139	57,226	70,959	79,058
Maintenance	6,330	3,963	1,590	-
Services	60,902	31,243	42,350	45,150
TOTAL	164,812	173,604	221,854	244,759

Lancaster Senior Life Center

	Fund	17	SALES TAX 4B-CULTURAL/RECRTNL
BUDGET REPORT	Department	54	SENIOR LIFE CENTER
LINE ITEM DETAIL	Program	0	SENIOR LIFE CENTER
BY DEPARTMENT			

	2014	2015	2016	2016	2017
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 41,692	\$ 6,239	\$ 51,700	\$ 74,708	\$ 83,479
102 SALARIES-PART TIME	\$ 14,346	\$ 18,409	\$ 3,474	\$ -	\$ -
103 SALARIES-OVERTIME	\$ -	\$ 1,377	\$ 1,929	\$ 500	\$ 500
104 SALARIES-LONGEVITY	\$ 86	\$ 19	\$ 38	\$ 84	\$ 144
105 GROUP LIFE INSURANCE	\$ 6,795	\$ 1,958	\$ 10,349	\$ 12,618	\$ 15,432
106 TMRS	\$ 6,612	\$ 3,803	\$ 7,828	\$ 10,371	\$ 11,795
107 FICA	\$ 4,318	\$ 2,061	\$ 4,354	\$ 5,825	\$ 6,509
109 SALARIES-WELL PAY	\$ 160	\$ 504	\$ -	\$ 379	\$ 507
110 DENTAL INSURANCE	\$ 468	\$ 230	\$ 622	\$ 876	\$ 876
118 CELL PHONE ALLOWANCE	\$ 481	\$ 401	\$ 424	\$ 480	\$ 480
120 GROUP LIFE INSURANCE	\$ -	\$ 0	\$ 64	\$ 306	\$ 306
130 WORKERS COMPENSATION	\$ 1,303	\$ 418	\$ 350	\$ 730	\$ 442
131 EAP EXPENSE	\$ 51	\$ 21	\$ 39	\$ 78	\$ 81
Personnel Sub Total	\$ 76,311	\$ 35,441	\$ 81,172	\$ 106,955	\$ 120,551
Account Object	Description				
201 SUPPLIES	\$ 423	\$ 0	\$ -	\$ -	\$ -
202 CLOTHING-UNIFORMS	\$ 190	\$ -	\$ -	\$ 217	\$ 186
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,949	\$ 1,249	\$ -	\$ -	\$ 973
205 JANITORIAL & CLEANING SUPPLIES	\$ -	\$ 302	\$ -	\$ -	\$ -
208 PROGRAM SUPPLIES	\$ 3,275	\$ 4,408	\$ 2,596	\$ 1,855	\$ 1,750
210 FOOD/BEVERAGES/ETC-MEETINGS	\$ 1,617	\$ 2,011	\$ 3,203	\$ 2,080	\$ 5,025
214 POSTAGE	\$ -	\$ 30	\$ 161	\$ 100	\$ 100
216 MEDICAL SUPPLIES	\$ -	\$ 275	\$ 242	\$ 250	\$ 225
218 FUEL & OIL	\$ 7,132	\$ 4,867	\$ 4,028	\$ 9,314	\$ 6,156
222 LUNCH PROGRAM EXPENSE	\$ 33,708	\$ 43,440	\$ 44,526	\$ 53,143	\$ 60,643
234 LUNCH PROGRAM OTHER SUPPLIES	\$ (2,317)	\$ 5,558	\$ 2,470	\$ 4,000	\$ 4,000
Supplies Sub Total	\$ 45,977	\$ 62,139	\$ 57,226	\$ 70,959	\$ 79,058
Account Object	Description				
301 MAINT-BLDG & STRUCTURES	\$ 521	\$ 235	\$ -	\$ 90	\$ -
302 MAINT-MOTOR VEHICLES	\$ 816	\$ 6,021	\$ 3,963	\$ 1,500	\$ -
351 MAINTENANCE (ALL)	\$ -	\$ 75	\$ -	\$ -	\$ -
Maintenance Sub Total	\$ 1,337	\$ 6,330	\$ 3,963	\$ 1,590	\$ -
Account Object	Description				
401 TELEPHONE & COMMUNICATIONS	\$ 1,330	\$ 1,441	\$ 997	\$ 1,500	\$ 1,500
402 RENTAL OF EQUIPMENT	\$ 4,786	\$ 3,749	\$ -	\$ -	\$ 500
408 ADVERTISING	\$ 46	\$ 1,372	\$ 700	\$ 700	\$ 1,250
409 TRAVEL AND EDUCATION	\$ -	\$ -	\$ 85	\$ -	\$ -
410 UTILITIES-ELECTRICITY	\$ 28,065	\$ 32,543	\$ 22,180	\$ 32,000	\$ 32,000
411 ALARM SERVICE	\$ -	\$ 2,823	\$ 1,900	\$ 1,900	\$ 1,900
414 DUES & SUBSCRIPTIONS	\$ 75	\$ 15	\$ -	\$ 150	\$ 130
416 OTHER/PROFESSIONAL SERVICES	\$ 5,205	\$ 2,908	\$ 4,198	\$ 3,500	\$ 5,270
421 PRINTING	\$ 347	\$ 868	\$ -	\$ -	\$ -
543 JANITORIAL CONTRACT	\$ 7,582	\$ 6,511	\$ -	\$ -	\$ -
544 PEST CONTROL SERVICES	\$ 501	\$ 592	\$ (318)	\$ -	\$ -
548 FIRE SYSTEM INSPECTION CONTRAC	\$ 4,138	\$ 2,384	\$ -	\$ -	\$ -
549 HVAC MAINTENANCE CONTRACT	\$ 3,214	\$ 3,857	\$ -	\$ -	\$ -
559 CONTRACT/TEMPORARY LABOR	\$ 1,984	\$ 1,839	\$ 1,500	\$ 2,600	\$ 2,600
Sub Total	\$ 57,272	\$ 60,902	\$ 31,243	\$ 42,350	\$ 45,150
Department Total	\$ 180,897	\$ 164,812	\$ 173,605	\$ 221,854	\$ 244,759



Recreation Center

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Assistant Director of QL&CS	1	1	1
Recreation Superintendent	1	1	1
Recreation Supervisor	2	2	2
Aquatics Supervisor	0	1	1
Aquatics Coordinator	1	0	0
Recreation Leader	1	1	1
Day Porter	0	1	1
PT Senior Lifeguard (.50)	2	2	2
PT Summer Lifeguard (.25)	1.25	1.25	1.25
PT Year-Round Lifeguard (.50)	5	5	5
PT Hourly Clerical (.50)	4	4	4
Total	18.25	19.25	19.25

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.



Goals				
City Council Goals				
<ul style="list-style-type: none"> • Civic Engagement • Healthy, Safe & Vibrant Community 				
Departmental Goals				
<ul style="list-style-type: none"> • Provide and submit nominations for state and national awards and recognition of programs and employees • Increase the Youth Advisory Committee membership utilizing LISD student council participants • Implement Mayors Health & Fitness Council • Update Recreation Center needs inventory list for future bond consideration • Increase outdoor recreation programming at Bear Creek Nature park • Implement LISD employee discount for recreation services to increase memberships • Increase number and type of recreational program offerings • Increase number of Recreation Center annual memberships • Secure and implement new reservation and registration software system to include online registration • Increase participation in aquatic and athletic programming • Plan, implement, coordinate and promote Citywide Special Event & Festivals 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Outdoor Facility Rentals	117	163		200
Indoor Facility Rentals	543	719		900
Recreation ID Cards Purchased	5,638	3,203		4000
Fitness memberships Purchased	181	156		200
Open Swim Admissions	5026	6,634		7300
Full-Time Employees	6	6		6
Special Events	19	17		18
Adult Program Participants	1003	980		1000
Athletic Program Participants	923	1150		1375
Youth Program Participants	1020	1,150		1450
Aquatic Program Participants	2788	3,173		3,400
Recreation Programs Offered	42	53		62
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Recreation Program	50%	50%		48%
Fitness Center	1%	1%		1%
Aquatics	24%	24%		24%
Athletic	8%	8%		8%
Special Events	6%	6%		6%
Facility Reservation	11%	11%		13%
Budget Summary	2014-2015	2015-2016		2016-2017
	Actual	Actual	Budget	Budget
Personnel	565,243	536,067	684,114	731,998
Supplies	24,241	17,518	18,206	22,594
Maintenance	38,633	23,522	36,557	4,000
Other Services	446,390	246,210	296,273	295,894
TOTAL	1,074,506	823,317	1,035,150	1,054,486

Lancaster Recreation Center

BUDGET REPORT Department 17 SALES TAX 4B-CULTURAL/RECRTNL
LINE ITEM DETAIL Program 56 RECREATION CENTER
BY DEPARTMENT Program 0 RECREATION

Account Object	Description	2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 207,179	\$ 193,028	\$ 237,979	\$ 330,389	\$ 354,771
102	SALARIES-PART TIME	\$ 178,773	\$ 239,913	\$ 163,959	\$ 197,600	\$ 201,227
103	SALARIES-OVERTIME	\$ 2,718	\$ 1,723	\$ 5,715	\$ 1,000	\$ 1,000
104	SALARIES-LONGEVITY	\$ 475	\$ 391	\$ 275	\$ 612	\$ 496
105	GROUP HEALTH INSURANCE	\$ 43,795	\$ 37,658	\$ 49,300	\$ 54,416	\$ 65,938
106	TMRS	\$ 37,556	\$ 40,670	\$ 35,951	\$ 48,910	\$ 53,338
107	FICA	\$ 29,282	\$ 33,152	\$ 30,789	\$ 40,745	\$ 42,951
109	SALARIES-WELL PAY	\$ 1,966	\$ 1,215	\$ 1,028	\$ 1,664	\$ 2,146
110	DENTAL INSURANCE	\$ 1,903	\$ 2,442	\$ 2,183	\$ 3,048	\$ 3,039
114	SALARIES - ASSIGNMENT PAY	\$ 768	\$ 9,325	\$ 4,164	\$ -	\$ -
118	CELL PHONE ALLOWANCE	\$ 1,174	\$ 1,369	\$ 1,309	\$ 1,440	\$ 1,920
120	GROUP LIFE INSURANCE	\$ 77	\$ 61	\$ 295	\$ 946	\$ 946
130	WORKERS COMPENSATION	\$ 6,149	\$ 3,739	\$ 2,588	\$ 2,863	\$ 3,723
131	EAP EXPENSE	\$ 566	\$ 558	\$ 532	\$ 481	\$ 503
Personnel Sub Total		\$ 512,380	\$ 565,243	\$ 536,067	\$ 684,114	\$ 731,998
Supplies Sub Total						
201	MISC OFFICE SUPPLIES	\$ -	\$ 243	\$ 205	\$ -	\$ -
202	CLOTHING-UNIFORMS	\$ 1,566	\$ 372	\$ 752	\$ 1,310	\$ 1,300
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 255	\$ 452	\$ 1,458	\$ 1,500	\$ 5,555
205	JANITORIAL & CLEANING SUPPLIES	\$ 297	\$ 534	\$ 1,128	\$ 1,100	\$ 1,200
206	CHEMICALS	\$ 7,719	\$ 6,867	\$ 6,469	\$ 6,435	\$ 7,000
208	RECREATIONAL SUPPLIES	\$ 5,420	\$ 13,341	\$ 6,148	\$ 5,460	\$ 5,509
210	FOOD/BEVERAGES/ETC-MEETINGS	\$ 93	\$ 401	\$ 121	\$ 150	\$ 150
214	POSTAGE	\$ -	\$ 15	\$ 23	\$ 100	\$ 150
216	MEDICAL SUPPLIES	\$ -	\$ 113	\$ 220	\$ 220	\$ 242
217	CONCESSIONS	\$ 190	\$ 35	\$ -	\$ -	\$ -
218	FUEL & OIL	\$ 4,028	\$ 1,868	\$ 994	\$ 1,931	\$ 1,488
Supplies Sub Total		\$ 19,568	\$ 24,241	\$ 17,518	\$ 18,206	\$ 22,594
Maintenance Sub Total						
301	MAINT-BLDG & STRUCTURES	\$ 20,895	\$ 20,579	\$ 19,703	\$ 31,517	\$ -
302	MAINT-MOTOR VEHICLES	\$ 161	\$ 5,362	\$ 18	\$ 1,000	\$ -
345	MAINT-ATH FIELDS/POOL FACILITY	\$ 10,549	\$ 5,325	\$ 1,434	\$ 1,540	\$ 1,500
346	MAINT-HEATING & COOLING SYSTEM	\$ 25,225	\$ 6,825	\$ 2,000	\$ 2,000	\$ 2,000
363	MAINT-LOCKS & KEYS	\$ -	\$ 542	\$ 367	\$ 500	\$ 500
Maintenance Sub Total		\$ 56,829	\$ 38,633	\$ 23,522	\$ 36,557	\$ 4,000
Other Sub Total						
402	RENTAL OF EQUIPMENT	\$ 2,669	\$ 4,317	\$ 6,464	\$ 6,235	\$ 1,675
407	SPECIAL SERVICES	\$ (1,363)	\$ 58	\$ 65	\$ -	\$ -
408	ADVERTISING	\$ 3,276	\$ 3,716	\$ 2,049	\$ 2,900	\$ 5,400
409	TRAVEL AND EDUCATION	\$ 6,815	\$ 4,934	\$ 5,206	\$ 6,800	\$ 7,000
410	UTILITIES-ELECTRICITY	\$ 141,435	\$ 174,712	\$ 114,029	\$ 147,000	\$ 147,000
411	ALARM SERVICE	\$ -	\$ 4,508	\$ 6,000	\$ 7,000	\$ 7,228
414	DUES & SUBSCRIPTIONS	\$ 652	\$ 290	\$ 671	\$ 1,175	\$ 800
416	OTHER/PROFESSIONAL SERVICES	\$ 26,691	\$ 19,708	\$ 14,617	\$ 10,400	\$ 5,725
421	PRINTING	\$ 5,809	\$ 1,704	\$ -	\$ -	\$ -
434	SPECIAL EVENTS	\$ 40,931	\$ 31,680	\$ 35,805	\$ 34,400	\$ 42,300
442	COMPUTER PROFESSIONAL SERVICES	\$ 8,351	\$ 24,876	\$ 8,842	\$ 8,843	\$ 9,286
445	PEST CONTROL SERVICES	\$ -	\$ 1,548	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 561	\$ 399	\$ 372	\$ 720	\$ 480
479	ACTIVITY/ATH SPECIAL EVENTS	\$ 25,911	\$ 14,875	\$ 2,451	\$ 5,200	\$ 9,000
498	UTILITIES-GAS	\$ 21,460	\$ 19,408	\$ 12,593	\$ 42,600	\$ 20,000
543	JANITORIAL CONTRACT	\$ 59,090	\$ 51,728	\$ -	\$ -	\$ -
544	PEST CONTROL SERVICES	\$ 1,419	\$ 129	\$ (903)	\$ -	\$ -
546	REFUNDS	\$ 310	\$ -	\$ -	\$ -	\$ -
548	FIRE SYSTEM INSPECTION CONTRAC	\$ 4,957	\$ 1,090	\$ -	\$ -	\$ -
549	HVAC MAINTENANCE CONTRACT	\$ 24,703	\$ 39,147	\$ -	\$ -	\$ -
559	CONTRACT/TEMPORARY LABOR	\$ 32,969	\$ 47,564	\$ 37,948	\$ 23,000	\$ 40,000
Other Sub Total		\$ 406,648	\$ 446,390	\$ 246,210	\$ 296,273	\$ 295,894
Department Total		\$ 995,425	\$ 1,074,506	\$ 823,316	\$ 1,035,150	\$ 1,054,486

Lancaster Recreation Center

BUDGET REPORT Department 17 SALES TAX 4B-CULTURAL/RECRTNL
LINE ITEM DETAIL Department 16 NON-DEPARTMENTAL
BY DEPARTMENT Program 0

Account Object	Description	2014	2015	2016	2016	2017
		Actual	Actual	YTD Actual	Budget	Proposed
401	TELEPHONE & COMMUNICATIONS	\$ 74,855	\$ 75,499	\$ 70,368	\$ -	\$ 70,295
402	RENTAL OF EQUIPMENT	\$ -	\$ -	\$ 3,911	\$ 16,464	\$ 8,820
421	PRINTING	\$ -	\$ -	\$ 2,728	\$ 1,515	\$ 2,273
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ -	\$ 25,385	\$ -
Other Sub Total		\$ 74,855	\$ 75,499	\$ 77,007	\$ 43,364	\$ 81,388
Department Total		\$ 74,855	\$ 75,499	\$ 77,007	\$ 43,364	\$ 81,388



Youth Programs

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
PT Youth Program Leaders (.50)	2	2	2
Total	2	2	2

Department Narrative

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



Goals				
City Council Goals				
<ul style="list-style-type: none"> • Healthy, Safe & Vibrant Community 				
Departmental Goals				
<ul style="list-style-type: none"> • Increase number of youth registered in After School Program • Increase number of youth registered in Summer Day Camp • Increase number of youth participation in specialty recreation programs • Increase participation of youth in athletic programming • Plan, promote, coordinate and implement holiday special events for summer and afterschool participants 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Number of youth enrolled in After School	80	80		80
Number of youth enrolled in Summer Camp	80	80		80
Number of youth ID cards purchased	80	80		80
Number of Special Events offered in Afterschool	6	6		8
Number of Field Trips offered in Summer	8	8		8
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Part-Time Employees	4	4		4
Homework Assistance	30%	30%		30%
Snacks/ Lunch program	10%	10%		10%
Special Events	10%	10%		10%
Athletics	10%	10%		10%
Field Trips	10%	10%		10%
Recreation Programming	30%	30%		30%
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	41,209	33,012	39,514	40,306
Supplies	1,082	588	700	800
Services	7,849	5,197	10,250	8,250
TOTAL	50,141	38,797	50,464	49,356

