

City of Lancaster

Fiscal Year 2017-2018

Budget Cover Page

This budget will raise more revenue from property taxes than last year's budget by an amount of \$1,513,459, which is an 8.33 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 \$900,302.

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

FOR:

Mayor Marcus E. Knight
Council Member Spencer W. Hervey Jr.
Mayor Pro Tem Clyde C. Hairston
Councilmember Marco Mejia

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

AGAINST: None

PRESENT and not voting: None

ABSENT: None

Property Tax Rate Comparison

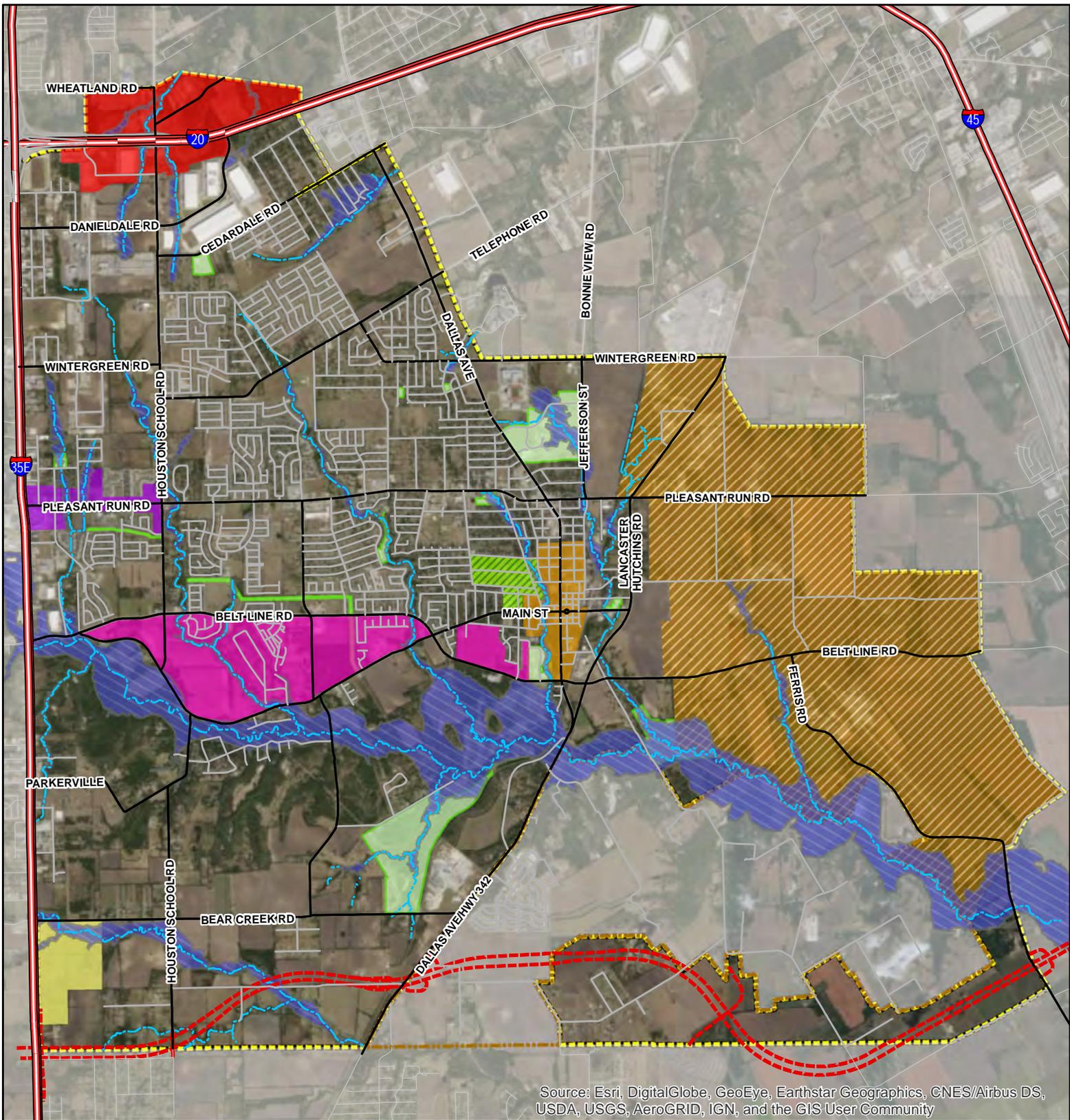
	2016-2017	2017-2018
Property Tax Rate:	\$0.867500/100	\$0.867500/100
Effective Tax Rate:	\$0.772284/100	\$0.837838/100
Effective Maintenance & Operations Tax Rate:	\$0.536867/100	\$0.583201/100
Rollback Tax Rate:	\$0.945716/100	\$0.966241/100
Maintenance & Operations Rate	\$0.601200/100	\$0.601200/100
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.

FY 2017-2018 ADOPTED BUDGET





Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

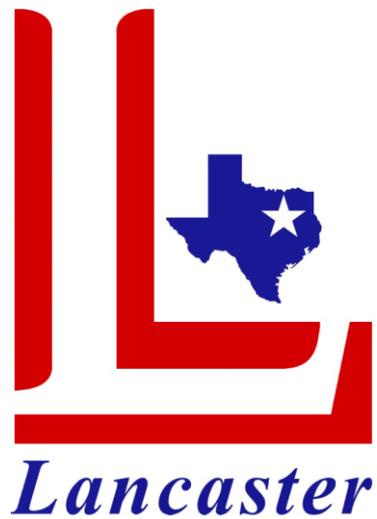
Legend

- City Limits
- ETJ
- Creeks
- Proposed Loop 9
- Floodplain
- Parks
- Campus District
- Historic District
- Medical District
- Mills Branch District
- Redevelopment
- Sundial Center
- Lanport District

City of Lancaster



City of Lancaster, Texas Annual Budget



For Fiscal Year

October 1, 2017 to September 30, 2018

As Presented to Mayor and City Council

City of Lancaster

2017-2018 Annual Budget

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City Council Goals & Objectives

2015-2025
the decade of
Renaissance

FY 2017-2018

Vision

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

Mission

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

Professional & Committed City Workforce

Lancaster City Government is an employer of choice with competitive pay that attracts an engaged, responsive, customer-oriented, innovative, and effective workforce. Some employees live in the City and all have a sense of ownership for the community. City employees feel needed and appreciated by elected officials, residents, and businesses 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.

- Continue to pursue implementation of the Compensation Policy
- Continue funding for Lancaster University

Financially Sound Government

The City has a long-range financial plan and prudent fiscal policies and processes. Appropriate reserve levels and a competitive tax rate ensures the needs of the community and responsibly manages its debt.

Sound Infrastructure

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

- Continue Infrastructure Implementation Project - Pleasant Run Road Phases 1, 2, 3 & 4
- Complete Airport Terminal Construction
- Complete Golf Course Direction
- Appoint a citizens committee to develop a Capital Improvement Plan for the City
- Work with the Best Southwest Partnership to implement public transportation options

Healthy, Safe & Engaged Community

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

- Develop an expanded community health initiative
- Amend the fee schedule to allow the City to be reimbursed for use of public property and land in commercial films
- Expand the business retention and expansion program (BREP)
- Reinvigorate the LEEP Program that establishes a partnership between Code Compliance and Community Volunteers
- Revise Boards and Commissions Criteria
- Establish a program for short-term rentals such as Air B&B

Quality Development

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

- Continue design and development of a new City Hall - Downtown TIF
- Continue Land Bank program
- Continue Economic Development Strategic Plan
- Adopt Xeriscape amendments to the Lancaster Development Code (LDC), Code of Ordinances and/or applicable development regulations
- Implementation of TIFs for key growth areas
- Implement the Comprehensive Plans

City of Lancaster

Principal City Officials

City Council

Marcus E. Knight Mayor Term Expires May 2018
Carol Strain-Burk..... Council Member, District 1..... Term Expires May 2019
Stanley Jaglowski Council Member, District 2..... Term Expires May 2020
Marco Mejia..... Council Member, District 3..... Term Expires May 2019
Spencer W. Hervey, Jr... Councilmember, District 4 Term Expires May 2020
Clyde C. Hairston..... Mayor Pro Tem, District 5..... Term Expires May 2019
Nina Morris..... Dep. Mayor Pro Tem, District 6... Term Expires May 2020

City Executive Staff

Opal Mauldin-Jones.....City Manager
Rona StringfellowAssistant City Manager
Fabrice KabonaAssistant to the City Manager
Sorangel O. ArenasCity Secretary
Jim BrewerDirector of Public Works
Ricky FryeInterim Fire Chief
Sean Johnson.....Managing Director of Quality of Life & Cultural Services
Dori LeeDirector of Human Resources
Jermaine Sapp.....Director of Equipment & Facility Services
Baron Sauls.....Director of Finance
Shane ShepardDirector of Economic Development
Sam UrbanskiPolice Chief

City of Lancaster

Our Mission



LANCASTER CITY GOVERNMENT

Is ***FINANCIALLY SUSTAINABLE***

And provides

EFFICIENT, CUSTOMER-FRIENDLY SERVICES.

Our citizens have

TRUST AND CONFIDENCE IN

CITY GOVERNMENT AND LEADERS.





City of Lancaster
OFFICE OF THE CITY MANAGER



211 N. Henry St. * Lancaster, TX 75146 * 972.218.1302 * 972.218.1399 FAX
www.lancaster-tx.com

October 1, 2017

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 2017-2018, 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, 2017 to September 30, 2018.

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 2017-2018 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 an 8.50% increase which is slightly higher than the original budgeted estimates. This past year Lancaster properties have seen an increase of 7.07% 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 commercial development that is expected to continue over the next year, we remain optimistic regarding the City of Lancaster's future opportunities.

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

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

The total proposed budget revenues for all funds for Fiscal Year 2017-2018 is \$56,985,264; expected operating expenditures equal \$55,398,889 annual debt service equals \$4,727,599; with total authorized staff of 299 full-time equivalent (FTE) employees.

BUDGET HIGHLIGHTS

PROPERTY TAX

This budget will raise more revenue from property taxes than last year's budget by an amount of \$1,513,459, which is a 8.33 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 \$900,302.

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

For:

Mayor Marcus E. Knight	Councilmember Carol Strain-Burk
Council Member Spencer W. Hervey Jr.	Councilmember Stanley Jaglowski
Mayor Pro Tem Clyde C. Hairston	Deputy Mayor Pro Tem Nina Morris
Councilmember Marco Mejia	

Absent: None

Property Tax Rate:	\$0.867500/100
Effective Tax Rate:	\$0.837838/100
Effective Maintenance & Operations Tax Rate:	\$0.583201/100
Maintenance & Operations Rate	\$0.601200/100
Rollback Tax Rate:	\$0.966241/100
Debt Rate:	\$0.266300/100

General Fund Revenues

The City's total tax base increased by 8.72%, or approximately \$180,270,176. Based on the Certified Tax Roll received from the Dallas Central Appraisal District, the City's tax base is \$2,248,754,096. 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 \$26,243,463 compared to the estimated \$23,441,407 in the prior fiscal year. This represents an increase of approximately \$2,802,056 or 12%. In the upcoming budget year, we estimated sales tax revenue of \$9,165,625.

General Fund Expenditures

The total General Fund expenditures are budgeted at \$26,637,033 a 10.2% increase from the FY 2016-2017 budget.

The two largest sources of revenue within this fund are property tax and sales tax. These two sources account for approximately 75% of the fund's total revenue in FY 2017-2018. Based on our projections, sales taxes should generate \$5,965,625 or 22.7% of the General Fund in FY 18. Property taxes are projected to generate \$13,709,510 or 52.2%.

Other Budget Highlights

The focus of this budget is financial sustainability that proactively addresses current economic conditions. As a municipal government we are implementing strategies that maintain the quality of

services delivered to our community, in a lean fiscal environment. These strategies include promoting an avenue by which the City of Lancaster can attract and retain quality employees. The City's employees are a valuable asset. In order to accomplish this, the FY 2017-2018 budget places great emphasis in maximizing limited resources and developing long-term sustainability.

Water and Wastewater Fund

Expenses for fiscal year 2017-2018 are budgeted at \$15,181,043 or \$2,014,714 increase over the prior fiscal year 2016-2017. The City experienced a 3.37% increase in costs from Dallas Water Utilities (DWU). Despite this increase, the Water and Wastewater fund remains healthy enough to absorb the cost and prevent an increase in Water and Wastewater utility rates in FY 18.

Compensation Survey

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

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

Council has taken steps towards achieving the stated goal by providing a 3% pay plan adjustment across the board for FY 2018.

Summary

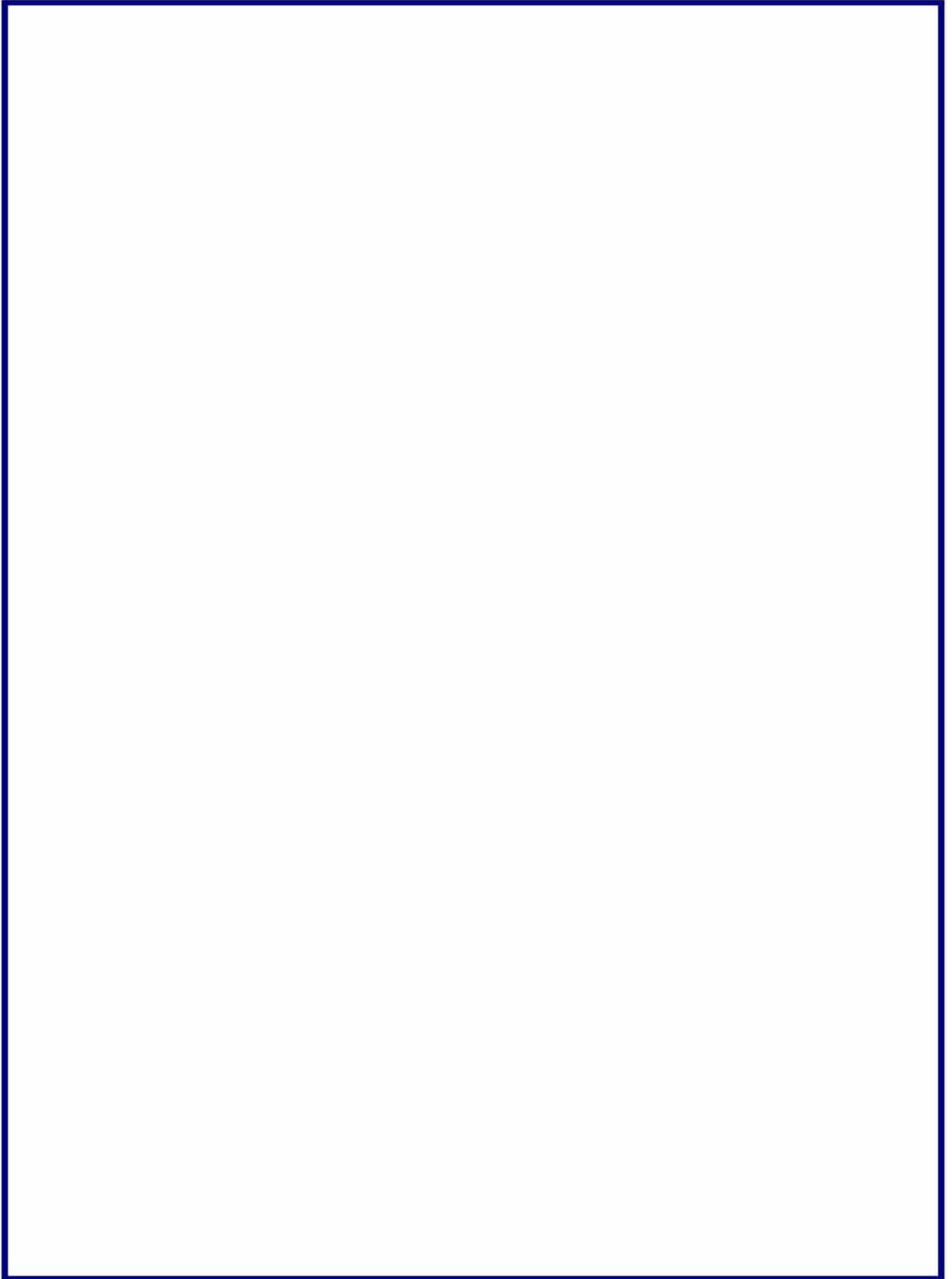
The Executive Summary will provide a more detailed overview of items included in the FY 2017-2018 adopted budget.

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

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

Respectfully submitted,


Opal Mauldin-Jones
City Manager



EXECUTIVE SUMMARY

EXECUTIVE

This Executive Summary has been prepared as a general overview to the FY 2017/2018 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.

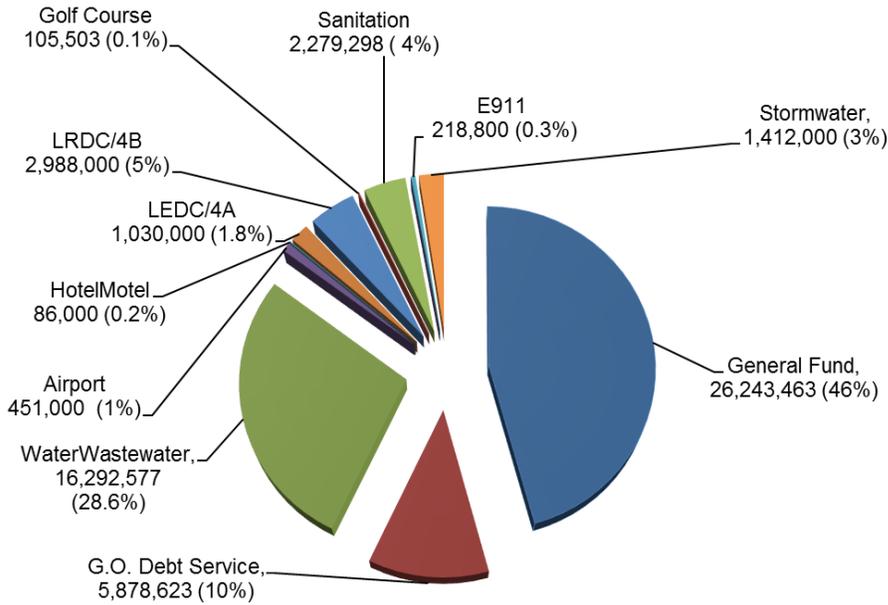
The City Council has adopted five goals aimed at guiding Lancaster's future growth and development as well as focusing on the efforts of the City organization. The goals incorporated in the FY 2017/2018 budget are as follows:

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

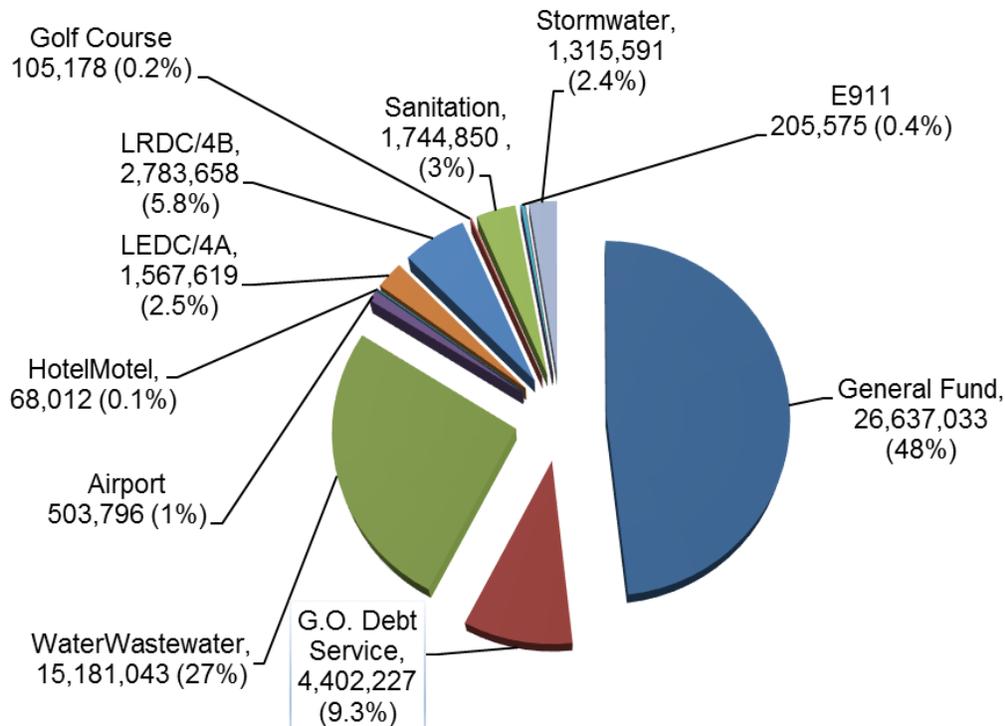
Detailed definitions of each of the listed goals are discussed comprehensively within the executive summary. The City Council Goals & Objectives are evaluated annually to ensure planned progress and consistency with the City Council Vision and Mission.

EXECUTIVE

SUMMARY OF REVENUES BY FUND



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 46% of total revenues of the City. Based on historical information and economic trends, the FY2017-2018 adopted budget for the General Fund reflects a revenue projection of \$26,243,463. Total budgeted General Fund revenue increased by approximately 12% compared to 2016-2017 revenues of approximately \$23,441,407. 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.

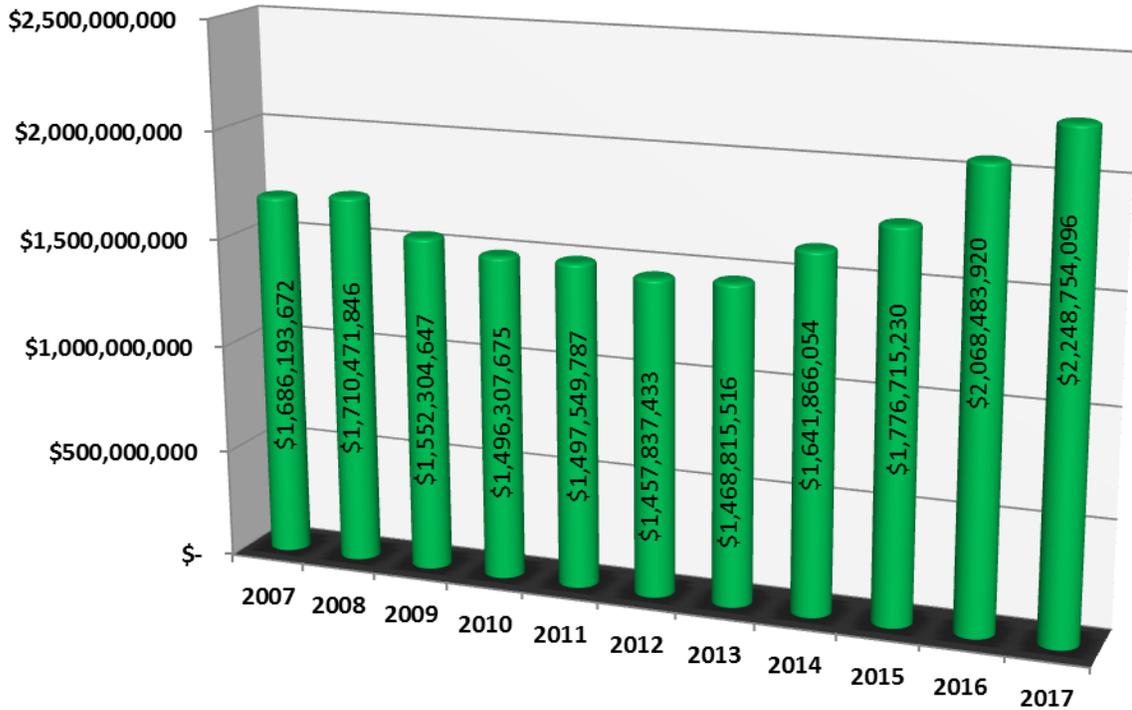
Current property tax revenue for 2017-2018 is budgeted at \$13,709,510, an increase of approximately \$1,093,785. Over the past ten years, Lancaster's property tax base has increased from \$1,698,155,949 in 2007 to the current base of approximately \$2,248,754,096 or 32.4%. The benefits to the City derived from the property tax revenue are listed below:

SERVICES PROVIDED TO CITIZENS

- ❖ 24 Hour Police Protection
- ❖ 24 Hour Fire Protection
- ❖ 24 Hour Emergency Medical Services (EMS)
- ❖ Park Facilities
- ❖ Neighborhood Services/Code Compliance
- ❖ Public Streets Maintenance
- ❖ Animal Control Services
- ❖ Emergency Management Services
- ❖ Emergency Communication Services

EXECUTIVE

Taxable Property Valuation



Tax Rate

The approved budget for FY 2017-2018 reflects no change in the ad valorem tax rate of 0.867500. The proposed 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
Fiscal Year 2017-2018	.601200	.266300	.867500

EXECUTIVE

Top Ten Property Tax Payers FY 2017-2018

<u>Owner Name</u>	<u>Market</u>	<u>Taxable</u>
PROLOGIS	\$150,672,090	\$150,672,090
AT&T MOBILITY LLC	\$67,469,590	\$67,469,590
ONCOR ELECTRIC DELIVERY	60,215,550	\$60,215,550
UNITED NATURAL FOODS INC	\$55,709,750	\$41,307,840
MOBIS PARTS AMERICA LLC	\$54,806,350	\$36,122,749
2935 DANIELDALE RD HOLDINGS LLC	\$32,363,950	\$32,363,950
SWIFT TRANSPORTATION INC	\$30,493,730	\$30,493,730
DFW ROLLING HILLS APARTMENTS	\$23,300,000	\$23,300,000
WALMART STORES INC	\$23,079,540	\$23,079,540
PEPSICO INC	\$31,794,530	\$21,290,583
TOTAL TAX UNIT	\$529,905,080	\$486,315,622

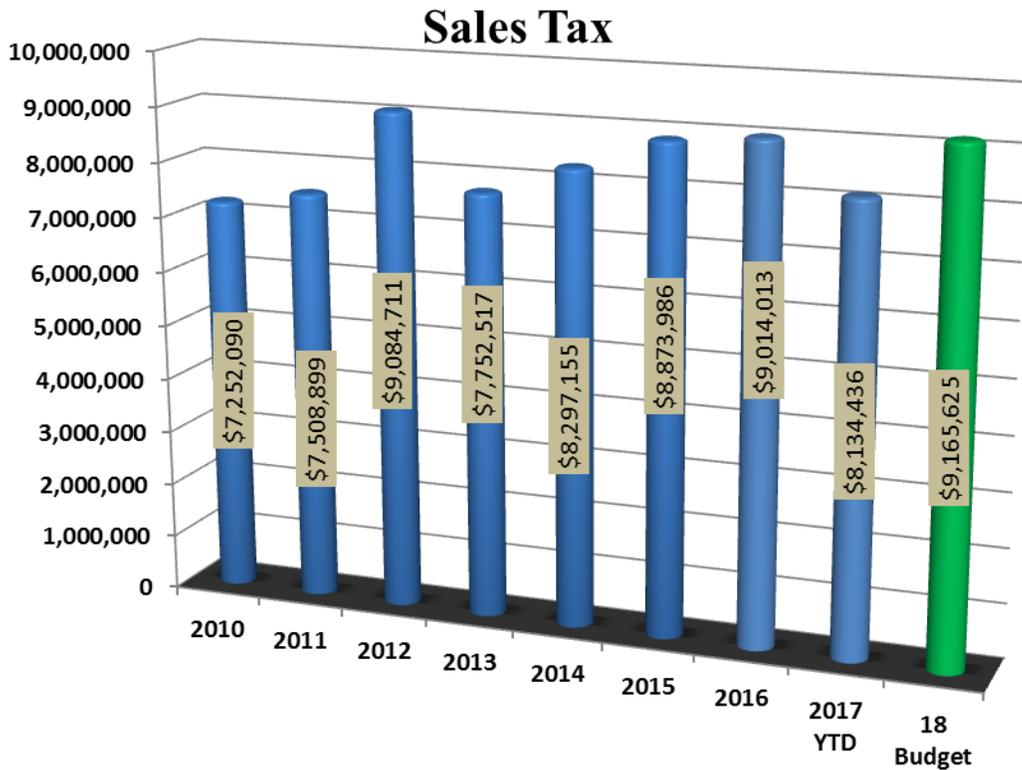
SALES TAX

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 \$5,965,625 which accounts for 22.7% 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

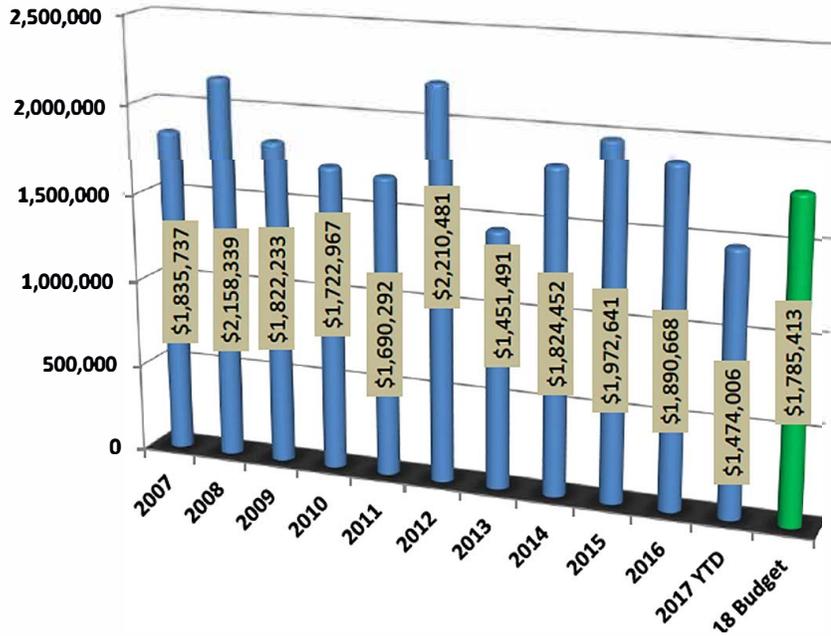


Franchise Fees

Franchise Fees are charged for the continued use of the public rights-of-way. Franchise Fees account for approximately 6.8% of General Fund revenue. The largest portion of franchise revenue is derived from electric franchise. Total Franchise Fees are projected at \$1,785,413. This is slightly lower than the expected receipts from the previous year.

EXECUTIVE

Franchise Fee History



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

The City periodically brings in a consulting firm to perform a Cost Allocation Study to assist in determining the administrative cost of the General Fund to provide service to the other funds. The transfers are based on data from the study. Transfers make up approximately 7% of the General Fund budgeted revenue. The budget for transfers is \$1, 859,377.

Fines and Forfeitures

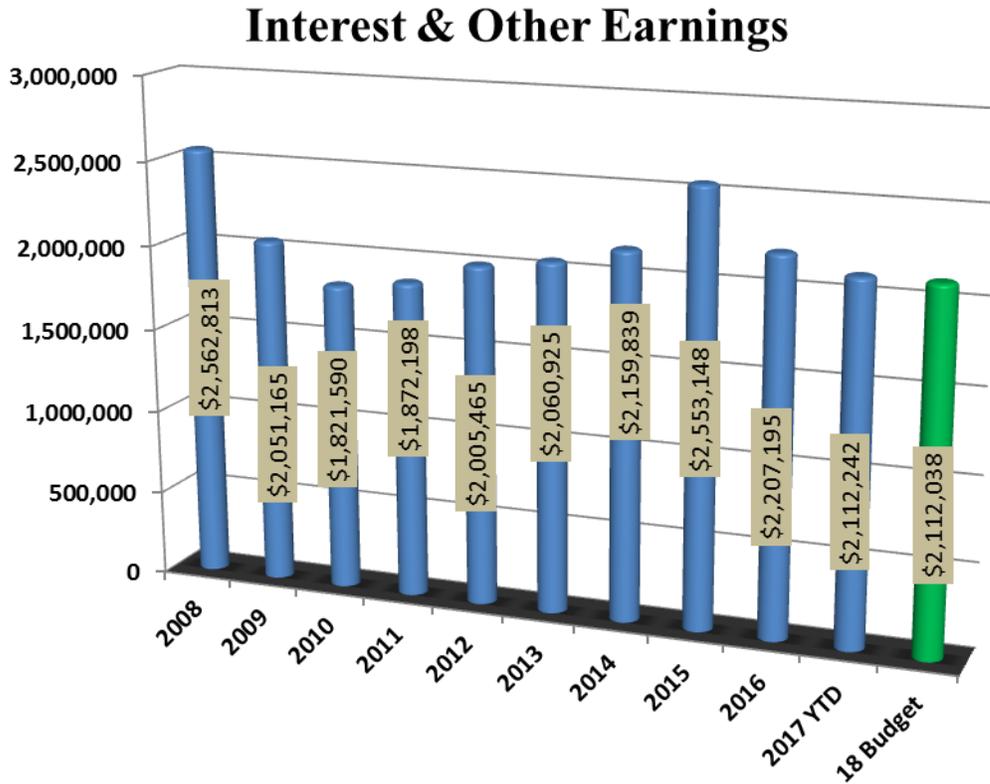
Fines and Forfeitures include revenue derived from various sources such as court fines, animal fees, and other public safety fees including warrant, subpoena, and probation fees. Fines and

EXECUTIVE

forfeitures account for approximately 3% of General Fund revenue. Fines and Fees are budgeted at \$811,500.

Charges for Service, Interest, and Other Revenue

Other revenue consists of various sources including ambulance service, interest earnings, refunds and recoveries of expenditures. The Fiscal Year 2017-2018 budget for other revenue is \$2,112,038.

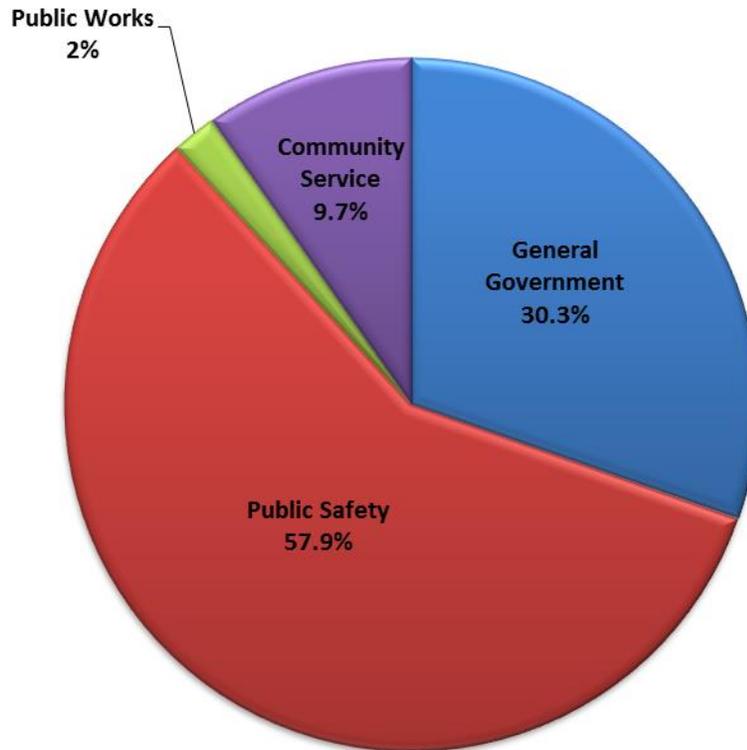


GENERAL FUND EXPENDITURES

The Adopted General Fund Budget for Fiscal Year 2017-2018 is \$26,637,033. This is an increase of 10% from the Fiscal Year 2016-2017 adopted budget. The following narrative section describes the expenditures in detail.

EXECUTIVE

General Fund Expenditures



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 57.9% of the General Fund budget. The total Public Safety budget is \$15,418,788. This represents approximately a 3% increase from the Fiscal Year 2016-2017 budget.

General Government

The general government function accounts for approximately 30.3% 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 \$5,025,468.

Other Divisions

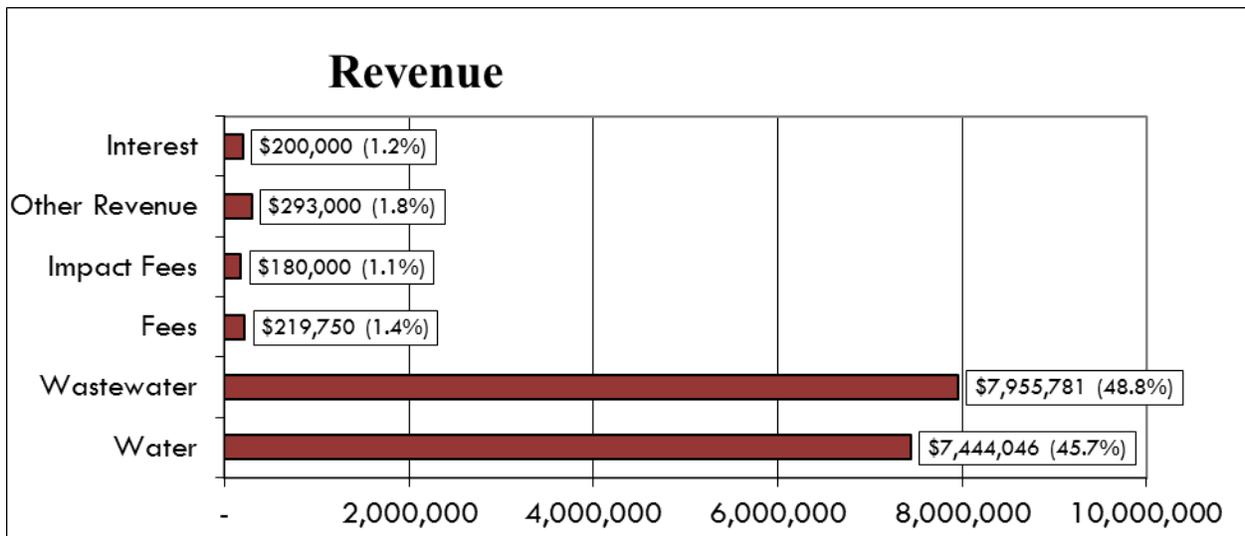
Other departments include Public Works, Community Services, Community Development and Non-Departmental. These divisions make up approximately 23.3% of General Fund Expenditures.

Fund Balance

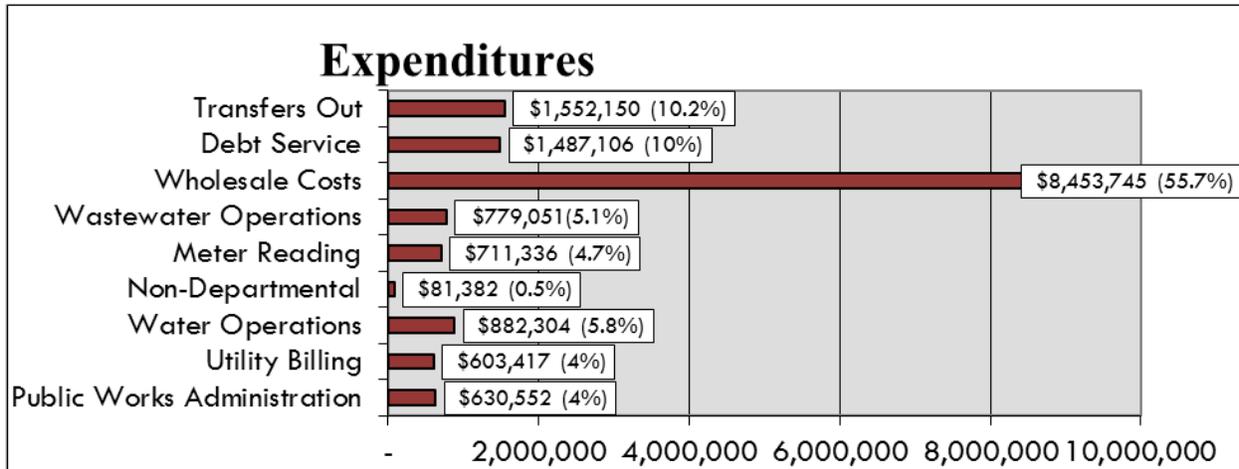
The General Fund is estimated to end the 2017-2018 fiscal year with a fund balance of \$3,335,533. This represents approximately 12.5% of operating expenditures.

WATER AND WASTEWATER (SEWER) FUND

The municipal water system serves approximately 16,355 connections with an average consumption of 15,048 gallons annually. There are roughly 11,422 connections to the City's Sewer System. The Water and Wastewater Fund accounts for approximately 28.6% of the City's total revenues and 27.4% of the City's total expenditures.



EXECUTIVE



Fiscal year 2017-2018 water and wastewater revenues are expected to increase by approximately \$1,888,029 or 13.1% from year end estimates for fiscal year 2016-2017. Budgeted Expenditures are \$15,181,043 this fiscal year compared to the prior year of \$13,166,329. The Water and wastewater fund balance is projected at \$1,111,534 at the end of the 2018 fiscal year.

DEBT OVERVIEW

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

COMMUNITY INFORMATION

City of Lancaster

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

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

Historical Overview

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

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

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

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

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

Community Information

Demographics – **Population:** 37,730 **Land Area:** 33.150 Sq. Miles
Median House Value: \$93,245 (Market value) **Average 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: single family 75%, multi family 24% and other 1%. The median household income is \$57,542. The average family size is 3.47*.

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

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

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

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

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

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

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

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

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

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



Public Schools – The Lancaster Independent School District (LISD) educates more than 7,000 students annually. Lancaster ISD operates on a \$63 million annual budget to provide numerous fundamental and extra-curricular educational opportunities for Lancaster children. The district currently has six elementary schools, one 6th Grade Center, one Middle School, one High School and one Alternative Learning Center.

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



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

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

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



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

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

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

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

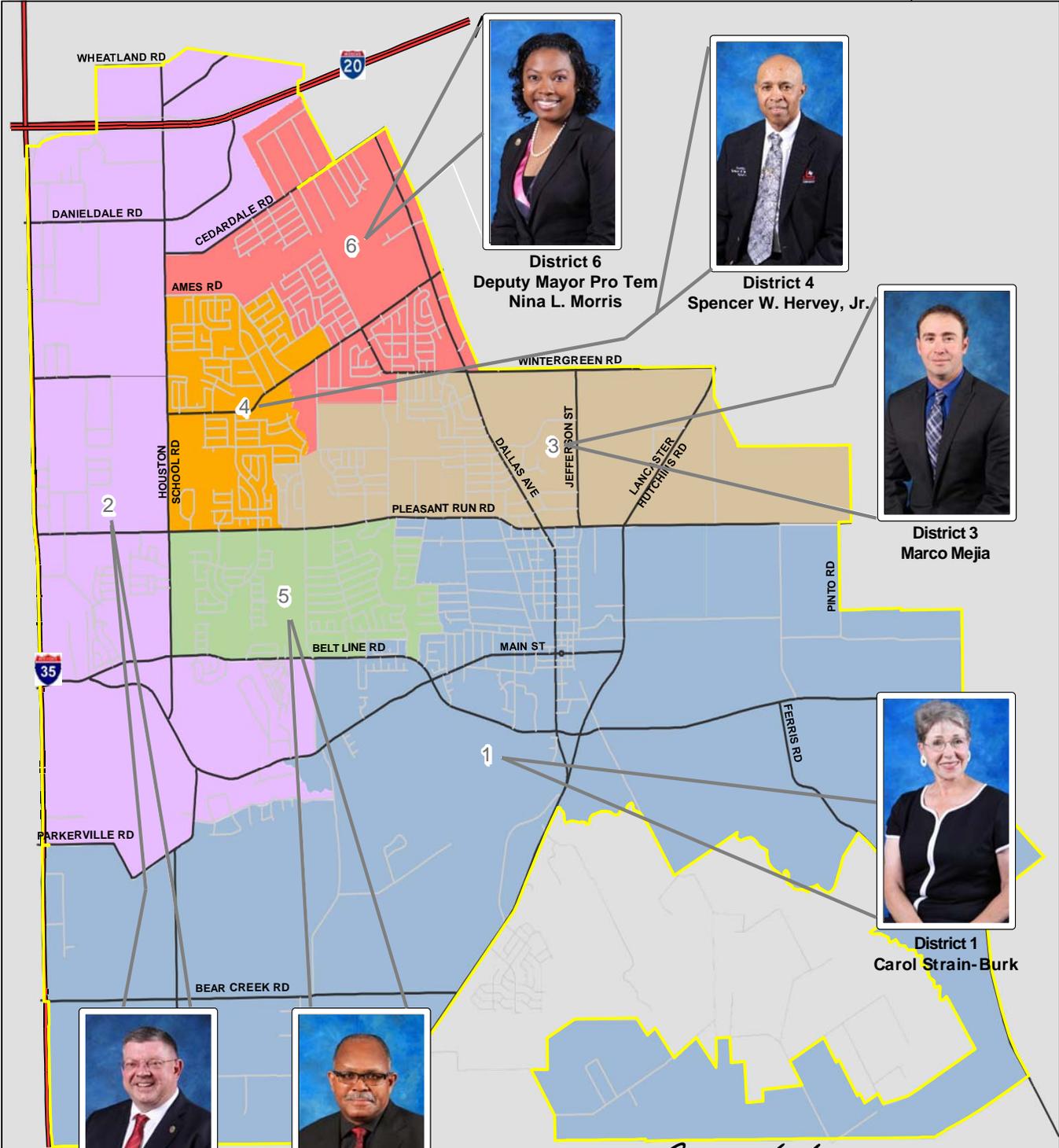
Lancaster Regional Airport – The Airport offers our aviation community a range of value-



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

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

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



District 6
Deputy Mayor Pro Tem
Nina L. Morris



District 4
Spencer W. Hervey, Jr.



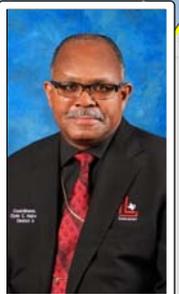
District 3
Marco Mejia



District 1
Carol Strain-Burk



District 2
Stanley M. Jaglowski



District 5
Mayor Pro Tem
Clyde C. Hairston



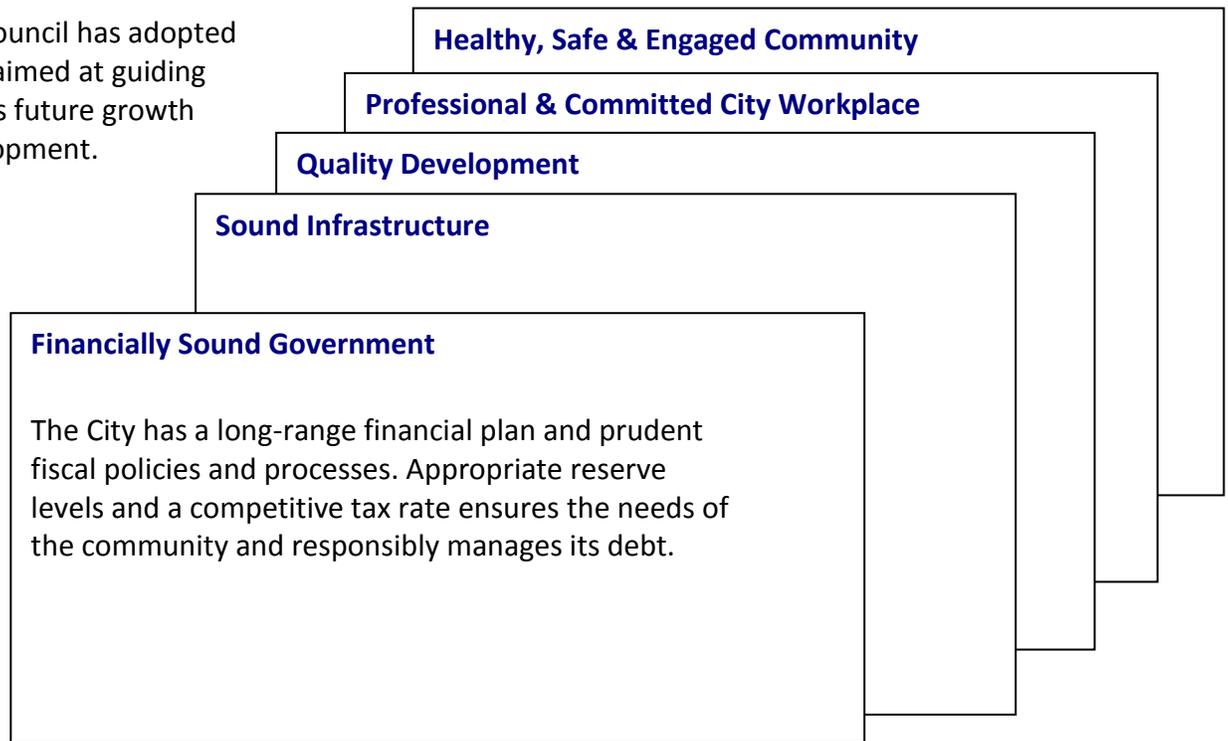
Mayor Marcus E. Knight

*City of Lancaster
Mayor & City Council*



2017-2018 Goals and Objectives

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



Sound Infrastructure

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

- ▶ Continue Infrastructure Implementation Project -Pleasant Run Road Phases 1, 2, 3 & 4
- ▶ Complete Airport Terminal Construction
- ▶ Complete Golf Course Direction
- ▶ Appoint a citizens committee to develop a Capital Improvement Plan for the City
- ▶ Work with the Best Southwest Partnership to implement public transportation options

Quality Development

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

- ▶ Continue design and development of a new City Hall - Downtown TIF
- ▶ Continue Land Bank program
- ▶ Continue Economic Development Strategic Plan
- ▶ Adopt Xeriscape amendments to the Lancaster Development Code (LDC), Code of Ordinances and/or applicable development regulations
- ▶ Implementation of TIFs for key growth areas
- ▶ Implement the Comprehensive Plans

Professional and Committed City Workforce

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

- ▶ Continue to pursue implementation of the Compensation Policy
- ▶ Continue funding for Lancaster University

Healthy, Safe and Engaged Community

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

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

- ▶ Develop an expanded community health initiative
- ▶ Amend the fee schedule to allow the City to be reimbursed for use of public property and land in commercial films
- ▶ Expand the business retention and expansion program (BREP)
- ▶ Reinvigorate the LEEP Program that establishes a partnership between Code Compliance and Community Volunteers
- ▶ Revise Boards and Commissions Criteria
- ▶ Establish a program for short-term rentals as Air B&B

Executive Leadership Team



Opal Mauldin-Jones, City Manager

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



Rona Stringfellow, Assistant City Manager

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



Fabrice Kabona, Assistant 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.



Shane Shepard, Director of Economic Development

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



Jermaine Sapp, Director of Equipment & Facility Services

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



Jim Brewer, Director of Public Works

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



Rick Frye, Interim Fire Chief

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



Sam Urbanski, Police Chief

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

City of Lancaster, Texas
FINANCIAL MANAGEMENT POLICY
September 11, 2017



RESOLUTION NO. 2017-09-64

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.

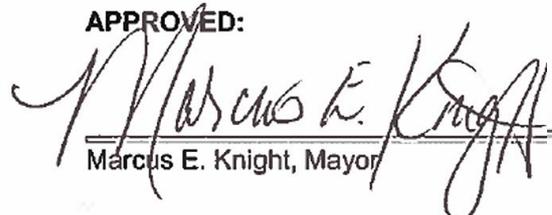
DULY PASSED and approved by the City Council of the City of Lancaster, Texas, on this the 11th day of September, 2017.

ATTEST:



Sorangel O. Arenas, City Secretary

APPROVED:



Marcus E. Knight, Mayor

APPROVED AS TO FORM:



David T. Ritter, City Attorney

FINANCIAL MANAGEMENT POLICY

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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.

IV. Capital Infrastructure and Equipment Replacement

Capital Expenditures and Improvements

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

Capital Improvements Program

The City shall annually review the Capital Improvements Program (CIP), potential new projects and the current status of the City's infrastructure, replacement and renovation needs, updating the program as appropriate. All projects, ongoing and proposed, shall be prioritized based on 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.

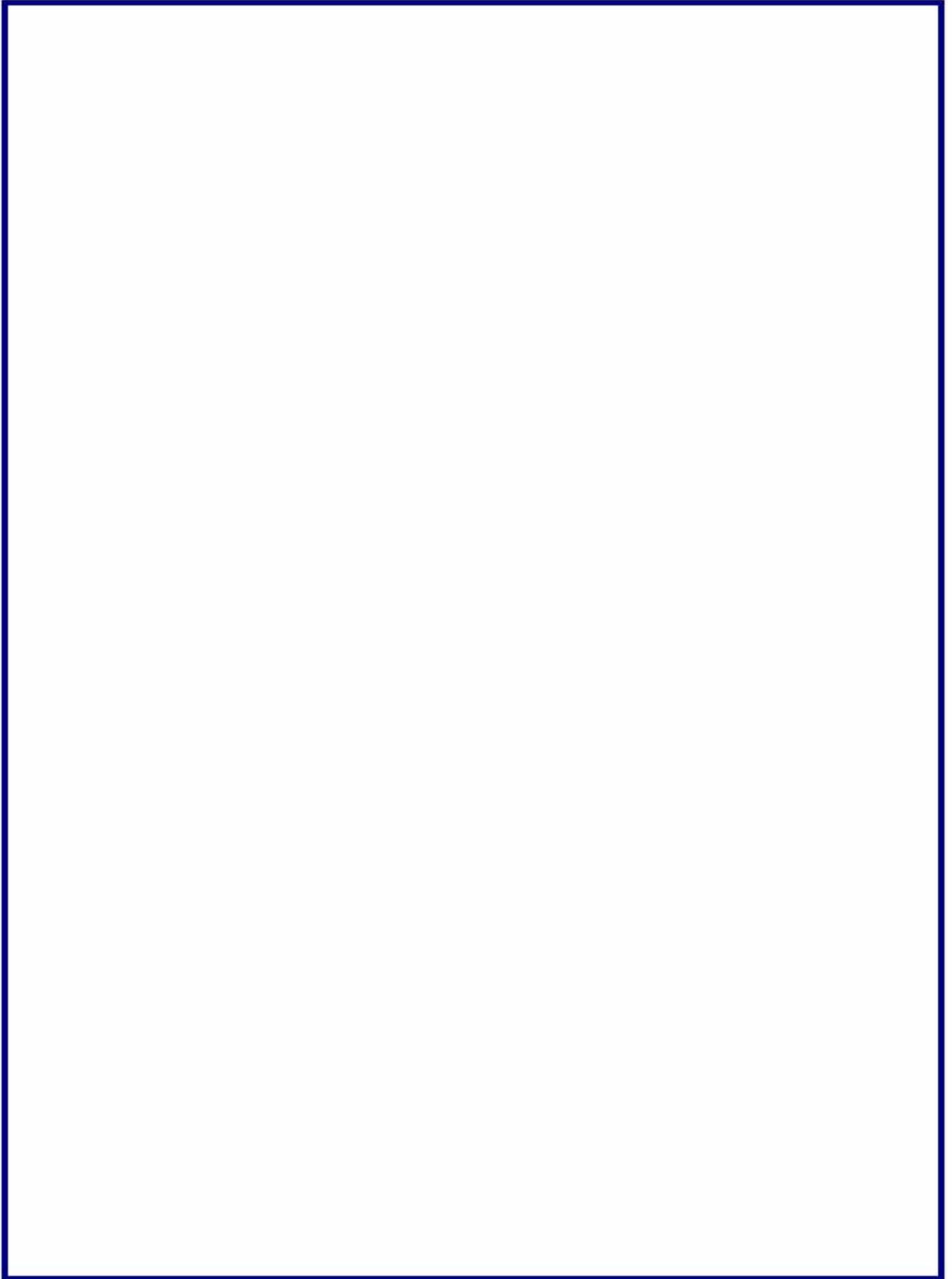
XV. Five Year Financial Plans

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

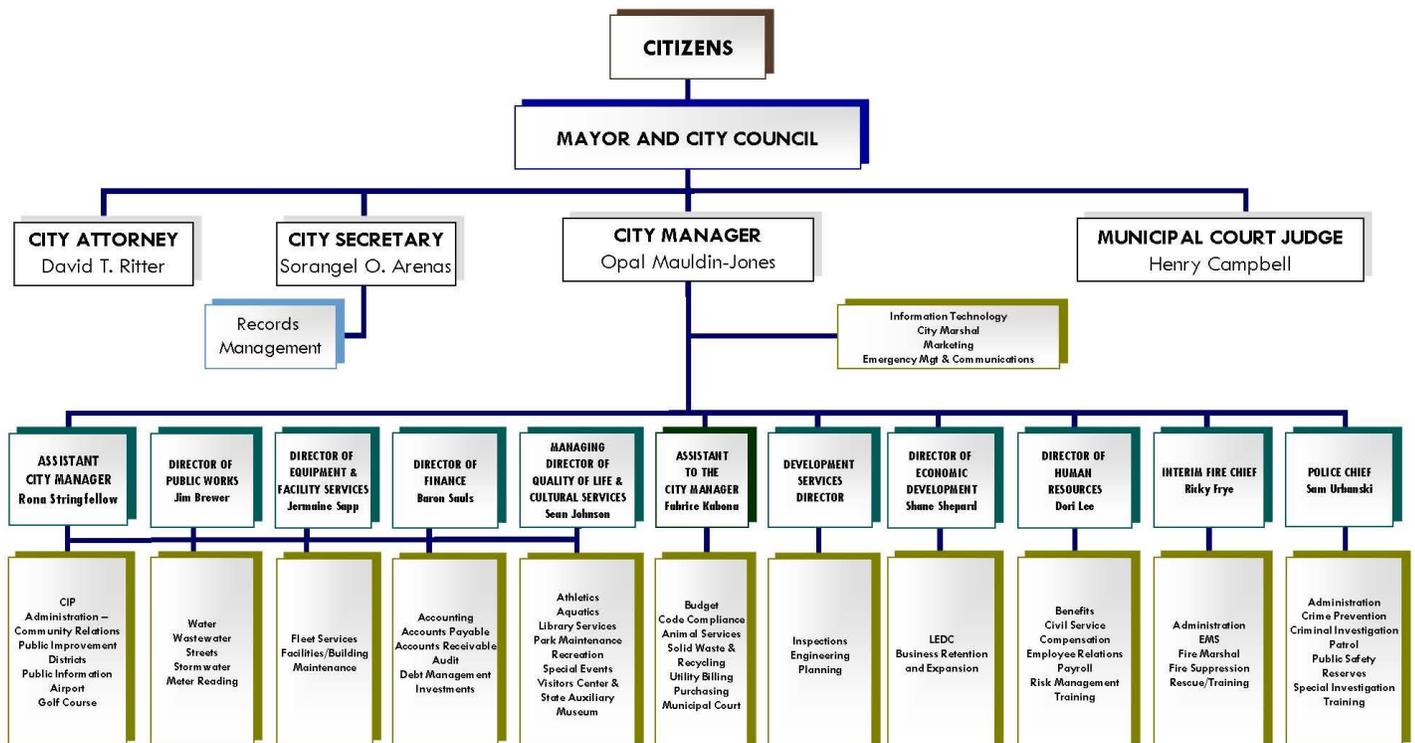
The City shall prepare annually a Long Range Financial Forecast that projects revenue and expenditures for the General, Utility, Debt Service and any other major fund for a five year period. The forecast shall attempt to determine the impact on future revenue and expenditures from changes in the economy,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



PERSONNEL AND SALARY INFORMATION

FY 2017-2018 Organizational Chart

City of Lancaster



City Manager's Office 01-02	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	City Manager	1999	NON	1	1	1
Assistant City Manager	1805	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	0.75	0	0	
Admin. & Comm. Relations Supervisor	1416	14-E	0	0.75	0.75	
Admin. & Comm. Relations Supervisor	1310	13-E	1	0	0	
CM Executive Assistant	6004	60-N	0	1	1	
Administrative Secretary	5522	55-N	0.5	0.5	0.5	
TOTAL				4.75	4.75	4.75

Building Services 01-06	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	Building Maint. Worker II	5608	56-N	1	2	2
TOTAL				1	2	2

Municipal Court 01-08	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	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 15/16	Adopted 16/17	Adopted 17/18
	Building Official	1603	16-E	1	1	1
Building Inspector	5902	59-N	2	2	2	
Permit Technician	5607	56-N	2	2	0	
TOTAL				5	5	3