Youth Programs

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

**Fund 17
Department 56
Program 1**

**SALES TAX 4B-CULTURAL/RECRTNL
RECREATION CENTER
SUMMER DAY CAMP**

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 98	\$ 394	\$ 1,490	\$ -	\$ -
102	SALARIES-PART TIME	\$ 28,361	\$ 37,153	\$ 28,925	\$ 36,400	\$ 37,128
103	SALARIES-OVERTIME	\$ 93	\$ 240	\$ -	\$ -	\$ -
107	FICA	\$ 2,184	\$ 2,891	\$ 2,327	\$ 2,785	\$ 2,842
130	WORKERS COMPENSATION	\$ 572	\$ 437	\$ 197	\$ 283	\$ 287
131	EAP EXPENSE	\$ 88	\$ 94	\$ 73	\$ 46	\$ 49
Personnel Sub Total		\$ 31,396	\$ 41,209	\$ 33,012	\$ 39,514	\$ 40,306
Account Object						
Description						
208	RECREATIONAL SUPPLIES	\$ 494	\$ 1,082	\$ 458	\$ 500	\$ 600
210	FOOD/BEVERAGES/ETC-MEETINGS	\$ 5	\$ -	\$ -	\$ -	\$ -
217	CONCESSIONS	\$ 104	\$ -	\$ 131	\$ 200	\$ 200
Supplies Sub Total		\$ 603	\$ 1,082	\$ 588	\$ 700	\$ 800
Account Object						
Description						
408	ADVERTISING	\$ 867	\$ 300	\$ -	\$ 250	\$ 250
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ 2,524	\$ -	\$ -	\$ -
434	SPECIAL EVENTS	\$ 3,864	\$ 5,025	\$ 5,197	\$ 10,000	\$ 8,000
Other Sub Total		\$ 4,731	\$ 7,849	\$ 5,197	\$ 10,250	\$ 8,250
Department Expenses Total		\$ 36,730	\$ 50,141	\$ 38,797	\$ 50,464	\$ 49,356

Community Park

BUDGET REPORT LINE ITEM DETAIL BY DEPARTMENT	Fund 17 Department 57 Program 0	SALES TAX 4B-CULTURAL/RECRNL COMMUNITY PARK COMMUNITY PARK
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	2014	2015	2016	2016	2017
Account Object Description	Actual	Actual	YTD Actual	Budget	Proposed
208 PROGRAM SUPPLIES	\$ -	\$ 1,599	\$ -	\$ -	\$ -
211 OTHER OPERATIONAL SUPPLIES	\$ (2,354)	\$ 1,800	\$ -	\$ -	\$ -
226 SEED	\$ -	\$ -	\$ 39	\$ 600	\$ 600
Supplies Sub Total	\$ (2,354)	\$ 3,399	\$ 39	\$ 600	\$ 600
Account Object Description	Actual	Actual	YTD Actual	Budget	Proposed
301 MAINT-BLDG & STRUCTURES	\$ -	\$ 1,365	\$ -	\$ -	\$ -
Maintenance Sub Total	\$ -	\$ 1,365	\$ -	\$ -	\$ -
Account Object Description	Actual	Actual	YTD Actual	Budget	Proposed
416 OTHER/PROFESSIONAL SERVICES	\$ -	\$ 7,938	\$ 3,749	\$ 6,000	\$ 18,000
Sub Total	\$ -	\$ 7,938	\$ 3,749	\$ 6,000	\$ 18,000
Department Total	\$ (2,354)	\$ 12,703	\$ 3,788	\$ 6,600	\$ 18,600



STORMWATER FUND

STORM WATER DRAINAGE

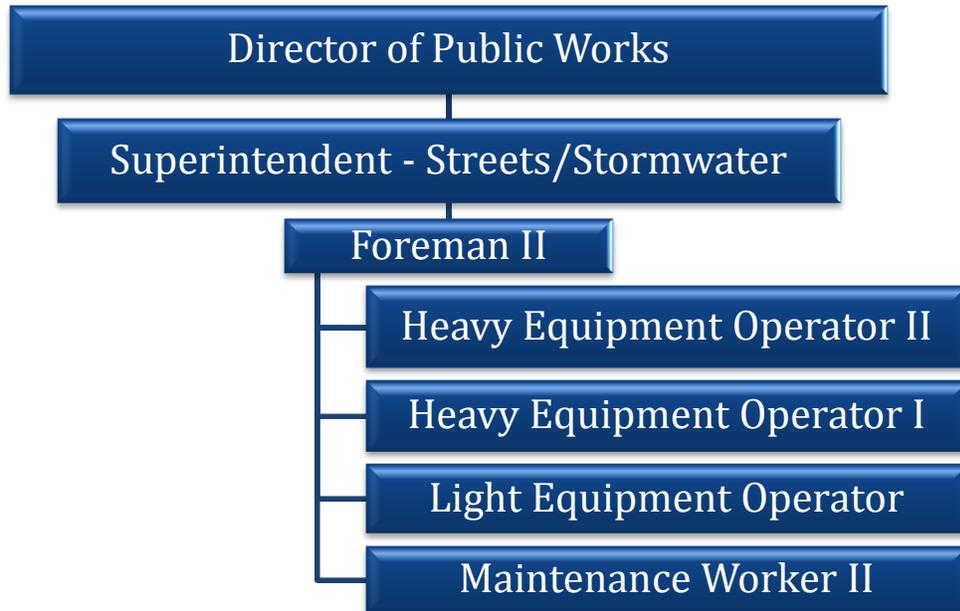
REVENUES		2014	2015	2016		2017
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	0 Drainage Fee	1,462,856	1,481,814	1,226,884	1,460,000	1,260,000
	0 Other Revenue	274	688	3,331	-	-
	Total	\$ 1,463,130	\$ 1,482,502	\$ 1,230,214	\$ 1,460,000	\$ 1,260,000
EXPENDITURES		2014	2015	2016		2017
Department No		Actual	Actual	Year to Date	Budget	Proposed
	4 STORMWATER OPERATIONS	961,752	1,064,138	917,020	1,275,172	1,139,137
	22 NON-DEPARTMENTAL	98,755	13,586	12,666	4,569	4,569
	50 STORM WATER DEBT SERVICE	50,913	49,713	37,796	48,513	47,950
	80 TRANSFERS OUT	42,000	42,000	31,500	42,000	64,547
	Total	\$ 1,153,419	\$ 1,169,437	\$ 998,982	\$ 1,370,254	\$ 1,256,203
BALANCES		2014	2015	2016		2017
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	309,711	313,065	231,232	89,746	3,797



TREE CITY USA

Stormwater

Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Director of Public Works	0.5	0.5	0.5
Superintendent - Streets/Stormwater	1	1	1
GIS Coordinator	0.25	0.25	0.25
Foreman II	1	1	1
Heavy Equip. Operator II	1	1	1
Heavy Equip. Operator I	2	2	2
Light Equip. Operator	3	3	3
Maintenance Worker II	0	4	4
Maintenance Worker I	4	0	0
Total	12.75	12.75	12.75

Department Narrative

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



Goals				
City Council Goals				
<ul style="list-style-type: none"> • Sound Infrastructure • Quality Development 				
Departmental Goals				
<ul style="list-style-type: none"> • Identify drainage problem areas for more efficient maintenance • Monitor the condition of drainage systems, schedule maintenance, and perform routine clearing of debris blockages to ensure appropriate flow of rainwater • Identify and correct erosion of embankments • Ensure contaminants are contained, and assist the Engineering Division in the compliance with State and Federal mandated storm-water pollution prevention requirements 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Creeks Within City Boundaries (Linear Feet)	267,423	267,423		267,423
Bridges and Adjacent 50 Foot Easements	62	62		62
Utility Crossing Support Structures Maintained	59	59		59
Open Channel Drainage Easements Maintained (Linear Ft)	491,552	491,552		491,552
Roadside Ditches Maintained (Linear Feet)	917,342	917,342		917,342
Stormwater Flumes Maintained	200	200		200
Catch Basins Maintained	4	4		4
Headwalls Maintained	40	40		40
Stormwater Mains, Laterals, and Inlets Maintained	600	600		600
Debris Removal (Storm and Flood Recovery)	1 500 cu yd	1 800 cu yd		2 200 cu yd
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Phone calls and CRM Requests Responded to within 24	100%	100%		100%
Weekly Review of All Structures and Easements for Blockages	95%	95%		95%
Stormwater Operator Certifications Passed	100%	100%		100%
Budget Summary	2014-2015 Actual	2015-2016		2016-2017 Budget
		Actual	Budget	
Personnel	666,386	555,796	715,196	745,992
Supplies	19,687	15,997	33,866	20,104
Maintenance	12,108	20,272	42,147	16,900
Services	343,915	305,904	483,964	356,142
Capital Outlay	22,041	19,051	-	-
TOTAL	1,064,138	917,020	1,275,172	1,139,137

Stormwater

BUDGET REPORT LINE ITEM DETAIL BY DEPARTMENT	Fund Department Program	53 4 0	STORM WATER DRAINAGE STORMWATER OPERATIONS STORMWATER OPERATIONS
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Account Object	Description	2014	2015	2016	2016	2017
		Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 410,499	\$ 435,270	\$ 379,687	\$ 476,460	\$ 497,513
103	SALARIES-OVERTIME	\$ 9,678	\$ 11,613	\$ 6,512	\$ 11,000	\$ 11,000
104	SALARIES-LONGEVITY	\$ 3,307	\$ 3,708	\$ 2,630	\$ 3,951	\$ 3,835
105	HEALTH INSURANCE	\$ 73,615	\$ 98,419	\$ 73,626	\$ 100,822	\$ 103,991
106	TMRS	\$ 62,039	\$ 64,701	\$ 53,154	\$ 67,365	\$ 71,540
107	FICA	\$ 31,744	\$ 33,613	\$ 28,607	\$ 37,289	\$ 38,830
109	SALARIES-WELL PAY	\$ 576	\$ 616	\$ 783	\$ 2,443	\$ 3,053
110	DENTAL INSURANCE	\$ 4,104	\$ 4,549	\$ 3,804	\$ 5,567	\$ 5,567
113	SALARIES-CAR ALLOWANCE	\$ 2,076	\$ 2,407	\$ 321	\$ 800	\$ 800
120	LIFE INSURANCE	\$ 392	\$ 638	\$ 442	\$ 1,403	\$ 1,403
130	WORKERS COMPENSATION	\$ 17,687	\$ 10,528	\$ 5,968	\$ 7,738	\$ 8,088
131	EAP EXPENSE	\$ 312	\$ 323	\$ 261	\$ 358	\$ 372
Personnel Sub Total		\$ 616,030	\$ 666,386	\$ 555,796	\$ 715,196	\$ 745,992
Account Object Description						
201	OFFICE SUPPLIES	\$ (1)	\$ 361	\$ 487	\$ 700	\$ 700
202	UNIFORMS AND CLOTHING	\$ 2,187	\$ 2,163	\$ 2,967	\$ 4,928	\$ 4,463
203	MAINT-MOTOR VEHICLES	\$ -	\$ 657	\$ 373	\$ 720	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 3,118	\$ 4,021	\$ 6,245	\$ 6,625	\$ 4,989
206	CHEMICALS	\$ 270	\$ 275	\$ 788	\$ 473	\$ 846
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ 55	\$ -	\$ 200	\$ 428
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ -	\$ -	\$ 100	\$ 50
216	MEDICAL SUPPLIES	\$ 61	\$ 68	\$ -	\$ 300	\$ 275
218	FUEL AND OIL	\$ 18,935	\$ 12,087	\$ 5,137	\$ 19,820	\$ 8,352
Supplies Sub Total		\$ 24,571	\$ 19,687	\$ 15,997	\$ 33,866	\$ 20,104
Account Object Description						
301	MAINT-BLDGS & STRUCTURES	\$ 27	\$ 849	\$ 1,689	\$ 2,747	\$ -
302	MAINT-MOTOR VEHICLES	\$ 2,181	\$ 3,002	\$ 17,219	\$ 3,600	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 10,828	\$ 3,817	\$ 672	\$ 15,000	\$ -
305	MAINT-DRAINAGE, BRIDGES, ETC	\$ 7,322	\$ 4,320	\$ 673	\$ 18,500	\$ 15,500
307	MAINT-INSTRUMENTS & APPARATUS	\$ -	\$ -	\$ -	\$ 550	\$ 200
314	RADIOS	\$ -	\$ -	\$ -	\$ 550	\$ -
318	MAINT-OFFICE EQUIPMENT	\$ -	\$ 120	\$ 20	\$ 1,200	\$ 1,200
Maintenance Sub Total		\$ 20,357	\$ 12,108	\$ 20,272	\$ 42,147	\$ 16,900
Account Object Description						
402	RENTAL OF EQUIPMENT	\$ 1,364	\$ 684	\$ 387	\$ 900	\$ 900
409	TRAVEL & EDUCATION	\$ 22	\$ 351	\$ 430	\$ 1,724	\$ 1,455
410	UTILITIES-ELECTRICITY	\$ 22	\$ 3,941	\$ 3,724	\$ 3,002	\$ 3,000
413	SANITARY LANDFILL	\$ 2,075	\$ 1,782	\$ 1,584	\$ 5,500	\$ 5,500
414	MEMBERSHIP DUES & SUBSCRIPTION	\$ 4,435	\$ 6,719	\$ 4,300	\$ 8,166	\$ 4,568
416	OTHER/PROFESSIONAL SERVICES	\$ 24,931	\$ 7,243	\$ 20,917	\$ 37,500	\$ 27,000
421	PRINTING	\$ 682	\$ 337	\$ 348	\$ -	\$ -
446	CITY ATTORNEY FEES	\$ 400	\$ -	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 3,778	\$ 2,951	\$ 3,214	\$ 4,320	\$ 2,952
549	HVAC SERVICES CONTRACT	\$ 105	\$ 141	\$ -	\$ -	\$ -
559	CONTRACT/TEMPORARY LABOR	\$ 7,500	\$ -	\$ -	\$ -	\$ -
565	CONTRACT MOWING SERVICE	\$ 255,480	\$ 319,768	\$ 271,000	\$ 422,852	\$ 310,767
Services Sub Total		\$ 300,794	\$ 343,915	\$ 305,904	\$ 483,964	\$ 356,142
Description						
602	CAPITAL-BLDG & STRUCTURE	\$ -	\$ 22,041	\$ 19,051	\$ -	\$ -
Capital Sub Total		\$ -	\$ 22,041	\$ 19,051	\$ -	\$ -
Department Total						
Department Total		\$ 961,752	\$ 1,064,138	\$ 917,020	\$ 1,275,172	\$ 1,139,137

STORM WATER NON-DEPARTMENTAL

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

Fund 53
Department 22
Program 0

STORM WATER DRAINAGE
NON-DEPARTMENTAL
NON-DEPARTMENTAL EXPENSES

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	401 TELEPHONE & COMMUNICATIONS	\$ 13,474	\$ 13,587	\$ 12,666	\$ 4,569	\$ 4,569
	470 BAD DEBT EXPENSE	\$ 85,281	\$ (1)	\$ -	\$ -	\$ -
	Services Sub Total	\$ 98,755	\$ 13,586	\$ 12,666	\$ 4,569	\$ 4,569
	Department Total	\$ 98,755	\$ 13,586	\$ 12,666	\$ 4,569	\$ 4,569

**E911
FUND**

E-911 FUND

REVENUES		2014	2015	2016		2017
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Other Revenue	-	13,020	-	-	-
	E911 INCOME	294,004	294,025	241,761	229,000	215,000
	INTEREST	174	273	1,300	984	984
	Total	\$ 294,178	\$ 307,317	\$ 243,061	\$ 229,984	\$ 215,984
EXPENDITURES		2014	2015	2016		2017
Department No		Actual	Actual	Year to Date	Budget	Proposed
	47 9-1-1-E	486,727	139,993	118,121	216,973	185,762
	Total	\$ 486,727	\$ 139,993	\$ 118,121	\$ 216,973	\$ 185,762
BALANCES		2014	2015	2016		2017
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	(192,548)	167,324	124,940	13,011	30,222



E-911

Personnel Organization Chart



Personnel Summary

There is no personnel for this program.

Department Narrative

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



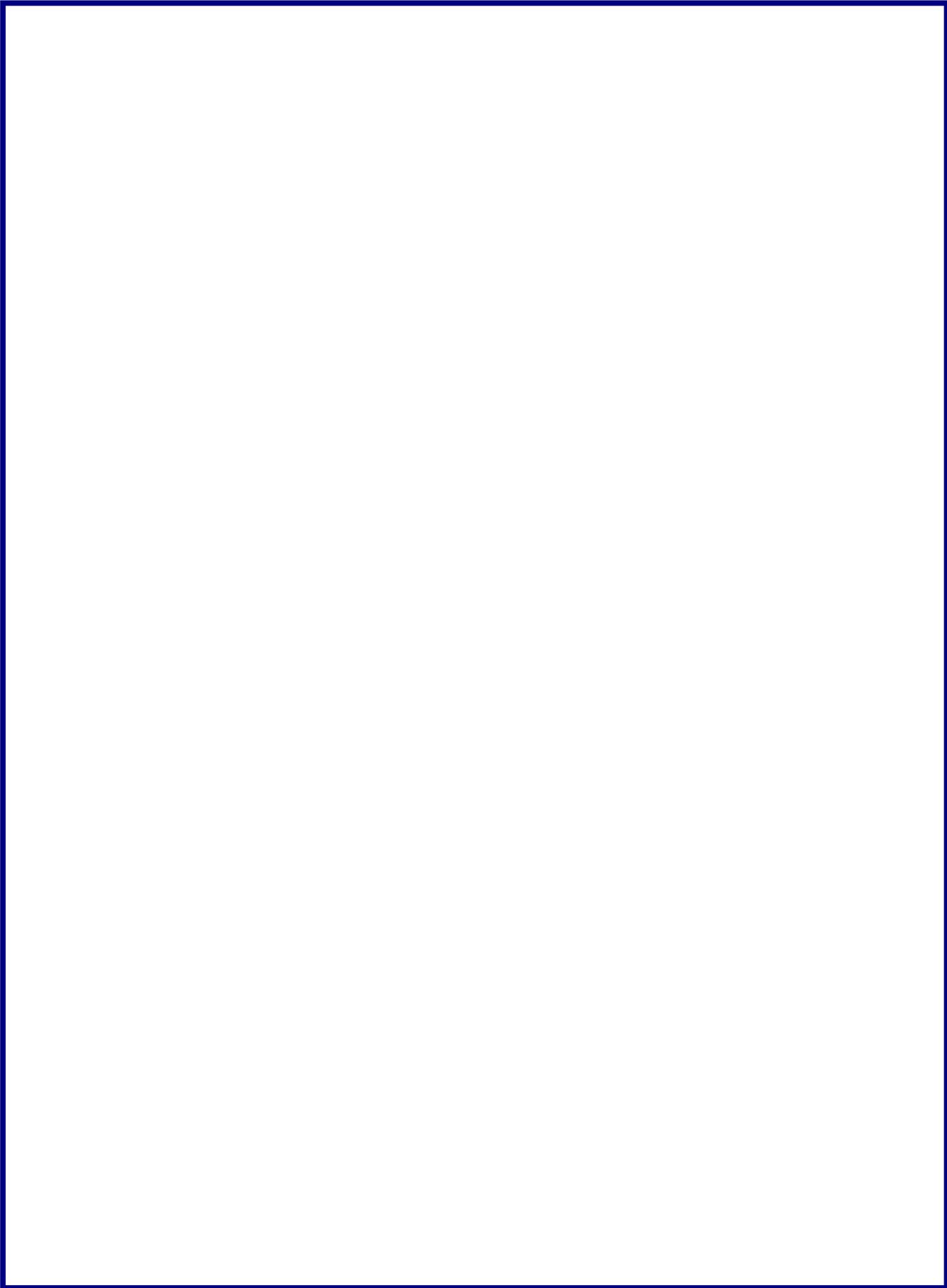
E-911

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,960	\$ -	\$ -	\$ 500	\$ 500
Supplies Sub Total		\$ 1,960	\$ -	\$ -	\$ 500	\$ 500
Account Object Description						
303	MAINT EQUIP & MACHINERY	\$ 30,536	\$ 101,475	\$ 1,081	\$ 125,253	\$ 114,237
Maintenance Sub Total		\$ 30,536	\$ 101,475	\$ 1,081	\$ 125,253	\$ 114,237
Account Object Description						
414	DUES & SUBSCRIPTIONS	\$ 195	\$ -	\$ -	\$ -	\$ -
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ 3,525
450	ADMINISTRATIVE FEES	\$ 1,081	\$ -	\$ -	\$ 1,100	\$ 1,100
451	COST RECOVERY, WIRELESS 9-1-1	\$ 2,380	\$ 4,299	\$ 1,119	\$ 6,000	\$ 8,400
461	E911 SERVICE PAYMENT AT&T	\$ 11,627	\$ 34,218	\$ -	\$ 84,120	\$ 58,000
Services Sub Total		\$ 15,283	\$ 38,518	\$ 1,119	\$ 91,220	\$ 71,025
Account Object Description						
615	CAPITAL-COMMON EQUIPMENT	\$ 438,947	\$ -	\$ -	\$ -	\$ -
618	CAPITAL-COMPUTER EQUIPMENT	\$ -	\$ -	\$ 115,920	\$ -	\$ -
Capital Sub Total		\$ 438,947	\$ -	\$ 115,920	\$ -	\$ -
Department Total		\$ 486,727	\$ 139,993	\$ 118,121	\$ 216,973	\$ 185,762

OTHER FUNDS



AIRPORT FUND

AIRPORT FUND

REVENUES		2014	2015	2016		2017
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Airport Operations	195,480	184,520	105,926	207,000	207,000
	Net Fuel Sale	106,620	66,244	194,039	152,090	150,290
	Other Revenue	59,140	64,503	49,412	58,000	55,900
	Grant Revenue	98,140	40,730	-	50,000	50,000
	Total	\$ 459,379	\$ 355,996	\$ 349,378	\$ 467,090	\$ 463,190
EXPENDITURES		2014	2015	2016		2017
Departments No		Actual	Actual	Year to Date	Budget	Proposed
	0 Non-Departmental	85	-	-	-	-
	40 AIRPORT	438,507	405,778	309,145	385,421	395,503
	40 AIRPORT RAMP GRANT	1,922	61,145	26,871	100,000	100,000
	50 DEBT SERVICE	6,074	3,993	16,875	18,375	7,900
	Total	\$ 446,587	\$ 470,916	\$ 352,892	\$ 503,796	\$ 503,403
BALANCES		2014	2015	2016		2017
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	12,792	(114,920)	(3,513)	(36,706)	(40,213)



Personnel Organization Chart



Personnel Summary

Position	Adopted '14-15	Adopted '15-16	Proposed '16-17
Airport Manager	1	1	1
Operations Supervisor	1	1	1
Airport Operations Agent	1	1	1
Part-Time Operators	1.5	1.5	1.5
Total	4.5	4.5	4.5

Department Narrative

Lancaster Regional Airport provides operational service to southern 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 large corporate jets in any weather. There are approximately 150 aircraft based at the airport. The airport provides Fixed Based Operator (FBO) services such as aircraft fueling, towing, parking and pilot supplies.

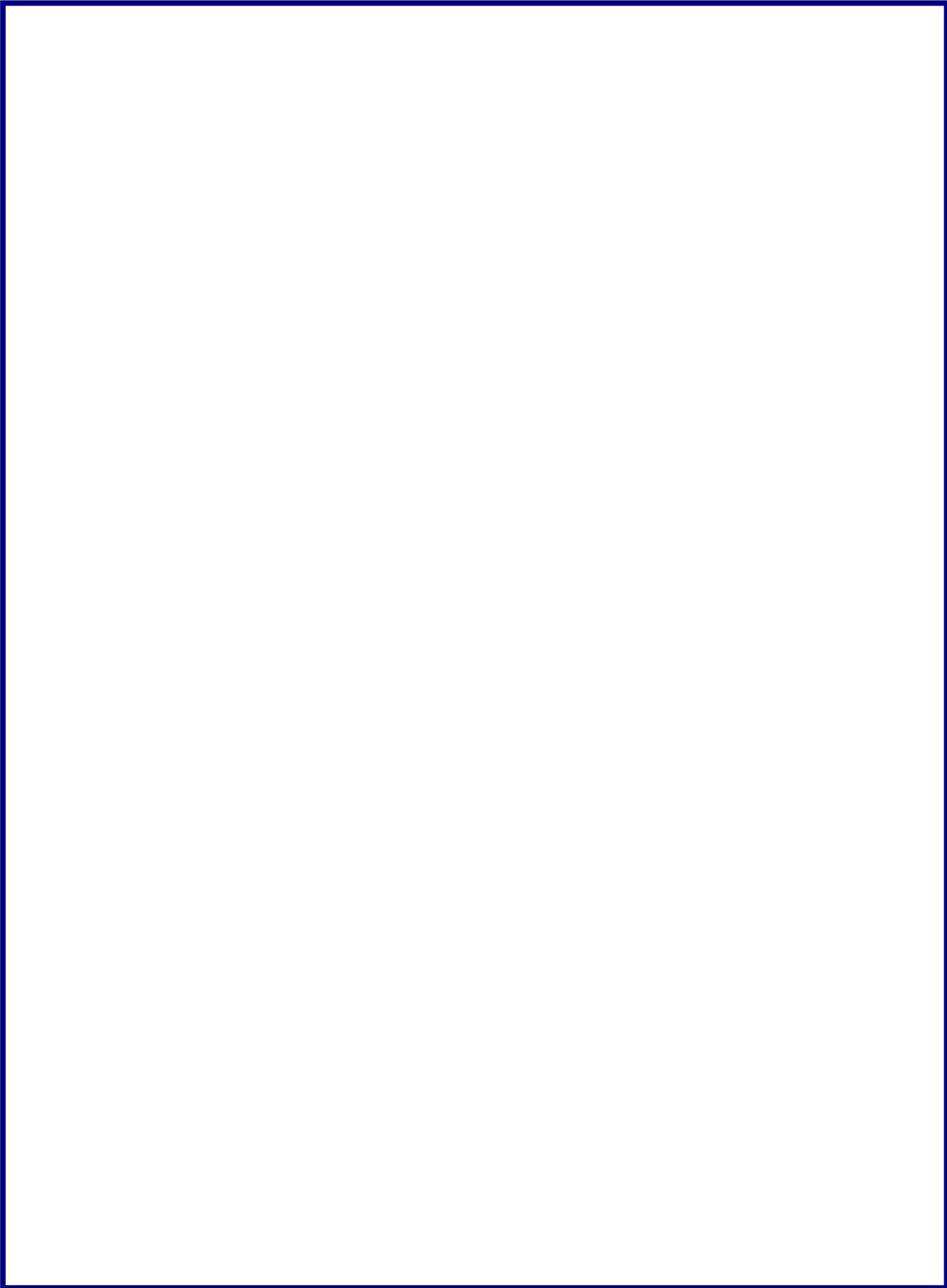
Goals				
City Council Goals:				
<ul style="list-style-type: none"> Quality Development 				
Departmental Goals				
<ul style="list-style-type: none"> Position Lancaster Regional Airport as a reputable fixed base operator Provide enhanced staff training on operations and customer service Construct terminal building adjacent to newly completed south ramp and 12,000 gallon self-serve fuel facility Expand/improve/reconstruct north and south parking lots, and terminal access road 				
Workload Indicators	14-15 Actual	15-16 Actual		2016-2017 Target
Airport Acreage	568	568		568
Runway Dimensions (in feet)	6,500 x 100	6,500 x 100		6,500 x 100
Taxiway Dimensions (in feet)	6,500 x 50	6,500 x 50		6,500 x 50
Underground Fuel Storage Tanks (10,000 gallon)	3	3		3
Full-Time Employees	2	3		3
Part-Time Employees	2	1		3
Aircraft Based from Lancaster Airport	190	190		190
Major Aviation Related Businesses	5	6		6
Aviation Museums	2	2		2
Number of Hangars (99 city owned)	177	178		178
Annual Operations (Take-offs and Landings)	58,000	58,000		58,000
Fuel Sales (gallons)	125,000	131,000		133,000
Aboveground Self-Serve fuel Storage (1,000 gallon)	1	1		1
Aboveground Self-Serve fuel Storage (12,000 gallon)	0	1		1
Performance Measurement	14-15 Actual	15-16 Actual		2016-2017 Target
Increase in Gallons of Fuel Sold	5%	5%		5%
Increase in Annual Take-offs and Landings	5%	0%		5%
Budgeted Revenues Collected	100%	90%		100%
Budget Summary	2014-2015	2015-2016		2016-2017
	Actual	Actual	Budget	Budget
Personnel	233,566	202,146	250,248	264,315
Supplies	(6,801)	15,043	17,903	15,812
Maintenance	8,773	6,219	6,857	5,600
Other Services	170,240	85,738	110,413	109,776
TOTAL	405,778	309,146	385,421	395,503

Lancaster Regional Airport

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

Fund **9** **AIRPORT FUND**
Department **40** **AIRPORT**
Program **0** **AIRPORT**

Account Object	Description	2014	2015	2016	2016	2017
		Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 113,940	\$ 119,596	\$ 117,139	\$ 147,539	\$ 154,918
102	SALARIES-PART TIME	\$ 50,586	\$ 62,703	\$ 33,279	\$ 38,034	\$ 38,796
103	SALARIES-OVERTIME	\$ 1,532	\$ 988	\$ 766	\$ 1,000	\$ 1,000
104	SALARIES-LONGEVITY	\$ 467	\$ (625)	\$ 673	\$ 856	\$ 1,000
105	HEALTH INSURANCE	\$ 25,072	\$ 16,053	\$ 18,242	\$ 19,723	\$ 22,854
106	TMRS	\$ 20,298	\$ 21,126	\$ 16,787	\$ 25,628	\$ 27,252
107	FICA	\$ 12,817	\$ 14,181	\$ 11,715	\$ 14,395	\$ 15,046
109	SALARIES-WELL PAY	\$ 921	\$ 1,259	\$ 1,284	\$ 742	\$ 935
110	DENTAL INSURANCE	\$ 1,358	\$ 1,322	\$ 1,053	\$ 1,314	\$ 1,314
120	LIFE INSURANCE	\$ 163	\$ 268	\$ 148	\$ 561	\$ 561
130	WORKERS COMPENSATION	\$ 2,639	\$ 1,595	\$ 934	\$ 313	\$ 489
131	EAP EXPENSE	\$ 83	\$ 84	\$ 127	\$ 143	\$ 150
133	PENSION EXPENSE	\$ -	\$ (4,985)	\$ -	\$ -	\$ -
Supplies Sub Total		\$ 229,877	\$ 233,566	\$ 202,146	\$ 250,248	\$ 264,315
201	OFFICE SUPPLIES	\$ 508	\$ 1,029	\$ 1,199	\$ 1,097	\$ 1,000
202	UNIFORMS AND CLOTHING	\$ 210	\$ 731	\$ 504	\$ 903	\$ 562
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 2,497	\$ 7,829	\$ 1,251	\$ 1,500	\$ 1,000
207	SIGNS	\$ -	\$ 599	\$ -	\$ -	\$ -
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ 11	\$ -	\$ 100	\$ 100
211	OTHER OPERATIONAL SUPPLIES	\$ 2,694	\$ 1,325	\$ 1,422	\$ 1,500	\$ 1,500
214	POSTAGE/SHIPPING/DELIVERY	\$ 547	\$ 482	\$ 302	\$ 400	\$ 400
218	FUEL	\$ 3,502	\$ (26,176)	\$ 1,734	\$ 3,200	\$ 3,000
221	AVIATION RESALE ITEMS	\$ 7,769	\$ 6,540	\$ 6,830	\$ 7,000	\$ 8,000
231	SOFTWARE	\$ -	\$ 830	\$ 1,800	\$ 1,800	\$ 250
242	COMPUTERS/SERVERS	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies Sub Total		\$ 17,726	\$ (6,801)	\$ 15,043	\$ 17,500	\$ 15,812
301	MAINT-BLDG & STRUCTURES	\$ 11,319	\$ 1,729	\$ 1,175	\$ 1,240	\$ 1,000
302	MAINT-MOTOR VEHICLES	\$ 770	\$ 4,907	\$ 2,379	\$ 1,000	\$ 2,000
303	MAINT-EQUIP & MACHINERY	\$ 2,410	\$ 2,137	\$ 2,300	\$ 2,300	\$ 2,600
346	MAINT-HEATING & COOLING	\$ -	\$ -	\$ 365	\$ 2,317	\$ -
Maintenance Sub Total		\$ 14,499	\$ 8,773	\$ 6,219	\$ 6,857	\$ 5,600
401	TELEPHONE & COMMUNICATIONS	\$ 7,485	\$ 7,551	\$ 7,037	\$ 6,732	\$ 7,026
402	RENTAL OF EQUIPMENT	\$ 21,346	\$ 21,514	\$ 21,579	\$ 21,751	\$ 21,756
407	SPECIAL SERVICES	\$ 714	\$ 627	\$ 672	\$ 672	\$ 780
408	ADVERTISING	\$ 595	\$ 427	\$ 765	\$ 715	\$ 765
409	TRAVEL & EDUCATION	\$ 1,850	\$ 803	\$ 767	\$ 800	\$ 800
410	UTILITIES - ELECTRICITY	\$ 35,339	\$ 36,922	\$ 25,067	\$ 35,000	\$ 36,000
411	ALARM SERVICE	\$ -	\$ 360	\$ 360	\$ 360	\$ 360
414	DUES & SUBSCRIPTIONS	\$ 701	\$ 426	\$ 465	\$ 740	\$ 1,105
416	OTHER/PROFESSIONAL SERVICES	\$ 1,286	\$ -	\$ 116	\$ 416	\$ 416
421	PRINTING	\$ 161	\$ 157	\$ 120	\$ 200	\$ 200
423	CONTRACT MOWING	\$ 20,019	\$ 22,798	\$ 14,005	\$ 20,000	\$ 20,000
434	SPECIAL EVENTS	\$ 465	\$ -	\$ 407	\$ 600	\$ 600
446	CITY ATTORNEY FEES	\$ 255	\$ 2	\$ 240	\$ 500	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 1,100	\$ 760	\$ 642	\$ 1,164	\$ 984
473	DEPRECIATION EXPENSE	\$ 68,990	\$ 63,707	\$ -	\$ -	\$ -
482	CREDIT CARD PROCESSING FEES	\$ 8,729	\$ 5,881	\$ 5,815	\$ 7,000	\$ 8,000
543	JANITORIAL CONTRACT	\$ 6,986	\$ 7,849	\$ 6,300	\$ 10,400	\$ 7,800
544	PEST CONTROL SERVICES	\$ 385	\$ 455	\$ 420	\$ 420	\$ 420
546	REFUNDS	\$ -	\$ -	\$ 960	\$ -	\$ -
Services Sub Total		\$ 176,405	\$ 170,240	\$ 85,738	\$ 110,816	\$ 109,776
Department Total		\$ 438,507	\$ 405,778	\$ 309,145	\$ 385,421	\$ 395,503



GOLF COURSE FUND

GOLF COURSE FUND

REVENUES		2014	2015	2016		2017
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	GOLF COURSE REVENUE	83,154	72,115	56,734	106,282	65,200
	Total	\$ 83,154	\$ 72,115	\$ 56,734	\$ 106,282	\$ 65,200
EXPENDITURES		2014	2015	2016		2017
Department No		Actual	Actual	Year to Date	Budget	Proposed
	39 GOLF COURSE	86,605	78,399	2,667	57,526	20,075
	50 DEBT SERVICE	56,000	56,000	42,000	56,000	56,000
	80 TRANSFERS OUT	7,000	7,000	5,250	7,000	7,000
	Total	\$ 149,605	\$ 141,399	\$ 49,917	\$ 120,526	\$ 83,075
BALANCES		2014	2015	2016		2017
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	(66,450)	(69,284)	6,817	(14,244)	(17,875)



Country View Golf Course



Personnel Organization Chart



Personnel Summary

There is no personnel for this program.

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.