Fleet Services 01-10	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	Director of Equipment & Facility Services	1810	NON	1	1	1
Lead Mechanic	5723	57-N	1	1	1	
Mechanic/Fleet Services	5603	56-N	2	2	2	
TOTAL				4	4	4

Streets 01-12	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	Foreman II	5905	59-N	1	1	1
Heavy Equipment Operator II	5710	57-N	1	1	1	
Heavy Equipment Operator I	5404	54-N	1	1	1	
Maintenance Worker II	5212	52-N	1	1	1	
TOTAL				4	4	4

Parks 01-13	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	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 15/16	Adopted 16/17	Adopted 17/18
	Police Chief	1801	NON	1	1	1
	Assistant Police Chief	3301	P4-CS	2	2	2
	Lieutenant	3201	P3-CS	6	6	6
	Sergeant	3101	P2-CS	7	7	7
	Police Officer	3001	P1-CS	41	44	47
	CID Technician	5716	57-N	1	1	1
	Property & Evidence Tech.	5714	57-N	1	1	1
	Lead Police Technician	5521	55-N	1	0	0
	Police Technicians	5414	54-N	1	0	0
	PT Police Technicians (fte .5)	0056	01-N	1	0	0
	Public Service Officer	5316	53-N	2	2	2
	PT Public Service Officer (fte .5)	0059	01-N	0.5	0.5	0.5
	Administrative Secretary	5522	55-N	1	1	1
	TOTAL				65.5	65.5

Fire 01-15	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	Fire Chief	1802	NON	1	1	1
	Asst. Fire Chief	4401	F5-CS	1	1	1
	Battalion Chief	4301	F4-CS	5	5	5
	Captain	4201	F3-CS	9	9	9
	Fire Engineer	4101	F2-CS	21	21	21
	Fire Fighter	4001	F1-CS	19	25	25
	Fire Fighter (Safer Grant .38 fte)	4001	F1-CS	2.28	0	0
	Administrative Secretary	5522	55-N	1	1	1
TOTAL				59.28	63	63

Fire Safer Grant 01-15-96	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	Fire Fighter (.62 fte)	4001	F1-CS	3.72	0	0
	TOTAL				3.72	0

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

City Secretary 01-18	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	City Secretary	1998	NON	1	1	1
	Deputy City Secretary	5916	59-N	0	1	1
	Records Supervisor	5915	59-N	0	1	1
	Assistant City Secretary	5724	57-N	1	0	0
	Administrative Secretary	5522	55-N	1	1	1
	Records Technician	5417	54-N	0	1	1
	PT Records Technician (fte .5)	0067	01-N	0	1	1
	TOTAL				3	6

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

Animal Services 01-24	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	Animal Services Officer	5719	57-N	2	2	2
	Animal Shelter Attendant	5111	51-N	1	0	0
	PT On Call Animal Control	0065	01-N	0	0.5	0.5
	PT Animal Shelter Attendant (.5)	0064	01-N	0	1	1
TOTAL				3	3.5	3.5

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

Human Resources 01-31	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	Director of Human Resources	1702	NON	1	1	1
Benefits & Risk Manager	1417	14-E	0	1	1	
Human Resources Generalist	1309	13-E	1	0	0	
Administrative Secretary	5522	55-N	1	1	1	
TOTAL				3	3	3

Emergency Communications 01-34	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	Dispatch & Emergency Mgr Superintendent	1617	16-E	0	0	1
Dispatch Manager	1415	14-E	0	1	1	
Dispatch & Records Manager	1409	14-E	1	0	0	
Lead 911 Dispatcher	5717	57-N	3	4	4	
911 Dispatchers	5602	56-N	7	9	9	
PT Dispatcher (fte .5)	0012	01-N	1	0	0	
TOTAL				12	14	15

Code Compliance 01-35	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	Senior Code Officer	5910	59-N	1	1	1
Code Compliance Officer	5704	57-N	3	3	4	
Maintenance Worker II - Code	5213	52-N	0	0	1	
TOTAL				4	4	6

Information Technology 01-37	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	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 15/16	Adopted 16/17	Adopted 17/18
	Fire Marshal	4301	F4-CS	1	1	1
Administrative Secretary	5522	55-N	1	1	1	
TOTAL				2	2	2

City Marshal 01-39	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	City Marshal	6009	60-N	1	1	1
Warrant Officer	5317	53-N	0	1	1	
Public Service Officer	5316	53-N	1	0	0	
PT Deputy City Marshal (fte .5)	0031	01-N	0	0.5	0.5	
TOTAL				2	2.5	2.5

GENERAL FUND TOTAL				200.75	209.75	216.75
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PW - Administration Engineering 05-02	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	Assistant City Manager	1805	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	0.25	0	0
	Admin. & Comm. Relations Supervisor	1416	14-E	0	0.25	0.25
	Project Manager	1404	14-E	1	1	1
	Construction Inspector	5903	59-N	1	2	2
TOTAL				4.25	5.25	5.25

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

Water 05-21	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	Director of Public Works	1803	NON	0.5	0.5	0.5
	Superintendent-W/WW	1601	16-E	1	1	1
	Crew Leader	5711	57-N	1	1	1
	Water Systems Operator	5705	57-N	1	1	1
	Administrative Secretary	5522	55-N	1	1	1
	Maintenance Worker II	5201	52-N	1	2	2
TOTAL				5.5	6.5	6.5

Meter Reading 05-27	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	Meter Technician	5310	53-N	2	2	2
	TOTAL				2	2

Waste Water 05-30	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	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	28.25	28.25

Airport 09-40	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	Airport Manager	1615	16-E	1	1	1
	Airport Operations Supervisor	5720	57-N	1	1	0
	Airport Operations Agent	5114	51-N	1	1	2
	PT Airport Labor (fte .5)	0030	01-N	1.5	1.5	2
AIRPORT FUND TOTAL				4.5	4.5	5

Visitors Center 14-52	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	PT Visitors Center Attendant (fte .5)	0058	01-N	1	1	1
	VISITOR'S CENTER TOTAL				1	1

LEDC 16-02	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	Director of Economic Development	1704	NON	1	1	1
	Marketing Manager	1528	15-E	0	1	1
	Administrative Secretary	5522	55-N	0.25	0.25	0.25
LEDC FUND TOTAL				1.25	2.25	2.25

P&R Administration 17-02	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	Managing Director of QL&CS	1809	NON		1	1
Administrative Secretary	5522	55-N		1	1	1
TOTAL				2	2	2

Library 17-07	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	Library Manager	1524	15-E		1	1
Assistant Library Manager	1410	14-E		0	1	1
Assistant Library Manager	1308	13-E		1	0	0
Library Assistant	5211	52-N		1	1	1
PT Library Reference Assistant (fte .5)	0062	01-N		1.5	1.5	1.5
PT Library Aide Technical Services (fte .5)	0061	01-N		1.5	1.5	1.5
PT Library Circulation Attendant (fte .5)	0060	01-N		1.5	1.5	1.5
PT Library Circulation Attendant (fte .25)	0060	01-N		0.25	0.25	0.25
TOTAL				7.75	7.75	7.75

Senior Life Center 17-54	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	Senior Center Supervisor	1315	13-E		0	1
Senior Center Supervisor	1212	12-E		1	0	0
Senior Van Driver	5210	52-N		1	1	1
TOTAL				2	2	2

Recreation 17-56	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	Assistant Director of QL&CS	1713	17-E		1	1
Recreation Superintendent	1508	15-E		1	1	1
Recreation Supervisor	1316	13-E		0	2	2
Recreation Supervisor	1316	13-E		-	-	-
Recreation Supervisor	1211	12-E		2	0	0
Aquatics Supervisor	1317	13-E		0	1	1
Aquatics Supervisor	1209	12-E		1	0	0
Recreation Leader	5112	51-N		1	1	1
Day Porter	5115	51-N		1	1	1
PT Senior Lifeguard (fte .50)	0007	01-N		2	2	2
PT Summer Lifeguard (fte .25)	0053	01-N		1.25	1.25	1.25
PT Year-round Lifeguards (fte .5)	0008	01-N		5	5	5
PT Recreation Attendant (fte .5)	0027	01-N		4	4	4
TOTAL				19.25	19.25	19.25

Youth Program 17-56-01	Position	Job Code	Pay Grade	Adopted 15/16	Adopted 16/17	Adopted 17/18
	PT Youth Program Leaders (fte .50)	0011	01-N		2	2
TOTAL				2	2	2
RECREATION FUND TOTAL				33	33	33

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

GRAND TOTAL	279.5	291.5	299
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City of Lancaster
2017/2018 General Government Pay Plan
Adopted 10/1/2017



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	\$27,966.51	\$29,378.95	\$30,790.31	\$32,200.58	\$33,614.10	\$35,024.38	\$36,436.82	\$37,848.17	\$39,260.61
52	\$29,580.11	\$31,093.13	\$32,603.98	\$34,119.16	\$35,632.18	\$37,141.95	\$38,654.97	\$40,167.99	\$41,682.09
53	\$31,287.80	\$32,907.88	\$34,530.13	\$36,150.22	\$37,774.63	\$39,396.88	\$41,016.97	\$42,638.14	\$44,260.39
54	\$33,093.90	\$34,834.03	\$36,570.92	\$38,307.81	\$40,046.86	\$41,784.83	\$43,522.80	\$45,260.78	\$46,997.66
55	\$35,024.38	\$36,885.64	\$38,745.82	\$40,607.08	\$42,470.51	\$44,332.85	\$46,194.11	\$48,053.21	\$49,917.71
56	\$37,018.66	\$39,014.03	\$41,009.40	\$43,003.68	\$45,001.22	\$46,995.50	\$48,987.62	\$50,982.99	\$52,978.36
57	\$39,177.34	\$41,314.38	\$43,452.51	\$45,590.63	\$47,726.60	\$49,864.72	\$52,000.68	\$54,136.65	\$56,274.77
58	\$41,429.02	\$44,158.73	\$46,002.68	\$48,291.14	\$50,578.51	\$52,862.64	\$55,152.17	\$57,439.55	\$59,724.76
59	\$43,837.52	\$46,287.12	\$48,737.80	\$51,186.31	\$53,632.67	\$56,084.43	\$58,323.13	\$60,982.54	\$63,432.14
60	\$46,374.72	\$48,997.36	\$51,620.00	\$54,243.71	\$56,866.35	\$59,490.07	\$62,111.63	\$64,735.35	\$67,359.06
13	\$50,501.72	\$53,379.60	\$56,256.39	\$59,134.26	\$62,012.13	\$64,892.16	\$67,767.87	\$70,646.82	\$73,524.70
14	\$56,308.30	\$59,554.96	\$62,802.71	\$66,047.21	\$69,296.03	\$72,541.61	\$75,788.28	\$79,036.02	\$82,282.68
15	\$63,174.74	\$66,858.33	\$70,546.25	\$74,232.00	\$77,919.91	\$81,605.66	\$85,290.33	\$88,973.92	\$92,661.84
16	\$71,369.27	\$75,575.22	\$79,787.66	\$83,999.02	\$88,208.22	\$92,418.50	\$96,627.70	\$100,839.06	\$105,051.50
17	\$81,168.74	\$86,011.70	\$90,853.57	\$95,589.46	\$100,540.57	\$105,384.60	\$110,228.64	\$115,070.52	\$119,916.72
18	\$92,914.91	\$98,520.32	\$104,126.82	\$109,732.23	\$115,335.49	\$120,941.98	\$126,547.40	\$132,150.65	\$137,757.14
19	\$105,885.34	\$112,058.54	\$118,226.34	\$124,399.54	\$130,570.58	\$136,743.78	\$142,914.82	\$149,086.94	\$155,257.98

Bi-weekly

PAY GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
	<i>Minimum</i>		<i>1st Quartile</i>		<i>Midpoint</i>		<i>3rd Quartile</i>		<i>Maximum</i>
51	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
52	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
53	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
54	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
55	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
56	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
57	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
58	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
59	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
60	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
13	\$1,942.37	\$2,053.06	\$2,163.71	\$2,274.39	\$2,385.08	\$2,495.85	\$2,606.46	\$2,717.19	\$2,827.87
14	\$2,165.70	\$2,290.58	\$2,415.49	\$2,540.28	\$2,665.23	\$2,790.06	\$2,914.93	\$3,039.85	\$3,164.72
15	\$2,429.80	\$2,571.47	\$2,713.32	\$2,855.08	\$2,996.92	\$3,138.68	\$3,280.40	\$3,422.07	\$3,563.92
16	\$2,744.97	\$2,906.74	\$3,068.76	\$3,230.73	\$3,392.62	\$3,554.56	\$3,716.45	\$3,878.43	\$4,040.44
17	\$3,121.87	\$3,308.14	\$3,494.37	\$3,676.52	\$3,866.94	\$4,053.25	\$4,239.56	\$4,425.79	\$4,612.18
18	\$3,573.65	\$3,789.24	\$4,004.88	\$4,220.47	\$4,435.98	\$4,651.61	\$4,867.21	\$5,082.72	\$5,298.35
19	\$4,072.51	\$4,309.94	\$4,547.17	\$4,784.60	\$5,021.95	\$5,259.38	\$5,496.72	\$5,734.11	\$5,971.46

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	\$13.45	\$14.12	\$14.80	\$15.48	\$16.16	\$16.84	\$17.52	\$18.20	\$18.88
52	\$14.22	\$14.95	\$15.67	\$16.40	\$17.13	\$17.86	\$18.58	\$19.31	\$20.04
53	\$15.04	\$15.82	\$16.60	\$17.38	\$18.16	\$18.94	\$19.72	\$20.50	\$21.28
54	\$15.91	\$16.75	\$17.58	\$18.42	\$19.25	\$20.09	\$20.92	\$21.76	\$22.60
55	\$16.84	\$17.73	\$18.63	\$19.52	\$20.42	\$21.31	\$22.21	\$23.10	\$24.00
56	\$17.80	\$18.76	\$19.72	\$20.67	\$21.64	\$22.59	\$23.55	\$24.51	\$25.47
57	\$18.84	\$19.86	\$20.89	\$21.92	\$22.95	\$23.97	\$25.00	\$26.03	\$27.06
58	\$19.92	\$21.23	\$22.12	\$23.22	\$24.32	\$25.41	\$26.52	\$27.62	\$28.71
59	\$21.08	\$22.25	\$23.43	\$24.61	\$25.78	\$26.96	\$28.04	\$29.32	\$30.50
60	\$22.30	\$23.56	\$24.82	\$26.08	\$27.34	\$28.60	\$29.86	\$31.12	\$32.38
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
2017-2018 Salary Structure Detail
Civil Service Personnel
 Adopted 10/1/2017



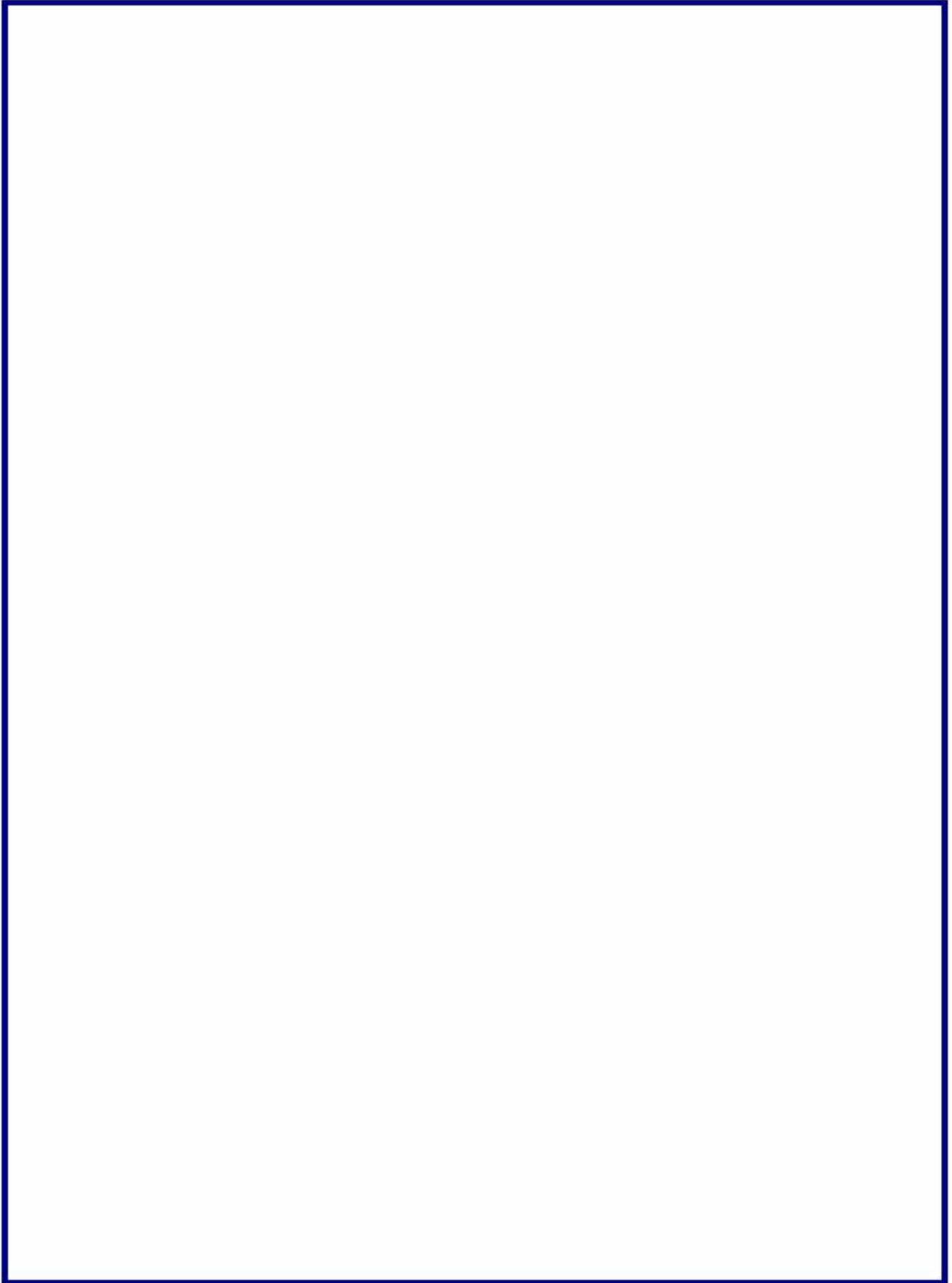
Department	Pay Grade	Code	Position	Proposed									
				16/17	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Police	Pay Grade P1-CS	3001	Police Officer	47	hourly		24 50	25 58	26 72	27 68	28 67	29 70	30 77
					bi-weekly		1,960.31	2,046.78	2,137.57	2,214.02	2,293.37	2,375.82	2,461.63
					monthly		4,247.34	4,434.69	4,631.41	4,797.04	4,968.95	5,147.62	5,333.52
					annually		50,968.08	53,216.31	55,576.90	57,564.52	59,627.43	61,771.42	64,002.28
Police	Pay Grade P2-CS	3101	Police Sergeant	7	hourly	34.29	35 37	36.44	37 52	38 60			
					bi-weekly	2,743.00	2,829.34	2,915.59	3,001.79	3,088.04			
					monthly	5,943.17	6,130.23	6,317.10	6,503.88	6,690.75			
					annually	71,318.01	73,562.78	75,805.22	78,046.50	80,288.95			
Police	Pay Grade P3-CS	3201	Police Lieutenant	6	hourly	40.65	41 93	43 22	44 50	45 79			
					bi-weekly	3,251.93	3,354.71	3,457.53	3,560.31	3,663.08			
					monthly	7,045.86	7,268.54	7,491.31	7,714.00	7,936.68			
					annually	84,550.29	87,222.45	89,895.77	92,567.94	95,240.11			
Police	Pay Grade P4-CS	3301	Assistant Chief	2	hourly	48.27	49 81	51 35	52 88	54 42			
					bi-weekly	3,861.91	3,984.73	4,107.69	4,230.51	4,353.42			
					monthly	8,367.46	8,633.58	8,899.98	9,166.10	9,432.41			
					annually	100,409.54	103,602.94	106,799.81	109,993.20	113,188.91			
TOTAL POLICE				62									
Fire	Pay Grade F1-CS	4001	Fire Fighter**	25	hourly		24 02	25 08	26 20	27 15	28 12		
					* hourly		18 13	18 93	19 78	20 49	21 22		
					bi-weekly		1,921.33	2,006.69	2,096.32	2,171.61	2,249.79		
					monthly		4,162.88	4,347.82	4,542.03	4,705.15	4,874.55		
					* hourly rate for 24-hour shift personnel only								
Fire	Pay Grade F2-CS	4101	Fire Engineer	21	hourly	31.03	31 67	32 30	32 94	33 57			
					* hourly	23.42	23 90	24 38	24 86	25 34			
					bi-weekly	2,482.65	2,533.44	2,584.32	2,635.10	2,685.84			
					monthly	5,379.08	5,489.12	5,599.35	5,709.39	5,819.33			
					* hourly rate for 24-hour shift personnel only								
Fire	Pay Grade F3-CS	4201	Fire Captain	9	hourly	35.15	36 14	37 13	38 12	39 11			
					* hourly	26.53	27 28	28 02	28 77	29 52			
					bi-weekly	2,812.14	2,891.22	2,970.47	3,049.59	3,128.84			
					monthly	6,092.97	6,264.30	6,436.02	6,607.44	6,779.16			
					* hourly rate for 24-hour shift personnel only								
Fire	Pay Grade F4-CS	4301	Battalion Chief Fire Suppression	5	hourly	40.84	41 57	42 29	43 01	43 74			
					* hourly	30.83	31 37	31 92	32 46	33 01			
					bi-weekly	3,267.57	3,325.40	3,383.36	3,441.18	3,499.14			
					monthly	7,079.74	7,205.03	7,330.60	7,455.89	7,581.47			
Fire	Pay Grade F5-CS	4401	Asst. Chief	1	hourly	45.39	46 93	48 46	50 00	51 53			
					* hourly	34.26	35 42	36 58	37 74	38 89			
					bi-weekly	3,631.23	3,754.14	3,877.01	3,999.92	4,122.74			
					monthly	7,867.66	8,133.97	8,400.18	8,666.49	8,932.61			
					* hourly rate for 24-hour shift personnel only								
TOTAL FIRE				62	* hourly rate for 24-hour shift personnel only								
				124	Total Public Safety - Civil Service Employees								



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



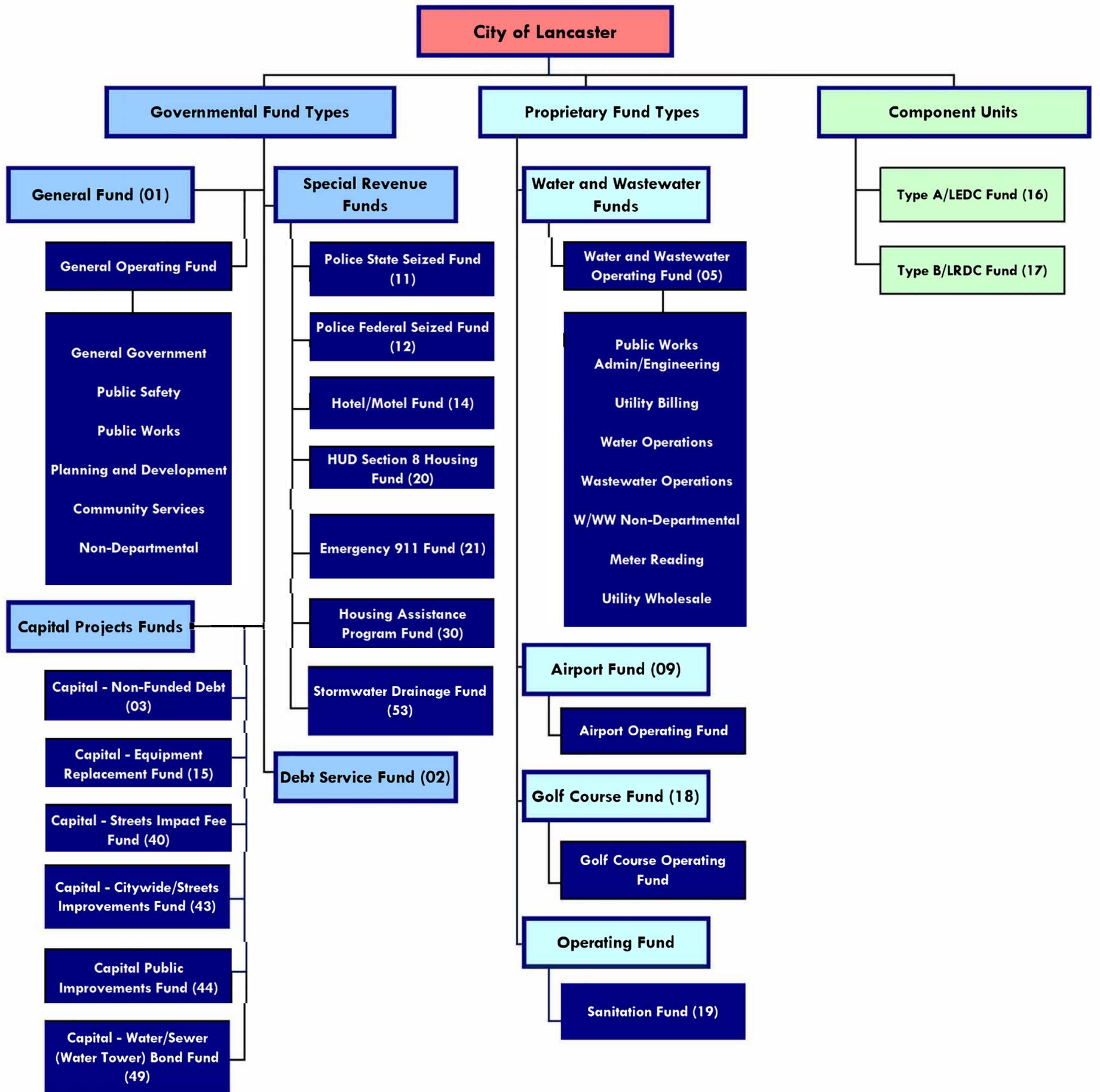
Position Title	Position Code	Hourly Rate
Airport		
Airport Operations Agent	0030	\$12.68
Administrative		
IT Technician	0051	\$16.54
Records Technician	0056	\$15.00
Substitute Administrative Support	0063	\$14.19
Labor		
Substitute Labor Support	0068	\$14.19
Public Safety		
Public Service Officer	0059	\$14.19
Deputy Marshal	0031	\$20.87
Dispatcher	0012	\$16.78
Quality of Life & Cultural Services		
Library Circulation Attendant	0060	\$9.36
Library Aide Technical Services	0061	\$10.92
Library Aide Reference Assistant	0062	\$13.41
Recreation Attendant	0027	\$9.36
Senior Lifeguard	0007	\$10.40
Year-Round Lifeguard	0008	\$9.62
Summer Lifeguard	0053	\$9.62
Visitor Center Attendant	0058	\$9.36
Youth Program Leaders	0011	\$10.40
Animal Control		
Animal Shelter Attendant	0064	\$12.93
On Call Animal Control	0065	\$18.12



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 1/4 cent sales tax, and support the promotion and development of new and expanded business enterprises in the city.

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

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

GENERAL FUND

CITY-WIDE OPERATING FUND TOTALS

Fund Summary as of: 8/6/2017

TOTAL REVENUES		2015	2016	2017		2018
Fund Number	Fund	Actual	Actual	Year to Date	Budget	Proposed
	1 General Fund	23,044,626	25,058,916	22,377,047	23,441,407	26,243,463
	2 G.O. Debt Service	24,171,833	6,010,687	5,765,883	5,834,673	5,878,623
	5 WaterWastewater	17,088,652	18,791,676	15,059,680	14,404,548	16,292,577
	9 Airport	355,996	1,992,197	1,286,054	463,190	451,000
	14 HotelMotel	145,711	130,366	95,680	58,844	86,000
	16 LEDC/4A	1,111,038	1,139,622	820,492	966,625	1,030,000
	17 LRDC/4B	2,990,730	2,904,437	2,176,319	2,406,650	2,988,000
	18 Golf Course	72,115	70,170	51,456	65,200	105,503
	19 Sanitation	2,306,871	2,374,798	2,241,901	2,158,880	2,279,298
	20 HAP	35,952	-	-	-	-
	21 E911	307,317	318,500	214,120	215,984	218,800
	53 Stormwater	1,482,502	1,522,759	1,354,847	1,260,000	1,412,000
Total		\$ 73,113,343	\$ 60,314,129	\$ 51,443,479	\$ 51,276,002	\$ 56,985,264
TOTAL EXPENDITURES		2015	2016	2017		2018
Fund Number	Fund	Actual	Actual	Year to Date	Budget	Proposed
	1 General Fund	22,008,984	23,859,143	20,295,762	24,183,595	26,637,033
	2 G.O. Debt Service	23,967,095	5,804,491	4,274,386	4,718,311	4,727,599
	5 WaterWastewater	13,936,806	14,417,325	11,634,082	13,166,329	15,181,043
	9 Airport	470,916	459,451	1,129,268	503,403	425,840
	14 HotelMotel	43,861	44,397	34,961	61,345	68,012
	16 LEDC/4A	679,729	755,477	1,453,949	1,267,399	1,567,619
	17 LRDC/4B	2,860,689	2,762,564	2,408,621	2,919,057	3,374,557
	18 Golf Course	141,399	142,666	56,967	83,075	105,178
	19 Sanitation	2,310,593	1,620,072	1,451,735	1,792,542	1,790,842
	20 HAP	234,221	-	-	-	-
	21 E911	139,993	116,762	116,941	185,762	205,575
	30 DHAP	(27)	-	-	-	-
	53 Stormwater	1,169,437	1,164,082	857,848	1,256,203	1,315,591
Total		\$ 67,963,694	\$ 51,146,430	\$ 43,714,519	\$ 50,137,022	\$ 55,398,889
Net Gain (Loss)		\$ 5,149,649	\$ 9,167,699	\$ 7,728,959	\$ 1,138,980	\$ 1,586,375

GENERAL FUND

Fund Summary as of: 8/5/2017

REVENUES		2015	2016	2017		2018
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	PROPERTY TAX	9,739,800	10,879,761	12,474,630	12,615,725	13,709,510
	SALES TAX	5,545,413	5,633,760	3,975,791	4,828,125	5,965,625
	FRANCHISE TAX	1,972,641	1,890,668	1,474,006	1,859,272	1,785,413
	OTHER TAXES	34,519	13,185	19,188	18,000	18,000
	LICENSES AND PERMITS	720,009	1,607,877	1,020,809	747,900	1,037,900
	INTERGOVERNMENTAL	305,551	11,983	7,139	-	-
	CHARGES FOR SERVICES	1,053,132	1,730,888	913,033	829,800	911,625
	FINES AND FORFEITURES	1,086,243	1,024,881	819,542	689,500	811,500
	INTEREST	2,607	18,248	39,399	4,000	50,000
	MISCELLANEOUS	221,626	198,693	107,241	32,650	40,850
	OPERATING TRANSFERS IN	1,967,992	1,742,788	1,513,696	1,816,435	1,859,377
	GRANT & Other Income	395,094	306,184	12,572	-	53,663
	Total	\$ 23,044,626	\$ 25,058,916	\$ 22,377,047	\$ 23,441,407	\$ 26,243,463
EXPENDITURES		2015	2016	2017		2018
Department No		Actual	Actual	Year to Date	Budget	Proposed
1	City Council	64,930	74,033	58,205	100,300	105,697
2	City Manager's Office	694,599	749,598	597,385	687,453	716,774
4	Public Works	291	-	-	-	-
5	Legal	110,433	205,610	170,978	151,000	170,000
6	Building Services	942,090	1,070,168	979,906	1,170,302	1,083,247
8	Municipal Court	456,660	392,103	316,101	393,769	393,914
9	Building Inspections	200,557	305,372	371,519	342,613	278,165
10	Vehicle Maintenance	279,691	296,054	539,260	573,369	657,969
12	Streets Operations	364,516	431,218	315,540	426,337	544,307
13	Parks	629,870	610,524	456,011	623,169	626,379
13	Parks Prison Labor	126	-	-	-	-
14	Police	6,120,924	6,369,867	5,190,265	6,517,740	6,590,606
14	Police COPS Grant	63,823	-	-	-	-
15	Fire	6,327,609	6,984,923	5,864,823	6,716,151	7,011,773
15	Fire-SAFER Grant	388,918	262,750	-	-	-
15	Emergency Management	52,354	46,491	49,293	97,774	84,177
16	Non-Departmental	1,579,669	1,820,742	1,925,771	2,003,230	3,060,817
17	Planning	112,235	281,918	233,372	377,254	1,010,222
18	City Secretary	185,641	235,649	304,049	385,650	407,378
19	Finance	695,062	733,193	579,389	698,377	734,612
24	Animal Services	170,889	170,459	132,292	200,147	195,816
29	Purchasing	90,263	109,872	88,414	110,637	117,513
31	Human Resources	405,035	465,587	395,123	463,333	498,857
32	Civil Service	6,143	5,867	6,448	6,600	10,150
34	Emergency Communications	679,528	974,666	684,300	879,452	950,449
35	Code Compliance	304,399	454,824	315,419	375,939	477,072
36	Development Services	71,450	-	-	-	-
37	Information Technology	492,124	506,900	436,733	513,863	523,271
38	Fire Marshal	216,494	151,778	141,869	186,353	198,804
39	City Marshal	95,285	148,442	143,155	182,782	189,064
52	Vending Contracts	1,410	413	144	-	-
55	Public Relations	81	121	-	-	-
80	Transfers Out	205,885	-	-	-	-
	Total	22,008,984	23,859,143	20,295,762	24,183,595	26,637,033
BALANCES		2015	2016	2017		2018
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	1,035,642	1,199,773	2,081,285	(742,188)	(393,570)
	Beginning Balance	2,651,273	3,686,915	4,886,688	4,886,688	4,083,721
	Ending Balance	3,686,915	4,886,688	6,967,973	4,144,501	3,335,533
	Ending Balance as % of Expenditures	16.75%	20.48%	34.33%	17.14%	12.52%



TREE CITY USA

City Council

Organization Chart



Department Narrative

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



Goals

Financially Sound Government

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

Healthy, Safe and Engaged Community

Initiatives:

- Develop an expanded community health initiative
- Amend the fee schedule to allow the City to be reimbursed for use of public property and land in commercial films.
- Expand the business retention and expansion Program (BREP).
- Reinvigorate the LEEP Program that establishes a partnership between Code Compliance and Community Volunteers
- Revise Boards and Commissions Criteria
- Establish a program for short-term rentals such as Air B&B

Professional & Committed City Workforce

Initiatives:

- Continue to pursue implementation of the Compensation Policy
- Continue funding for Lancaster University

Sound Infrastructure

Initiatives:

- Continue Infrastructure Implementation Project – Pleasant Run Road Phases 1, 2, 3 & 4
- Complete Airport Terminal Construction
- Complete Golf Course Direction
- Appoint a citizens committee to develop a Capital Improvement Plan for the City.
- Work with the best Southwest Partnership to implement public transportation options.

Quality Development

Initiatives:

- Continue design and development of new City Hall –Downtown TIF
- Continue Land Bank program
- Continue Economic Development Strategic Plan
- Adopt Xeriscape amendments to the LDC, Code of Ordinances and/or applicable development regulations
- Implement the Comprehensive Master Plan.
- Implementation of TIFs for key growth areas

Line Item Detail Totals	2015-2016	2016-2017		2017-2018
	Actual	Actual	Budget	Budget
Supplies	6,692	4,275	6,945	8,761
Services	67,341	53,930	93,355	96,936
Total Expenditures	74,033	58,205	100,300	105,697

Lancaster City Council

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
201	OFFICE SUPPLIES	\$ (86)	\$ 1,918	\$ 1,517	\$ 1,820	\$ 1,820
202	UNIFORMS AND CLOTHING	\$ -	\$ -	\$ 680	\$ -	\$ 1,116
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ 90	\$ -	\$ -	\$ -
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 3,801	\$ 4,654	\$ 1,981	\$ 5,000	\$ 5,000
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ 30	\$ 96	\$ 125	\$ 125
231	PC SOFTWARE	\$ -	\$ -	\$ -	\$ -	\$ 700
242	COMPUTERS/SERVERS	\$ (214)	\$ -	\$ -	\$ -	\$ -
342	MAINT-DATA PROC EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies Sub Total		\$ 3,500	\$ 6,692	\$ 4,275	\$ 6,945	\$ 8,761
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 1,406	\$ 672	\$ 3,527	\$ 3,150	\$ 4,681
402	RENTAL OF EQUIPMENT	\$ 803	\$ -	\$ -	\$ -	\$ -
407	SPECIAL SERVICES	\$ 10,000	\$ 14,999	\$ 12,454	\$ 15,000	\$ 16,500
414	DUES & SUBSCRIPTIONS	\$ 330	\$ 4,485	\$ 330	\$ 3,185	\$ 3,185
416	OTHER/PROFESSIONAL SERVICES	\$ 14,255	\$ 25,067	\$ 16,142	\$ 23,955	\$ 23,955
419	AWARDS	\$ -	\$ 28	\$ -	\$ 150	\$ 150
421	PRINTING	\$ 823	\$ 288	\$ 175	\$ 205	\$ 225
424	ELECTION EXPENSE	\$ 6,206	\$ 710	\$ 73	\$ 20,000	\$ 20,000
462	CELLULAR TELEPHONE & PAGERS	\$ 7,205	\$ 6,358	\$ 2,093	\$ 3,024	\$ 3,240
526	TRAVEL & EDUC: CC-MAYOR	\$ 4,807	\$ 3,514	\$ 2,903	\$ 4,000	\$ 4,000
527	TRAVEL & EDUC: CC-DISTRICT 1	\$ 2,418	\$ 2,235	\$ 3,234	\$ 3,500	\$ 3,500
528	TRAVEL & EDUC: CC-DISTRICT 2	\$ 3,891	\$ 3,284	\$ 2,104	\$ 3,500	\$ 3,500
529	TRAVEL & EDUC: CC-DISTRICT 3	\$ -	\$ -	\$ -	\$ 3,500	\$ 3,500
530	TRAVEL & EDUC: CC-DISTRICT 4	\$ 3,214	\$ 1,878	\$ 2,751	\$ 3,395	\$ 3,500
531	TRAVEL & EDUC: CC-DISTRICT 5	\$ 3,460	\$ 1,461	\$ 3,320	\$ 3,395	\$ 3,500
532	TRAVEL & EDUC: CC-DISTRICT 6	\$ 2,612	\$ 2,362	\$ 3,119	\$ 3,396	\$ 3,500
Sub Total		\$ 61,429	\$ 67,341	\$ 53,930	\$ 93,355	\$ 96,936
Department Total		\$ 64,930	\$ 74,033	\$ 58,205	\$ 100,300	\$ 105,697



Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
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	0.75	0	0
Administrative & Community Relations Supervisor	1	1	1
CM Executive Assistant	0	1	1
Administrative Secretary	0.5	0.5	0.5
Total	4.75	5	5

Department Narrative

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

Departmental Goals				
City Council Goals:				
<ul style="list-style-type: none"> • Adopt a balanced budget for 2018-2019 by September 30, 2018 that maintains basic service levels and minimizes the impact on City taxpayers and ratepayers • 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, and business leaders throughout the community 				
Workload Indicators	15-16 Actual	16-17 Actual		2017-2018 Target
Population	37,550	37,730		38,000
City Council Meetings	45	45		45
Executive Team Meetings	50	50		50
General Fund Expenditures	\$23,859,143	\$20,295,762		\$26,637,033
Total Municipal Expenditures	\$51,146,430	\$43,714,519		\$55,398,889
City Sponsored Special Events	14	14		14
WebQa Requests	1,600	1,600		1,600
Performance Measurement	15-16 Actual	16-17 Actual		2017-2018 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 7-15 days	98%	98%		100%
General Fund budget per capita	\$635.40	\$641.00		\$700.00
CMO as percentage of General Fund Expenditures	3.14%	2.94%		2.69%
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	2015-2016 Actual	2016-2017		2017-2018 Budget
		Actual	Budget	
Personnel	681,015	551,517	630,402	661,616
Supplies	15,490	10,531	14,600	15,198
Services	53,093	35,307	42,451	39,960
TOTAL	749,598	597,355	687,453	716,774

City Manager's Office

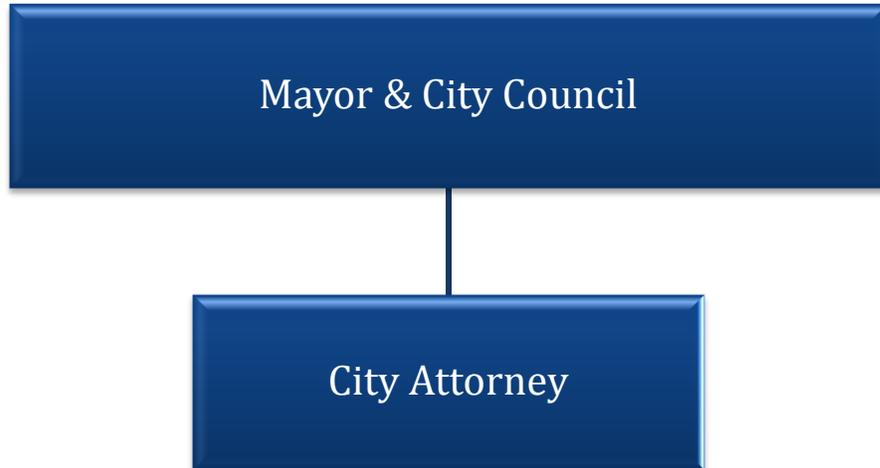
**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 442,326	\$ 458,671	\$ 350,921	\$ 445,230	\$ 460,462
102	SALARIES-PART TIME	\$ -	\$ 14,915	\$ 31,010	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 339	\$ 990	\$ 1,553	\$ 700	\$ 700
104	SALARIES-LONGEVITY	\$ 1,641	\$ 1,822	\$ 1,580	\$ 1,663	\$ 1,843
105	GROUP HEALTH INSURANCE	\$ 56,056	\$ 56,434	\$ 36,308	\$ 40,252	\$ 40,725
106	TMRS	\$ 77,814	\$ 67,176	\$ 50,544	\$ 68,069	\$ 69,394
107	FICA	\$ 30,449	\$ 32,623	\$ 28,068	\$ 27,699	\$ 28,238
109	SALARIES-WELL PAY	\$ 2,294	\$ 2,740	\$ 2,889	\$ 2,918	\$ 3,011
110	DENTAL INSURANCE	\$ 2,748	\$ 2,099	\$ 1,284	\$ 2,073	\$ 2,073
111	CITY MANAGER BENEFITS	\$ 13,256	\$ 29,425	\$ 37,109	\$ 29,844	\$ 43,203
113	SALARIES-CAR ALLOWANCE	\$ 12,036	\$ 12,107	\$ 9,500	\$ 10,800	\$ 10,800
114	SALARIES-ASSIGNMENT PAY	\$ 536	\$ 1,009	\$ -	\$ -	\$ -
120	GROUP LIFE INSURANCE	\$ 619	\$ 425	\$ 309	\$ 588	\$ 588
130	WORKERS COMPENSATION	\$ 0	\$ 419	\$ 339	\$ 411	\$ 424
131	EAP EXPENSE	\$ 130	\$ 161	\$ 102	\$ 155	\$ 155
Personnel Sub Total		\$ 640,243	\$ 681,015	\$ 551,517	\$ 630,402	\$ 661,616
Account Object Description						
201	OFFICE SUPPLIES	\$ 3,448	\$ 5,474	\$ 1,539	\$ 1,386	\$ 1,500
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 54	\$ -	\$ 297	\$ 614	\$ -
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 588	\$ 979	\$ 303	\$ 375	\$ 360
214	POSTAGE/SHIPPING/DELIVERY	\$ 2,308	\$ 9,037	\$ 8,392	\$ 12,225	\$ 12,225
231	SOFTWARE	\$ -	\$ -	\$ -	\$ -	\$ 1,113
Supplies Sub Total		\$ 6,397	\$ 15,490	\$ 10,531	\$ 14,600	\$ 15,198
Account Object Description						
401	TELEPHONE & COMMUNICATIONS	\$ 75	\$ 448	\$ 376	\$ 716	\$ -
402	RENTAL OF EQUIPMENT	\$ 3,068	\$ 2,358	\$ -	\$ -	\$ -
408	ADVERTISING	\$ 225	\$ 173	\$ -	\$ -	\$ -
409	TRAVEL & EDUCATION	\$ 17,274	\$ 22,038	\$ 15,212	\$ 16,613	\$ 15,965
414	DUES & SUBSCRIPTIONS	\$ 3,319	\$ 7,928	\$ 4,115	\$ 6,090	\$ 4,555
421	PRINTING	\$ 22,589	\$ 18,899	\$ 12,013	\$ 17,820	\$ 17,820
442	COMPUTER PROFESSIONAL SERVICES	\$ 412	\$ 192	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 998	\$ 1,056	\$ 1,010	\$ 1,212	\$ 1,620
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ -	\$ 2,579	\$ -	\$ -
Services Sub Total		\$ 47,959	\$ 53,093	\$ 35,307	\$ 42,451	\$ 39,960
Department Total		\$ 694,599	\$ 749,598	\$ 597,355	\$ 687,453	\$ 716,774



Personnel Organization Chart



Legal

Personnel Summary

There is no personnel for this program.

Department Narrative

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



Legal

BUDGET REPORT
 LINE ITEM DETAIL
 BY DEPARTMENT

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

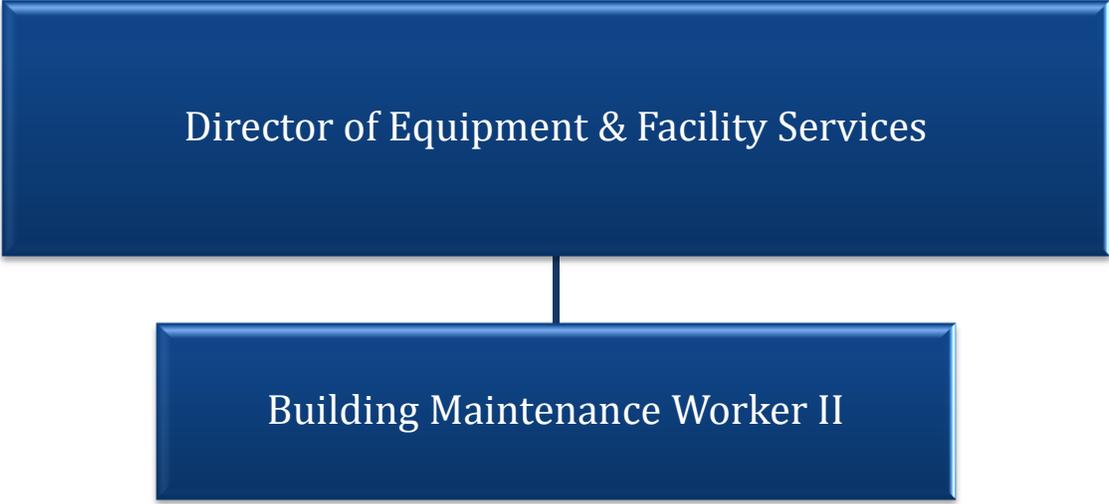
		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
446	CITY ATTORNEY FEES	\$ 110,433	\$ 205,610	\$ 170,978	\$ 151,000	\$ 170,000
	Services Sub Total	\$ 110,433	\$ 205,610	\$ 170,978	\$ 151,000	\$ 170,000
Department Total		\$ 110,433	\$ 205,610	\$ 170,978	\$ 151,000	\$ 170,000



Building Services



Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Adopted '16-17	Proposed '17-18
Building Maintenance Worker II	1	2	2
Total	1	2	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	2015-2016 Actual	2016-2017 Actual		2017-2018 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	2015-2016 Actual	2016-2017 Actual		2017-2018 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%
Annual number of requests for service received				
Average number of calendar days from date of service request to date of completion				
Inspection of Janitorial maintenance (percentage)				
Monthly meetings with contract providers (percentage)				
Electrical accounts audited and evaluated (percentage)				
Budget Summary	2015-2016 Actual	2016-2017		2017-2018 Budget
		Actual	Budget	Budget
Personnel	51,318	55,394	114,135	110,864
Supplies	5,176	5,382	16,706	3,203
Maintenance	65,827	85,514	101,856	154,110
Services	931,121	833,615	937,605	815,070
TOTAL	1,070,168	979,906	1,170,302	1,083,247

Building Services

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

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

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 30,140	\$ 34,474	\$ 38,646	\$ 77,689	\$ 76,028
103	SALARIES-OVERTIME	\$ 554	\$ 703	\$ 478	\$ 700	\$ 700
104	SALARIES-LONGEVITY	\$ 425	\$ 674	\$ 254	\$ 516	\$ 32
105	GROUP HEALTH INSURANCE	\$ 6,022	\$ 6,993	\$ 6,810	\$ 15,628	\$ 15,127
106	TMRS	\$ 4,438	\$ 4,879	\$ 5,465	\$ 11,001	\$ 10,573
107	FICA	\$ 2,358	\$ 2,719	\$ 3,002	\$ 6,072	\$ 5,908
109	SALARIES-WELL PAY	\$ -	\$ -	\$ -	\$ 471	\$ 460
110	DENTAL INSURANCE	\$ 440	\$ 442	\$ 347	\$ 867	\$ 867
120	GROUP LIFE INSURANCE	\$ 67	\$ 43	\$ 37	\$ 306	\$ 306
130	WORKERS COMPENSATION	\$ 403	\$ 364	\$ 328	\$ 804	\$ 782
131	EAP EXPENSE	\$ 27	\$ 27	\$ 26	\$ 81	\$ 81
Personnel Sub Total		\$ 44,873	\$ 51,318	\$ 55,394	\$ 114,135	\$ 110,864
Account Object	Description					
201	OFFICE SUPPLIES	\$ 982	\$ 100	\$ -	\$ -	\$ 500
202	UNIFORMS AND CLOTHING	\$ 123	\$ 256	\$ -	\$ 578	\$ 578
203	MOTOR VEHICLE SUPPLIES	\$ -	\$ 441	\$ -	\$ 150	\$ 250
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,289	\$ 437	\$ 4,572	\$ 11,936	\$ 700
211	OTHER OPERATIONAL SUPPLIES	\$ -	\$ 3,355	\$ -	\$ 3,382	\$ -
214	POSTAGE/SHIPPING/DELIVERY	\$ 91	\$ -	\$ -	\$ -	\$ -
218	FUEL & OIL	\$ 793	\$ 589	\$ 810	\$ 660	\$ 1,175
Sub Total		\$ 3,277	\$ 5,176	\$ 5,382	\$ 16,706	\$ 3,203
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 65,919	\$ 61,292	\$ 84,630	\$ 89,226	\$ 144,400
302	MAINT-MOTOR VEHICLES	\$ 288	\$ 173	\$ (1,168)	\$ 210	\$ 210
313	MAINT-FURN & FIXTURES	\$ -	\$ -	\$ -	\$ 500	\$ 500
346	MAINT-HEATING & COOLING SYSTEM	\$ 1,806	\$ 1,546	\$ 796	\$ 8,000	\$ 8,000
351	MAINT-MISC	\$ 3,230	\$ 2,581	\$ 1,128	\$ 2,920	\$ -
363	MAINT-LOCKS & KEYS	\$ 1,545	\$ 235	\$ 128	\$ 1,000	\$ 1,000
Maintenance Sub Total		\$ 72,787	\$ 65,827	\$ 85,514	\$ 101,856	\$ 154,110
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ -	\$ -	\$ -	\$ 400	\$ 400
410	UTILITIES - ELECTRICITY	\$ 696,349	\$ 617,259	\$ 482,780	\$ 673,750	\$ 478,362
414	DUES & SUBSCRIPTIONS	\$ -	\$ -	\$ -	\$ 200	\$ -
416	OTHER/PROFESSIONAL SERVICES	\$ 23,812	\$ 57,111	\$ 106,638	\$ 27,635	\$ 100,507
462	CELLULAR TELEPHONE & PAGERS	\$ 242	\$ 498	\$ 419	\$ 240	\$ 420
498	UTILITIES - GAS	\$ 15,370	\$ 9,996	\$ 12,153	\$ 25,000	\$ 25,000
543	JANITORIAL CONTRACT	\$ 41,173	\$ 139,905	\$ 140,480	\$ 116,480	\$ 116,480
544	PEST CONTROL SERVICES	\$ 5,090	\$ 9,129	\$ 7,908	\$ 7,908	\$ 7,908
548	FIRE SYS INSPECTION CONTRACT	\$ 14,342	\$ 26,715	\$ 24,296	\$ 23,212	\$ 23,212
549	HVAC MAINTENANCE CONTRACT	\$ 24,775	\$ 70,509	\$ 58,942	\$ 62,780	\$ 62,780
Sub Total		\$ 821,152	\$ 931,121	\$ 833,615	\$ 937,605	\$ 815,070
Department Total		\$ 942,090	\$ 1,070,168	\$ 979,906	\$ 1,170,302	\$ 1,083,247



Municipal Court

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
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 and processes • Continuing education and completion of Level 1 and Level 2 Certification for Clerks 				
Workload Indicators	15-16 Actual	16-17 Actual		2017-2018 Target
Full-Time Employees	5	4		4
Cases Filed	7,313	7,900		11,000
Cases Disposed	2,401	10,400		12,000
Trials	3,758	6,182		6,500
Jury Trials	2	9		15
Warrants Issued	10,424	14,316		15,000
Warrants Cleared	7,162	12,604		15,000
Performance Measurement	15-16 Actual	16-17 Actual		2017-2018 Target
Cases sent to collection	9786	6825		7500
Cases entered on day of filing	50%	100%		100%
Percent of Warrants 0-365 days old	21.24	24.31%		30%
Cases Disposed	30%	35.32%		37%
Cases Appealed	0	0		0
Time Payments granted	5146	4947		5500
Cases Paid	3565	4043		6000
Budget Summary	2015-2016 Actual	2016-2017		2017-2018 Budget
		Actual	Budget	
Personnel	249,385	202,127	249,508	251,874
Supplies	9,583	6,092	8,151	13,945
Maintenance	1,750	5,286	8,050	-
Services	131,385	102,596	128,060	126,987
Capital Outlay	-	-	-	1,108
TOTAL	392,103	316,101	393,769	393,914

Lancaster Municipal Court

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

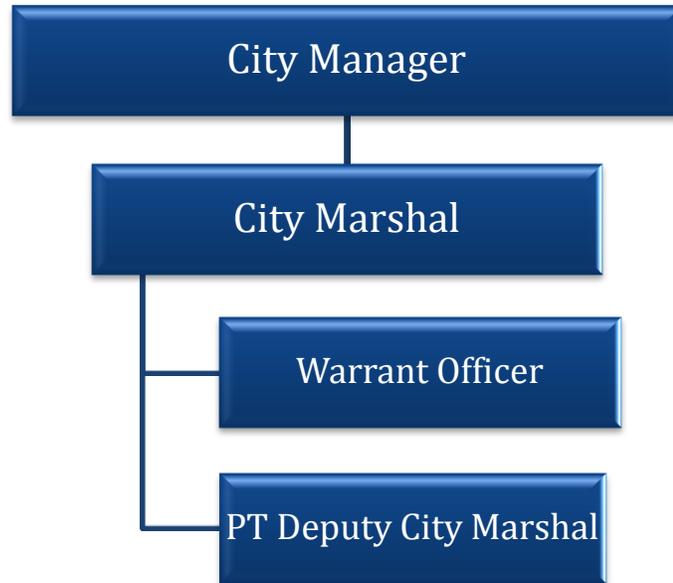
**Fund 1 GENERAL FUND
Department 8 MUNICIPAL COURT
Program 0 MUNICIPAL COURT**

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 199,728	\$ 171,156	\$ 138,857	\$ 173,793	\$ 179,007
102	SALARIES-PART TIME	\$ -	\$ 1,067	\$ 3,858	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 155	\$ 45	\$ 31	\$ 450	\$ 450
104	SALARIES-LONGEVITY	\$ 1,699	\$ 1,886	\$ 1,642	\$ 2,068	\$ 2,156
105	GROUP HEALTH INSURANCE	\$ 37,025	\$ 35,463	\$ 24,908	\$ 30,868	\$ 27,054
106	TMRS	\$ 28,895	\$ 23,745	\$ 19,620	\$ 24,647	\$ 25,082
107	FICA	\$ 14,849	\$ 12,578	\$ 10,474	\$ 13,606	\$ 14,013
109	SALARIES-WELL PAY	\$ 509	\$ 669	\$ 839	\$ 1,049	\$ 1,080
110	DENTAL INSURANCE	\$ 2,181	\$ 1,753	\$ 1,133	\$ 1,752	\$ 1,752
118	CELL PHONE ALLOWANCE	\$ 489	\$ 524	\$ 420	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 289	\$ 213	\$ 145	\$ 510	\$ 510
130	WORKERS COMPENSATION	\$ 663	\$ 172	\$ 112	\$ 150	\$ 155
131	EAP EXPENSE	\$ 135	\$ 113	\$ 88	\$ 135	\$ 135
Personnel Sub Total		\$ 286,617	\$ 249,385	\$ 202,127	\$ 249,508	\$ 251,874
Supplies						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
201	OFFICE SUPPLIES	\$ 2,218	\$ 2,337	\$ 1,432	\$ 2,200	\$ 2,000
202	UNIFORMS AND CLOTHING	\$ -	\$ -	\$ 73	\$ 73	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,512	\$ 4,334	\$ 1,314	\$ 1,810	\$ 125
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 40	\$ 216	\$ 100	\$ 100	\$ -
214	POSTAGE/SHIPPING/DELIVERY	\$ 3,280	\$ 2,695	\$ 3,174	\$ 3,500	\$ 3,500
231	SOFTWARE	\$ -	\$ -	\$ -	\$ 468	\$ 8,320
Supplies Sub Total		\$ 7,050	\$ 9,583	\$ 6,092	\$ 8,151	\$ 13,945
Maintenance						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
370	MAINT-SOFTWARE	\$ 10,571	\$ 1,750	\$ 5,286	\$ 8,050	\$ -
Maintenance Sub Total		\$ 10,571	\$ 1,750	\$ 5,286	\$ 8,050	\$ -
Services						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
402	RENTAL OF EQUIPMENT	\$ 3,749	\$ -	\$ -	\$ -	\$ -
407	SPECIAL SERVICES	\$ -	\$ -	\$ -	\$ 415	\$ 500
409	TRAVEL & EDUCATION	\$ 3,772	\$ 2,101	\$ 1,938	\$ 3,000	\$ 4,300
411	ALARM SERVICE	\$ 346	\$ -	\$ -	\$ -	\$ -
414	DUES & SUBSCRIPTIONS	\$ 286	\$ 616	\$ 285	\$ 3,440	\$ 160
416	OTHER/PROFESSIONAL SERVICES	\$ 11,360	\$ 1,739	\$ 1,149	\$ 2,352	\$ 2,364
421	PRINTING	\$ 3,548	\$ 3,204	\$ 2,785	\$ 4,150	\$ 2,900
442	COMPUTER PROFESSIONAL SERVICES	\$ -	\$ 5,298	\$ 6,776	\$ 8,040	\$ 10,600
482	CREDIT CARD PROCESSING FEES	\$ 6,812	\$ 5,532	\$ 4,744	\$ 6,500	\$ 6,000
540	COURT-PROSECUTOR SERVICES	\$ 52,763	\$ 53,372	\$ 35,316	\$ 39,163	\$ 39,163
541	COURT-JUDGE SERVICES	\$ 59,524	\$ 59,524	\$ 49,603	\$ 61,000	\$ 61,000
557	CITY JAIL CONTRACT	\$ 10,209	\$ -	\$ -	\$ -	\$ -
559	CONTRACT/TEMPORARY LABOR	\$ 52	\$ -	\$ -	\$ -	\$ -
Services Sub Total		\$ 152,422	\$ 131,385	\$ 102,596	\$ 128,060	\$ 126,987
Capital						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
618	CAPITAL-COMPUTER EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ 1,108
Capital Sub Total		\$ -	\$ -	\$ -	\$ -	\$ 1,108
Department Total		\$ 456,660	\$ 392,103	\$ 316,101	\$ 393,769	\$ 393,914