Goals

City Council Goals:

- Quality Development
- Healthy, Safe & Vibrant Community

Departmental Goals

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

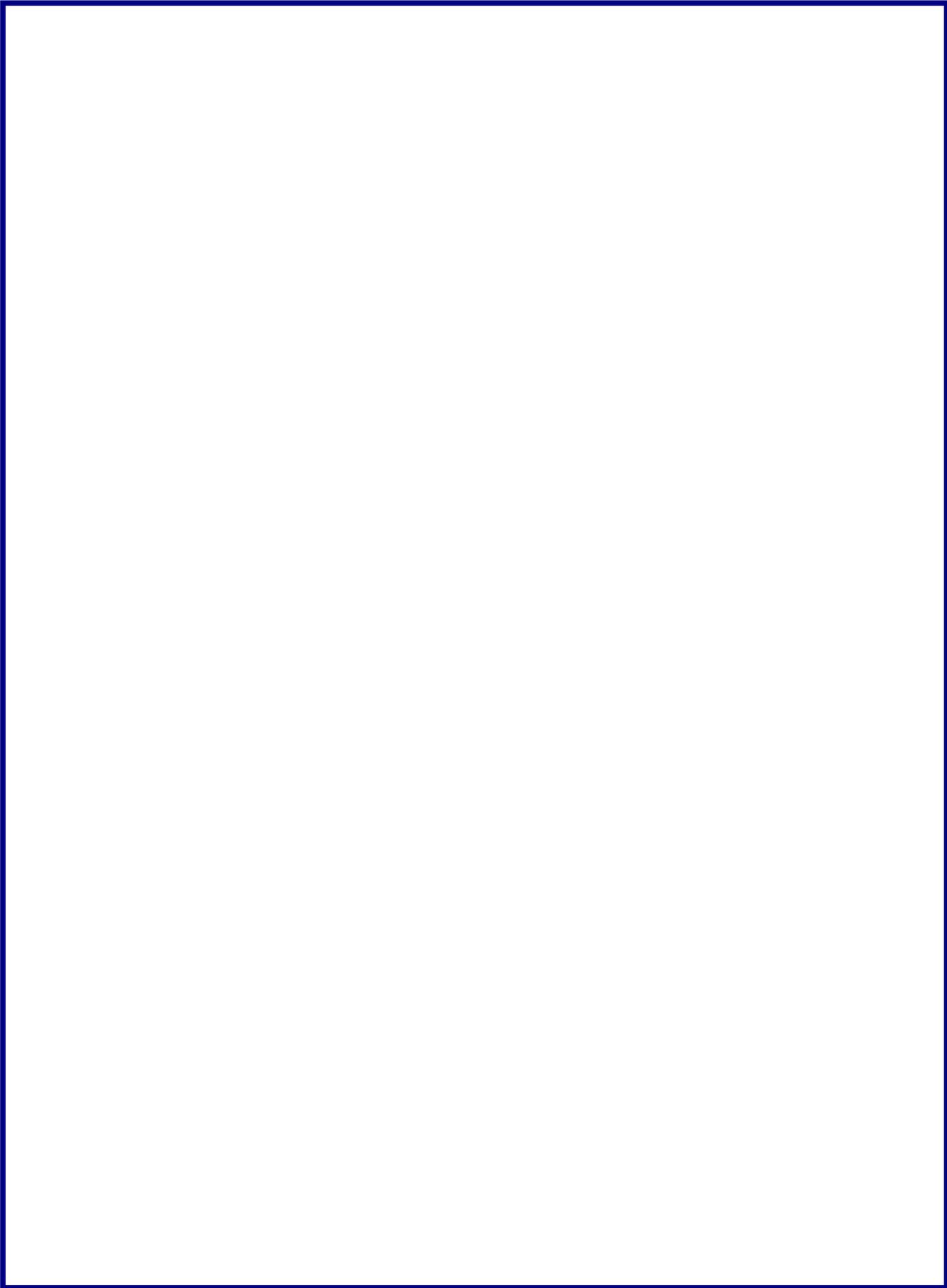
Budget Summary	2014-2015	2015-2016		2016-2017
	Actual	Actual	Budget	Budget
Maintenance	1,263	576	14,000	-
Other Services	77,136	2,091	43,526	20,075
TOTAL	78,399	2,667	57,526	20,075

Country View Golf Course

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

**Fund 18 GOLF COURSE FUND
Department 39 GOLF COURSE
Program 0 GOLF COURSE**

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
301	MAINT-BLDG & STRUCTURES	\$ 3,876	\$ 1,263	\$ 576	\$ 8,000	\$ -
343	MAINT-CART PATH & GROUNDS	\$ 500	\$ -	\$ -	\$ 6,000	\$ -
Maintenance Sub Total		\$ 4,376	\$ 1,263	\$ 576	\$ 14,000	\$ -
Account Object Description						
401	TELEPHONE & COMMUNICATIONS	\$ -	\$ 191	\$ 58	\$ 3,516	\$ 1,000
410	UTILITIES - ELECTRICITY	\$ (1)	\$ (3,836)	\$ -	\$ 31,200	\$ 10,000
411	ALARM SERVICE	\$ -	\$ -	\$ -	\$ 227	\$ 264
416	OTHER/PROFESSIONAL SERVICES	\$ (3,604)	\$ (3,986)	\$ (1,770)	\$ -	\$ 760
473	DEPRECIATION EXPENSE	\$ 77,681	\$ 77,681	\$ -	\$ -	\$ -
543	JANITORIAL CONTRACT	\$ 5,910	\$ 4,388	\$ 1,880	\$ 5,200	\$ 4,420
544	PEST CONTROL SERVICES	\$ 446	\$ 527	\$ 486	\$ 486	\$ 486
548	FIRE SYSTEM INSPECTION CONTRACT	\$ -	\$ 18	\$ -	\$ 742	\$ 745
549	HVAC CONTRACT MAINTENANCE	\$ 1,796	\$ 2,155	\$ 1,437	\$ 2,155	\$ 2,400
Services Sub Total		\$ 82,228	\$ 77,136	\$ 2,091	\$ 43,526	\$ 20,075
Department Total		\$ 86,605	\$ 78,399	\$ 2,667	\$ 57,526	\$ 20,075



SANITATION FUND

SANITATION FUND
TRASH & RECYCLING SERVICE FUND

REVENUES		2014	2015	2016		2017
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Garbage Collection	2,231,290	2,306,871	1,923,526	1,924,833	2,158,880
	Other	-	-	-	546	-
	Total	\$ 2,231,290	2,306,871	\$ 1,923,526	\$ 1,925,379	\$ 2,158,880
EXPENDITURES						
Department No		Actual	Actual	Year to Date	Budget	Proposed
	2 ADMINISTRATION	6,381	7,573	6,538	14,850	11,000
	11 REFUSE SERVICE	1,997,696	1,962,426	1,205,840	1,310,000	1,211,542
	12 STREET MAINTENANCE	190,949	190,594	66,374	200,000	350,000
	43 NON-DEPARTMENTAL	-	-	-	70,000	70,000
	80 TRANSFERS OUT	150,000	150,000	112,500	150,000	150,000
	Total	\$ 2,345,027	\$ 2,310,593	\$ 1,391,252	\$ 1,744,850	1,792,542
BALANCES						
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	(113,736)	(3,722)	532,273	180,529	366,338



Sanitation

Personnel Organization Chart



Personnel Summary

There is no personnel for this program.

Department Narrative

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



Sanitation

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
201	OFFICE SUPPLIES	\$ -	\$ 32	\$ -	\$ -	\$ -
	Sut Total	\$ -	\$ 32	\$ -	\$ -	\$ -
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 400	\$ 375	\$ -	\$ -	\$ -
434	SPECIAL EVENTS	\$ 5,981	\$ 7,166	\$ 5,538	\$ 14,850	\$ 11,000
	Services Sub Total	\$ 6,381	\$ 7,541	\$ 5,538	\$ 14,850	\$ 11,000
Department Total		\$ 6,381	\$ 7,573	\$ 5,538	\$ 14,850	\$ 11,000

DEBT SERVICE FUND

DEBT SERVICE FUND

REVENUES		2014	2015	2016		2017
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Property Taxes	3,886,785	5,992,666	4,612,426	4,686,765	5,548,373
	Interest	252	665	2,234	600	2,550
	Transfers In	1,248,550	18,178,501	212,813	283,750	283,750
	Total	\$ 5,135,587	\$ 24,171,833	\$ 4,827,473	\$ 4,971,115	\$ 5,834,673
EXPENDITURES		2014	2015	2016		2017
Department No		Actual	Actual	Year to Date	Budget	Proposed
	50 Debt Service	5,090,139	23,967,095	3,586,534	4,402,227	4,718,311
	Total	\$ 5,090,139	\$ 23,967,095	\$ 3,586,534	\$ 4,402,227	\$ 4,718,311
BALANCES		2014	2015	2016		2017
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	45,448	204,738	1,240,939	568,888	1,116,362

LEDC Type 4A Administration

BUDGET REPORT
 LINE ITEM DETAIL
 BY DEPARTMENT

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

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
502	PRINCIPAL RETIREMENT	\$ 130,000	\$ 135,000	\$ 140,000	\$ 140,000	\$ 145,000
503	INTEREST ON BONDS	\$ 98,050	\$ 92,750	\$ 38,207	\$ 87,250	\$ 85,213
Services Sub Total		\$ 228,050	\$ 227,750	\$ 178,207	\$ 227,250	\$ 230,213
Account Object	Description					
702	TRANS TO PRIMARY GOV DSF	\$ 228,050	\$ 227,750	\$ 170,813	\$ 227,750	\$ 227,750
Transfer Sub Total		\$ 228,050	\$ 227,750	\$ 170,813	\$ 227,750	\$ 227,750
Department Total		\$ 456,100	\$ 455,500	\$ 349,020	\$ 455,000	\$ 457,963

STORM WATER DEBT SERVICE

BUDGET REPORT
 LINE ITEM DETAIL
 BY DEPARTMENT

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

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
502	PRINCIPAL RETIREMENT	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
503	INTEREST ON BONDS	\$ 20,913	\$ 19,713	\$ 7,796	\$ 18,513	\$ 17,950
Services Sub Total		\$ 50,913	\$ 49,713	\$ 37,796	\$ 48,513	\$ 47,950
Department Total		\$ 50,913	\$ 49,713	\$ 37,796	\$ 48,513	\$ 47,950

Water and Sewer Debt Service

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

Account Object	Description	2014	2015	2016	2016	2017
		Actual	Actual	YTD Actual	Budget	Proposed
502	PRINCIPAL RETIREMENT	\$ -	\$ -	\$ 865,000	\$ -	\$ 1,185,000
503	INTEREST ON BONDS	\$ 438,888	\$ 187,781	\$ 181,751	\$ 1,513,563	\$ 302,812
505	PAYING AGENT FEES	\$ 4,250	\$ 2,750	\$ 1,250	\$ 500	\$ 1,250
510	BOND INTEREST EXPENSE	\$ (5,600)	\$ 200,615	\$ -	\$ -	\$ -
525	AMORTIZATION EXPENSE	\$ (14,775)	\$ 9,043	\$ -	\$ -	\$ -
Services Sub Total		\$ 422,763	\$ 400,189	\$ 1,048,001	\$ 1,514,063	\$ 1,489,062
Department Total						
Department Total		\$ 422,763	\$ 400,189	\$ 1,048,001	\$ 1,514,063	\$ 1,489,062

Country View Golf Course

BUDGET REPORT
 LINE ITEM DETAIL
 BY DEPARTMENT

Fund 18
 Department 50
 Program 0

GOLF COURSE FUND
 DEBT SERVICE

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
702	TRANS TO G.O. DEBT SVC FUND	\$ 56,000	\$ 56,000	\$ 42,000	\$ 56,000	\$ 56,000
	Personnel Sub Total	\$ 56,000	\$ 56,000	\$ 42,000	\$ 56,000	\$ 56,000
Department Total		\$ 56,000	\$ 56,000	\$ 42,000	\$ 56,000	\$ 56,000

Lancaster Regional Airport

BUDGET REPORT
 LINE ITEM DETAIL
 BY DEPARTMENT

Fund 9 AIRPORT FUND
 Department 50 DEBT SERVICE
 Program 0

		2014	2015	2016	2016	2017
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
474	INTEREST EXPENSE ON NOTES	\$ 2,044	\$ 510	\$ -	\$ -	\$ -
502	PRINCIPAL ON BONDS	\$ -	\$ -	\$ 15,000	\$ -	\$ 5,000
503	PRIN & INT BOND PAYMENTS	\$ 4,750	\$ 1,875	\$ 1,875	\$ 18,375	\$ 2,900
510	BOND INTEREST EXPENSE	\$ (78)	\$ 2,250	\$ -	\$ -	\$ -
525	AMORITIZATION EXPENSE	\$ (642)	\$ (642)	\$ -	\$ -	\$ -
Services Sub Total		\$ 6,074	\$ 3,993	\$ 16,875	\$ 18,375	\$ 7,900
Department Total		\$ 6,074	\$ 3,993	\$ 16,875	\$ 18,375	\$ 7,900

City of Lancaster, Texas
Notes to Basic Financial Statements
September 30, 2015

Note 6: Long-term Liabilities

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

	Balance September 30, 2014	Additions	Retirements	Balance September 30, 2015	Due Within One Year
Governmental Activities					
General obligation bonds	\$ 48,315,000	\$ 21,515,017	\$ (12,805,000)	57,025,017	\$ 2,107,380
Certificates of obligation	20,960,000	-	(6,884,895)	14,075,105	727,857
Notes payable	5,241,512	-	(531,479)	4,710,033	504,512
Premiums on bond debt	1,260,320	2,167,688	(361,575)	3,066,433	-
Compensated absences	2,438,636	646,526	(625,754)	2,459,408	245,941
OPEB liability	130,724	44,736	-	175,460	-
Net pension liability	8,759,063	-	(153,008)	8,606,055	-
Capital leases	314,186	1,250,000	(396,532)	1,167,654	227,282
Total governmental activities	<u>\$ 87,419,441</u>	<u>\$ 25,623,967</u>	<u>\$ (21,758,243)</u>	<u>\$ 91,285,165</u>	<u>\$ 3,812,972</u>
Business-type Activities					
General obligation bonds	\$ 3,335,000	\$ 1,014,983	\$ (730,000)	\$ 3,619,983	\$ 432,620
Notes payable	17,703	-	(17,703)	-	-
Certificates of obligation	8,390,000	4,080,000	(1,340,104)	11,129,896	472,143
Premiums on bond debt	146,566	91,259	(113,117)	124,708	-
Net pension liability	915,332	-	(18,980)	896,352	-
Compensated absences	69,689	51,051	(49,278)	71,461	7,517
Total business-type activities	<u>\$ 12,874,290</u>	<u>\$ 5,237,293</u>	<u>\$ (2,269,182)</u>	<u>\$ 15,842,400</u>	<u>\$ 912,280</u>
Discretely Presented Component Units					
Notes payable to primary government	\$ 9,746,950	\$ -	\$ (595,000)	\$ 9,151,950	\$ 610,000
Net pension liability	553,054	-	(13,594)	539,460	-
Total discretely presented component units	<u>\$ 10,300,004</u>	<u>\$ -</u>	<u>\$ (608,594)</u>	<u>\$ 9,691,410</u>	<u>\$ 610,000</u>

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

During fiscal year 2015, the City executed a current refunding in the amount of \$22,530,000 of series 2007 General Obligation Refunding and Improvement Bonds and Tax, and Waterworks and Sewer System Surplus Revenue Certificates of Obligation. The bonds were refunded with \$22,530,000 Series 2015 General Obligation Refunding and Improvement Bonds dated July 15, 2015, bearing interest rates ranging from 3.00% to 5.00%. The Bonds were issued at a premium of \$2,258,944 and incurred issuance costs of \$295,244. As a result of the current refunding, the City increased total debt service payments over the next 10 years by \$579,995, and recorded a deferred loss on refunding of \$868,064.

City of Lancaster, Texas
Notes to Basic Financial Statements
September 30, 2015

The City also issued Series 2015 Tax and Waterworks and Sewer System Revenue Certificate Obligation in the amount of \$4,080,000 dated July 15, 2015 bearing interest rates of 2.00% to 3.75%. The Certificates incurred issuance cost of \$75,991. These bonds were issued to 1) construct and improve streets and roads, including related drainage and required utility lines, landscaping, lighting, and signage related thereto; 2) purchasing a radio communication system for the public safety department; 3) purchasing a new fire apparatus and related equipment for the department and 4) for paying fees for legal, fiscal, engineering, architectural and other professional services in connection with these projects.

General obligation bonds, revenue bonds, certificates of obligation, notes payable and capital leases outstanding at September 30, 2015, consist of the following:

	Governmental Activities	Water and Sewer	Airport	Total Primary Government
<u>General Obligation Bonds</u>				
\$24,300,000, 2007 General Obligation Refunding Bonds, due in annual installments through February 15, 2032, 4.00% – 5.00%	\$ 4,360,000	\$ 2,270,000	\$ 15,000	\$ 6,645,000
\$22,995,000, 2010 General Obligation Build America Bonds, due in annual installments through February 15, 2040, 1.82% – 6.53%	21,010,000	-	-	21,010,000
\$12,240,000, 2012 General Obligation Refunding Bonds, due in annual installments through February 15, 2024, 2.00% – 5.00%	10,140,000	250,000	70,000	10,460,000
\$22,530,000, 2015 General Obligation Refunding Bonds, due in annual installments through February 15, 2035, 2.00% – 3.75%	<u>21,515,017</u>	<u>1,014,983</u>	<u>-</u>	<u>22,530,000</u>
	<u>\$ 57,025,017</u>	<u>\$ 3,534,983</u>	<u>\$ 85,000</u>	<u>\$ 60,645,000</u>
<u>Certificates of Obligation</u>				
\$14,565,000, 2007 Certificate of Obligation Bonds, due in annual installments through February 15, 2032, 4.00% – 4.375%	\$ 3,105,104	\$ 624,896	\$ -	\$ 3,730,000
\$12,000,000, 2010 Certificate of Obligation Build America Bonds, due in annual installments through February 15, 2040, 1.82% – 6.53%	10,970,000	-	-	10,970,000
\$7,585,000, 2011 Certificate of Obligation Bonds, due in annual installments through August 15, 2031, 2.00% – 3.50%	-	6,425,000	-	6,425,000
\$4,080,000, 2015 Certificate of Obligation Bonds, due in annual installments through February 15, 2035, 2.00% – 3.75%	<u>-</u>	<u>4,080,000</u>	<u>-</u>	<u>4,080,000</u>
	<u>\$ 14,075,104</u>	<u>\$ 11,129,896</u>	<u>\$ -</u>	<u>\$ 25,205,000</u>

City of Lancaster, Texas
Notes to Basic Financial Statements
September 30, 2015

<u>Note Payable</u>	<u>Governmental Activities</u>	<u>Total Primary Government</u>	<u>Discretely Presented Component Units</u>
\$11,650,000 note payable, due in annual installments through February 15, 2024; 3.00% – 4.50%	\$ -	\$ -	\$ 7,235,000
\$3,035,000 note payable, due in annual installments through February 15, 2027; 4.00% – 4.375%	-	-	1,916,950
\$5,690,000 note payable, due in annual installments beginning October 2013 through October 2022; 7.00%	<u>4,710,033</u>	<u>4,710,033</u>	<u>-</u>
	<u>\$ 4,710,033</u>	<u>\$ 4,710,033</u>	<u>\$ 9,151,950</u>
 <u>Capital Leases</u>			
\$366,345 Lease Purchase Agreement due in monthly installments through November 4, 2016; 2.15%	\$ 87,430	\$ 87,430	\$ -
\$1,250,000 Lease Purchase Agreement due in monthly installments through January 15, 2024; 2.08%	<u>1,080,224</u>	<u>1,080,224</u>	<u>-</u>
	<u>\$ 1,167,654</u>	<u>\$ 1,167,654</u>	<u>\$ -</u>

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

As of September 30, 2015, property and equipment under capital leases is carried at \$2,106,777, with \$827,174 in accumulated depreciation.