City Marshal

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
City Marshal	1	1	1
Warrant Officer	0	1	1
Public Service Officer	1	0	0
PT Deputy City Marshal (.5)	0	0.5	0.5
Total	2	2.5	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

- Healthy, Safe & Vibrant Community

Department Goals

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

Workload Indicators	15-16 Actual	16-17 Actual		2017-2018 Target
Full-Time Employees	2	2		2
Reserve Officers	0	0		0
Part.time Deputy Marshal	0	1		1
Volunteer	1	1		0
No 24hr time expire on prisoner pick-ups	0	0		0
Special Expense Fee	7,500	56,200		21,375
Gas & Mileage Fee	7,920	7,920		1,500
Warrants Satisfied	90,000	90,000		120,000
Citations/Violations	50	25		20
Arrests	829	900		855
Performance Measurement	15-16 Actual	16-17 Actual		2017-2018 Target
Zero 24hr time expire on prisoner pick-ups	0	0		0
Special Expense Fee	7500	56,200		21,375
Gas & Mileage Fee	7920	7,920		1,500
Warrants Satisfied	90000	90,000		120,000
Citations/Violations	50	25		20
Arrests	750	900		855
Budget Summary	2015-2016 Actual	2016-2017		2017-2018 Budget
		Actual	Budget	
Personnel	137,278	135,524	174,555	177,163
Supplies	6,895	5,814	6,717	7,901
Maintenance	1,771	-	-	-
Services	2,498	1,817	1,510	4,000
TOTAL	148,442	143,155	182,782	189,064

City Marshal

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

**Fund 1
Department 39
Program 0**

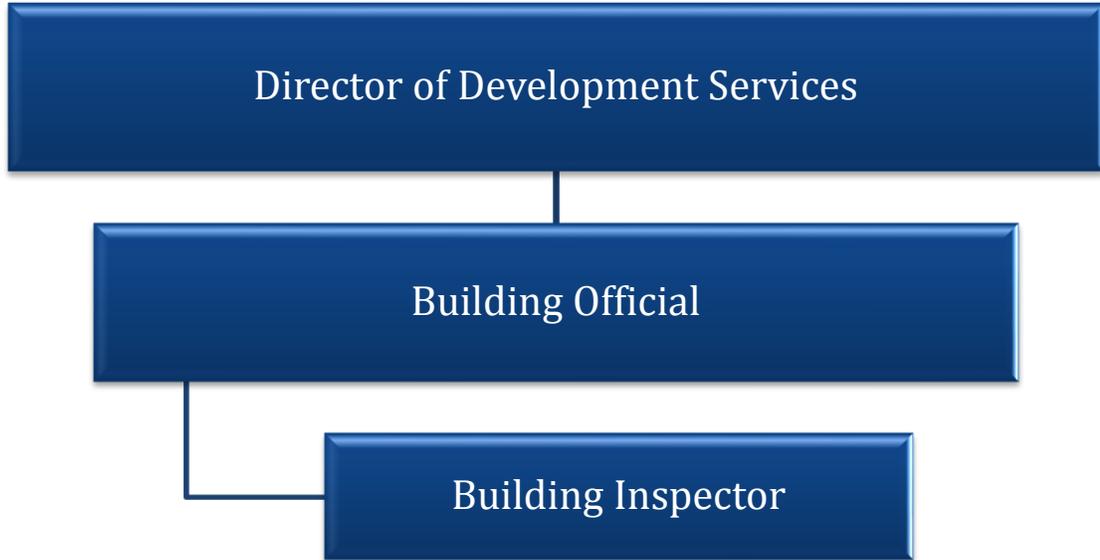
**GENERAL FUND
CITY MARSHAL
CITY MARSHAL**

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 59,446	\$ 93,845	\$ 82,851	\$ 102,673	\$ 105,754
102	SALARIES-REGULAR	\$ -	\$ -	\$ 17,053	\$ 22,090	\$ 21,704
103	SALARIES-OVERTIME	\$ 1,906	\$ 4,939	\$ 1,158	\$ 500	\$ 500
104	SALARIES-LONGEVITY	\$ 45	\$ 145	\$ 180	\$ 232	\$ 328
105	GROUP HEALTH INSURANCE	\$ 6,270	\$ 13,097	\$ 11,950	\$ 15,628	\$ 15,018
106	TMRS	\$ 8,892	\$ 13,732	\$ 11,818	\$ 17,863	\$ 18,034
107	FICA	\$ 4,767	\$ 7,585	\$ 7,705	\$ 9,860	\$ 10,076
109	SALARIES-WELL PAY	\$ -	\$ 1,128	\$ 395	\$ 636	\$ 654
110	DENTAL INSURANCE	\$ 461	\$ 827	\$ 694	\$ 876	\$ 876
115	CERTIFICATION PAY	\$ -	\$ -	\$ -	\$ 1,801	\$ 1,801
118	CELL PHONE ALLOWANCE	\$ 951	\$ 1,049	\$ 840	\$ 960	\$ 960
120	GROUP LIFE INSURANCE	\$ 9	\$ 116	\$ 98	\$ 357	\$ 357
130	WORKERS COMPENSATION	\$ 625	\$ 766	\$ 717	\$ 984	\$ 1,006
131	EAP EXPENSE	\$ 29	\$ 51	\$ 64	\$ 95	\$ 95
Personnel Sub Total		\$ 83,400	\$ 137,278	\$ 135,524	\$ 174,555	\$ 177,163
Account Object Description						
201	OFFICE SUPPLIES	\$ 458	\$ 557	\$ 650	\$ 650	\$ 1,300
202	UNIFORMS AND CLOTHING	\$ 794	\$ 481	\$ 234	\$ 260	\$ 579
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,370	\$ 243	\$ 250	\$ 255	\$ 400
214	POSTAGE/SHIPPING/DELIVERY	\$ 1,061	\$ 574	\$ 500	\$ 500	\$ 500
218	FUEL & OIL	\$ 4,030	\$ 5,040	\$ 4,180	\$ 5,052	\$ 5,122
Supplies Sub Total		\$ 7,713	\$ 6,895	\$ 5,814	\$ 6,717	\$ 7,901
Account Object Description						
302	MAINT-MOTOR VEHICLES	\$ 1,214	\$ 1,771	\$ -	\$ -	\$ -
Maintenance Sub Total		\$ 1,214	\$ 1,771	\$ -	\$ -	\$ -
Account Object Description						
409	TRAVEL & EDUCATION	\$ 1,884	\$ 1,641	\$ 1,311	\$ 1,000	\$ 3,000
414	DUES & SUBSCRIPTIONS	\$ 384	\$ 604	\$ 506	\$ 510	\$ 700
421	PRINTING	\$ 690	\$ 254	\$ -	\$ -	\$ 300
Services Sub Total		\$ 2,957	\$ 2,498	\$ 1,817	\$ 1,510	\$ 4,000
Department Total		\$ 95,285	\$ 148,442	\$ 143,155	\$ 182,782	\$ 189,064



Building Inspections

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Adopted '16-17	Proposed '17-18
Building Official	1	1	1
Building Inspector	2	2	2
Permit Technician	2	2	0
Total	5	5	3

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 • Allow for online permit submissions, inspection requests and contractor applications • 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	15-16 Actual	16-17 Actual		2017-2018 Target
Full Time Employees	4	5		5
Single Family Permits Issued	138	116		125
Commercial Permits Issued	21	18		18
Home Add On	133	86		95
Commercial Add On	58	37		40
Electrical Permits Issued	119	64		95
Plumbing Permits Issued	226	177		250
Fence Permits Issued	230	120		130
Mechanical Permits Issued	115	102		105
Contractor Registrations	405	429		425
Plans Reviewed	1,535	1,840		1,800
Inspections Made	4,753	6,437		6,600
Demolition Permits	13	9		8
Garage Sale Permits	325	262		275
Signs permits	58	64		62
Utility Verifications	54	38		45
Certificate of Occupancies	80	88		84
Back Flow Tests	78	35		125
Food Inspections	185	88		90
Irrigation Permits	35	66		45
Rental Insections	1178	911		1,200
Performance Measurement	15-16 Actual	16-17 Actual		2017-2018 Target
Requested inspections performed within 8 hours	100%	100%		100%
Complaints addressed within 8 hours	95%	95%		95%
Same day telephone call return from residents and contractors	95%	95%		95%
Single family permits issued	138	116		125
Commercial permits issued	15	18		18
Average number of days from date of inspection request until completion	1	1		1
Number of inspections completed	4753	6437		6600
Number of contractor plans reviewed	1535	1702		1750
Budget Summary	2015-2016 Actual	2016-2017		2017-2018 Budget
		Actual	Budget	
Personnel	289,688	239,276	323,766	256,616
Supplies	1,796	1,434	5,878	6,689
Maintenance	1,239	1,207	-	-
Services	12,648	12,332	12,969	14,860
TOTAL	305,372	254,249	342,613	278,165

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**

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 136,309	\$ 207,682	\$ 158,367	\$ 195,248	\$ 184,997
103	SALARIES-OVERTIME	\$ 359	\$ 264	\$ 662	\$ -	\$ -
104	SALARIES-LONGEVITY	\$ 118	\$ 294	\$ 140	\$ 236	\$ 176
105	GROUP HEALTH INSURANCE	\$ 13,583	\$ 35,446	\$ 30,394	\$ 37,307	\$ 27,938
106	TMRS	\$ 18,757	\$ 27,947	\$ 22,543	\$ 30,151	\$ 25,574
107	FICA	\$ 9,882	\$ 15,059	\$ 12,039	\$ 16,248	\$ 14,287
109	SALARIES-WELL PAY	\$ -	\$ 468	\$ 1,476	\$ 1,382	\$ 1,113
110	DENTAL INSURANCE	\$ 777	\$ 1,856	\$ 1,443	\$ 2,190	\$ 1,314
118	CELL PHONE ALLOWANCE	\$ 291	\$ -	\$ 20	\$ -	\$ 480
120	GROUP LIFE INSURANCE	\$ 15	\$ 239	\$ 172	\$ 510	\$ 306
130	WORKERS COMPENSATION	\$ 311	\$ 317	\$ 236	\$ 359	\$ 350
131	EAP EXPENSE	\$ 49	\$ 117	\$ 95	\$ 135	\$ 81
Personnel Sub Total		\$ 180,450	\$ 289,688	\$ 230,128	\$ 283,766	\$ 256,616
Account Object	Description					
201	OFFICE SUPPLIES	\$ 3,576	\$ 21	\$ 2,688	\$ 1,000	\$ 1,000
202	UNIFORMS AND CLOTHING	\$ 193	\$ 260	\$ 244	\$ 364	\$ 603
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 338	\$ 101	\$ -	\$ 50	\$ 50
211	OTHER OPERATIONAL SUPPLIES	\$ -	\$ -	\$ 1,582	\$ 2,936	\$ 2,936
214	POSTAGE/SHIPPING/DELIVERY	\$ 41	\$ 358	\$ 468	\$ 100	\$ 100
215	TRAINING SUPPLIES	\$ 335	\$ -	\$ -	\$ -	\$ -
218	FUEL & OIL	\$ 1,283	\$ 1,056	\$ 1,795	\$ 1,428	\$ 2,000
Supplies Sub Total		\$ 5,766	\$ 1,796	\$ 6,776	\$ 5,878	\$ 6,689
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ 1,251	\$ 1,239	\$ -	\$ -	\$ -
Maintenance Sub Total		\$ 1,251	\$ 1,239	\$ -	\$ -	\$ -
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ -	\$ 456	\$ 114	\$ 1,350	\$ 1,440
402	RENTAL OF EQUIPMENT	\$ 751	\$ -	\$ -	\$ -	\$ -
408	ADVERTISING	\$ -	\$ 235	\$ -	\$ -	\$ -
409	TRAVEL & EDUCATION	\$ 1,333	\$ 1,150	\$ 745	\$ 360	\$ 1,080
414	DUES & SUBSCRIPTIONS	\$ 3,367	\$ 4,831	\$ 7,794	\$ 7,575	\$ 8,700
421	PRINTING	\$ 420	\$ 693	\$ 459	\$ 400	\$ 500
452	FILING FEES	\$ -	\$ -	\$ -	\$ 300	\$ 300
455	CERTIFICATION FEES	\$ 161	\$ -	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 1,653	\$ 3,092	\$ 1,324	\$ 984	\$ 840
482	CREDIT CARD PROCESSING FEES	\$ 3,794	\$ 2,192	\$ 1,879	\$ 2,000	\$ 2,000
559	CONTRACT/TEMPORARY LABOR	\$ 1,611	\$ -	\$ 122,300	\$ 40,000	\$ -
Services Sub Total		\$ 13,091	\$ 12,648	\$ 134,614	\$ 52,969	\$ 14,860
Department Total		\$ 200,557	\$ 305,372	\$ 371,519	\$ 342,613	\$ 278,165



Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed'16-17	Proposed'17-18
Director of Equipment & Facility Services	1	1	1
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	2015-2016 Actual	2016-2017 Actual		2017-2018 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	2015-2016 Actual	2016-2017 Actual		2017-2018 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	2015-2016 Actual	2016-2017		2017-2018 Budget
		Actual	Budget	
Personnel	283,360	259,477	328,019	340,303
Supplies	7,936	11,675	43,676	116,156
Maintenance	(195)	266,015	193,620	193,370
Other Services	4,953	2,093	8,054	8,140
TOTAL	296,054	539,260	573,369	657,969

Vehicle Maintenance

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

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

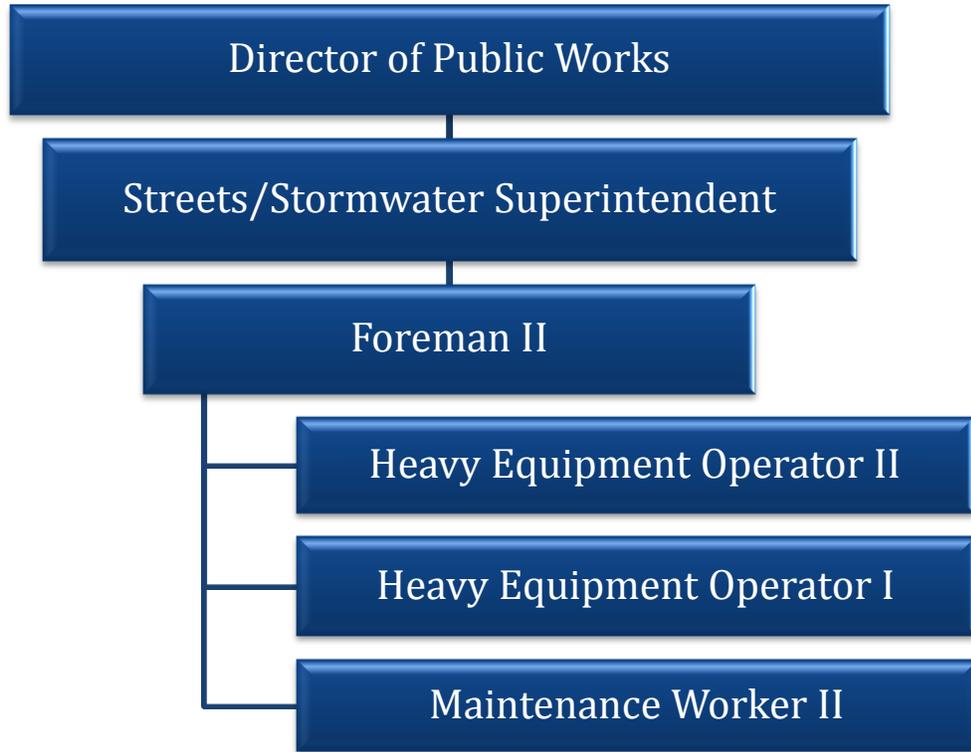
Account Object	Description	2015 Actual	2016 Actual	2017 YTD Actual	2017 Budget	2018 Proposed
101	SALARIES-REGULAR	\$ 192,958	\$ 203,007	\$ 179,926	\$ 234,334	\$ 241,363
102	SALARIES-PART TIME	\$ -	\$ -	\$ 7,509	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 1,122	\$ 750	\$ 1,387	\$ 1,000	\$ 1,000
104	SALARIES-LONGEVITY	\$ 585	\$ 708	\$ 166	\$ 820	\$ 340
105	GROUP HEALTH INSURANCE	\$ 21,665	\$ 25,338	\$ 21,208	\$ 31,060	\$ 35,920
106	TMRS	\$ 28,178	\$ 28,524	\$ 25,783	\$ 33,593	\$ 34,095
107	FICA	\$ 15,052	\$ 15,964	\$ 14,775	\$ 17,060	\$ 17,351
109	SALARIES-WELL PAY	\$ 150	\$ -	\$ 1,298	\$ 1,441	\$ 1,483
110	DENTAL INSURANCE	\$ 1,457	\$ 1,476	\$ 1,060	\$ 1,743	\$ 1,743
113	SALARIES-CAR ALLOWANCE	\$ 2,957	\$ 4,843	\$ 3,800	\$ 4,800	\$ 4,800
114	SALARIES-ASSIGNMENT PAY	\$ 191	\$ -	\$ -	\$ -	\$ -
120	GROUP LIFE INSURANCE	\$ 113	\$ 243	\$ 180	\$ 510	\$ 510
130	WORKERS COMPENSATION	\$ 2,846	\$ 2,411	\$ 2,300	\$ 1,523	\$ 1,563
131	EAP EXPENSE	\$ 98	\$ 95	\$ 85	\$ 135	\$ 135
Personnel Sub Total		\$ 267,371	\$ 283,360	\$ 259,477	\$ 328,019	\$ 340,303
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Account Object	Description	2015 Actual	2016 Actual	2017 YTD Actual	2017 Budget	2018 Proposed
201	OFFICE SUPPLIES	\$ 4,787	\$ 412	\$ 1,109	\$ 250	\$ 250
202	UNIFORMS AND CLOTHING	\$ 1,754	\$ 1,277	\$ 150	\$ 1,137	\$ 1,137
203	MOTOR VEHICLE SUPPLIES	\$ 29	\$ (1)	\$ 1,205	\$ 29,767	\$ 108,067
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 330	\$ 4,347	\$ 8,767	\$ 7,500	\$ 5,500
205	JANITORIAL & CLEANING SUPPLIES	\$ 66	\$ -	\$ -	\$ -	\$ -
206	CHEMICALS	\$ -	\$ 80	\$ -	\$ 250	\$ 250
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ 31	\$ 53	\$ 100	\$ 100
216	MEDICAL SUPPLIES	\$ -	\$ -	\$ -	\$ 50	\$ 50
218	FUEL & OIL	\$ 961	\$ 442	\$ 391	\$ 660	\$ 302
231	SOFTWARE	\$ -	\$ 1,349	\$ -	\$ 3,962	\$ 500
Supplies Sub Total		\$ 7,926	\$ 7,936	\$ 11,675	\$ 43,676	\$ 116,156
<hr/>						
Account Object	Description	2015 Actual	2016 Actual	2017 YTD Actual	2017 Budget	2018 Proposed
301	MAINT-BLDG & STRUCTURES	\$ 46	\$ -	\$ 717	\$ -	\$ -
302	MAINT-MOTOR VEHICLES	\$ 10	\$ 132	\$ 259,233	\$ 192,120	\$ 191,370
303	MAINT-EQUIP & MACHINERY	\$ 2,893	\$ (1,184)	\$ 6,065	\$ 1,500	\$ 2,000
342	MAINT-DATA PROC EQUIPMENT	\$ 225	\$ 856	\$ -	\$ -	\$ -
Maintenance Sub Total		\$ 3,174	\$ (195)	\$ 266,015	\$ 193,620	\$ 193,370
<hr/>						
Account Object	Description	2015 Actual	2016 Actual	2017 YTD Actual	2017 Budget	2018 Proposed
401	TELEPHONE & COMMUNICATIONS	\$ -	\$ -	\$ 451	\$ 450	\$ -
402	RENTAL OF EQUIPMENT	\$ 50	\$ -	\$ -	\$ -	\$ -
407	SPECIAL SERVICES	\$ 15	\$ -	\$ 125	\$ 2,000	\$ 2,000
409	TRAVEL & EDUCATION	\$ 189	\$ 4,382	\$ (1)	\$ 4,100	\$ 4,100
411	ALARM SERVICE	\$ 484	\$ -	\$ -	\$ -	\$ -
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ -	\$ 1,100	\$ 1,000	\$ 1,500
462	CELLULAR TELEPHONE & PAGERS	\$ 482	\$ 571	\$ 419	\$ 504	\$ 540
Services Sub Total		\$ 1,220	\$ 4,953	\$ 2,093	\$ 8,054	\$ 8,140
<hr/>						
Department Total		\$ 279,691	\$ 296,054	\$ 539,260	\$ 573,369	\$ 657,969



TREE CITY USA

Streets

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
Foreman II	1	1	1
Heavy Equipment Operator II	1	1	1
Heavy Equipment Operator I	1	1	1
Maintenance Worker II	1	1	1
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	15-16 Actual	16-17 Actual		2017-2018 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	4,500		4,500
Current Miles of Street and Alley Evaluations	22	25		30
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	15-16 Actual	16-17 Actual		2017-2018 Target
Phone calls and CRM requests responded to within	100%	100%		100%
Snow and Ice Plan Implementation	November	November		November
Emergency Pavement and Pothole Repair within 24hrs	95%	95%		99%
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	2015-2016	2016-2017		2017-2018
	Actual	Actual	Budget	Budget
Personnel	211,857	199,391	219,339	226,395
Supplies	24,720	12,724	25,912	36,012
Maintenance	192,168	101,384	172,903	277,700
Services	2,472	2,042	8,183	4,200
TOTAL	431,218	315,540	426,337	544,307

Streets Operations

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

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

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 131,150	\$ 144,279	\$ 131,840	\$ 143,525	\$ 145,698
103	SALARIES-OVERTIME	\$ 7,012	\$ 3,543	\$ 2,719	\$ 6,000	\$ 6,000
104	SALARIES-LONGEVITY	\$ 802	\$ 824	\$ 840	\$ 224	\$ 1,120
105	GROUP HEALTH INSURANCE	\$ 22,715	\$ 26,689	\$ 30,005	\$ 31,060	\$ 34,563
106	TMRS	\$ 19,837	\$ 20,299	\$ 18,926	\$ 20,878	\$ 21,051
107	FICA	\$ 10,528	\$ 11,278	\$ 10,160	\$ 11,526	\$ 11,762
109	SALARIES-WELL PAY	\$ 306	\$ 968	\$ 1,079	\$ 897	\$ 911
110	DENTAL INSURANCE	\$ 1,664	\$ 1,567	\$ 1,443	\$ 1,734	\$ 1,734
120	GROUP LIFE INSURANCE	\$ 172	\$ 165	\$ 157	\$ 510	\$ 510
130	WORKERS COMPENSATION	\$ 3,772	\$ 2,138	\$ 2,132	\$ 2,850	\$ 2,911
131	EAP EXPENSE	\$ 103	\$ 107	\$ 90	\$ 135	\$ 135
Personnel Sub Total		\$ 198,062	\$ 211,857	\$ 199,391	\$ 219,339	\$ 226,395
Account Object	Description					
201	OFFICE SUPPLIES	\$ -	\$ 50	\$ 500	\$ 500	\$ 500
202	UNIFORMS AND CLOTHING	\$ 652	\$ 210	\$ 230	\$ 1,880	\$ 2,631
203	MOTOR VEHICLE SUPPLIES	\$ 8	\$ 229	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 2,507	\$ 2,620	\$ 3,964	\$ 3,964	\$ 3,950
206	CHEMICALS	\$ 283	\$ -	\$ -	\$ 750	\$ 750
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ -	\$ -	\$ 120	\$ 120
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ 14	\$ -	\$ 50	\$ 50
216	MEDICAL SUPPLIES	\$ -	\$ -	\$ -	\$ 100	\$ 100
218	FUEL & OIL	\$ 15,664	\$ 11,756	\$ 9,520	\$ 11,508	\$ 12,911
231	SOFTWARE	\$ 10,868	\$ 9,840	\$ (1,491)	\$ 7,040	\$ 15,000
Supplies Sub Total		\$ 29,981	\$ 24,720	\$ 12,724	\$ 25,912	\$ 36,012
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ -	\$ 486	\$ -	\$ -	\$ -
302	MAINT-MOTOR VEHICLES	\$ 8,683	\$ 12,149	\$ (65)	\$ -	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 14,134	\$ 2,077	\$ -	\$ -	\$ -
304	MAINT-STREETS	\$ 77,478	\$ 98,026	\$ 59,714	\$ 100,000	\$ 200,000
305	MAINT-SIDEWALKS & ALLEYS	\$ 35	\$ 52,555	\$ 30,339	\$ 40,000	\$ 40,000
307	MAINT-INSTRUMENTS & APPARATUS	\$ 1,577	\$ 514	\$ 344	\$ 1,700	\$ 500
319	MAINT-TRAFFIC SIGN SYSTEM	\$ 21,292	\$ 20,747	\$ 6,110	\$ 20,703	\$ 26,700
320	MAINT-STREET MARKINGS	\$ 9,580	\$ 5,615	\$ 4,771	\$ 10,500	\$ 10,500
Maintenance Sub Total		\$ 132,780	\$ 192,168	\$ 101,384	\$ 172,903	\$ 277,700
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 336	\$ 595	\$ 547	\$ 547	\$ 500
409	TRAVEL & EDUCATION	\$ 178	\$ 61	\$ 367	\$ 1,115	\$ 980
413	SANITARY LANDFILL	\$ 440	\$ 500	\$ 66	\$ 1,000	\$ 500
414	DUES & SUBSCRIPTIONS	\$ 1,605	\$ -	\$ -	\$ 4,105	\$ -
421	PRINTING	\$ 388	\$ 180	\$ -	\$ 300	\$ 300
462	CELLULAR TELEPHONE & PAGERS	\$ 747	\$ 1,136	\$ 1,062	\$ 1,116	\$ 1,920
Services Sub Total		\$ 3,694	\$ 2,472	\$ 2,042	\$ 8,183	\$ 4,200
Department Total		\$ 364,516	\$ 431,218	\$ 315,540	\$ 426,337	\$ 544,307



Parks

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
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, and special events support.



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	15-16 Actual	16-17 Actual		2017-2018 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
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	15-16 Actual	16-17 Actual		2017-2018 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	2015-2016	2016-2017		2017-2018
	Actual	Actual	Budget	Budget
Personnel	485,569	374,357	545,086	551,716
Supplies	34,902	43,382	44,924	35,157
Maintenance	51,623	16,249	16,292	22,400
Other Services	31,879	15,773	16,867	17,106
Capital Outlay	6,550	6,250	-	-
TOTAL	610,524	456,011	623,169	626,379

Parks

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

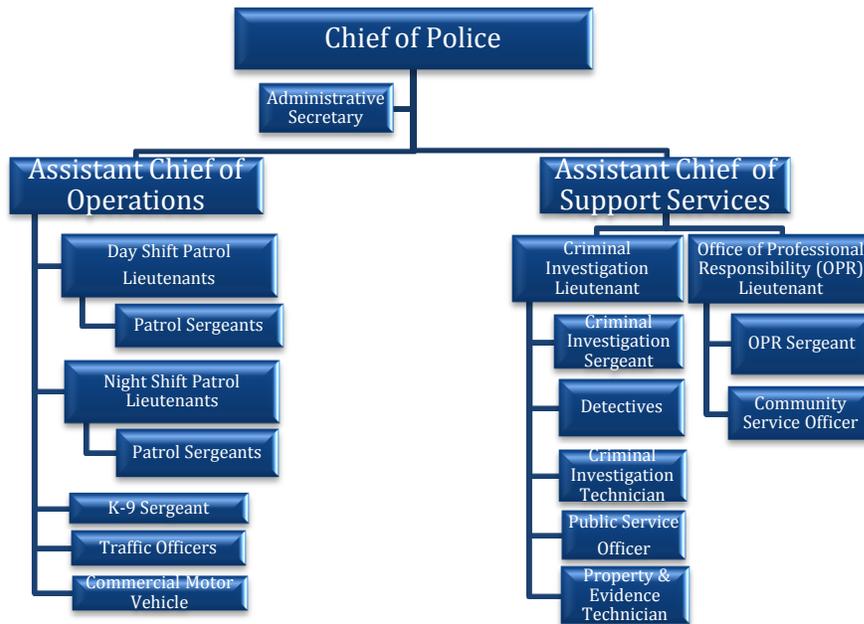
Fund 1 GENERAL FUND
Department 13 PARKS AND RECREATION
Program 0 PARKS AND RECREATION

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 343,964	\$ 321,841	\$ 246,859	\$ 356,414	\$ 372,749
103	SALARIES-OVERTIME	\$ 5,840	\$ 9,504	\$ 12,372	\$ 4,500	\$ 4,500
104	SALARIES-LONGEVITY	\$ 2,148	\$ 1,977	\$ 1,644	\$ 2,392	\$ 2,376
105	GROUP HEALTH INSURANCE	\$ 56,942	\$ 68,205	\$ 53,049	\$ 88,925	\$ 78,529
106	TMRS	\$ 51,353	\$ 45,673	\$ 36,210	\$ 52,484	\$ 52,361
107	FICA	\$ 26,855	\$ 24,622	\$ 18,945	\$ 28,973	\$ 29,253
109	SALARIES-WELL PAY	\$ -	\$ 139	\$ -	\$ 2,243	\$ 2,269
110	DENTAL INSURANCE	\$ 4,169	\$ 3,876	\$ 2,558	\$ 4,353	\$ 4,353
114	SALARIES-ASSIGNMENT PAY	\$ 7,864	\$ 5,562	\$ -	\$ -	\$ -
118	CELL PHONE ALLOWANCE	\$ 326	\$ 400	\$ 420	\$ -	\$ 480
120	GROUP LIFE INSURANCE	\$ 296	\$ 389	\$ 277	\$ 1,122	\$ 1,122
130	WORKERS COMPENSATION	\$ 4,756	\$ 3,135	\$ 1,855	\$ 3,383	\$ 3,427
131	EAP EXPENSE	\$ 259	\$ 244	\$ 167	\$ 297	\$ 297
Personnel Sub Total		\$ 504,772	\$ 485,569	\$ 374,357	\$ 545,086	\$ 551,716
Account Object	Description					
201	OFFICE SUPPLIES	\$ 332	\$ 1,320	\$ 591	\$ 591	\$ 500
202	UNIFORMS AND CLOTHING	\$ 3,980	\$ 1,858	\$ 4,508	\$ 4,508	\$ 2,785
203	MOTOR VEHICLE SUPPLIES	\$ 494	\$ 16	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 3,026	\$ 3,040	\$ 2,735	\$ 2,735	\$ 2,650
205	JANITORIAL & CLEANING SUPPLIES	\$ 2,873	\$ -	\$ 3,099	\$ 3,099	\$ 3,652
206	CHEMICALS	\$ 10,857	\$ 5,991	\$ 9,075	\$ 9,075	\$ 3,950
208	EDUCATION & REC SUPPLIES	\$ 3,176	\$ 3,859	\$ 5,400	\$ 5,400	\$ 6,180
209	BOTANICAL & AGR SUPPLIES	\$ 3,934	\$ 3,957	\$ 4,928	\$ 4,928	\$ 4,000
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 288	\$ -	\$ 293	\$ 293	\$ 215
211	OTHER OPERATIONAL SUPPLIES	\$ 6,057	\$ -	\$ 2,402	\$ -	\$ -
218	FUEL & OIL	\$ 18,682	\$ 14,325	\$ 9,829	\$ 13,728	\$ 10,732
226	SEED	\$ -	\$ 537	\$ 506	\$ 550	\$ 493
Services Sub Total		\$ 53,700	\$ 34,902	\$ 43,382	\$ 44,924	\$ 35,157
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 4,360	\$ 9,235	\$ -	\$ -	\$ -
302	MAINT-MOTOR VEHICLES	\$ 21,361	\$ 21,163	\$ (53)	\$ -	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 6,631	\$ 1,316	\$ 9	\$ -	\$ -
315	MAINT-PARK EQUIPMENT/FIXTURES	\$ 15,000	\$ 19,910	\$ 16,292	\$ 16,292	\$ 16,900
345	MAINT-ATHLETIC FACILITY	\$ -	\$ -	\$ -	\$ -	\$ 5,500
Maintenance Sub Total		\$ 47,352	\$ 51,623	\$ 16,249	\$ 16,292	\$ 22,400
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 1,469	\$ 980	\$ 1,000	\$ 1,000	\$ 1,273
409	TRAVEL & EDUCATION	\$ 2,318	\$ 1,455	\$ 1,886	\$ 2,695	\$ 1,858
414	DUES & SUBSCRIPTIONS	\$ 300	\$ 257	\$ 249	\$ 525	\$ 670
416	OTHER/PROFESSIONAL SERVICES	\$ 10,126	\$ 20,602	\$ 6,058	\$ 6,058	\$ 9,525
421	PRINTING	\$ 336	\$ -	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 1,419	\$ 2,408	\$ 2,308	\$ 2,308	\$ 3,780
559	CONTRACT/TEMPORARY LABOR	\$ 8,079	\$ 6,178	\$ 4,273	\$ 4,281	\$ -
Services Sub Total		\$ 24,047	\$ 31,879	\$ 15,773	\$ 16,867	\$ 17,106
Account Object	Description					
602	CAPITAL-BLDG & STRUCTURE	\$ -	\$ 6,550	\$ 6,250	\$ -	\$ -
Capital Sub Total		\$ -	\$ 6,550	\$ 6,250	\$ -	\$ -
Department Total		\$ 629,870	\$ 610,524	\$ 456,011	\$ 623,169	\$ 626,379



Police Department

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
Chief of Police	1	1	1
Assistant Police Chief	2	2	2
Lieutenant	6	6	6
Sergeant	7	7	7
Police Officer	41	44	47
CID Technician	1	1	1
Property & Evidence Technician	1	1	1
Lead Police Technician	1	0	0
Police Technicians	1	0	0
PT Police Technician (.5)	1	0	0
Public Service Officer	2	2	2
PT Public Service Officer (.5)	0.5	0.5	0.5
Administrative Secretary	1	1	1
Total	65.5	65.5	68.5

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	15-16 Actual	16-17 Actual		2017-2018 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	15-16 Actual	16-17 Actual		2017-2018 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 Minutes
Part I Crimes per 1000 Population	59	52		57
Sworn Officers per 1000 Population/per Sq City Mile	1.8	1.28		1.5
Budget Summary	2015-2016	2016-2017		2017-2018
	Actual	Actual	Budget	Budget
Personnel	5,657,178	4,647,557	5,846,095	5,924,571
Supplies	168,364	144,755	169,285	184,426
Maintenance	88,919	35,055	21,400	42,403
Services	455,405	362,898	480,960	439,206
TOTAL	6,369,867	5,190,265	6,517,740	6,590,606

Lancaster Police Department

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

Account Object	Description	2015 Actual	2016 Actual	2017 YTD Actual	2017 Budget	2018 Proposed
101	SALARIES-REGULAR	\$ 3,249,667	\$ 3,502,139	\$ 2,819,237	\$ 3,993,913	\$ 3,972,273
102	SALARIES-PART TIME	\$ 70,582	\$ 38,981	\$ -	\$ 15,965	\$ 16,285
103	SALARIES-OVERTIME	\$ 450,995	\$ 557,427	\$ 536,251	\$ 215,400	\$ 215,400
104	SALARIES-LONGEVITY	\$ 20,614	\$ 20,689	\$ 17,028	\$ 21,144	\$ 21,020
105	GROUP HEALTH INSURANCE	\$ 428,927	\$ 482,153	\$ 396,899	\$ 504,405	\$ 612,889
106	TMRS	\$ 553,056	\$ 565,770	\$ 480,899	\$ 603,188	\$ 592,197
107	FICA	\$ 288,419	\$ 302,061	\$ 255,514	\$ 320,950	\$ 317,953
109	SALARIES-WELL PAY	\$ 35,354	\$ 33,792	\$ 33,596	\$ 25,737	\$ 25,566
110	DENTAL INSURANCE	\$ 20,534	\$ 19,968	\$ 15,603	\$ 24,429	\$ 26,994
112	SALARIES-OUT OF CLASS/FTO PAY	\$ 98	\$ -	\$ -	\$ -	\$ -
113	SALARIES-CAR ALLOWANCE	\$ 4,814	\$ 1,643	\$ -	\$ -	\$ -
114	SALARIES-ASSIGNMENT PAY	\$ 27,460	\$ 18,719	\$ 3,128	\$ 31,200	\$ 27,040
115	CERTIFICATION PAY	\$ 41,491	\$ 71,512	\$ 56,570	\$ 40,325	\$ 48,085
118	CELL PHONE ALLOWANCE	\$ 6,700	\$ 6,391	\$ 5,140	\$ 7,200	\$ 7,200
120	GROUP LIFE INSURANCE	\$ 4,688	\$ 4,032	\$ 3,212	\$ 6,630	\$ 6,378
121	UNIFORMS	\$ 1,000	\$ 2,065	\$ 1,000	\$ 1,500	\$ 1,500
130	WORKERS COMPENSATION	\$ 35,957	\$ 28,267	\$ 22,320	\$ 32,352	\$ 32,099
131	EAP EXPENSE	\$ 1,484	\$ 1,569	\$ 1,161	\$ 1,757	\$ 1,692
Personnel Sub Total		\$ 5,241,841	\$ 5,657,178	\$ 4,647,557	\$ 5,846,095	\$ 5,924,571
Supplies						
201	SUPPLIES	\$ 12,723	\$ 6,230	\$ 6,731	\$ 6,731	\$ 6,457
202	UNIFORMS AND CLOTHING	\$ 55,401	\$ 33,325	\$ 39,889	\$ 42,812	\$ 48,387
203	MOTOR VEHICLE SUPPLIES	\$ 456	\$ 180	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,163	\$ 7,482	\$ 480	\$ 684	\$ 1,400
208	EDUCATION & REC SUPPLIES	\$ 385	\$ -	\$ -	\$ 500	\$ 500
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 180	\$ 668	\$ 856	\$ 856	\$ 880
211	OTHER OPERATIONAL SUPPLIES	\$ 6,954	\$ 2,037	\$ -	\$ 2,955	\$ 2,951
212	AMMUNITION	\$ 8,471	\$ 14,139	\$ 14,426	\$ 15,084	\$ 17,872
214	POSTAGE/SHIPPING/DELIVERY	\$ 4,493	\$ 5,749	\$ 3,158	\$ 2,872	\$ 2,750
215	TRAINING SUPPLIES	\$ 256	\$ 1,501	\$ 2,306	\$ 2,306	\$ 2,696
218	FUEL & OIL	\$ 135,760	\$ 89,051	\$ 74,158	\$ 90,984	\$ 95,255
219	DATA PROCESSING SUPPLIES	\$ 4,539	\$ 4,469	\$ -	\$ -	\$ -
220	INVESTIGATION SUPPLIES	\$ 3,986	\$ 3,533	\$ 2,751	\$ 3,500	\$ 5,278
Supplies Sub Total		\$ 234,768	\$ 168,364	\$ 144,755	\$ 169,285	\$ 184,426
Maintenance						
301	MAINT-BLDG & STRUCTURES	\$ 160	\$ -	\$ -	\$ -	\$ -
302	MAINT-MOTOR VEHICLES	\$ 65,358	\$ 72,340	\$ 15,596	\$ -	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 36,583	\$ 16,580	\$ -	\$ -	\$ -
351	MAINT-MISC	\$ -	\$ -	\$ 19,459	\$ 21,400	\$ 42,403
Maintenance Sub Total		\$ 102,101	\$ 88,919	\$ 35,055	\$ 21,400	\$ 42,403
Services						
402	RENTAL OF EQUIPMENT	\$ 7,498	\$ -	\$ -	\$ -	\$ -
407	SPECIAL SERVICES	\$ 65,556	\$ 3,253	\$ -	\$ -	\$ -
408	ADVERTISING	\$ 96	\$ -	\$ -	\$ -	\$ -
409	TRAVEL & EDUCATION	\$ 37,152	\$ 36,944	\$ 42,434	\$ 57,875	\$ 54,785
414	DUES & SUBSCRIPTIONS	\$ 15,512	\$ 15,639	\$ 9,069	\$ 14,790	\$ 10,390
416	OTHER/PROFESSIONAL SERVICES	\$ 29,123	\$ 21,640	\$ 8,481	\$ 46,645	\$ 12,181
419	AWARDS	\$ 968	\$ 500	\$ -	\$ 500	\$ 500
421	PRINTING	\$ 3,802	\$ 715	\$ 250	\$ 850	\$ 850
434	SPECIAL EVENTS	\$ 1,593	\$ 935	\$ 201	\$ 600	\$ 800
435	LABORATORY CHARGES	\$ 11,202	\$ 13,804	\$ 3,003	\$ 9,700	\$ 9,700
440	CONSULTANT AND ADVISORY FEES	\$ -	\$ 10,000	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 971	\$ 748	\$ 852	\$ -	\$ -
473	HIDTA EXPENSES	\$ -	\$ 1,165	\$ 6,881	\$ -	\$ -
476	ACCT ANALYSIS FEES-JPM	\$ 899	\$ -	\$ -	\$ -	\$ -
482	CREDIT CARD PROCESSING FEES	\$ 86	\$ 62	\$ 59	\$ -	\$ -
539	MISC. HEALTH BENEFIT	\$ 540	\$ -	\$ -	\$ -	\$ -
557	CITY JAIL CONTRACT	\$ 350,000	\$ 350,000	\$ 291,667	\$ 350,000	\$ 350,000
Services Sub Total		\$ 524,999	\$ 455,405	\$ 362,898	\$ 480,960	\$ 439,206
Capital						
609	CAPITAL-MACHINERY & EQUIPMENT	\$ 8,083	\$ -	\$ -	\$ -	\$ -
618	CAPITAL-COMPUTER EQUIPMENT	\$ 9,132	\$ -	\$ -	\$ -	\$ -
Capital Sub Total		\$ 17,215	\$ -	\$ -	\$ -	\$ -
Department Total		\$ 6,120,924	\$ 6,369,867	\$ 5,190,265	\$ 6,517,740	\$ 6,590,606



TREE CITY USA

Fire

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
Fire Chief	1	1	1
Assistant Fire Chief	1	1	1
Battalion Chief	5	5	5
Captain	9	9	9
Fire Engineer	21	21	21
Fire Fighter	19	25	25
Fire Fighter (Safer Grant .38 fte)	2.28	0	0
Administrative Secretary	1	1	1
Total	59.28	63	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 Engaged 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	15-16 Actual	16-17 Actual		2017-2018 Target
Full-Time Employees	61	61		63
Responses (Average per year)	11,652	11,576		12,000
Simultaneous Incidents	1,963	1,863		1,900
Lives Saved	474	342		500
Life Extending Aid	1,894	1,954		2,000
Training Hours	9,862	9,924		10,000.00
Value Saved Exposed to Fire	11,510,675	10,690,489		11,000,000
Performance Measurement	15-16 Actual	16-17 Actual		2017-2018 Target
Percent of property saved from fire	76%	83%		95%
Paramedics trained	4	2		4
Minimum Apparatus staffing per shift	16	16		16
Response times with increased call volume	5:25	5:26		5:15
Percentage of 4 firefighters on scene in 5 minutes	50%	48%		50%
Percentage of 14 firefighters on scene in 9 minutes	58%	52%		55%
Increase ambulance billing revenue	20%	10%		10%
Dependency on mutual aid assistance	444	333		300
Public Fire Safety Education contacts	8,300	8,400		8,600
In the field CPR recesutations	14	17		18
Budget Summary	2015-2016	2016-2017		2017-2018
	Actual	Actual	Budget	Budget
Personnel	6,332,253	5,394,435	6,136,013	6,422,966
Supplies	251,633	245,489	289,502	290,508
Maintenance	135,729	11,959	19,700	12,950
Services	265,308	212,939	270,936	285,349
TOTAL	6,984,923	5,864,823	6,716,151	7,011,773

Lancaster Fire Department

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 3,477,665	\$ 3,684,625	\$ 3,284,147	\$ 4,078,717	\$ 4,231,477
103	SALARIES-OVERTIME	\$ 452,491	\$ 586,235	\$ 431,329	\$ 200,000	\$ 200,000
104	SALARIES-LONGEVITY	\$ 28,733	\$ 28,320	\$ 19,984	\$ 26,620	\$ 24,524
105	GROUP HEALTH INSURANCE	\$ 451,468	\$ 813,628	\$ 586,465	\$ 594,194	\$ 688,470
106	TMRS	\$ 593,993	\$ 612,555	\$ 543,750	\$ 626,172	\$ 641,065
107	FICA	\$ 307,844	\$ 330,224	\$ 286,959	\$ 336,004	\$ 348,594
108	SALARIES-PARAMEDIC	\$ 105,444	\$ 102,516	\$ 89,643	\$ 105,959	\$ 116,464
109	SALARIES-WELL PAY	\$ 7,181	\$ 8,390	\$ 13,497	\$ 26,565	\$ 27,549
110	DENTAL INSURANCE	\$ 23,336	\$ 24,215	\$ 19,805	\$ 24,912	\$ 25,770
112	SALARIES-OUT OF CLASS	\$ 27,046	\$ 34,277	\$ 32,623	\$ 13,000	\$ 13,000
113	SALARIES-CAR ALLOWANCE	\$ -	\$ 2,280	\$ 3,800	\$ 4,800	\$ 4,800
114	SALARIES-ASSIGNMENT PAY	\$ 3,195	\$ 4,007	\$ 2,118	\$ -	\$ -
115	CERTIFICATION PAY	\$ 37,073	\$ 33,870	\$ 28,225	\$ 36,118	\$ 37,321
118	CELL PHONE ALLOWANCE	\$ 1,444	\$ 1,321	\$ 846	\$ 1,440	\$ 1,440
120	GROUP LIFE INSURANCE	\$ 5,125	\$ 4,366	\$ 3,686	\$ 6,732	\$ 6,732
125	SALARIES-FLSA OVERTIME	\$ 27,814	\$ 32,736	\$ 23,974	\$ 25,000	\$ 25,000
130	WORKERS COMPENSATION	\$ 33,721	\$ 26,072	\$ 21,240	\$ 26,998	\$ 27,978
131	EAP EXPENSE	\$ 1,630	\$ 1,517	\$ 1,245	\$ 1,782	\$ 1,782
149	TLFFRA ANNUITY PAYMENT	\$ 915	\$ 1,100	\$ 1,100	\$ 1,000	\$ 1,000
Personnel Sub Total		\$ 5,586,118	\$ 6,332,253	\$ 5,394,435	\$ 6,136,013	\$ 6,422,966
 						
Account Object	Description					
201	OFFICE SUPPLIES	\$ 5,925	\$ 4,718	\$ 3,446	\$ 4,000	\$ 4,000
202	UNIFORMS AND CLOTHING	\$ 61,420	\$ 61,337	\$ 52,795	\$ 52,774	\$ 62,025
203	MOTOR VEHICLE SUPPLIES	\$ 3,022	\$ 3,802	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 175,294	\$ 49,747	\$ 57,276	\$ 78,531	\$ 79,225
205	JANITORIAL & CLEANING SUPPLIES	\$ 6,993	\$ 5,584	\$ 3,346	\$ 5,753	\$ 5,550
208	EDUCATION & REC SUPPLIES	\$ 2,302	\$ 2,297	\$ 1,370	\$ 1,960	\$ 2,000
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 432	\$ 493	\$ 452	\$ 500	\$ 500
211	OTHER OPERATIONAL SUPPLIES	\$ 3,193	\$ 2,870	\$ 2,310	\$ 8,664	\$ 3,970
214	POSTAGE/SHIPPING/DELIVERY	\$ 1,006	\$ 776	\$ 679	\$ 750	\$ 725
215	TRAINING SUPPLIES	\$ 54	\$ -	\$ 318	\$ 750	\$ 550
216	MEDICAL SUPPLIES	\$ 95,133	\$ 74,456	\$ 82,974	\$ 88,980	\$ 85,299
218	FUEL & OIL	\$ 45,505	\$ 36,525	\$ 32,247	\$ 36,840	\$ 36,317
231	SOFTWARE	\$ 10,049	\$ 9,028	\$ 8,278	\$ 10,000	\$ 10,348
Sub Total		\$ 410,327	\$ 251,633	\$ 245,489	\$ 289,502	\$ 290,508
 						
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 4,695	\$ 1,352	\$ -	\$ -	\$ -
302	MAINT-MOTOR VEHICLES	\$ 73,848	\$ 101,685	\$ (303)	\$ -	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 20,748	\$ 12,186	\$ 8,582	\$ 10,750	\$ 750
307	MAINT-INSTRUMENTS & APPARATUS	\$ 7,044	\$ 17,462	\$ 1,120	\$ 5,950	\$ -
314	MAINT-RADIO EQUIPMENT	\$ 3,000	\$ 3,044	\$ 2,560	\$ 3,000	\$ 5,000
Sub Total		\$ 109,335	\$ 135,729	\$ 11,959	\$ 19,700	\$ 12,950
 						
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 9,126	\$ 138	\$ -	\$ -	\$ -
407	SPECIAL SERVICES	\$ 5,270	\$ 6,181	\$ 1,210	\$ 6,650	\$ 5,870
409	TRAVEL & EDUCATION	\$ 25,899	\$ 24,828	\$ 18,707	\$ 41,905	\$ 41,237
414	DUES & SUBSCRIPTIONS	\$ 1,478	\$ 1,742	\$ 2,000	\$ 9,940	\$ 2,190
416	PROFESSIONAL SERVICES	\$ 29,495	\$ 39,047	\$ 37,590	\$ 40,790	\$ 47,618
418	MEDICAL EXPENSE	\$ -	\$ 65	\$ -	\$ 500	\$ 500
420	INTERNAL TRAINING	\$ 1,204	\$ 1,750	\$ 1,600	\$ 1,600	\$ 1,600
421	PRINTING	\$ 997	\$ -	\$ -	\$ -	\$ -
434	SPECIAL EVENTS	\$ 946	\$ 702	\$ 381	\$ 675	\$ 225
446	CITY ATTORNEY FEES	\$ -	\$ 288	\$ -	\$ -	\$ -
451	RADIO TIE-IN TO PARKLAND	\$ 14,491	\$ 14,883	\$ 17,935	\$ 21,522	\$ 21,837
453	E M S TRAINING	\$ 38,616	\$ 43,218	\$ 39,579	\$ 47,069	\$ 66,433
455	CERTIFICATION FEES	\$ 9,780	\$ 5,495	\$ 8,967	\$ 18,797	\$ 11,511
462	CELLULAR TELEPHONE & PAGERS	\$ 3,374	\$ 4,113	\$ 8,149	\$ 2,160	\$ 3,900
470	BAD DEBT EXPENSE	\$ -	\$ 2,348	\$ 80	\$ -	\$ -
476	ACCT ANALYSIS FEES-JPM	\$ 7,285	\$ 5,237	\$ 5,781	\$ 6,000	\$ 6,000
554	AMBULANCE BILLING SERVICE FEE	\$ 63,369	\$ 102,276	\$ 55,801	\$ 53,328	\$ 53,328
558	EMPLOYEE PHYSICAL ASSESSMENT	\$ 10,500	\$ 12,945	\$ 15,065	\$ 20,000	\$ 23,100
Sub Total		\$ 221,829	\$ 265,308	\$ 212,939	\$ 270,936	\$ 285,349
 						
Department Total		\$ 6,327,609	\$ 6,984,923	\$ 5,864,823	\$ 6,716,151	\$ 7,011,773



Emergency Management



Personnel Organization Chart



Personnel Summary

There is no personnel for this program.

Department Narrative

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

Goals				
City Council Goals:				
<ul style="list-style-type: none"> • Healthy, Safe & Engaged 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	15-16 Actual	16-17 Actual		2017-2018 Target
Siren activation testing	220	200		200
Severe Weather events monitored	67	70		60
Emergency Plan Annex updates	2	22		22
Code Red maintenance	225	225		300
Generator Checks	60	60		60
Performance Measurement	15-16 Actual	16-17 Actual		2017-2018 Target
Siren activations	4	1		3
Emergency Operation Center (EOC) activations	15	16		16
Emergency Operation Plan (EOP) rating	Intermediate	Advanced		Advanced
Generator Activations	4	1		3
City Disaster Training	2	4		4
Regional Disaster meetings	8	8		8
Disaster Drill	1	1		1
Code Red notifications	2	2		2
Budget Summary	2015-2016 Actual	2016-2017		2017-2018 Budget
		Actual	Budget	
Supplies	1,864	-	2,000	3,500
Maintenance	22,626	10,969	11,000	14,550
Services	22,000	38,325	84,774	66,127
TOTAL	46,491	49,293	97,774	84,177

Emergency Management

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

Fund 1 GENERAL FUND
Department 15 FIRE
Program 4 EMERGENCY MANAGEMENT

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
202	UNIFORMS AND CLOTHING	\$ -	\$ 198	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 16	\$ 469	\$ -	\$ -	\$ -
218	FUEL & OIL	\$ 8,002	\$ 1,197	\$ -	\$ 2,000	\$ 1,500
Supplies Sub Total		\$ 8,018	\$ 1,864	\$ -	\$ 2,000	\$ 3,500
Account Object Description						
302	MAINT-MOTOR VEHICLES	\$ -	\$ 7	\$ -	\$ -	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 4,054	\$ 697	\$ (47)	\$ -	\$ -
314	MAINT-RADIO EQUIPMENT	\$ 1,807	\$ 3,147	\$ 241	\$ 2,000	\$ 3,775
341	MAINT-EARLY WARNING SIRENS	\$ 13,838	\$ 18,775	\$ 10,775	\$ 9,000	\$ 10,775
Maintenance Sub Total		\$ 19,699	\$ 22,626	\$ 10,969	\$ 11,000	\$ 14,550
Account Object Description						
401	TELEPHONE & COMMUNICATIONS	\$ 1,636	\$ -	\$ -	\$ -	\$ -
409	TRAVEL & EDUCATION	\$ -	\$ -	\$ -	\$ -	\$ 2,000
416	PROFESSIONAL SERVICES	\$ 23,000	\$ 22,000	\$ 38,325	\$ 84,774	\$ 64,127
Services Sub Total		\$ 24,636	\$ 22,000	\$ 38,325	\$ 84,774	\$ 66,127
Department Total						
Department Total		\$ 52,354	\$ 46,491	\$ 49,293	\$ 97,774	\$ 84,177



Personnel Organization Chart

Non-Departmental

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

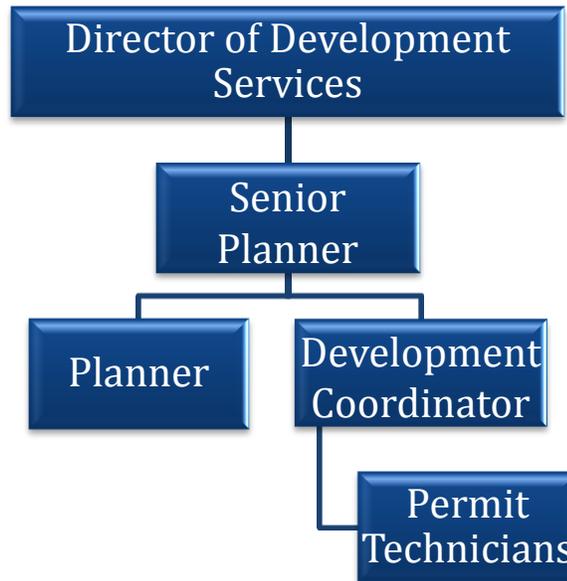
BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

Fund 1 GENERAL FUND
Department 16 NON-DEPARTMENTAL
Program 0 NON-DEPARTMENTAL EXPENSES

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
122	COBRA HEALTH INSUR W/IRS CRED	\$ -	\$ -	\$ 673	\$ -	\$ -
130	WORKERS COMPENSATION	\$ -	\$ 2,684	\$ 2,684	\$ 4,000	\$ 4,000
Personnel Sub Total		\$ -	\$ 2,684	\$ 3,357	\$ 4,000	\$ 4,000
Supplies						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
214	POSTAGE/SHIPPING/DELIVERY	\$ 2,284	\$ 2,453	\$ 7	\$ -	\$ -
Supplies Sub Total		\$ 2,284	\$ 2,453	\$ 7	\$ -	\$ -
Maintenance						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
301	MAINT-BLDG & STRUCTURES	\$ (1,597)	\$ -	\$ -	\$ -	\$ -
Maintenance Sub Total		\$ (1,597)	\$ -	\$ -	\$ -	\$ -
Services						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
401	TELEPHONE & COMMUNICATIONS	\$ 249,024	\$ 335,628	\$ 270,313	\$ 87,958	\$ 190,432
402	RENTAL OF EQUIPMENT	\$ 51	\$ 21,723	\$ 21,406	\$ 21,653	\$ 21,653
403	CASUALTY INSURANCE	\$ 299,653	\$ 344,461	\$ 344,734	\$ 357,000	\$ 355,000
406	UNEMPLOYMENT INSURANCE	\$ 35,021	\$ 42,416	\$ 16,361	\$ 55,800	\$ 70,000
407	SPECIAL SERVICES	\$ 8,611	\$ -	\$ -	\$ -	\$ -
408	ADVERTISING	\$ -	\$ 12	\$ -	\$ -	\$ -
414	DUES & SUBSCRIPTIONS	\$ 38,880	\$ 25,724	\$ 40,119	\$ 38,112	\$ 54,312
416	OTHER/PROFESSIONAL SERVICES	\$ 7,380	\$ 28,062	\$ 15,640	\$ 11,650	\$ 7,880
420	INTERNAL TRAINING	\$ -	\$ -	\$ 46,233	\$ 46,200	\$ 40,000
421	PRINTING	\$ -	\$ 15,387	\$ 9,654	\$ 12,240	\$ 12,240
434	SPECIAL EVENTS	\$ 13,819	\$ 16,804	\$ 19,143	\$ 29,700	\$ 32,700
442	COMPUTER PROFESSIONAL SERVICES	\$ 161	\$ -	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 13,553	\$ 1,143	\$ 240	\$ -	\$ -
463	ADMIN FEES-FLEX SPENDING PLAN	\$ 1,652	\$ 1,646	\$ 1,161	\$ 2,000	\$ 2,000
497	TUITION REIMBURSEMENT	\$ 6,629	\$ 5,741	\$ 5,290	\$ 7,000	\$ 7,000
507	LEASE PAYMENTS	\$ -	\$ (3,068)	\$ -	\$ -	\$ -
536	HEALTH DEPT-FOOD PERMITS	\$ 17,775	\$ 16,950	\$ 16,950	\$ 20,400	\$ 20,400
539	MISC. HEALTH BENEFIT	\$ 5,874	\$ 6,480	\$ 5,484	\$ 10,000	\$ 10,000
562	INCENTIVES-PROPERTY TAX REBATE	\$ 880,900	\$ 956,496	\$ 1,109,678	\$ 1,299,518	\$ 2,233,200
Services Sub Total		\$ 1,578,982	\$ 1,815,605	\$ 1,922,407	\$ 1,999,230	\$ 3,056,817
Department Total		\$ 1,579,669	\$ 1,820,742	\$ 1,925,771	\$ 2,003,230	\$ 3,060,817



Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
Director of Development Services	1	1	1
Senior Planner	0	1	1
Planner	0	0	1
Development Coordinator	0	1	1
Permit Technicians	0	0	2
Total	1	3	6