City of Lancaster, Texas
Notes to Basic Financial Statements
September 30, 2015

The annual requirements to amortize the long-term debt as of September 30, 2015, are as follows:

General Obligation Bonds						
Fiscal Year	Governmental Activities			Business-type Activities		
	Principal	Interest	Total	Principal	Interest	Total
2016	\$ 2,107,380	\$ 2,799,776	\$ 4,907,156	\$ 432,620	\$ 155,886	\$ 588,506
2017	2,209,415	2,744,333	4,953,748	455,584	135,462	591,046
2018	2,539,375	2,644,031	5,183,406	495,625	112,300	607,925
2019	2,156,486	2,523,098	4,679,584	258,514	94,035	352,549
2020	2,809,587	2,382,138	5,191,725	125,413	84,717	210,130
2021-2025	15,071,924	9,903,305	24,975,229	708,075	338,267	1,046,342
2026-2030	12,678,628	6,454,303	19,132,931	701,373	170,996	872,369
2031-2035	11,377,222	3,351,274	14,728,496	442,779	31,882	474,661
2036-2040	6,075,000	1,025,058	7,100,058	-	-	-
Total	\$ 57,025,017	\$ 33,827,316	\$ 90,852,333	\$ 3,619,983	\$ 1,123,545	\$ 4,743,528

Certificates of Obligation						
Fiscal Year	Governmental Activities			Business-type Activities		
	Principal	Interest	Total	Principal	Interest	Total
2016	\$ 727,857	\$ 787,574	\$ 1,515,431	\$ 472,143	\$ 334,080	\$ 806,223
2017	754,506	757,495	1,512,001	485,493	327,252	812,745
2018	780,318	725,218	1,505,536	499,682	315,348	815,030
2019	811,130	690,890	1,502,020	513,870	302,877	816,747
2020	392,409	663,879	1,056,288	437,591	291,837	729,428
2021-2025	2,204,478	2,982,954	5,187,432	2,535,520	1,281,488	3,817,008
2026-2030	2,508,720	2,297,879	4,806,599	3,476,280	825,491	4,301,771
2031-2035	2,715,686	1,478,865	4,194,551	2,709,317	258,861	2,968,178
2036-2040	3,180,000	535,949	3,715,949	-	-	-
Total	\$ 14,075,104	\$ 10,920,703	\$ 24,995,807	\$ 11,129,896	\$ 3,937,234	\$ 15,067,130

Note Payable						
Fiscal Year	Governmental Activities			Business-type Activities		
	Principal	Interest	Total	Principal	Interest	Total
2016	\$ 504,512	\$ 305,624	\$ 810,136	\$ -	\$ -	\$ -
2017	539,828	270,308	810,136	-	-	-
2018	577,616	232,520	810,136	-	-	-
2019	618,049	192,087	810,136	-	-	-
2020	661,313	148,824	810,137	-	-	-
2021 - 2022	1,808,714	155,532	1,964,246	-	-	-
Total	\$ 4,710,032	\$ 1,304,895	\$ 6,014,927	\$ -	\$ -	\$ -

City of Lancaster, Texas
Notes to Basic Financial Statements
September 30, 2015

Note Payable			
Fiscal Year	Discretely Presented Component Units		
	Principal	Interest	Total
2016	\$ 610,000	\$ 350,250	\$ 960,250
2017	625,000	330,250	955,250
2018	840,000	304,375	1,144,375
2019	880,000	273,400	1,153,400
2020	915,000	223,647	1,138,647
2021-2025	4,340,000	496,859	4,836,859
2026-2027	941,950	19,469	961,419
Total	<u>\$ 9,151,950</u>	<u>\$ 1,998,250</u>	<u>\$ 11,150,200</u>

Capital Leases			
Fiscal Year	Governmental Activities		
	Principal	Interest	Total
2016	\$ 240,154	\$ 23,635	\$ 263,789
2017	155,901	19,292	175,193
2018	159,144	16,049	175,193
2019	162,454	12,739	175,193
2020	90,000	9,360	99,360
2021-2025	360,000	18,720	378,720
Total	<u>\$ 1,167,653</u>	<u>\$ 99,795</u>	<u>\$ 1,267,448</u>

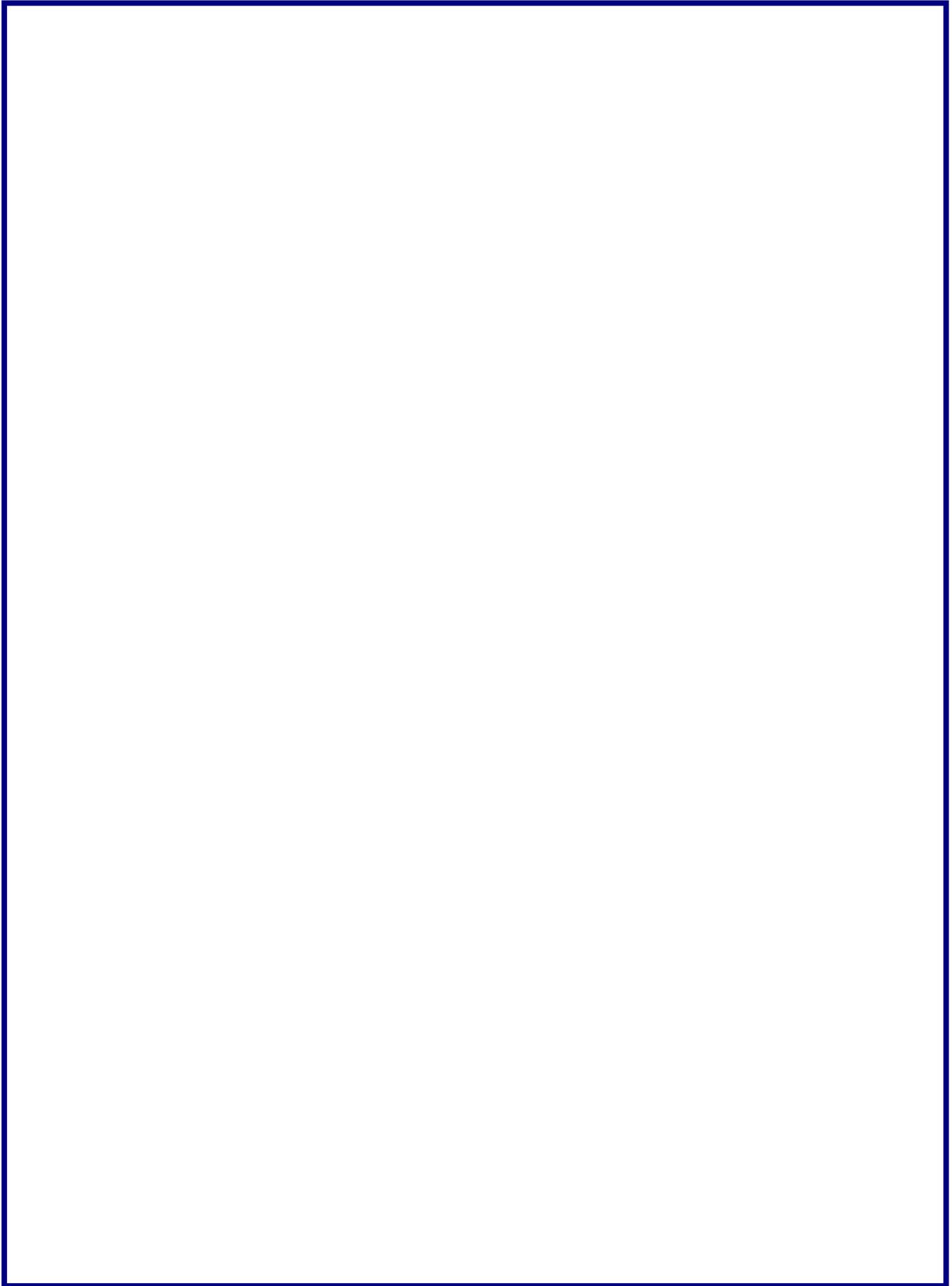
Note 7: Employee Retirement System

Plan Description

The City provides pension benefits for all of its full-time employees through a nontraditional, joint contributory, hybrid defined benefit plan in the state-wide Texas Municipal Retirement System (TMRS), an agent multiple-employer public employee retirement system. The plan provisions that have been adopted by the City are within options available in the governing state statutes of TMRS.

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

APPENDIX



RESOLUTIONS & ORDINANCES

ORDINANCE NO. 2016-09-25

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS, APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2016 AND ENDING SEPTEMBER 30, 2017; PROVIDING THAT EXPENDITURES FOR SAID FISCAL YEAR SHALL BE IN ACCORDANCE WITH SAID BUDGET; PROVIDING FOR THE REPEAL OF ALL ORDINANCES IN CONFLICT; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Manager of the City of Lancaster has submitted to the City Council a proposed budget of the revenues and expenditures for conducting the affairs of the City and providing a complete financial plan for fiscal year 2016-2017; and

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

WHEREAS, THIS BUDGET WILL RAISE MORE TOTAL PROPERTY TAXES THAN LAST YEAR'S BUDGET BY \$2,448,103 OR 15.75%, AND OF THAT AMOUNT, \$550,980 IS TAX REVENUE TO BE RAISED FROM NEW PROPERTY ADDED TO THE TAX ROLL THIS YEAR.

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

SECTION 1. That the Budget of the revenues and expenditures necessary for conducting the affairs of the City of Lancaster and providing a financial plan for the ensuing fiscal year beginning October 1, 2016 and ending September 30, 2017, as submitted by the City Manager, after the required public hearing, be and the same is hereby adopted as the Budget of the City of Lancaster for the fiscal year beginning October 1, 2016 and ending September 30, 2017 a copy of which is maintained in the office of the City Secretary, and; said budget contains all of the proposed projects and expenditures in accordance with law. (Exhibit A)

SECTION 2. That the appropriation for the fiscal year including the budgets of the Lancaster Economic Development Corporation (Type A) and Lancaster Recreational Development Corporation (Type B), which are hereby approved beginning October 1, 2016, and ending September 30, 2017, for the various funds and purposes of the City of Lancaster, which is attached hereto and incorporated herein as Exhibit A and is summarized as follows:

<u>Fund</u>	<u>2016-2017 Budget Expenditures</u>
General Fund	\$24,183,595
G.O. Debt Service	\$4,718,311
Water/Wastewater	\$13,166,329
Airport	\$503,403
Hotel/Motel	\$61,345
LEDC/4A	\$1,267,399
LRDC/4B	\$2,919,057
Golf Course	\$83,075
Sanitation	\$1,792,542
E911	\$185,762
Stormwater	\$1,256,203
Total	\$50,137,022

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

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

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

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

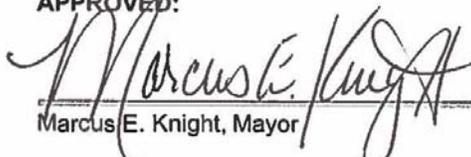
DULY PASSED and approved by the City Council of the City of Lancaster, Texas, on this the 12th day of September, 2016.

ATTEST:



Sorangel O. Arenas, City Secretary

APPROVED:



Marcus E. Knight, Mayor

APPROVED AS TO FORM:

(asst City Atty)


Robert E. Hager, City Attorney

ORDINANCE NO. 2016-09-26

AN ORDINANCE OF THE CITY OF LANCASTER, TEXAS LEVYING AD VALOREM TAXES FOR FISCAL YEAR 2016/2017 AT \$0.8675 PER ONE HUNDRED DOLLARS ASSESSED VALUATION OF ALL TAXABLE PROPERTY WITHIN THE CORPORATE LIMITS TO PROVIDE REVENUES FOR CURRENT MAINTENANCE AND OPERATIONAL EXPENSES AND INTEREST AND SINKING FUND REQUIREMENTS; PROVIDING DUE AND DELINQUENT DATES; PENALTIES AND INTEREST; PROVIDING A HOMESTEAD EXEMPTION AND DISABILITY EXEMPTION; AND PROVIDING AN EFFECTIVE DATE.

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

RECITALS: On Monday, August 22, 2016 and August 29, 2016 City Council read the ordinance and conducted a public hearing to receive comment regarding the proposed ad valorem tax rate of \$0.8675 per one hundred dollars assessed valuation. No comments were received on August 22, 2016 and no comments were received on August 29, 2016. The public hearing and meetings were noticed in accordance with the Texas Open Meetings Act, Tax Code, Truth-In-Taxation and Lancaster Home Rule Charter.

SECTION 1. There be and is hereby levied for the fiscal year 2016/2017 on all taxable property, real, personal and mixed, situated within the corporate limits of the City of Lancaster, Texas, and not exempt by the Constitution of the State and valid State laws, a tax of eighty-six and seventy-five one thousandths cents (\$0.8675) on each one hundred dollars (\$100.00) assessed value of taxable property, and shall be apportioned and distributed as follows: \$0.6012 for the purpose of paying maintenance and operation, and, defraying the expenses of current operations, and \$0.2663 for interest and sinking fund requirements of the municipal government of the City.

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

SECTION 3. THE TAX RATE WILL EFFECTIVELY BE RAISED BY 11.98 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$0.00.

SECTION 4. All ad valorem taxes shall become due and payable on October 1, 2016, and all ad valorem taxes for fiscal year 2016/2017 shall become delinquent after January 31, 2017. If any person fails to pay the ad valorem taxes on or before the 31st day of January 2017, the penalties and interest as set forth under Section 33.01 of the Texas State Property Tax Code shall apply.

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

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

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

SECTION 8. In accordance with the Texas State Property Tax Code, and effective with the passage of the ordinance, there is hereby provided an exemption of \$30,000 on homestead property for those head-of-household persons who have attained the age of 65 years prior to January 1, 2017 and an exemption of \$30,000 on disability designations.

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

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

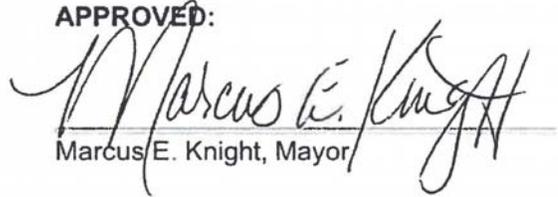
DULY PASSED and approved by the City Council of the City of Lancaster, Texas, on this the 12th day of September, 2016.

ATTEST:



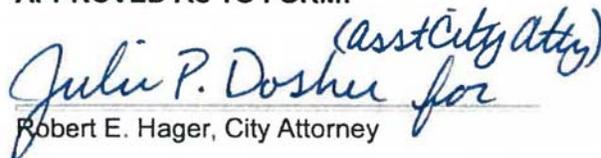
Sorangel O. Arenas, City Secretary

APPROVED:



Marcus E. Knight, Mayor

APPROVED AS TO FORM:



Robert E. Hager, City Attorney

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.

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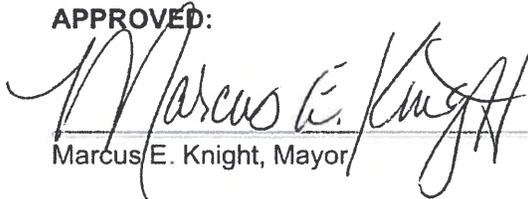
DULY PASSED and approved by the City Council of the City of Lancaster, Texas, on this the 12th day of September, 2016.

ATTEST:



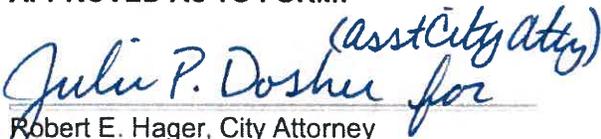
Sorangel O. Arenas, City Secretary

APPROVED:



Marcus E. Knight, Mayor

APPROVED AS TO FORM:



Julie P. Doshier (asst City Atty)
for
Robert E. Hager, City Attorney

ORDINANCE NO. 2016-09-23

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS, APPROVING AND ADOPTING A BUDGET FOR PROCEEDS OF SEIZED PROPERTY FOR THE LANCASTER POLICE DEPARTMENT FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2016 AND ENDING SEPTEMBER 30, 2017; PROVIDING THAT EXPENDITURES FOR SAID FISCAL YEAR SHALL BE IN ACCORDANCE WITH SAID BUDGET; PROVIDING FOR THE REPEAL OF ALL ORDINANCES IN CONFLICT; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.

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

WHEREAS, the Interim Chief of Police of the City of Lancaster Police Department has submitted to the City Council a proposed budget of the expenditures for utilizing such funds in accordance with the law for the benefit of law enforcement activities of the department for fiscal year 2016-2017; and

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

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

SECTION 1. That the budget of expenditures as set forth in the attachments hereto as Exhibits A and B, for conducting the affairs of the City of Lancaster Police Department and providing a financial plan for the ensuing fiscal year beginning October 1, 2016 and ending September 30, 2017, is hereby approved as the adopted budget for proceeds of seized property on behalf of the City of Lancaster Police Department; and, the Department shall expand those funds in accordance with Agreements recited herein and applicable law.

SECTION 2. That the appropriations for the fiscal year are hereby approved beginning October 1, 2016, and ending September 30, 2017, for the various funds and purposes of the City of Lancaster Police Department, which is attached hereto and incorporated herein as Exhibit A and is summarized as follows:

<u>Exhibit "A"</u>	2016-2017 Budget Expenditures
<u>Fund</u>	
Police Seized Funds – State	\$19,000.00
<u>Exhibit "B"</u>	
Police Seized Funds – Federal	\$31,000.00
Total	\$50,000.00

TM 78476

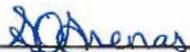
SECTION 3. Those expenditures during the fiscal year shall be made in accordance with the seizure budget approved by this ordinance and made part hereof for all purposes unless otherwise authorized by a duly enacted ordinance of the City.

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

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

DULY PASSED and approved by the City Council of the City of Lancaster, Texas, on this the 12th day of September, 2016.