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 • 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	2015-2016 Actual	2016-2017 Actual		2017 - 2018 Target
Full Time Employees	1	3		3
Lancaster Development Code Review Sessions	4 (Quarterly)	?		?
Total Plats Received and Reviewed	9	23		25
Total Zoning Requests Received and Processed	9	7		10
Total Site Plans Received and Reviewed	7	9		12
Zoning Board of Adjustment Cases	2	1		2
Historic Sign Control Board Landmark Presentation cases	2	9		12
Miscellaneous Items (Exceptions)		7		10
Performance Measurement	2015-2016 Actual	2016-2017 Actual		2017 - 2018 Target
Process Certificate of Occupancies within 3 Days	100%	100%		100%
Comment on Civil Plans with Planning Elements within 3 Days	95%	100%		100%
Comment on Building Plans with Planning Elements within 3 Days	90%	100%		100%
Process Administrative Permits within 3 Days	90%	100%		100%
Complete Site Plan and Plat Applications within 30 days	90%	100%		100%
Zoning Applications Completed with 45 days	90%	85%		100%
Annexation Requests Complying with Procedural Requirements	100%	100%		100%
Citizen Planning Inquiries Resolved Within 24 Hours	90%	100%		100%
Continuing Education Units Received	60 Units	60 Units		80 Units
Budget Summary	2015-2016	2016-2017		2017-2018
	Actual	Actual	Budget	Target
Personnel	86,853	169,469	321,104	\$ 500,727.00
Supplies	2,635	2,375	2,910	\$ 2,450.00
Maintenance	168	30	200	\$ -
Services	192,263	61,497	53,040	\$ 507,045.00
TOTAL	281,918	233,372	377,254	\$ 1,010,222.00

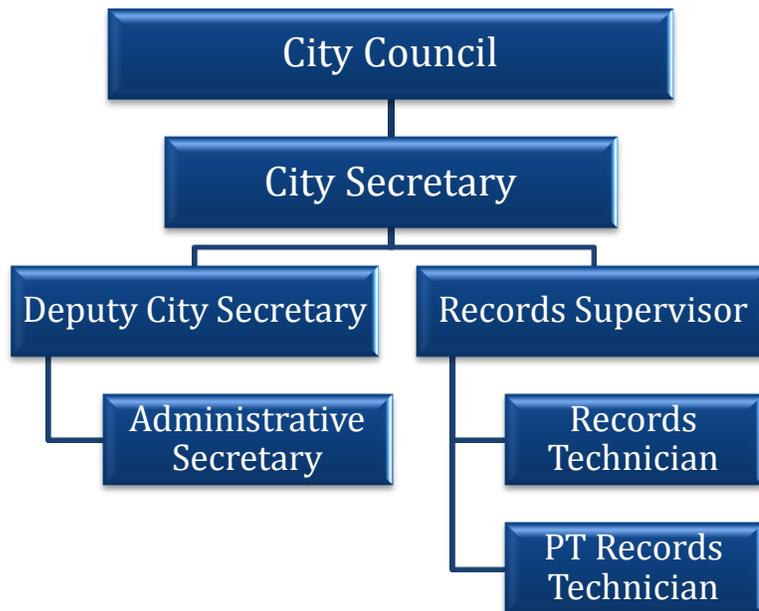
Planning

	Fund	1	GENERAL FUND
BUDGET REPORT	Department	17	PLANNING & DEVELOPMENT
LINE ITEM DETAIL	Program	0	PLANNING & DEVELOPMENT
BY DEPARTMENT			

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 10,732	\$ 58,934	\$ 116,204	\$ 237,442	\$ 348,349
102	SALARIES-PART TIME	\$ 42,342	\$ 5,484	\$ -	\$ -	\$ -
103	SALARIES-OVERTIME	\$ -	\$ -	\$ 452	\$ -	\$ -
104	SALARIES-LONGEVITY	\$ 7	\$ -	\$ -	\$ -	\$ 308
105	GROUP HEALTH INSURANCE	\$ 6,965	\$ 5,900	\$ 26,590	\$ 23,246	\$ 65,328
106	TMRS	\$ 7,979	\$ 9,115	\$ 16,320	\$ 33,907	\$ 48,574
107	FICA	\$ 4,188	\$ 4,975	\$ 8,149	\$ 17,414	\$ 27,137
109	SALARIES-WELL PAY	\$ -	\$ -	\$ -	\$ 1,459	\$ 2,113
110	DENTAL INSURANCE	\$ 447	\$ 259	\$ 731	\$ 1,287	\$ 2,601
113	SALARIES-CAR ALLOWANCE	\$ 2,557	\$ 2,043	\$ -	\$ 4,800	\$ 4,800
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ -	\$ 750	\$ -	\$ -
118	CELL PHONE ALLOWANCE	\$ 86	\$ -	\$ -	\$ 960	\$ 480
120	GROUP LIFE INSURANCE	\$ 7	\$ 66	\$ 128	\$ 306	\$ 587
130	WORKERS COMPENSATION	\$ 67	\$ 53	\$ 94	\$ 202	\$ 295
131	EAP EXPENSE	\$ 32	\$ 24	\$ 52	\$ 81	\$ 155
Personnel Sub Total		\$ 75,410	\$ 86,853	\$ 169,469	\$ 321,104	\$ 500,727
Account Object	Description					
201	OFFICE SUPPLIES	\$ -	\$ 1,259	\$ 1,216	\$ 1,250	\$ 1,200
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ 248	\$ -	\$ -	\$ -
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 887	\$ 265	\$ 536	\$ 800	\$ 750
211	OTHER OPERATIONAL SUPPLIES	\$ 37	\$ -	\$ -	\$ -	\$ -
214	POSTAGE/SHIPPING/DELIVERY	\$ 164	\$ 354	\$ 365	\$ 500	\$ 500
218	FUEL & OIL	\$ 745	\$ 510	\$ -	\$ -	\$ -
231	SOFTWARE	\$ -	\$ -	\$ 257	\$ 360	\$ -
Supplies Sub Total		\$ 1,833	\$ 2,635	\$ 2,375	\$ 2,910	\$ 2,450
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ 672	\$ 168	\$ -	\$ -	\$ -
303	MAINT-EQUIP & MACHINERY	\$ -	\$ -	\$ 30	\$ 200	\$ -
Maintenance Sub Total		\$ 672	\$ 168	\$ 30	\$ 200	\$ -
Account Object	Description					
408	ADVERTISING	\$ 44	\$ 557	\$ 261	\$ 300	\$ 300
409	TRAVEL & EDUCATION	\$ 2,649	\$ 2,531	\$ 1,633	\$ 2,285	\$ 3,000
414	DUES & SUBSCRIPTIONS	\$ 3,729	\$ 3,964	\$ 1,951	\$ 1,785	\$ 2,205
416	OTHER/PROFESSIONAL SERVICES	\$ 27,213	\$ 185,044	\$ 56,029	\$ 46,440	\$ 500,000
421	PRINTING	\$ -	\$ 84	\$ 1,623	\$ 1,750	\$ 1,000
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ 83	\$ -	\$ 480	\$ 540
Services Sub Total		\$ 34,321	\$ 192,263	\$ 61,497	\$ 53,040	\$ 507,045
Department Total		\$ 112,235	\$ 281,918	\$ 233,372	\$ 377,254	\$ 1,010,222



Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
City Secretary	1	1	1
Deputy City Secretary	0	1	1
Records Supervisor	0	1	1
Assistant City Secretary	1	0	0
Administrative Secretary	1	1	1
Records Technician	0	1	1
PT Records Technician (.5)	0	1	1
Total	3	6	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 posts City Council agendas and gives notice of City Council meetings. The City Secretary serves as the City's Records Management Officer and is responsible for record requests in accordance with the Texas Public Information Act. The City Secretary coordinates and conducts all regular and special city elections. The City Secretary's office issues local alcohol beverage permits. The City Secretary's office coordinates board and commission appointments, and provides administrative assistance to the Mayor and Council.



Goals				
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	15-16 Actual	16-17 Actual		2017-2018 Target
City Council Meetings	44	36		45
Population	37,550	37,730		36,700
Registered Voters	21,600	23,033		25,500
Ordinances Adopted	24	32		35
Resolutions Approved	103	70		95
Ordinances Codified	32	32		35
Proclamations Prepared	18	23		20
Open Records Requests Processed	245	2,703		3,500
Elections Held	1	1		1
Quantity of Records Eligible for Destruction (lbs.)	5,882	3,420		4,000
Agenda Packet Pages Produced (electronic)	2,769	4,628		4,050
Legal Notices Published	18	23		25
Performance Measurement	15-16 Actual	16-17 Actual		2017-2018 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.)	5,882	3,420		4,000
"Local" Alcohol Beverage Permits issued	3	4		5
Ordinances and Resolutions indexed/scanned as adopted	100%	100%		100%
Council minutes prepared; ordinances and resolutions	100%	100%		100%
Council minutes prepared; ordinances and resolutions	100%	100%		100%
Line Item Details Totals	2016-2017 Actual	2016-2017		2017-2018 Budget
		Actual	Budget	
Personnel	209,982	290,666	359,373	376,129
Supplies	2,193	825	1,001	3,200
Maintenance	-	60	-	-
Services	23,475	12,498	25,276	28,049
Total Expenditures	235,649	304,049	385,650	407,378

City Secretary's Office

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 97,475	\$ 139,056	\$ 180,688	\$ 222,702	\$ 233,089
102	SALARIES-PART TIME	\$ -	\$ 5,698	\$ 21,469	\$ 30,596	\$ 31,206
103	SALARIES-OVERTIME	\$ 262	\$ 901	\$ 849	\$ 500	\$ 500
104	SALARIES-LONGEVITY	\$ 286	\$ 300	\$ 434	\$ 720	\$ 924
105	GROUP HEALTH INSURANCE	\$ 15,002	\$ 25,485	\$ 38,266	\$ 39,303	\$ 42,813
106	TMRS	\$ 14,775	\$ 19,860	\$ 25,891	\$ 36,128	\$ 37,239
107	FICA	\$ 15,385	\$ 11,391	\$ 15,648	\$ 19,942	\$ 20,803
109	SALARIES-WELL PAY	\$ 727	\$ 808	\$ 1,357	\$ 1,367	\$ 1,431
110	DENTAL INSURANCE	\$ 770	\$ 1,263	\$ 1,733	\$ 2,190	\$ 2,190
113	SALARIES-CAR ALLOWANCE	\$ 4,814	\$ 4,843	\$ 3,800	\$ 4,800	\$ 4,800
120	GROUP LIFE INSURANCE	\$ 92	\$ 171	\$ 218	\$ 714	\$ 714
130	WORKERS COMPENSATION	\$ 0	\$ 118	\$ 163	\$ 221	\$ 230
131	EAP EXPENSE	\$ 52	\$ 87	\$ 150	\$ 190	\$ 190
Personnel Sub Total		\$ 149,641	\$ 209,982	\$ 290,666	\$ 359,373	\$ 376,129
Account Object Description						
201	OFFICE SUPPLIES	\$ 3,042	\$ 1,954	\$ 722	\$ 801	\$ 3,000
214	POSTAGE/SHIPPING/DELIVERY	\$ 193	\$ 239	\$ 104	\$ 200	\$ 200
Supplies Sub Total		\$ 3,235	\$ 2,193	\$ 825	\$ 1,001	\$ 3,200
Account Object Description						
303	MAINT-EQUIP & MACHINERY	\$ -	\$ -	\$ 60	\$ -	\$ -
Maintenance Sub Total		\$ -	\$ -	\$ 60	\$ -	\$ -
Account Object Description						
401	TELEPHONE & COMMUNICATIONS	\$ 381	\$ 448	\$ 741	\$ 450	\$ 480
402	RENTAL OF EQUIPMENT	\$ -	\$ -	\$ 103	\$ -	\$ -
407	SPECIAL SERVICES	\$ 3,662	\$ 3,496	\$ 273	\$ 4,892	\$ 4,892
408	ADVERTISING	\$ 214	\$ 1,033	\$ -	\$ 325	\$ 325
409	TRAVEL & EDUCATION	\$ 6,849	\$ 6,034	\$ 3,632	\$ 8,095	\$ 9,855
414	DUES & SUBSCRIPTIONS	\$ -	\$ 555	\$ 500	\$ 685	\$ 1,332
416	OTHER/PROFESSIONAL SERVICES	\$ 5,988	\$ 10,401	\$ 6,760	\$ 10,100	\$ 10,400
421	PRINTING	\$ 824	\$ -	\$ -	\$ -	\$ -
452	FILING FEES	\$ -	\$ 372	\$ 140	\$ 225	\$ 225
462	CELLULAR TELEPHONE & PAGERS	\$ 1,278	\$ 758	\$ 349	\$ 504	\$ 540
559	CONTRACT/TEMPORARY LABOR	\$ 13,569	\$ 377	\$ -	\$ -	\$ -
Sub Total		\$ 32,765	\$ 23,475	\$ 12,498	\$ 25,276	\$ 28,049
Department Total		\$ 185,641	\$ 235,649	\$ 304,049	\$ 385,650	\$ 407,378



Finance

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
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 decisions 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 Investment Policy, Financial Policy, and Debt Policy approved by City Council State Comptroller's Leadership Circle Comprehensive Annual Financial Report Certificate of Achievement for Excellence in Financial Reporting from Government Finance Officers Association 				
Workload Indicators	15-16 Actual	16-17 Actual		2017-2018 Target
Full-Time Employees	5	5		5
Checking Accounts	12	12		12
Journal Entries Made	5,220	4,980		5,500
Bank Statements Reconciled	108	108		108
Monthly Operations Reports - P.I.D.'s	12	9		12
Accounts Payable Checks Processed	4,575	3,060		4,000
Quarterly Financial & Investment Reporting	4	4		4
Financial Reporting	8	8		8
Financial Policy	1	1		1
Investment Policy	1	1		1
Debt Management Policy	1	1		1
Performance Measurement	15-16 Actual	16-17 Actual		2017-2018 Target
Bank Reconciliations Completed by next Month End	0%	90%		100%
Monthly Closeouts within 10 Days of Month End	12	10		12
Vendors Paid within 30 Days	95%	95%		100%
Checks Available for Review every Thursday	100%	100%		100%
Audit presentation to Council (Months after fiscal year end)	8 months	8 months		8 months
Quarterly Financial and Investment Reports	4	4		4
Budget Summary	2015-2016	2016-2017		2017-2018
	Actual	Actual	Budget	Budget
Personnel	450,804	366,563	451,195	465,999
Supplies	9,556	5,701	15,139	10,387
Maintenance	-	33	33	-
Services	272,833	207,093	232,011	258,227
TOTAL	733,193	579,389	698,377	734,612

Finance

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

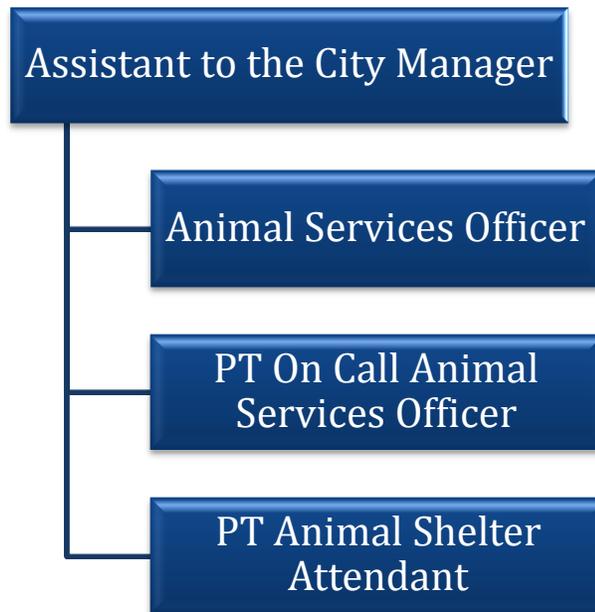
Fund **1** **GENERAL FUND**
Department **19** **FINANCE**
Program **0** **FINANCE**

Account Object	Description	2015 Actual	2016 Actual	2017 YTD Actual	2017 Budget	2018 Proposed
101	SALARIES-REGULAR	\$ 334,293	\$ 336,249	\$ 272,980	\$ 338,013	\$ 348,148
103	SALARIES-OVERTIME	\$ 4,789	\$ 798	\$ 87	\$ 600	\$ 600
104	SALARIES-LONGEVITY	\$ 172	\$ 462	\$ 406	\$ 501	\$ 729
105	GROUP HEALTH INSURANCE	\$ 27,963	\$ 29,336	\$ 26,066	\$ 29,109	\$ 31,581
106	TMRS	\$ 49,122	\$ 46,981	\$ 38,558	\$ 47,950	\$ 48,870
107	FICA	\$ 25,978	\$ 26,004	\$ 21,024	\$ 24,933	\$ 25,554
109	SALARIES-WELL PAY	\$ -	\$ 2,156	\$ 1,307	\$ 2,061	\$ 2,124
110	DENTAL INSURANCE	\$ 2,147	\$ 2,008	\$ 1,649	\$ 2,072	\$ 2,072
113	SALARIES-CAR ALLOWANCE	\$ 4,814	\$ 4,843	\$ 3,800	\$ 4,800	\$ 4,800
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ 1,173	\$ -	\$ -	\$ -
118	CELL PHONE ALLOWANCE	\$ 251	\$ -	\$ 50	\$ 125	\$ 480
120	GROUP LIFE INSURANCE	\$ 44	\$ 387	\$ 311	\$ 587	\$ 587
130	WORKERS COMPENSATION	\$ (0)	\$ 276	\$ 223	\$ 289	\$ 299
131	EAP EXPENSE	\$ 133	\$ 131	\$ 102	\$ 155	\$ 155
Personnel Sub Total		\$ 449,706	\$ 450,804	\$ 366,563	\$ 451,195	\$ 465,999
Account Object	Description					
201	SUPPLIES	\$ 7,265	\$ 6,204	\$ 2,527	\$ 4,069	\$ 4,357
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ 41	\$ -	\$ -	\$ -
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 51	\$ 238	\$ -	\$ 150	\$ 150
214	POSTAGE/SHIPPING/DELIVERY	\$ 2,341	\$ 1,879	\$ 1,978	\$ 2,500	\$ 2,500
231	SOFTWARE	\$ 2,952	\$ 1,195	\$ 1,195	\$ 8,420	\$ 3,380
Supplies Sub Total		\$ 12,609	\$ 9,556	\$ 5,701	\$ 15,139	\$ 10,387
Account Object	Description					
303	MAINT-EQUIP & MACHINERY	\$ -	\$ -	\$ 33	\$ 33	\$ -
318	MAINT-OFFICE EQUIPMENT	\$ 109	\$ -	\$ -	\$ -	\$ -
Maintenance Sub Total		\$ 109	\$ -	\$ 33	\$ 33	\$ -
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ (36)	\$ -	\$ -	\$ -	\$ -
402	RENTAL OF EQUIPMENT	\$ 7,567	\$ 3,705	\$ 4,041	\$ 4,056	\$ 5,000
409	TRAVEL & EDUCATION	\$ 12,906	\$ 9,660	\$ 8,447	\$ 8,457	\$ 8,050
414	DUES & SUBSCRIPTIONS	\$ 2,193	\$ 764	\$ 400	\$ 1,205	\$ 1,285
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ 5,145	\$ -	\$ -	\$ -
420	INTERNAL TRAINING	\$ -	\$ 1,000	\$ -	\$ -	\$ -
421	PRINTING	\$ 166	\$ 379	\$ 610	\$ 800	\$ -
437	CONTRACT AUDIT SERVICES	\$ 80,850	\$ 90,572	\$ 58,507	\$ 60,000	\$ 60,000
440	CONSULTANT AND ADVISORY FEES	\$ 17,210	\$ 3,500	\$ 10,673	\$ 8,353	\$ 7,500
442	COMPUTER PROFESSIONAL SERVICES	\$ 21,831	\$ 27,037	\$ 16,941	\$ 26,005	\$ 38,470
444	TAX APPRAISAL	\$ 46,193	\$ 67,710	\$ 71,145	\$ 71,145	\$ 78,214
462	CELLULAR TELEPHONE & PAGERS	\$ 998	\$ 889	\$ 879	\$ 1,008	\$ 540
476	ACCT ANALYSIS FEES-JPM	\$ 23,120	\$ 26,609	\$ 20,315	\$ 29,400	\$ 29,400
537	DALLAS COUNTY TAX COLL SVCS	\$ 19,640	\$ 24,282	\$ 15,135	\$ 21,582	\$ 29,768
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ 11,583	\$ -	\$ -	\$ -
Services Sub Total		\$ 232,638	\$ 272,833	\$ 207,093	\$ 232,011	\$ 258,227
Department Total		\$ 695,062	\$ 733,193	\$ 579,389	\$ 698,377	\$ 734,612



Animal Services

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Adopted '16-17	Adopted '17-18
Animal Services Officer	2	2	2
Animal Shelter Attendant	1	0	0
PT On Call Animal Services Officer	0	0.5	0.5
PT Animal Shelter Attendant (.5)	0	1	1
Total	3	3.5	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 three part-time officers. Staff also conducts shot and adoption clinics periodically that assist in controlling the growing population of stray animals in the City.



Goals

City Council Goal

- Healthy, Safe & Vibrant Community
- Civic Engagement

Departmental Goals

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

Workload Indicators	15-16 Actual	16-17 Actual		2017-2018 Target
Full-Time Employees	3	3		3.5
Adoptions	258	152		350
Redemptions	50	89		75
Euthanizations	700	123		200
Deceased Animal Pickup	148	180		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	15-16 Actual	16-17 Actual		2017-2018 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	2015-2016 Actual	2016-2017		2017-2018 Budget
		Actual	Budget	
Personnel	158,188	116,024	177,339	172,782
Supplies	5,782	5,036	8,918	11,819
Maintenance	1,187	-	-	-
Other Services	5,110	11,233	13,891	11,215
TOTAL	170,459	132,292	200,147	195,816

Animal Services

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

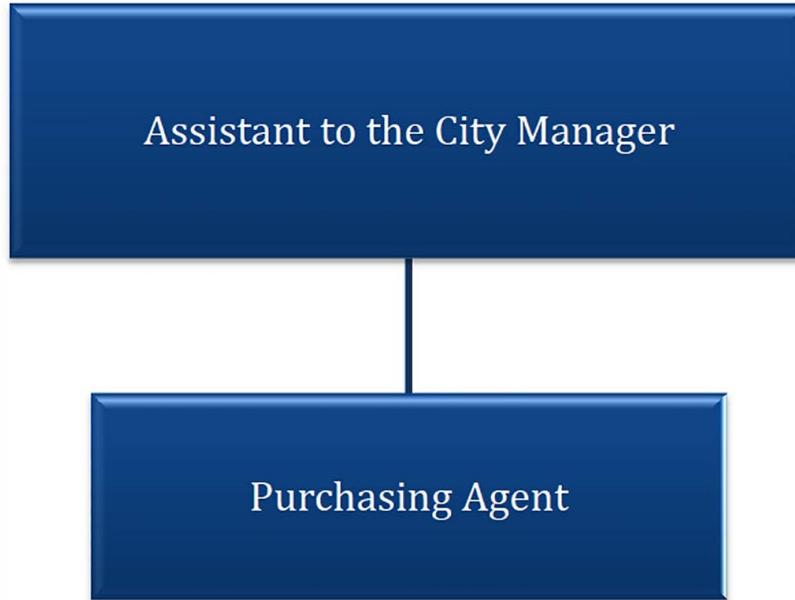
Fund **1** **GENERAL FUND**
Department **24** **ANIMAL CONTROL**
Program **0** **ANIMAL CONTROL**

Account Object	Description	2015 Actual	2016 Actual	2017 YTD Actual	2017 Budget	2018 Proposed
101	SALARIES-REGULAR	\$ 41,624	\$ 91,092	\$ 55,251	\$ 82,299	\$ 78,358
102	SALARIES-PART TIME	\$ 58,289	\$ 17,543	\$ 29,419	\$ 44,489	\$ 45,757
103	SALARIES-OVERTIME	\$ 6,979	\$ 3,622	\$ 4,087	\$ 2,400	\$ 2,400
104	SALARIES-LONGEVITY	\$ 667	\$ 738	\$ 126	\$ 852	\$ 252
105	GROUP HEALTH INSURANCE	\$ 23,184	\$ 20,075	\$ 10,679	\$ 15,436	\$ 15,127
106	TMRS	\$ 15,477	\$ 14,136	\$ 8,262	\$ 18,160	\$ 17,491
107	FICA	\$ 7,950	\$ 8,374	\$ 6,751	\$ 10,025	\$ 9,772
109	SALARIES-WELL PAY	\$ 477	\$ 162	\$ -	\$ 511	\$ 487
110	DENTAL INSURANCE	\$ 1,174	\$ 962	\$ 566	\$ 867	\$ 867
118	CELL PHONE ALLOWANCE	\$ 481	\$ 524	\$ 420	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 102	\$ 108	\$ 60	\$ 459	\$ 459
130	WORKERS COMPENSATION	\$ 701	\$ 963	\$ 317	\$ 1,238	\$ 1,209
131	EAP EXPENSE	\$ 83	\$ 81	\$ 83	\$ 123	\$ 123
Personnel Sub Total		\$ 157,188	\$ 158,380	\$ 116,024	\$ 177,339	\$ 172,782
Account Object	Description					
201	OFFICE SUPPLIES	\$ -	\$ 56	\$ 645	\$ 750	\$ 1,000
202	UNIFORMS AND CLOTHING	\$ 78	\$ 166	\$ 514	\$ 612	\$ 1,487
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 346	\$ 396	\$ 1,346	\$ 2,422	\$ 3,049
205	JANITORIAL & CLEANING SUPPLIES	\$ (0)	\$ 23	\$ 123	\$ 410	\$ 906
206	CHEMICALS	\$ 683	\$ 1,845	\$ 99	\$ 99	\$ 800
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ -	\$ 132	\$ 125	\$ 150
216	MEDICAL SUPPLIES	\$ -	\$ 72	\$ -	\$ 100	\$ 100
218	FUEL & OIL	\$ 3,803	\$ 1,817	\$ 954	\$ 2,700	\$ 1,827
224	ANIMAL CARE SUPPLIES	\$ 2,815	\$ 1,407	\$ 1,223	\$ 1,700	\$ 2,500
Supplies Sub Total		\$ 7,725	\$ 5,782	\$ 5,036	\$ 8,918	\$ 11,819
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ 673	\$ 1,187	\$ -	\$ -	\$ -
Maintenance Sub Total		\$ 673	\$ 1,187	\$ -	\$ -	\$ -
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ -	\$ 120	\$ -	\$ -	\$ -
409	TRAVEL & EDUCATION	\$ 57	\$ 197	\$ 420	\$ 1,200	\$ 1,200
414	DUES & SUBSCRIPTIONS	\$ 3,008	\$ 3,514	\$ 4,443	\$ 4,705	\$ 4,205
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ -	\$ 1,709	\$ 2,633	\$ 460
418	MEDICAL EXPENSE	\$ 869	\$ -	\$ 3,677	\$ 4,313	\$ 4,010
421	PRINTING	\$ 679	\$ 188	\$ -	\$ 300	\$ 300
434	SPECIAL EVENTS	\$ 198	\$ -	\$ -	\$ -	\$ -
435	LABORATORY CHARGES	\$ -	\$ -	\$ -	\$ 500	\$ 500
455	CERTIFICATION FEES	\$ -	\$ -	\$ -	\$ -	\$ 120
462	CELLULAR TELEPHONE & PAGERS	\$ 492	\$ 1,091	\$ 984	\$ 240	\$ 420
Services Sub Total		\$ 5,303	\$ 5,110	\$ 11,233	\$ 13,891	\$ 11,215
Department Total		\$ 170,889	\$ 170,459	\$ 132,292	\$ 200,147	\$ 195,816



Purchasing

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
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	15-16 Actual	16-17 Actual		2017-2018 Target
Bid Types Processed	74	53		62
ITQ-Invitation to Quote	38	7		12
ITB-Invitation to Bid	29	9		20
RFQ-Request for Qualifications	2	10		10
RFP-Request for Proposal	4	13		18
RFI-Request for Information	0	14		2
Requisitions Processed	1,198	1,223		1,200
Procurement Card Transactions	3,416	4,367		4,500
Purchase Orders Processed	1,128	1,359		1,800
Performance Measurement	15-16 Actual	16-17 Actual		2017-2018 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	2015-2016 Actual	2016-2017		2017-2018 Budget
		Actual	Budget	
Personnel	82,383	69,972	83,534	89,849
Supplies	5,551	334	1,124	1,124
Services	21,938	18,108	25,979	26,540
TOTAL	109,872	88,414	110,637	117,513

Purchasing

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

Fund 1 GENERAL FUND
Department 29 PURCHASING
Program 0 PURCHASING

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 38,855	\$ 58,255	\$ 49,540	\$ 61,337	\$ 63,178
104	SALARIES-LONGEVITY	\$ 6	\$ 54	\$ 76	\$ 100	\$ 148
105	GROUP HEALTH INSURANCE	\$ 16,718	\$ 10,860	\$ 9,478	\$ 7,818	\$ 11,927
106	TMRS	\$ 8,599	\$ 7,999	\$ 6,867	\$ 8,565	\$ 8,723
107	FICA	\$ 4,121	\$ 4,175	\$ 3,545	\$ 4,728	\$ 4,874
109	SALARIES-WELL PAY	\$ -	\$ 449	\$ -	\$ 368	\$ 379
110	DENTAL INSURANCE	\$ 440	\$ 442	\$ 347	\$ 438	\$ 438
120	GROUP LIFE INSURANCE	\$ (2,713)	\$ 73	\$ 59	\$ 102	\$ 102
130	WORKERS COMPENSATION	\$ 0	\$ 47	\$ 40	\$ 51	\$ 53
131	EAP EXPENSE	\$ 34	\$ 27	\$ 21	\$ 27	\$ 27
Personnel Sub Total		\$ 66,060	\$ 82,383	\$ 69,972	\$ 83,534	\$ 89,849
Account Object	Description					
201	OFFICE SUPPLIES	\$ 2,117	\$ 4,980	\$ 304	\$ 904	\$ 904
202	UNIFORMS AND CLOTHING	\$ -	\$ 57	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ 435	\$ -	\$ -	\$ -
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 38	\$ 80	\$ -	\$ 20	\$ 20
214	POSTAGE/SHIPPING/DELIVERY	\$ 25	\$ -	\$ 30	\$ 200	\$ 200
218	FUEL & OIL	\$ 43	\$ -	\$ -	\$ -	\$ -
Supplies Sub Total		\$ 2,223	\$ 5,551	\$ 334	\$ 1,124	\$ 1,124
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 75	\$ 448	\$ 339	\$ 450	\$ 480
402	RENTAL OF EQUIPMENT	\$ 166	\$ -	\$ -	\$ -	\$ -
407	SPECIAL SERVICES	\$ -	\$ -	\$ -	\$ 900	\$ 900
408	ADVERTISING	\$ 156	\$ 405	\$ 263	\$ 450	\$ 450
409	TRAVEL & EDUCATION	\$ 4,422	\$ 4,419	\$ 1,431	\$ 875	\$ 875
414	DUES & SUBSCRIPTIONS	\$ 405	\$ 315	\$ 630	\$ 400	\$ 295
421	PRINTING	\$ 166	\$ 42	\$ -	\$ -	\$ -
434	SPECIAL EVENTS	\$ -	\$ 81	\$ 184	\$ 150	\$ 250
442	COMPUTER PROFESSIONAL SERVICES	\$ 15,522	\$ 15,158	\$ 15,182	\$ 22,250	\$ 22,750
462	CELLULAR TELEPHONE & PAGERS	\$ 1,068	\$ 1,070	\$ 78	\$ 504	\$ 540
Services Sub Total		\$ 21,980	\$ 21,938	\$ 18,108	\$ 25,979	\$ 26,540
Department Total		\$ 90,263	\$ 109,872	\$ 88,414	\$ 110,637	\$ 117,513