ATTEST:



Sorangel O. Arenas, City Secretary

APPROVED:



Marcus E. Knight, Mayor

APPROVED AS TO FORM:



Julie P. Dasher *(asst city atty)* for:
Robert E. Hager, City Attorney

TM 78476

ORDINANCE NO. 2016-09-24

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

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

WHEREAS, the City Council has reviewed and approved a budget for the City for fiscal year beginning October 1, 2016 and ending September 30, 2017; and

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

WHEREAS, it is the express intent of the City Council that the total number of authorized positions within the Lancaster Fire & Police Department remain the same throughout the next fiscal year; and

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

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

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

<u>Classification</u>	FIRE PREVENTION	FIRE SUPPRESSION
	<u>Authorized No. of Positions as of 10/01/2016</u>	<u>Authorized No. of Positions as of 10/01/2016</u>
Assistant Chief	0	1
Fire Marshal/Battalion Chief	1	5
Fire Captains	0	9
Fire Engineer	0	21
Fire Fighter**	0	25
<hr/> Total	<hr/> 1	<hr/> 61

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

<u>Classification</u>	<u>POLICE Authorized No. of Positions as of 10/1/2016</u>
Assistant Chief	2
Police Lieutenant	6
Police Sergeant	7
Police Officer	44
<hr/> Total	<hr/> 59

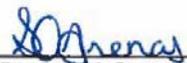
SECTION 3. Severability: If any provision, section, clause, sentence, or phrase of this ordinance is for any reason held to be unconstitutional, void, invalid, or un-enforced, the validity of the remainder of this ordinance or its application shall not be affected, it being the intent of the City Council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

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

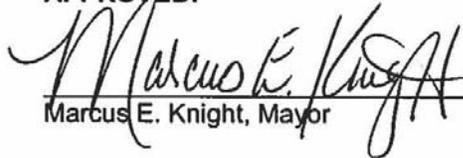
SECTION 5. This ordinance shall take effect on October 1, 2016.

DULY PASSED and approved by the City Council of the City of Lancaster, Texas, on this the 12th day of September, 2016.

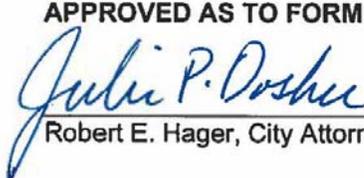
ATTEST:


 Sorangel O. Arenas, City Secretary

APPROVED:


 Marcus E. Knight, Mayor

APPROVED AS TO FORM:


 Robert E. Hager, City Attorney
(ass't City Atty)
for:

RESOLUTION NO. 2016-09-84

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS, RATIFYING THE BUDGET FOR THE FISCAL YEAR 2016/2017 THAT RESULTS IN AN INCREASE OF REVENUES BY 15.75% FROM PROPERTY TAXES THAN THE PREVIOUS YEARS; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, following public notice duly posted and published in all things as required by law, a public hearing was held, by and before the City Council of the City of Lancaster, the subject of which was the proposed budget for the City of Lancaster for Fiscal Year 2016/2017; and

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

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

SECTION 1. The City Council hereby ratifies, by a record vote, the adoption of a budget for Fiscal Year 2016/2017 which results in an increase of revenues from property taxes than the previous years.

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

DULY PASSED and approved by the City Council of the City of Lancaster, Texas, on this the 12th day of September, 2016.

ATTEST:



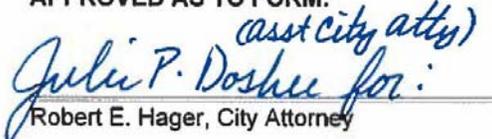
Sorangel O. Arenas, City Secretary

APPROVED:



Marcus E. Knight, Mayor

APPROVED AS TO FORM:

(asst city atty)

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 valorem tax

0445 Pest Control Services

Cost of pest control for city facilities

0446 City Attorney Fees

Used to account for payments made to contract city attorney

0447 Co-Pay Impact Fees - Water

Account used to pay escrow for waived water impact fees

0448 Co-Pay Impact Fees - Wastewater

Account used to pay escrow for waived wastewater impact fees

0449 Future Grants Anticipated

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

0450 Administrative Fees

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

0451 Radio Tie-In to Parkland

Cost for paramedic radio tie-in to Parkland Hospital

0452 Filing Fees

All legal filing fees

0453 EMS Training

Costs associated with the training of emergency medical service personnel

0455 Certification Fees

Fees required for certifications for specified personnel

0456 Newsletter

Costs of publishing city newsletter

0458 Fireworks Show

Fireworks purchased for annual fireworks display

0460 Settlements

Accounts for settlement agreements

0461 Emergency 911 System Lease

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

0464 Rental of Office Space

Cost for office space rental

0465 Periodical and Publications

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

0468 Lancaster Chamber of Commerce

Payments allocated to support the Chamber of Commerce

0469 Storage

Cost of record and furniture storage

0470 Bad Debt Expense

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

0471 Co-Insurance

Costs for damages not covered by insurance or deductible charges

0472 Civil Service Director

Professional services for appointed civil service director

0474 Note Payments - Lease/Purchase

Payments for council approved equipment purchased specifically for note payment

0475 DARE Program Expenses

Expenses for the Police Department DARE program

0477 Recreation (Classes) Expenses

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

0478 Recreation (Athletic) Expenses

Costs associated with conducting athletic events

0479 Recreation (Special Events) Expenses

Costs involved in conducting special events

0480 Year-End Settlement

Year end settlement for HUD funds after audit

0482 Other Agencies

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

0483 Bond Issuance Costs

Costs to the city for the issuance of bonds

0484 Depreciation Expense - Buildings

Annual depreciation on buildings and structures

0485 Depreciation Expense - Equipment

Annual depreciation expense on city equipment

0486 Depreciation Expense - Park Equipment

Annual depreciation expense on park equipment

0490 Year End Fixed Asset Transfer

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

0491 Maps

Includes cost for having city maps printed

0492 Employee Market Adjustments

Budgeted amount to make adjustments as needed to salaries

0493 Moving Expenses

Costs associated with moving

0495 TRA Contract Bonds

Trinity River Authority Bonds

0496 Loss on Refunding

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

0497 Tuition Reimbursement

Expense to reimburse employees for approved college tuition

0498 Utilities - Gas

Cost of gas for city facilities

0499 Depreciation Expense - Park Improvements

Annual depreciation expense for improvements made to parks

0500 Revenue Bonds - Principal Retirement

0501 Revenue Bonds - Interest Expense

0502 Tax Bonds - Principal Retirement

0503 Tax Bonds - Interest Expense

0504 Reserve Fund Additions

0505 Agent Fees

0506 Combined Tax/Revenue Bonds - Principal Retirement

0507 Combined Tax/Revenue Bonds - Interest Expense

0508 Equipment Lease/Purchase - Principal Retirement

0509 Equipment Lease/Purchase- Interest Expense

0522 Contribution to Refunding

0526 Travel and Education - City Council: Mayor

Approved amount for mayor's travel and education

0527 Travel and Education - City Council: District 1

Approved amount for District 1 Councilperson's travel and education

0528 Travel and Education - City Council: District 2

Approved amount for District 2 Councilperson's travel and education

0529 Travel and Education - City Council: District 3

Approved amount for District 3 Councilperson's travel and education

0530 Travel and Education - City Council: District 4

Approved amount for District 4 Councilperson's travel and education

0531 Travel and Education - City Council: District 5

Approved amount for District 5 Councilperson's travel and education

0532 Travel and Education - City Council: District 6

Approved amount for District 6 Councilperson's travel and education

0533 City Council Discretionary Funds

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

0534 Outreach Program

Funds allocated by City Council to fund Lancaster Outreach Center

0535 Health Department

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

0537 Dallas County Tax Collection Services

Contracted amount to pay for tax collection services

0538 Upgrade City Lighting

Funds to upgrade needed lighting in various neighborhoods within the city

0540 Municipal Court - Prosecutor Services

Contract amount for city prosecutor services

0541 Municipal Court - Judge

Contract amount for judge in city court

0542 Communications for Data Service

Funds for contracted data links to other agencies

0543 Janitorial Contract

Janitorial services provided to city buildings and facilities

0545 Professional Staff Development Training

Professional services for staff development

0554 Ambulance Billing and Collection Services

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

0556 Project Manager

Project manager fees paid to manage various approved projects and programs

0557 City Jail Contract

Funds for contacting of city jail services

0558 Employee Physical Assessment

Funds used for the physical assessment of employees

0559 Contract or Temporary Labor

Costs for temporary employees contracted from agencies

0560 Jail/Judicial Services: Prisoners

Cost for Judicial Services for prisoners under city jail contract

0600 - 0699 CAPITAL OUTLAY

0601 Land

Cost of Land Purchased

0602 Buildings and Structures

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

0603 Sanitary Sewer System

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

0604 Water Mains

New or additions to the city water distribution system

0606 Streets and Drainage

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

0607 Park System

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

0608 Furniture and Fixtures

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

0609 Machinery and Equipment

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

0610 Motor Vehicles

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

0611 Books

Library books purchased

0612 Meters and Settings

New meters and settings to water system

0613 Fire Hydrants

New fire hydrants purchased

0614 Service Connections

Connections for new water service

0615 Radio Equipment

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

0616 Refuse Containers

New refuse containers used

0617 Office Equipment

Capitalized office equipment

0618 Data Processing / Computer Equipment

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

0619 Traffic Control Devices

Purchase of additional traffic signs , signals, and poles

0620 Software

Purchase of major capital computer software

0621 Signs

Purchase of miscellaneous signs

0622 Vehicle

Capitalized transferable accessories

0623 Films / Audio Visual

Films and audio visual items purchased by library

0624 Hand Held Meters

Purchase of new equipment for hand held meter reading

0625 Police Equipment

Capitalized miscellaneous equipment for police use

0626 Sewer Connections

New service connection for sewer

0627 Surplus - Auction Property

Adjustment for equipment retired from service and available for auction

0628 Emergency Preparedness Equipment

Capital purchase for Emergency Management activity

0629 Fire Equipment

Capitalized miscellaneous equipment for fire department use

0630 Safety Equipment - Water/Wastewater

Equipment purchased for water/wastewater employees

0633 Testing Equipment

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

0700-0799 TRANSFERS OUT

0701 Transfer to General Operating Fund

0702 Transfer to General Obligation Debt Service Fund

0705 Transfer to Water and Sewer Operating Fund

0707 Transfer to Water and Sewer Debt Service Fund

0708 Transfer to Wastewater Contingency Fund

0709 Transfer to Airport Operating Fund

0711 Transfer to Police Special Investigation Fund

0713 Transfer to Parks and Recreation Fund

0714 Transfer to Hotel/Motel Occupancy Fee Fund

0715 Transfer to Equipment Replacement Fund

0716 Transfer to 4A LEDC Fund

0717 Transfer to 4B LRDC Fund

0718 Transfer to Golf Course Operating Fund

0720 Transfer to HUD Housing Fund

0721 Transfer to Emergency 911 Fund

0722 Transfer to Airport Debt Service Fund

0723 Transfer to Golf Debt Service Fund

0724 Transfer to Bridge Debt Service Fund

0725 Transfer to Water and Sewer 1998 Bond Debt Service Fund

0726 Transfer to 4B LRDC Debt Service Fund

0731 Transfer to Human Relations Commission Fund

0732 Transfer to Grant/Code Enforcement Fund

0733 Transfer to Block Grant/Police Fund

0735 Transfer to Information Services Fund

0738 Transfer to PTR Excess Property Tax Reduction Fund

0739 Transfer to Street Reserve Fund

0740 Transfer to Streets Capital Improvement Fund

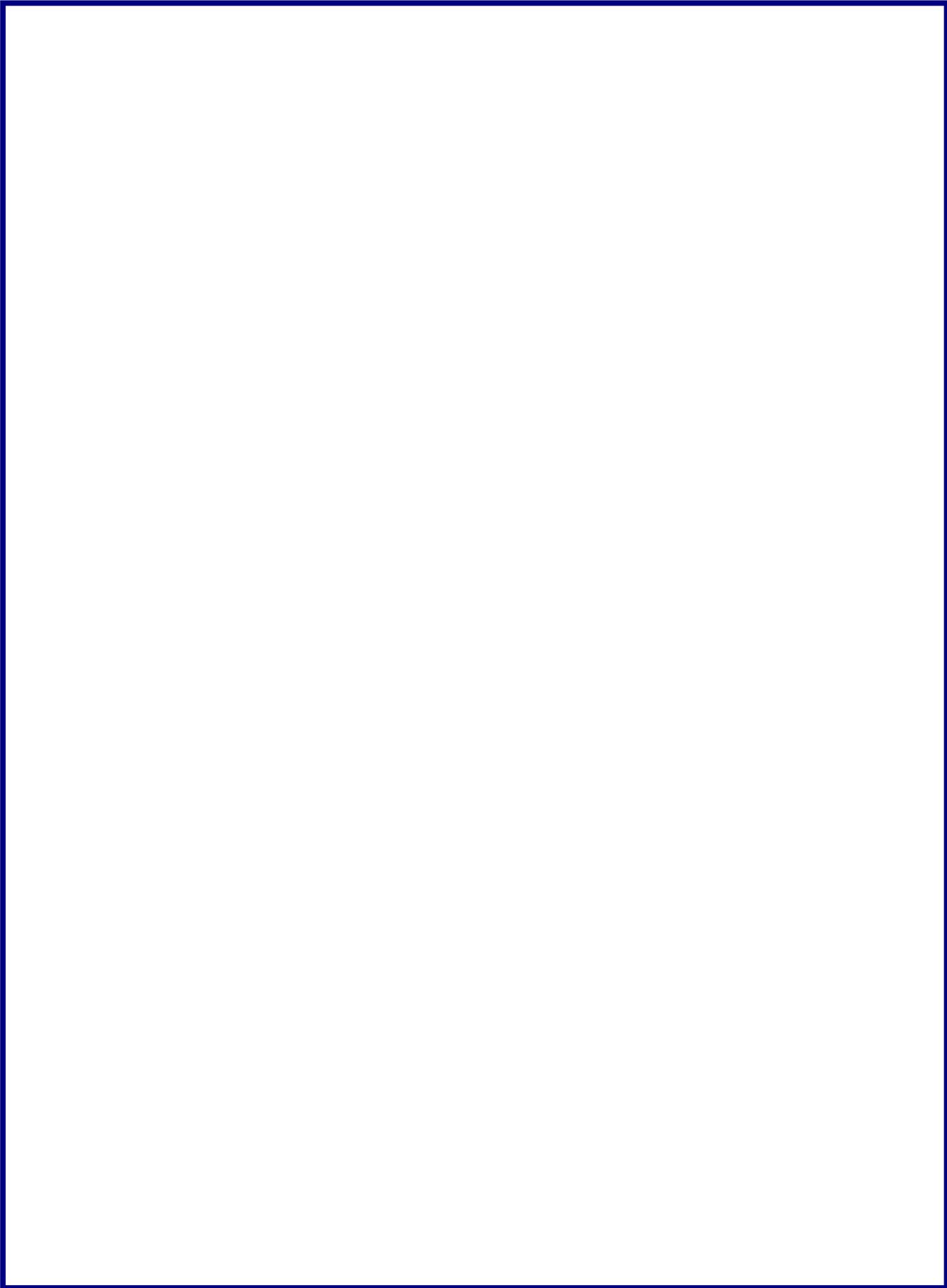
0741 Transfer to 4B Capital Improvements Fund

0743 Transfer to Citywide Capital Improvements Fund

0745 Transfer to Water and Sewer Construction Fund

0746 Transfer to 98 Bond Water and Sewer Construction Fund

0753 Transfer to Stormwater Drainage Fund



BUDGET GLOSSARY

City of Lancaster

Budget Glossary

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

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

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

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

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

ADA: Americans with Disabilities Act.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Benefits: Payments to which employees may be entitled including vacation leave, sick leave, pension benefits, death benefits, and benefits due on termination of employment.

Bond: A written promise to pay a sum of money on a specific date(s) at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance.

Bond Covenant: A legally enforceable promise made by an issuer of bonds to the bondholder, normally contained in the bond resolution or indenture (e.g. pledged revenue).

Bond Indenture: A formal agreement, also called a deed or trust, between an issuer of bonds and the bondholder.

Bond Ordinance or Resolution: An ordinance or resolution authorizing a bond issue.

Bonded Debt: That portion of indebtedness represented by outstanding bonds.

Bridge Debt Service Fund: A general obligation debt service fund established to accumulate funds for retirement of certificates of obligation used for the construction of a bridge to promote future residential development. Proceeds are transferred from the General Obligation Debt Service Fund.

Budget: A financial plan of operations embodying an estimate of proposed means of financing it, for the period of one year. The "proposed budget" designates the financial plan initially developed by departments and presented by the City Manager to the Council for approval. The "adopted budget" is the plan as modified and finally approved by that body. The approved budget is authorized by ordinance and thus specifies the legal spending limits for the fiscal year.

Budget Calendar: The schedule of key dates or milestones that a government follows in the preparation and adoption of the budget.

Budget Document: The instrument used by the budget-making authority as the annual revenue expenditure plan for all funds.

Budget Message: The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the City Manager.

Budget Ordinance: The official enactment, by the City Council to legally authorize City Staff to obligate and expend resources.

Budgetary Control: The control or management of the organization in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available appropriations and revenues.

CAFR: Comprehensive Annual Financial Report.

Capital Assets: Assets of significant value with a useful life of several years. Capital assets are also called fixed assets.

Capital Improvement Program: A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

Capital Outlay: Expenditures which result in the acquisition of or addition to fixed assets.

Cash Basis: The method of accounting under which revenues are recorded or recognized when received in cash, and expenditures are recorded or recognized when paid.

Certificate of Achievement for Excellence in Financial Reporting Program: A voluntary program administered by the GFOA to encourage governments to publish efficiently organized and easily readable financial reports and to provide technical assistance and peer recognition to the finance/budget officers preparing them.

Certificates of Obligation: Tax supported bonds that are similar to general obligation bonds and can be issued after meeting strict publication requirements and with final approval by the City Council.

Chart of Accounts: A complete listing of all individual account titles and account numbers used by a governmental entity in its accounting system.

CIP: Construction In Process.

City Charter: The document of a home rule city similar to a constitution, which establishes the

city's government structure and provides for the distribution of powers and duties among the various branches of government.

City Council: The Mayor and six Council members collectively acting as the legislative and policy-making body of the city.

City Sales Tax: Revenue of a sales tax at the rate of 1% of total sales tax collected by the state.

City Sales Tax - PTR (Property Tax Reduction): Revenue of a sales tax at the rate of .25% to be used as a property tax reduction.

Combined Summary Statement: A summary of two or more funds that include a total of the funds presented.

Comprehensive Annual Financial Report (CAFR): The official annual report of a government that includes the general purpose financial statements (GPFS) and other financial information that provides more detail of the aggregated totals included in the GPFS. The CAFR also includes an extensive introductory section and detailed statistical section that covers ten years of trend data for a variety of indicators.

Contractual Services: The costs related to services performed for the city by individuals, business, or utilities.

Contributed Capital: The permanent fund capital of a proprietary fund. Contributed capital forms one of two classifications of equity found on the balance sheet of a proprietary fund. Contributed capital is created when a residual equity transfer is received by a proprietary fund, when a general fixed asset is transferred to a proprietary fund or when a grant is received that is externally restricted to capital acquisition or construction. Contributions restricted to capital acquisition and construction and fixed assets received from developers and customers, as well as amounts of tap fees in excess of related costs, also would be reported in this category.

Current Taxes: Taxes levied and due within one year.

Debt Limit: The maximum amount of outstanding gross or net debt legally permitted.

Debt Refunding: A common transaction in the government environment where debt is issued, usually at lower interest rates or more favorable terms, and the proceeds are used to "refund" outstanding debt. There are current refundings, where the old debt is repaid immediately, or advance refundings, where the proceeds of the new debt are placed into an escrow account and used to repay the bondholders of the old debt according to the payback terms.

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

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

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

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

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

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

Disbursement: Payments for goods and services in the form of cash, check or electronic funds transfer.

Distinguished Budget Presentation Program: A voluntary program administered by the Government Finance Officers Association to

encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Division: A major administrative organizational unit of the city which indicates overall management responsibility for one or more departments.

Effective Tax Rate: A comparison of the previous year's tax rate with a rate for the current year that will impose the same amount of taxes overall whether the values go up or down. Calculating an effective rate does not require the taxing unit to distinguish between maintenance and operation (General Operating Fund) and debt expense (G. O. Debt Service Fund).

Electronic Funds Transfer (EFT): EFT is a system of transferring electronically money from one bank account directly to another without any paper money changing hands.

Emergency 9-1-1 Fund: A fund established to account for financial resources to be used for emergency communications for Public Safety.

EMS: Emergency Medical Services.

EMT: Emergency Medical Technician.

Encumbrance: Obligation in the form of purchase orders, contracts of salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. When paid, the encumbrance is liquidated.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

EPA: Environmental Protection Agency.

Equipment Replacement Fund: Established to account for funds designated for the replacement of the city's fleet.

Expenditures: A decrease in the net financial resources of the City due to the acquisition of goods and service.

FAA: Federal Aviation Administration.

FICA: Federal Insurance Contributions Act. (Income deductions for Social Security.) The two parts of this include: OASDI-Old Age, Survivors, Disability Insurance; and Medicare-Health Insurance.

Financial Advisor: In the context of bond issuances, a consultant who advises the issuer on any of a variety of matters relating to the issuance. The financial advisor is sometimes referred to as a fiscal consultant.

Financial Policies: Financial policies are used to enable the city to achieve a sound financial position. They are in writing and are updated as needed.

Financial Resources: Cash and other assets that, in the normal course of operation, will become cash.

Fiscal Year: A twelve month period to which the Annual Budget applies. The City of Lancaster has established October 1 to September 30 as its fiscal year.

Fixed Assets: Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include building, equipment, improvements other than buildings and land.

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

FLSA: Fair Labor Standards Act.

Formal Bid: The formal bidding process is evidenced by strict controls and monitoring. Thresholds that determine whether a purchase or award of a contract requires formal bidding procedures are usually determined by state statute or local ordinance. The award of a contract or approval of a purchase that had to go through the formal bidding process usually requires direct approval of the entity's governing body.

Franchise Fees: A fee paid by public service utilities for use of public property in providing their services to the citizens of the community.

Fund: An accounting entity with a self-balancing set of accounts that recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. See Table of Contents where these are listed (with explanations) elsewhere in this document.

Fund Accounting: A governmental accounting system which is organized and operated on a fund basis.

Fund Balance: The excess of a fund's current assets over its current liabilities; sometimes called working capital in enterprise funds. A negative fund balance is often referred to as a deficit.

Fund Type: Categories into which all funds are classified in governmental accounting. These are: general, special revenue, debt service, capital projects, enterprise, internal service, trust and agency.

Funding: Provides budgetary resources to cover the total cost of a program or project at the time it is undertaken.

FY: Fiscal Year.

GASB: Governmental Accounting Standards Board.

General Ledger: A record containing the accounts needed to reflect the financial position and the results of operations of a government. In double entry bookkeeping, the debits and credits in a general ledger are equal.

General Long Term Debt: Long-term debt expected to be repaid from governmental funds.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP provide a standard by which to

measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board.

General Operating Fund: The fund used to account for all financial resources except those required to be accounted for in another fund. This fund includes police, fire protection, public works, parks and recreation, administrations, etc. Revenues include taxes, licenses and permits, etc.

General Obligation Debt Service Fund: The fund used to account for monies owed on interest and principal to holders of the city's general obligation bonds. The debt is supported by revenue provided from real property which is assessed through the taxation power of the local governmental unit.

GIS: Geographic Information System.

Goals: Broad, general statements of each department's desired social or organizational outcomes. These usually do not change from year to year. (See Objectives)

G.O. Debt: General Obligation Debt.

Golf Course Operating Fund: A fund established to account for the construction and operation of the Golf Course. It will operate in a manner similar to private business enterprises where the intent is cost recovery.

Golf Course Debt Service Fund: The fund used to account for monies owed on interest and principal to holders of bonds for the Golf Course debt. The debt is supported by revenue provided through a transfer from the General Obligation Debt Service Fund utilizing revenue provided from real property which is assessed through the taxation power of the local governmental unit.

Governmental Accounting Standards Board (GASB): The authoritative accounting and financial reporting standard-setting body for governmental entities.

Governmental Fund Types: Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities - except those accounted for in

proprietary funds and fiduciary funds. In essence, these funds are accounting segregations of financial resources. Expendable assets are assigned to a particular governmental fund type according to the purpose for which they may or must be used. Current liabilities are assigned to the fund type from which they are to be paid. The difference between the assets and the liabilities of government fund types is referred to as fund balance. The measurement focus in these fund types is on the determination of financial position and changes in financial position (sources, uses and balances of financial resources), rather than on net income determination. The statement of revenues, expenditures and changes in fund balance is the primary governmental fund type operating statement. It may be supported or supplemented by more detailed schedules of revenues, expenditures and other changes in fund balance. Under current GAAP, there are four governmental fund types: general, special revenue, debt service, and capital projects.

Grant: A contribution of assets (usually cash) by one governmental entity (or other organization) to another to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee. A Grant-Funded Program is a program requiring any amount of State and/or Federal funds.

Hotel/Motel Occupancy Fees Fund: A fund established to account for financial resources to be used for city promotions. A tax is levied upon the occupancy of any room or space furnished by any hotel. Revenue from this tax is used by the city for promotional functions, including the Chamber of Commerce, and special promotional events.

HUD Section 8 Housing (Housing and Urban Development): Program to provide housing assistance. It was enacted a part of the Housing and Community Development Act of 1974, which recodified the U.S. Housing Act of 1937. Lancaster's program started in 1974.

Informal Bid: The informal bidding process typically includes solicitation of informal bids from prospective vendors. The governing board is usually not involved in the approval process and

the parameters the bidders must work within are less stringent.

Infrastructure: The underlying permanent foundation or basic framework.

Interest Earnings: The earnings from available funds invested during the year in U.S. Treasury Bonds, Government Agencies, and Certificates of Deposits.

Intergovernmental Revenues: Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Internal Control: A plan of organization for purchasing accounting, and other financial activities which, among others things, provides that:

- the duties of employees are subdivided so that no single employee handles a financial action from beginning to end;
- proper authorizations from specific responsible officials are obtained before key steps in the processing of a transaction are completed
- records and procedures are arranged appropriately to facilitate effective control.

Internal Service Fund: A fund used to account for the financing of goods or services provided by one city department or cost center to other departments, on a cost-reimbursement basis. The Equipment (Fleet) Replacement Fund is an example of internal service funds.

Interfund Transfer: Amounts transferred from one fund to another. This is sometimes referred to as indirect costs or overhead, and are made to recognize and account for the fact that one fund incurs untraceable costs directly associated with another fund. The transfer ensures that each fund pays its fair share of the costs to operate that fund. Transfers can be classified as residual equity transfers or operating transfers. A transfer is the preferred method to cover these costs and those associated with operating these funds.

Investment: Securities, bonds, and real property (land or buildings) purchased and held for the

production of income in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets.

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

Materials and Supplies: Expendable materials and operating supplies necessary to conduct departmental activity.

LEDC (Lancaster Economic Development Corporation): A board created in August 1995. This board administers funds and projects for economic development in accordance with the 4-A Development Corporation Act of 1979, Article 5190.6.

4A-LEDC Fund: A fund used to account for administration, debt service and incentive programs for the LEDC.

LRDC (Lancaster Recreation Development Corporation): A board created in October 1995. This board administers funds and projects for developing and diversifying the recreational, educational, and cultural aspects of the city in accordance with the 4-B Development Corporation Act, Article 5190.6. Funding is received from .50% sales tax.

4B-LRDC (Lancaster Recreation Development Corporation) Fund: A fund used to account for administration, library, debt services, senior life center, recreation center and community park programs of the LRDC.

Levy: (1) Verb - to impose taxes, special assessments, or service charges for the support of government activities. (2) Noun - The total amount of taxes, special assessments, or service charges imposed by a government.

Liabilities: Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Line Items: See Account Numbers (Codes).

LISD: Lancaster Independent School District.

Long Term Debt: Debt with a maturity of more than one year after the date of issuance. An average repayment schedule is 20 years.

Maturities: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

Modified Accrual Basis: The accrual basis of accounting adapted to the governmental fund type spending measurement focus. Revenues are recognized when they become both "measurable" and "available to finance expenditures of the current period." Expenditures are recognized when the related fund liability is incurred except for (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar items that may be considered expenditures either when paid for or when consumed. All governmental funds, expendable trust funds and agency funds are accounted for using the modified accrual basis of accounting.

Multi-Year Financial Plan: A financial overview with five years of projections for all operating funds is presented to city council in conjunction with budget workshops.

Municipal: Of or pertaining to a city or its government.

NCTCOG: North Central Texas Council of Governments.

Net Bonded Debt: Gross bonded debt less any cash or other assets, available and earmarked for its retirement and less all self-supporting debt (e.g., revenue bonds).

Note: A certificate pledging payment, issued by a government or bank.

Object Code: Expenditure classification according to the types of items purchased or services obtained; for example, personnel services, supplies, etc.

Maintenance: All materials or contract expenditures covering repair and upkeep of city buildings, machinery and equipment, computer systems, and land.

Objectives: Specific statements of desired ends which can be measured. Objectives are targets used to obtain department goals.

Official Statement: A document prepared by local information on the proposed bond sale. The official statement includes information about the creditworthiness of the issuing government, as well as the amount and purpose of the bond issue and the planned means of the debt service repayment.

Operating Budget: The portion of the budget that pertains to daily operations that provide the basic government services. The use of annual operating budgets is required by State Law.

Ordinance: A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances. Ordinances and other legislation are not passed until the plans for and costs of endorsements are known.

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

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

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

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

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

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

Proprietary Fund Types: Sometimes referred to as income determination or commercial-type funds, the classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds). All assets, liabilities, equities, revenues, expenses and transfers relating to the government's business and quasi-business activities are accounted for through proprietary funds. GAAP uses are generally those applicable to similar businesses in the private sector and the measurement focus is on determination of net income, financial position and changes in financial position. However, where the GASB has issued pronouncements applicable to those entities and activities, they should be guided by these pronouncements.

Public Hearing: A formal meeting wherein the officials of the governing body hear the public's views and concerns about an action or proposal..

Purchase Order: A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated estimated price. Outstanding purchase orders are called encumbrances.

Purchase Requisition: The initial purchase request document that, if approved, is the basis for the preparation of the official purchase order.

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

Rating Agencies: Independent rating services that evaluate the creditworthiness of government entities in the process of issuing bonded debt.

Refunding Bonds: Bonds issued to retire bonds already outstanding. The refunding bonds may be used to provide the resources for redeeming outstanding bonds, or the refunding bonds may be exchanged with the holders of the outstanding bonds,

Reimbursement: Repayment to a specific fund for expenditures incurred or services performed by that fund to or for the benefit of another fund.

Replacement Cost: The cost of an asset which can render similar service, but which need not be of the same structural form as the property to be replaced.

Request for Proposals/Quotations (RFP/RFQ): Formal requests that government entities use in procuring professional services and purchasing major items of equipment or awarding construction contracts. The requests specify the government's requirements for the services requested and the parameters the bidders must consider in submitting their bids for the contract.

Reserve: An account used to indicate that a portion of a fund balance is restricted for specific purpose.

Resolution: A special or temporary order of a legislative body. An order of a legislative body requiring less legal formality than an ordinance or statute. (See Ordinance)

Retained Earnings: An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenue: Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, interest income, etc.

Revenue Bonds: Bonds whose principal and interest are payable exclusively from a revenue source pledged as the payment source before issuance.

Revenue Estimate: A formal estimate of how much revenue will be earned from a specific revenue source for some future period (typically a future fiscal year).

Risk Management: An organized attempt to protect a government's assets against accidental loss in the most economic method.

Rollback Tax Rate: This is made up of two separate components. The maintenance and operation portion of the rollback tax rate is the tax rate that is needed to raise eight percent more operating funds than the unit levied in the preceding year. The debt rate portion is the tax rate that is needed to pay the debt payments in the coming year. This part of the calculation does not depend on the prior year debt taxes at all - it simply considers what the unit will actually need for the coming year.

ROW: Rights-of-Way.

Single Audit: An audit performed in conjunction with the Single Audit Act of 1984 and Office of Management and Budget (OMB) Circular A-128, Audits of State and Local Governments. The Single Audit Act requires governments to have one audit performed to meet the needs of all federal grantor agencies.

Special Assessment: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Investigation Fund: A fund established to account for financial resources to be used by the Police Department for special investigations.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts or for major capital projects) that are legally restricted to expenditures for specified purposes,

Stormwater Fund: A fund created to account for financial resources used for the operations, administration, and debt services for storm water drainage.

Street Improvements Capital Fund: A fund used to account for financial resources designated for street and drainage improvements and to assemble costs related to these improvements.

Supplemental Request: A request to budget an activity at a level above current service levels in order to achieve increased or additional objectives.

Tax Base: The total value of all real and personal property in the city as of January 1st of each year, as certified by the Appraisal Review Board. The tax base represents net value after all exemptions.

Tax Levy: The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Tax Rate: A percentage applied to all taxable property to raise general revenue. It is derived by dividing the total tax levy by the taxable net property valuation.

TMRS: Texas Municipal Retirement System.

TNRCC: Texas Natural Resources Conservation Commission.

TRA: Trinity River Authority.

Trial Balance: A list of the balances of the accounts of a general ledger by debit and credit amounts.

TXDOT: Texas Department of Transportation.

User Charge: Charges or fees levied to recipients of a particular service (e.g., water, wastewater, waste collection).

W & S: Water and Sewer.

Water and Sewer Fund: A fund created to account for financial resources used for the operations and specific projects of a pump station, storage reservoir, elevated storage tank, waterline improvements, and debt service. It is operated in a manner similar to private business enterprises where the intent is cost recovery.

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

Yield: The rate earned on an investment based on the price paid for the investment, the interest earned during the period held, and the selling price or redemption value of the investment.

Exhibit "1"

City of Lancaster, Texas
INVESTMENT POLICY
September 12, 2016



RESOLUTION NO. 2016-09-79

A RESOLUTION APPROVING AND ADOPTING THE CITY OF LANCASTER INVESTMENT POLICY; PROVIDING THAT ALL FUNDS OF THE CITY BE MANAGED AND INVESTED IN A MANNER THAT SERVES TO SATISFY THE REQUIREMENTS OF THE LOCAL GOVERNMENT CODE CHAPTER 2256, "PUBLIC FUNDS INVESTMENT ACT"; MAKING VARIOUS PROVISIONS RELATED TO THE SUBJECT; PROVIDING THAT THE SAME SHALL BE IMPLEMENTED; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, Chapter 2256 of the Government Code, commonly known as the "Public Funds Investment Act" requires the city to adopt a written investment policy regarding the investment of its funds by rule, order, ordinance, or resolution; and

WHEREAS, the "Public Funds Investment Act" requires the treasurer; the chief financial officer, if not the treasurer, and the investment officer of the city to attend investment training; and

WHEREAS, the investment officers of the city have attended an investment training course as required by the "Public Funds Investment Act"; and

WHEREAS, the attached investment policy and incorporated strategy comply with the "Public Funds Investment Act", as amended, and authorize the investment of city funds in safe and prudent investments; and

WHEREAS, the City Council must review and approve such Investment Policy at least once annually; and

WHEREAS, the City Council hereby affirms that the written Investment Policy will continue to protect City assets by identifying investment objectives, addressing the issues of investment risk versus rewards, and providing the framework for the establishment of controls, limitations and responsibilities of City employees in the performance of their fiduciary responsibilities;

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

SECTION 1. The City of Lancaster has complied with the requirements of the "Public Funds Investment Act", and the Investment Policy, as amended, attached hereto and incorporated herein by reference as Exhibit "1," is hereby adopted as the investment policy of the City effective September 12, 2016;

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

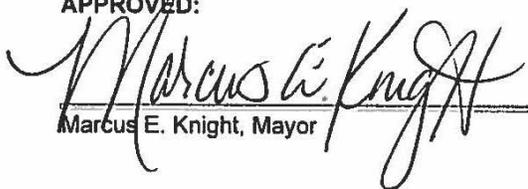
DULY PASSED and approved by the City Council of the City of Lancaster, Texas, on this the 12th day of September, 2016.

ATTEST:



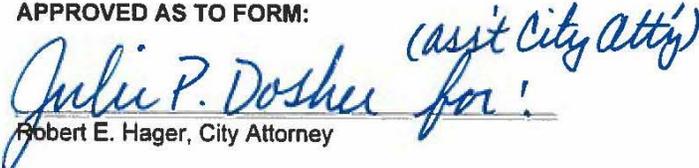
Sorangel O. Arenas, City Secretary

APPROVED:



Marcus E. Knight, Mayor

APPROVED AS TO FORM:



Julie P. Dosher (asst City Atty)
for:
Robert E. Hager, City Attorney

INVESTMENT POLICIES

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City of Lancaster, Texas Investment Policy

I. Purpose

The purpose of this document is to set forth specific investment policy and strategy guidelines for the City of Lancaster, Texas, the Lancaster Economic Development Corporation, 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.

II. Policy Statement

It is the policy of the City of Lancaster that the administration of its funds and the investment of those funds shall be handled as its highest public trust. Investments shall be made in a manner which will provide the maximum security of principal invested through limitations and diversification while meeting the daily cash flow needs of the City and conforming to all applicable state statutes governing the investment of public funds.

The receipt of a market rate of return will be secondary to the requirements for safety and liquidity. It is the intent of the City to be in complete compliance with local law and the Texas Public Funds Investment Act ("The Act"). The earnings from investment will be used in a manner that best serves the interest of the City.

III. Scope

This investment policy applies to all the financial assets and funds of the City. The City commingles its funds into one pooled investment fund for investment purposes for efficiency and maximum investment opportunity. These funds shall be defined in the City's Annual Financial Report and any new funds created by the City unless specifically exempted by the City Council and this policy.

IV. Objective and Strategy

The City shall manage and invest with five primary objectives, listed in order of priority: safety, public trust, liquidity, diversification and yield. Investments are to be chosen in a manner which promotes diversity by market sector, credit and maturity. The choice of high-grade government investments and high-grade money market instruments is designed to assure the marketability of those investments should liquidity needs arise. To match anticipated cash flow requirements the maximum weighted average maturity of the overall portfolio may not exceed six months.

A. Safety

Safety of principal is the foremost objective of the City. Investments of the City shall be undertaken in a manner that seeks to insure the preservation of capital in the overall portfolio.

B. Public Trust

All parties of the City's investment process shall seek to act responsibly as custodians of the public trust. Investment advisors and officials shall avoid any transaction that might impair public confidence in the City's ability to govern effectively and maintain a sound, sustainable city government.

C. Liquidity

The City's investment portfolio will be based on a cash flow analysis of needs and will remain sufficiently liquid to enable it to meet all operating and debt/bond requirements which might be reasonably anticipated.

D. Diversification

Diversification of the portfolio will include diversification by maturity and market sector and will include the use of a number of broker/dealers for diversification and market coverage. Competitive bidding will be used on each sale and purchase.

E. Yield

The City's investment portfolio shall be designed with the objective of attaining a market rate of return, taking into account the City's risk constraints and the cash flow needs of the portfolio. "Market rate of return" may be defined as the average yield of the current six month U.S. Treasury Bill.

Additional priorities are: (1) understanding of the suitability of the investment to the financial requirements of the city; and (2) marketability of the investment if the need arises to liquidate the investment before maturity.

Effective cash management is recognized as essential to good fiscal management. Cash management is defined as the process of managing monies in order to ensure maximum cash availability. The City shall maintain a comprehensive cash management program which includes collection of accounts receivable, prudent investment

of its available cash, disbursement of payments in accordance with invoice terms and the management of banking services.

V. Legal limitations, Responsibilities and Authority

Direct specific investment parameters for the investment of public funds in Texas are found in the Public Funds Investment Act, Chapter 2256, Texas Government Code, (the "Act"). The Public Funds Collateral Act, Chapter 2257, Texas Government Code, specifies collateral requirements for all public funds deposits. All investments will be made in accordance with these statutes.

VI. Standards of Care

A. Delegation of Investment Authority

The Chief Financial Officer, acting on behalf of the City is designated as the Investment Officer of the City and is responsible for investment management decisions and activities. The Director of Finance is designated as the Chief Financial Officer for the City of Lancaster. The Chief Financial Officer is also responsible for considering the quality and capability of staff, investment advisors, and consultants involved in the investment management and procedures. All participants in the investment process shall seek to act as a prudent person as custodian of the public trust.

The Investment Officer shall develop and maintain written administrative procedures for the operation of the investment program which are consistent with this policy. The Procedures will include reference to safekeeping, require and include the "Bond Market Master Repurchase Agreements" (as applicable), wire transfer agreements, banking services contracts, and other investment related activities.

The Investment Officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials and staff. The Investment Officer shall designate a staff person as a liaison/deputy in the event circumstances require timely action and the Investment Officer is unavailable.

No officer or designee may engage in an investment transaction except as provided under the terms of this policy.

Authorization Resolution

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

B. Prudence

The standard prudence to be used in the investment 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.

C. Internal Controls

The Director of Finance is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the entity are protected from loss, theft, or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (a) the cost of a control should not exceed the benefits likely to be derived and (b) the valuation of costs and benefits requires estimates and judgments by management. Therefore, the Director of Finance shall establish a process for annual

independent review by an external auditor to assure compliance with policies and procedures. Quarterly Investment Reports must be formally reviewed at least annually by the independent auditor and reported to the City Council.

A compliance audit of management controls on investments and adherence to the City's established investment policies will be conducted in conjunction with the City's annual audit by the independent auditor.

Cash Flow Forecasting

Cash Flow forecasting is designed to protect and sustain cash flow requirements of the City. Supplemental to the financial and budgetary systems, the Investment Officer will maintain a cash flow forecasting process designed to monitor and forecast cash positions for investment purposes.

D. Ethics and Conflicts of Interest

City employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair the ability to make impartial investment decisions. City staff shall properly disclose to the City Manager and City Secretary any material financial interest in a financial institution that conducts business with the City.

An investment officer or City Council member of the City who has a personal business relationship with an organization seeking to sell an investment to the City shall file a disclosure statement disclosing that personal business interest. An investment officer who is related within the second degree by affinity or consanguinity to an individual seeking to sell an investment to the City shall file a state with the Texas Ethics commission and the City Council disclosing that relationship.

E. Training

Investment officials must complete at least 10 hours of investment training within 12 months of taking office or assuming duties, and shall attend an investment training session not less than once in a

two year period and receive not less than 10 hours of instruction relating to investment responsibilities. The City shall provide the training through courses and seminars offered by professional organizations and associations in order to insure the quality and capability of the City's investment personnel making investment decisions in compliance with Public Funds Investment Act (PFIA). Professional organizations and associations that may provide investment training included the Government Treasurer's Organization of Texas, the University of North Texas, the Government Finance Officers Association of Texas, or the Texas Municipal League.

VII. Authorizations

A. Authorized Investments

Acceptable investments under this policy shall be limited to the instruments listed below and as further described by the Public Funds Investment Act.

1. Obligations of the United States Government, its agencies and instrumentalities and government sponsoring enterprises, not to exceed two years to stated maturity, excluding collateralized mortgage obligations (CMOs);
2. Fully insured or collateralized certificates of deposit from a bank doing business in the State of Texas and under the terms of a written depository agreement with the bank, not to exceed one year to stated maturity;
3. Repurchase agreement and reverse repurchase agreements as defined by the Act, not to exceed 180 days to stated maturity, provided an executed Bond Market Master Repurchase Agreement is on file with the City and the counterparty bank or primary dealer. Flex repurchase agreements used specifically for capital projects may extend beyond two years but only to match the expenditure plan of the projects;
4. No-load, SEC registered money market funds, each approved specifically before use by the City;

5. Constant dollar Texas Local Government Investment Pools as defined by the Public Funds Investment Act; and

If additional types of securities are approved for investment by public funds by state statute, they will not be eligible for investment by the City until this policy has been amended and the amended version is approved by the City Council.

B. Competitive Bidding Requirement

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

C. Delivery versus Payment

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

D. Exemption for Existing Investments

Any investment currently held that does not meet the guidelines of this policy, but are authorized investments at the time of purchase, shall be exempted from the requirements of this policy and is not required to be liquidated. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.

E. Authorized Financial Dealer and Institutions

All investments made by the City will be made through either the City's banking services bank or a primary dealer. The Investment Officer will review the list of authorized broker/dealers annually. A list of at least three broker/dealers will be maintained in order to assure competitive bidding. The City Council must review, approve and adopt the Authorized List of Brokers on at least an annual basis.

Securities broker/dealers must meet certain criteria as determined by the Investment officer. The following criteria must be met by those firms on the list:

- Provision of an audited financial statement each year

- Proof of certification by the National Association of Securities Dealers (NASD) and provision of CRM number
- Proof of current registration with the State Securities Commission

Every broker/dealer and bank the City transacts business with will be provided a copy of this Investment Policy to assure that they are familiar with the goals and objectives of the investment program. A representative of the firm will be required to return a signed certification stating that the Policy has been received and reviewed and that controls are in place to assure that only authorized securities are sold to the City.

VIII. Diversification and Maturity Limitations

It is the policy of the City to diversify its investment portfolio. Invested funds shall be diversified to minimize risk or loss resulting from over-concentration of assets in a specific maturity, specific issuer, or specific class of securities. Diversification strategies shall be established and periodically reviewed. At a minimum, diversification standards by security type and issuer shall be:

Security Type	Max% of Portfolio
U.S. Treasury obligations	100%
U.S. Government agencies and instrumentalities	not to exceed 50%
Fully insured or collateralized CDs	not to exceed 30%
Repurchase agreements	100%
Money Market funds	80%
For Bond funds	
Local Government Investment Pools	100%
Liquidity Pools	not to exceed 20%
Maximum percent ownership of pool	not authorized
For bond funds	

The Investment Officer shall be required to diversify maturities. The Investment Officer, to the extent possible, will attempt to match investment with anticipated cash flow requirements. Matching maturities with cash flow dates will reduce the need to sell securities prior to maturity, thus reducing market risk. Unless matched to a specific requirement, the Investment Officer may not invest more than 20% of the portfolio for a period greater than five (5) years. The Investment Officer may not invest any portion of the portfolio for a period greater than ten (10) years.

IX. Safekeeping and Collateralization

The laws of the State and prudent treasury management require that all purchased securities be bought on a delivery versus payment basis and be held in safekeeping by an independent Third Party safekeeping agent.

All safekeeping arrangements shall be designated by the Investment Officer and an agreement of the terms executed in writing. The third party custodian shall be required to issue safekeeping receipts to the City listing each specific security, rate, description, maturity, CUSIP number, and other pertinent information. Each safekeeping receipt will be clearly marked that the security is held for the City or pledged to the City.

All securities pledged to the City for certificates of deposit or demand deposits shall be held by an independent third party bank doing business in Texas. The safekeeping bank may not be within the same holding company as the bank from which the securities are pledged.

Collateralization

Collateralization is required on the time and demand deposits over the FDIC insurance coverage of \$250,000 and repurchase agreements.

In order to anticipate market changes and provide a level of additional security for all funds, the collateralization level required will be 102% of the market value of the principal and accrued interest. Collateral will be held by an independent third party safekeeping agent.

Securities pledged as collateral will be held in the City's name by an independent third party with whom the City has a current custodial agreement. The Investment Officer is responsible for entering into collateralization agreements with third party custodians in compliance with this Policy. The agreements are to specify the acceptable investment securities for collateral, including provisions relation to

possession of the collateral, the substitution or release of investment securities, ownership of securities, and the method of valuation of securities. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the City and retained. Collateral shall be reviewed at least quarterly to assure that the market value of the pledged securities is adequate.

X. Performance Evaluation and Reporting

A. Methods

The Investment Officer shall prepare an investment report at least quarterly, including a management summary that provides an analysis of the status of the current investment portfolio and transactions made over the last quarter. This management summary will be prepared in a manner consistent with the requirements of Section 2256.023 (Internal Management Reports) of the PFIA, and that will allow the City to ascertain whether investment activities during the reporting period have conformed to the investment policy. The report should be provided to the City Council.

An independent auditor shall formally review the quarterly reports prepared under this section at least annually, and that auditor shall report the results of the review to City Council.

B. Performance Standards

The investment portfolio shall be managed in accordance with the objectives specified in this policy (safety, liquidity, and yield). The portfolio should obtain a market average rate of return during a market/economic environment of stable interest rates. The investment officer shall determine whether market yields are being achieved by comparing the portfolio market yield to the three (3) month U.S. Treasury Bill, the six (6) month U.S. Treasury Bill and the two (2) year U.S. Treasury Note.

C. Marking to Market

The market value of the portfolio shall be calculated at least quarterly and a statement of the market value of the portfolio shall be issued at least quarterly. The market value of each investment shall be obtained from a source such as the Wall Street Journal, a reputable brokerage firm or security pricing service and reported on the investment reports.

XI. Depositories

The City will designate one banking institution through a competitive process as its central banking services provider at least every three years. This institution will be used for normal banking services including disbursements, collections, and safekeeping of securities. Other banking institutions from which the City may purchase certificates of deposit will also be designated as a depository after they provide their latest audited financial statements to the City.

XII. Investment Policy Adoption by City Council

The City's Investment Policy shall be adopted annually by the City Council. The policy and strategies shall be reviewed on an annual basis prior to adoption. A written resolution approving the review and changes to the policy will be passed and recorded by the City Council.

EXHIBIT A

**City of Lancaster, Texas
Authorized Investment Officials**

Baron Sauls, Director of Finance

Raju Anthony, Assistant Finance Director

EXHIBIT B

**City of Lancaster, Texas
Statement of Ethics and Conflicts of Interest**

Investment officials for the City of Lancaster shall refrain from personal business relationships with business organizations that could conflict with the proper execution of the investment program, or which could impair their ability to make partial investment decisions. This would only apply to personal business relationships with business organizations that have been approved by City Council to conduct investment transactions with the City of Lancaster.

An investment official is considered to have a personal business relationship with a business organization if:

- (1) The investment official owns 10 percent or more of the voting stock or shares of the business organization or owns \$5,000 or more of the fair market value of the business.
- (2) Funds received by the investment official from the business organization exceed 10 percent of the investment official's gross income for the previous year.
- (3) The investment official has acquired from the business organization during the previous year investments with a book value of \$2,500 or more for the personal account of the investment official.

I do hereby certify that I do not have a personal business relationship with any business organization approved to conduct investment transactions with the City of Lancaster, nor am I related within the second degree by affinity or consanguinity, as determined under Chapter 573, to an individual seeking to sell an investment to the City of Lancaster as of the date of this statement.

City of Lancaster
Investment Officials



Baron Sauls, Director of Finance



Date



Raju Anthony, Assistant Finance Director



Date

EXHIBIT C

**City of Lancaster, Texas
Approved Broker/Dealers, Financial Institutions and Investment Pools**

Broker/Dealers

Coastal Securities
Duncan-Williams, Inc.
First Southwest Company

Public Depositories

JP Morgan Chase, NA (Primary)

Investment Pools

TexPool
LOGIC
Texas Class

EXHIBIT D

**City of Lancaster, Texas
Certification by Business Organization**

(date)
City of Lancaster, Texas
(Attn: Designated Investment official)
211 N. Henry Street
Lancaster, TX 75146
Dear Mr/s. *(investment official)*:

This certification is executed on behalf of the City of Lancaster, Texas (the Investor) and _____ (the Business Organization), pursuant to the Public Funds Investment Act, Chapter 2256, Texas Government Code, (the Act) in connection with investment transactions conducted between the Investor and Business Organization.

The undersigned Registered Principal of the Business Organization hereby certifies on behalf of the Business Organization that:

1. The undersigned is a Registered Principal of the Business Organization offering to enter an investment transaction with the Investor (Note: as such terms are used in the Public Funds Investment Act, chapter 2256, Texas Local Government Code) and;
2. The Registered Principal of the Business Organization has received and reviewed the Investment Policy furnished by the Investor and;
3. The Registered Principal of the Business Organization has implemented reasonable procedures and controls in an effort to preclude investment transactions conducted between the Business Organization and the Investor that are not authorized by the Investor's investment policy, except to the extent that this authorization is dependent on an analysis of the makeup of the investor's entire portfolio or requires and interpretation of the subjective investment standards.

Registered Principal

Broker Assigned to the Account

Signed By: _____

Printed Name: _____

Title: _____

Date: _____

CITY FACILITY INFORMATION

City of Lancaster

Facilities

P. O. Box 940 Lancaster, Texas 75146

Web Site: www.lancaster-tx.com

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	972-218-1300	972-218-1399
City Secretary	972-218-1311	972-275-0923
Planning & Development	972-218-1315	972-275-1862
Finance	972-218-1333	972-275-0913
Utility Administration	972-218-1328	972-275-3695
Purchasing	972-218-1329	972-218-3621
Economic Development	972-218-1300	972-218-3684
Building Services	972-218-3707	

Development Service Center • 700 East Main Street • Lancaster, TX 75146

Department	Office	Fax
Animal Services	972-218-1210	972-227-7220
Code Compliance	972-218-1200	972-227-7220
Building Inspections	972-218-1200	972-227-7220
Streets/Stormwater	972-218-1200	972-227-7220
Parks	972-218-2306	972-218-3655
Engineering	972-218-1200	972-227-7220

Public Safety Building • 1650 North Dallas Avenue • Lancaster, TX 75134

Department	Office	Fax
Police	972-218-2700	972-218-8074
Fire Station #1	972-218-2600	972-218-9835
Information Technology	972-218-2740	972-218-3606

Fire Station #2 • 3132 North Houston School Road • Lancaster, TX 75134

Department	Office	Fax
Station #2	972-218-2644	972-224-7377

Fire Station #3 • 1960 West Beltline Road • Lancaster, TX 75134

Department	Office	Fax
Station #3	972-218-2660	972-218-1729

City Marshal • 220 West Main • Lancaster, TX 75146

Department	Office	Fax
City Marshal	972-218-1340	972-223-8554

Municipal Court • 220 West Main • Lancaster, TX 75146

Department	Office	Fax
Municipal Court	972-218-1334	972-223-4076

Recreation • 1700 Veterans Memorial Parkway • Lancaster, TX 75146

Department	Office	Fax
Recreation	972-218-3700	972-218-3648
Parks and Recreation Administration	972-218-3706	972-218-3648

Senior Life Center • 240 Veterans Memorial Parkway • Lancaster, TX 75146

Department	Office	Fax
Senior Life Center	972-218-3780	972-218-3694

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

Department	Office	Fax
Library	972-227-1080	972-227-5560

Fleet Services • 521 East Third Street • Lancaster, TX 75146

Department	Office	Fax
Fleet Services • 521 East Third Street • Lancaster, TX	972-275-1461	972-218-5639

James R. Williams Pump Station • 1999 North Jefferson • Lancaster, TX 75146

Department	Office	Fax
Public Works Administration	972-218-1752	972-227-8168
Water/Waste Water	972-218-2324	972-218-3644

**Lancaster Visitors Center and State Auxiliary Museum
• 103 North Dallas Avenue • Lancaster, TX 75146**

Department	Office	Fax
Visitors Center & State Auxiliary Museum	972-227-3791	972-218-3618

Country View Golf Course • 240 West Beltline Road • Lancaster, TX 75146

Department	Office	Fax
Golf Course	972-227-0995	972-227-7858

Lancaster Regional Airport • 730 Ferris Road • Lancaster, TX 75146

Department	Office	Fax
Airport	972-227-5721	972-275-0918

For additional information, please contact:

Opal Mauldin-Robertson, *City Manager*
972-218-1304 orobertson@lancaster-tx.com

Rona Stringfellow, *Assistant City Manager*
972-275-1722 rstringfellow@lancaster-tx.com

Fabrice Kabona, *Assistant to the City Manager*
972-218-1324 fkabona@lancaster-tx.com