Human Resources

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
Director of Human Resources	1	1	1
Benefits & Risk Manager	0	1	1
Human Resources Generalist	1	0	0
Human Resources Secretary	1	1	1
Total	3	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	15-16	16-17 Actual		2017-2018 Target
Total Full-time City of Lancaster Employees	279.5	282		299
Applications Received and Processed	1473	1895		2500
Liability and Property Claims	20	15		10
pre-Hire Drug Screens and Background Checks	197	200		185
In-House Training Programs	17	17		20
Benefit Programs Managed	22	22		22
Workers Compensation Claims	28	21		15
Performance Measurement	15-16	16-17 Actual		2017-2018 Target
Turnover in Agency	11%	11%		10%
Accurate Payroll Checks	100%	100%		100%
Evaluations Completed On-Time	100%	100%		100%
Job Postings within 24 Hours	100%	100%		100%
Claims Processed within 7 Days	100%	100%		100%
Budget Summary	2015-2016	2016-2017		2017-2018
	Actual	Actual	Budget	Budget
Personnel	263,183	230,567	290,034	312,167
Supplies	7,133	4,727	4,793	5,350
Maintenance	-	30	30	-
Other Services	195,271	159,799	168,476	181,340
TOTAL	465,587	395,123	463,333	498,857

Human Resources

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

Account Object	Description	2015 Actual	2016 Actual	2017 YTD Actual	2017 Budget	2018 Proposed
101	SALARIES-REGULAR	\$ 169,299	\$ 186,012	\$ 160,656	\$ 203,856	\$ 209,970
102	SALARIES-PART TIME	\$ -	\$ 2,950	\$ 3,224	\$ 4,500	\$ -
103	SALARIES-OVERTIME	\$ 22	\$ -	\$ 77	\$ 80	\$ -
104	SALARIES-LONGEVITY	\$ 717	\$ 867	\$ 706	\$ 936	\$ 1,080
105	GROUP HEALTH INSURANCE	\$ 19,827	\$ 25,130	\$ 25,097	\$ 28,481	\$ 48,117
106	TMRS	\$ 25,111	\$ 26,054	\$ 22,937	\$ 29,288	\$ 29,800
107	FICA	\$ 13,281	\$ 14,410	\$ 12,264	\$ 14,483	\$ 14,747
109	SALARIES-WELL PAY	\$ 1,265	\$ 1,290	\$ 443	\$ 1,255	\$ 1,292
110	DENTAL INSURANCE	\$ 1,078	\$ 1,180	\$ 987	\$ 1,314	\$ 1,314
113	SALARIES-CAR ALLOWANCE	\$ 4,814	\$ 4,843	\$ 3,800	\$ 4,800	\$ 4,800
118	CELL PHONE ALLOWANCE	\$ -	\$ -	\$ -	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 317	\$ 211	\$ 175	\$ 306	\$ 306
130	WORKERS COMPENSATION	\$ 27	\$ 155	\$ 135	\$ 174	\$ 180
131	EAP EXPENSE	\$ 68	\$ 82	\$ 67	\$ 81	\$ 81
Personnel Sub Total		\$ 235,826	\$ 263,183	\$ 230,567	\$ 290,034	\$ 312,167
Account Object Description						
201	OFFICE SUPPLIES	\$ 3,575	\$ 5,243	\$ 3,433	\$ 3,500	\$ 3,500
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 1,368	\$ 1,153	\$ 105	\$ 110	\$ 1,100
214	POSTAGE/SHIPPING/DELIVERY	\$ 499	\$ 736	\$ 1,190	\$ 1,184	\$ 750
Supplies Sub Total		\$ 5,442	\$ 7,133	\$ 4,727	\$ 4,793	\$ 5,350
Account Object Description						
303	MAINT-EQUIP & MACHINERY	\$ -	\$ -	\$ 30	\$ 30	\$ -
Maintenance Sub Total		\$ -	\$ -	\$ 30	\$ 30	\$ -
Account Object Description						
402	RENTAL OF EQUIPMENT	\$ 803	\$ -	\$ -	\$ -	\$ -
408	ADVERTISING	\$ 2,145	\$ 1,348	\$ 2,589	\$ 2,589	\$ 2,500
409	TRAVEL & EDUCATION	\$ 1,500	\$ 6,216	\$ 1,571	\$ 2,000	\$ 6,600
414	DUES & SUBSCRIPTIONS	\$ 1,096	\$ 871	\$ 1,873	\$ 1,873	\$ 1,600
416	OTHER/PROFESSIONAL SERVICES	\$ 20,609	\$ 26,035	\$ 20,106	\$ 21,000	\$ 25,000
418	MEDICAL EXPENSE	\$ 2,237	\$ 1,656	\$ 1,499	\$ 1,499	\$ -
419	AWARDS	\$ 485	\$ 745	\$ 517	\$ 517	\$ 600
420	INTERNAL TRAINING	\$ 6,650	\$ 8,252	\$ 7,686	\$ 7,700	\$ 8,000
421	PRINTING	\$ 1,484	\$ -	\$ 686	\$ 700	\$ 1,000
440	CONSULTANT AND ADVISORY FEES	\$ 15,864	\$ 44,555	\$ 25,199	\$ 25,199	\$ 30,000
442	COMPUTER PROFESSIONAL SERVICES	\$ 107,826	\$ 104,556	\$ 97,655	\$ 105,020	\$ 105,500
462	CELLULAR TELEPHONE & PAGERS	\$ 474	\$ 498	\$ 419	\$ 380	\$ 540
539	MISC. HEALTH BENEFIT	\$ -	\$ 540	\$ -	\$ -	\$ -
559	CONTRACT/TEMPORARY LABOR	\$ 2,594	\$ -	\$ -	\$ -	\$ -
Services Sub Total		\$ 163,767	\$ 195,271	\$ 159,799	\$ 168,476	\$ 181,340
Department Total		\$ 405,035	\$ 465,587	\$ 395,123	\$ 463,333	\$ 498,857



Personnel Organization Chart

Civil Service Director
(Director of Human Resources)

Civil Service

Personnel Summary

There is no personnel for this program.

Department Narrative

Civil Service was established in the City of Lancaster in May 1995. The State and Local Government Code 143 provides Civil Service Rules and Regulations for the Lancaster Police Officers and Fire Fighters. The Civil Service Commission aids in the regulation of Civil Service Rules and Regulations; maintains a process for the Lancaster Police Officers and Fire Fighters to communicate their concerns and problems; and provides procedures for Police and Fire Fighter Civil Service entrance exams for employment and promotional exams for promotional purposes within each department.



Goals				
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	201-2016	2016-2017 Actual		2017-2018 Target
Total Police Civil Service Personnel	56	49		62
Total Fire Civil Service Personnel	62	50		62
Civil Service Applications for Employment	189	337		400
Civil Service Applications for Promotion	18	18		18
Performance Measurement	2015-2016	2016-2017 Actual		2017-2018 Target
Number of Service Appeals	0	1		0
Number of Hearings	0	0		0
Number of Commission Meetings	2	2		2
Budget Summary	2015-2016	2016-2017		2017-2018
	Actual	Actual	Budget	Budget
Supplies			50	2,800
Services	5,867	6,448	6,550	7,350
TOTAL	5,867	6,448	6,600	10,150

Civil Service

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

Fund 1 GENERAL FUND
Department 32 CIVIL SERVICE
Program 0

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ -	\$ -	\$ -	\$ 2,600
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ -	\$ -	\$ 50	\$ 200
Supplies Sub Total		\$ 26	\$ -	\$ -	\$ 50	\$ 2,800
Account Object						
Description						
408	ADVERTISING	\$ -	\$ -	\$ -	\$ 50	\$ 500
409	TRAVEL & EDUCATION	\$ 390	\$ -	\$ -	\$ 50	\$ 700
414	DUES & SUBSCRIPTIONS	\$ 98	\$ 98	\$ 198	\$ 200	\$ 150
440	CONSULTANT AND ADVISORY FEES	\$ 5,629	\$ 5,769	\$ 6,250	\$ 6,250	\$ 6,000
Sub Total		\$ 6,117	\$ 5,867	\$ 6,448	\$ 6,550	\$ 7,350
Department Total		\$ 6,143	\$ 5,867	\$ 6,448	\$ 6,600	\$ 10,150



Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
Dispatch & Emergency Mgt. Superintendent	0	0	1
Dispatch Manager	1	1	1
Lead 911 Dispatcher	3	4	4
911 Dispatcher	7	9	9
PT Dispatcher (.50)	1	0	0
Total	12	14	15

Department Narrative

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

Goals				
City Council Goals:				
<ul style="list-style-type: none"> • Healthy, Safe & Engaged 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	15-16 Actual	16-17 Actual		2017-2018 Target
Wireless 911 Calls	14,000	39,478		42,241
Total 911 Calls	35,450	45,495		48,680
Non-Emergency Calls	163,000	56,794		60,770
Total Police Calls For Service (CFS)	33,000	71,141		76,121
Police Priority 1 or 2 Calls For Service	1,900	4,443		4,754
Total Fire Calls For Service	7,250	8,631		9,235
Performance Measurement	15-16 Actual	16-17 Actual		2017-2018 Target
911 Calls Answered within 6 Seconds	78%	44%		50%
911 Calls Answered within 10 Seconds	88%	55%		45%
Abandoned 911 Calls	1683	4922		5267
Average Time to Dispatch Police Priority 1 or 2 CFS	41 SEC	113 seconds		60 seconds
Average Time to Dispatch Fire/EMS CFS	32 SEC	117 seconds		30 seconds
Budget Summary	2015-2016	2016-2017		2017-2018
	Actual	Actual	Budget	Budget
Personnel	775,394	634,244	840,268	913,234
Supplies	11,945	5,896	9,884	7,425
Maintenance	104,820	-	29,300	29,790
Services	24,088	29,448	-	-
Capital Outlay	58,419	14,713	-	-
TOTAL	974,666	684,300	879,452	950,449

Emergency Communications

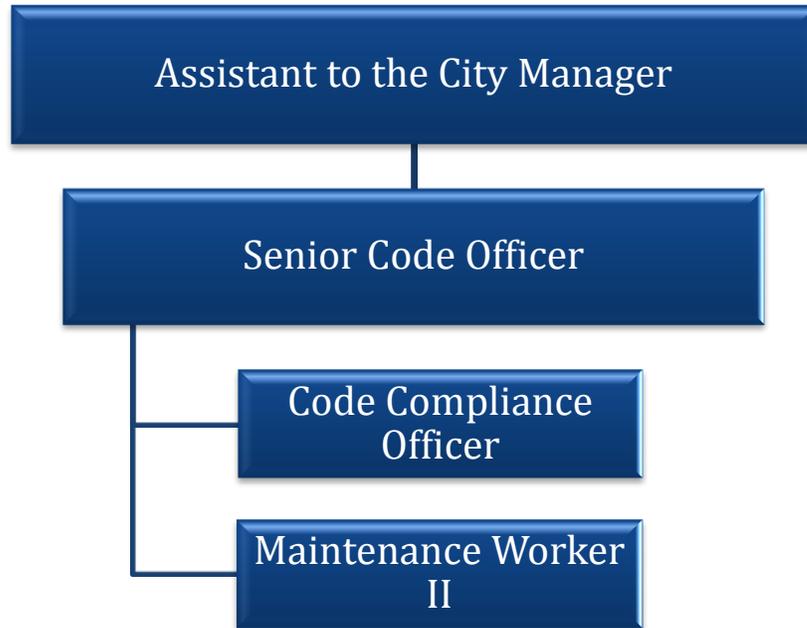
BUDGET REPORT LINE ITEM DETAIL BY DEPARTMENT	Fund Department Program	1 34 0	GENERAL FUND EMERGENCY COMMUNICATIONS EMERGENCY COMMUNICATIONS
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	2015	2016	2017	2017	2018
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 328,602	\$ 421,549	\$ 368,478	\$ 559,304	\$ 625,337
102 SALARIES-PART TIME	\$ 10,439	\$ 21,952	\$ 3,582	\$ -	\$ -
103 SALARIES-OVERTIME	\$ 119,668	\$ 121,060	\$ 88,751	\$ 25,000	\$ 25,000
104 SALARIES-LONGEVITY	\$ 1,232	\$ 625	\$ 870	\$ 1,184	\$ 1,672
105 GROUP HEALTH INSURANCE	\$ 75,327	\$ 88,386	\$ 72,418	\$ 116,644	\$ 108,811
106 TMRS	\$ 62,375	\$ 73,157	\$ 59,602	\$ 81,697	\$ 89,881
107 FICA	\$ 33,380	\$ 41,495	\$ 34,195	\$ 45,098	\$ 50,215
109 SALARIES-WELL PAY	\$ 1,520	\$ 1,866	\$ 1,301	\$ 3,512	\$ 3,905
110 DENTAL INSURANCE	\$ 2,763	\$ 3,422	\$ 3,617	\$ 4,755	\$ 5,184
118 CELL PHONE ALLOWANCE	\$ 481	\$ 524	\$ 420	\$ 480	\$ 480
120 GROUP LIFE INSURANCE	\$ 345	\$ 500	\$ 421	\$ 1,530	\$ 1,607
130 WORKERS COMPENSATION	\$ 503	\$ 522	\$ 358	\$ 659	\$ 717
131 EAP EXPENSE	\$ 250	\$ 336	\$ 231	\$ 405	\$ 425
Personnel Sub Total	\$ 636,885	\$ 775,394	\$ 634,244	\$ 840,268	\$ 913,234
Account Object Description					
201 OFFICE SUPPLIES	\$ 3,668	\$ 2,089	\$ 2,946	\$ 3,274	\$ 3,500
202 UNIFORMS AND CLOTHING	\$ 94	\$ 637	\$ 900	\$ 1,400	\$ 1,400
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 2,935	\$ 9,068	\$ 2,050	\$ 2,210	\$ 2,375
210 FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ -	\$ -	\$ -	\$ 150
214 POSTAGE/SHIPPING/DELIVERY	\$ -	\$ -	\$ -	\$ -	\$ -
215 TRAINING SUPPLIES	\$ -	\$ -	\$ -	\$ 2,000	\$ -
218 FUEL & OIL	\$ -	\$ -	\$ -	\$ 1,000	\$ -
234 PRINTING SUPPLIES	\$ 1,096	\$ 150	\$ -	\$ -	\$ -
Supplies Sub Total	\$ 7,792	\$ 11,945	\$ 5,896	\$ 9,884	\$ 7,425
Account Object Description					
303 MAINT-EQUIP & MACHINERY	\$ 2,756	\$ 104,520	\$ -	\$ -	\$ -
314 MAINT-RADIO EQUIPMENT	\$ -	\$ 300	\$ -	\$ -	\$ -
Services Sub Total	\$ 2,756	\$ 104,820	\$ -	\$ -	\$ -
Account Object Description					
409 TRAVEL & EDUCATION	\$ 5,629	\$ 408	\$ 5,037	\$ 6,500	\$ 2,000
414 DUES & SUBSCRIPTIONS	\$ -	\$ 135	\$ -	\$ -	\$ 1,425
416 OTHER/PROFESSIONAL SERVICES	\$ 2,106	\$ 2,475	\$ -	\$ -	\$ 2,749
462 CELLULAR TELEPHONE & PAGERS	\$ 24,360	\$ 21,070	\$ 24,410	\$ 22,800	\$ 23,616
Services Sub Total	\$ 32,095	\$ 24,088	\$ 29,448	\$ 29,300	\$ 29,790
Account Object Description					
559 CONTRACT/TEMPORARY LABOR	\$ -	\$ 58,419	\$ 14,713	\$ -	\$ -
Services Sub Total	\$ -	\$ 58,419	\$ 14,713	\$ -	\$ -
Department Total					
Department Total	\$ 679,528	\$ 974,666	\$ 684,300	\$ 879,452	\$ 950,449



Code Compliance

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
Senior Code Officer	1	1	1
Code Compliance Officer	3	3	4
Maintenance Worker II	0	0	1
Total	4	4	6

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	15-16 Actual	16-17 Actual		17-18 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	15-16 Actual	16-17 Actual		17-18 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	2015-2016	2016-2017		2017-2018
	Actual	Actual	Budget	Budget
Personnel	213,709	168,595	230,514	327,789
Supplies	8,958	7,692	10,166	12,851
Maintenance	1,802	-	-	-
Services	230,354	139,132	135,259	136,432
TOTAL	454,824	315,419	375,939	477,072

Code Compliance

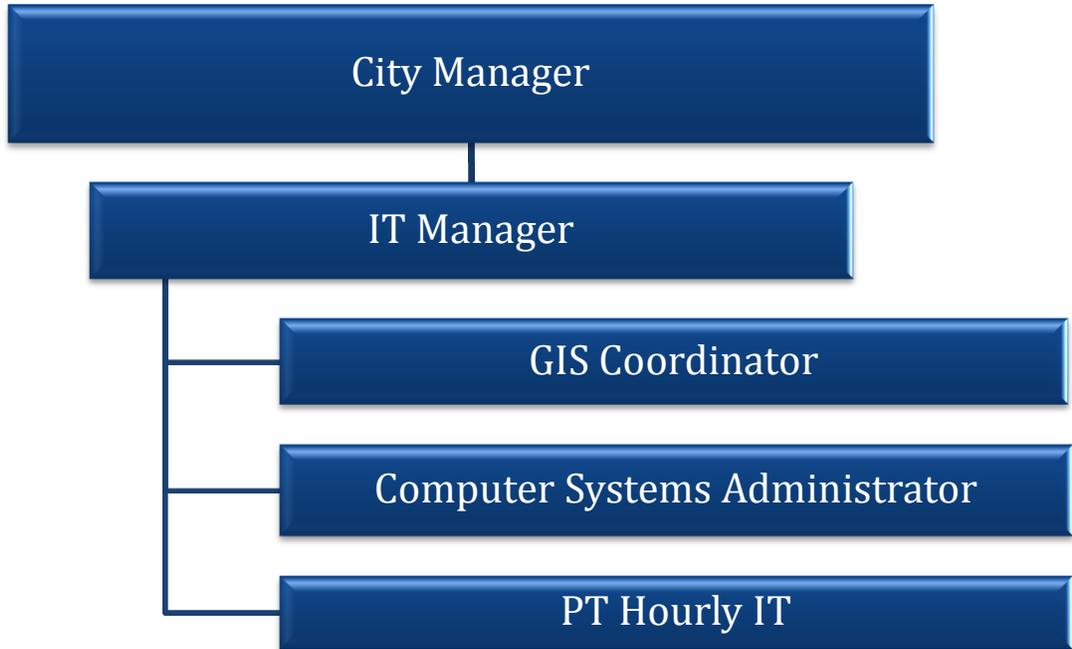
BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

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

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 134,968	\$ 154,757	\$ 121,393	\$ 165,579	\$ 231,917
103	SALARIES-OVERTIME	\$ 7,680	\$ 563	\$ 523	\$ 400	\$ 400
104	SALARIES-LONGEVITY	\$ 939	\$ 556	\$ 456	\$ 688	\$ 696
105	GROUP HEALTH INSURANCE	\$ 17,368	\$ 22,192	\$ 18,551	\$ 23,246	\$ 37,872
106	TMRS	\$ 20,445	\$ 21,263	\$ 16,926	\$ 23,237	\$ 32,098
107	FICA	\$ 10,779	\$ 11,789	\$ 9,293	\$ 12,827	\$ 17,934
109	SALARIES-WELL PAY	\$ -	\$ 279	\$ -	\$ 995	\$ 1,393
110	DENTAL INSURANCE	\$ 1,212	\$ 1,236	\$ 1,023	\$ 1,305	\$ 2,163
120	GROUP LIFE INSURANCE	\$ 179	\$ 192	\$ 142	\$ 510	\$ 689
130	WORKERS COMPENSATION	\$ 381	\$ 779	\$ 213	\$ 1,592	\$ 2,445
131	EAP EXPENSE	\$ 96	\$ 104	\$ 77	\$ 135	\$ 182
Personnel Sub Total		\$ 194,047	\$ 213,709	\$ 168,595	\$ 230,514	\$ 327,789
Account Object Description						
201	OFFICE SUPPLIES	\$ 119	\$ 521	\$ 1,335	\$ 1,335	\$ 800
202	UNIFORMS AND CLOTHING	\$ 668	\$ 485	\$ 809	\$ 1,032	\$ 1,698
203	MOTOR VEHICLE SUPPLIES	\$ 401	\$ 151	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 87	\$ 155	\$ 137	\$ 700	\$ 2,240
214	POSTAGE/SHIPPING/DELIVERY	\$ 4,814	\$ 5,299	\$ 3,341	\$ 4,000	\$ 5,000
216	MEDICAL SUPPLIES	\$ -	\$ -	\$ -	\$ 75	\$ 75
218	FUEL & OIL	\$ 2,063	\$ 2,347	\$ 2,069	\$ 3,024	\$ 3,038
Supplies Sub Total		\$ 8,151	\$ 8,958	\$ 7,692	\$ 10,166	\$ 12,851
Account Object Description						
302	MAINT-MOTOR VEHICLES	\$ 3,028	\$ 1,802	\$ -	\$ -	\$ -
Maintenance Sub Total		\$ 3,028	\$ 1,802	\$ -	\$ -	\$ -
Account Object Description						
401	TELEPHONE & COMMUNICATIONS	\$ 103	\$ 228	\$ 60	\$ 1,800	\$ 1,920
402	RENTAL OF EQUIPMENT	\$ 380	\$ -	\$ -	\$ -	\$ -
408	ADVERTISING	\$ -	\$ -	\$ -	\$ -	\$ 1,235
409	TRAVEL & EDUCATION	\$ 477	\$ 1,744	\$ 900	\$ 2,600	\$ 2,550
414	DUES & SUBSCRIPTIONS	\$ 3,322	\$ 4,009	\$ 6,005	\$ 6,005	\$ 5,872
421	PRINTING	\$ 945	\$ 836	\$ 992	\$ 1,000	\$ 1,200
423	CONTRACT MOWING	\$ 83,277	\$ 213,464	\$ 122,489	\$ 110,720	\$ 110,720
434	SPECIAL EVENTS	\$ -	\$ 122	\$ -	\$ 200	\$ 200
452	FILING FEES	\$ 8,710	\$ 8,152	\$ 6,092	\$ 9,380	\$ 10,000
455	CERTIFICATION FEES	\$ 106	\$ 262	\$ 520	\$ 2,330	\$ 515
462	CELLULAR TELEPHONE & PAGERS	\$ 1,852	\$ 1,537	\$ 2,075	\$ 1,224	\$ 2,220
Services Sub Total		\$ 99,172	\$ 230,354	\$ 139,132	\$ 135,259	\$ 136,432
Department Total		\$ 304,399	\$ 454,824	\$ 315,419	\$ 375,939	\$ 477,072



Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
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	15-16 Actual	16-17 Actual		2017-2018 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	15-16 Actual	16-17 Actual		2017-2018 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	2015-2016 Actual	2016-2017		2017-2018 Budget
		Actual	Budget	
Personnel	309,838	265,250	321,511	336,556
Supplies	67,417	68,182	58,116	102,600
Maintenance	72,468	63,016	70,932	51,500
Other Services	18,894	16,624	17,604	24,615
Capital Outlay	38,283	23,661	45,700	8,000
TOTAL	506,900	436,733	513,863	523,271

Information Technology

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

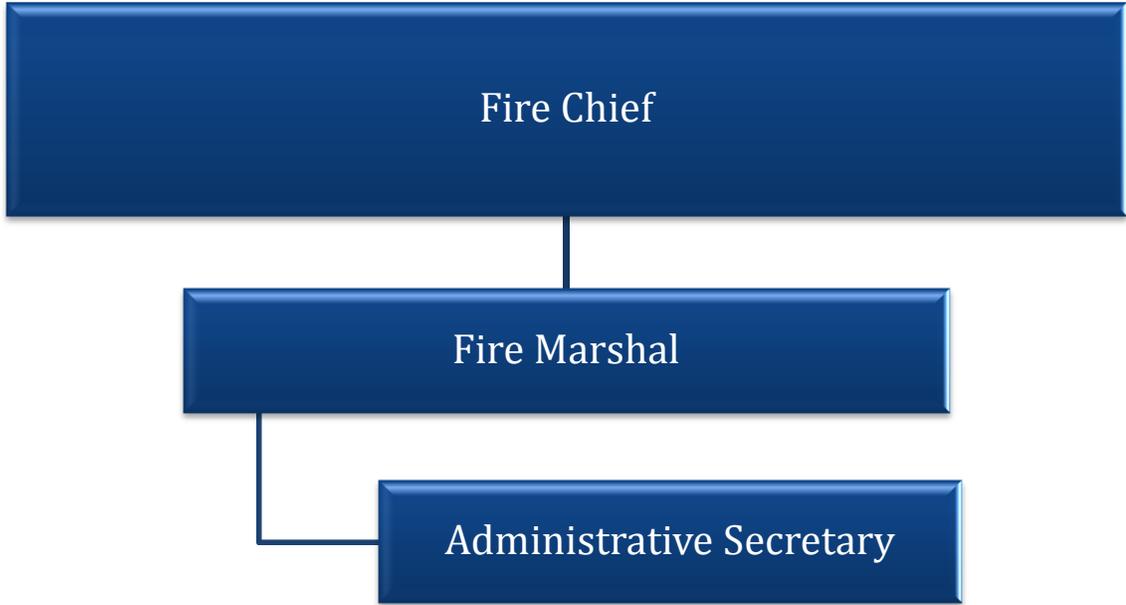
**Fund 1 GENERAL FUND
Department 37 INFORMATION TECHNOLOGY
Program 0 INFORMATION TECHNOLOGY**

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 206,579	\$ 211,231	\$ 177,786	\$ 220,119	\$ 228,566
102	SALARIES-PART TIME	\$ 21,201	\$ 17,438	\$ 15,235	\$ 16,867	\$ 17,204
103	SALARIES-OVERTIME	\$ 1,952	\$ 1,214	\$ 706	\$ 1,800	\$ 1,800
104	SALARIES-LONGEVITY	\$ 866	\$ 1,231	\$ 1,230	\$ 1,133	\$ 1,289
105	GROUP HEALTH INSURANCE	\$ 25,587	\$ 27,962	\$ 27,192	\$ 24,955	\$ 29,482
106	TMRS	\$ 30,201	\$ 29,355	\$ 25,122	\$ 33,569	\$ 34,400
107	FICA	\$ 17,432	\$ 17,412	\$ 14,563	\$ 18,529	\$ 19,218
109	SALARIES-WELL PAY	\$ 1,392	\$ 941	\$ 988	\$ 1,337	\$ 1,388
110	DENTAL INSURANCE	\$ 1,432	\$ 1,439	\$ 1,130	\$ 1,415	\$ 1,415
118	CELL PHONE ALLOWANCE	\$ 963	\$ 1,049	\$ 840	\$ 960	\$ 960
120	GROUP LIFE INSURANCE	\$ 354	\$ 264	\$ 211	\$ 485	\$ 485
130	WORKERS COMPENSATION	\$ 276	\$ 186	\$ 158	\$ 213	\$ 220
131	EAP EXPENSE	\$ 116	\$ 116	\$ 91	\$ 129	\$ 129
Personnel Sub Total		\$ 308,353	\$ 309,838	\$ 265,250	\$ 321,511	\$ 336,556
Account Object Description						
201	OFFICE SUPPLIES	\$ 15	\$ 71	\$ -	\$ -	\$ -
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 20	\$ -	\$ -	\$ -	\$ -
211	OTHER OPERATIONAL SUPPLIES	\$ 5,662	\$ 1,307	\$ 1,899	\$ 3,600	\$ 4,000
231	SOFTWARE	\$ 29,565	\$ 18,159	\$ 35,448	\$ 35,448	\$ 37,200
240	CIRCUIT CONNECTIVITY	\$ 28,798	\$ 22,646	\$ 11,950	\$ -	\$ 33,900
241	IT HARDWARE-NON COMPUTER	\$ 4,000	\$ 3,374	\$ 3,318	\$ 3,500	\$ 4,000
242	COMPUTERS/SERVERS	\$ 17,215	\$ 10,589	\$ 15,022	\$ 15,022	\$ 12,500
243	NETWORK EQUIPMENT	\$ -	\$ 11,270	\$ 545	\$ 546	\$ 11,000
Supplies Sub Total		\$ 85,275	\$ 67,417	\$ 68,182	\$ 58,116	\$ 102,600
Account Object Description						
370	MAINT-SOFTWARE	\$ 26,605	\$ 27,905	\$ 26,526	\$ 29,748	\$ 27,700
371	MAINT-HARDWARE	\$ 18,508	\$ 34,279	\$ 31,697	\$ 33,984	\$ 18,800
372	MAINT-NETWORK EQUIPMENT	\$ 6,366	\$ 10,284	\$ 4,793	\$ 7,200	\$ 5,000
		\$ 51,479	\$ 72,468	\$ 63,016	\$ 70,932	\$ 51,500
Account Object Description						
402	RENTAL OF EQUIPMENT	\$ 107	\$ -	\$ -	\$ -	\$ -
409	TRAVEL & EDUCATION	\$ 6,590	\$ 8,564	\$ 1,944	\$ 2,500	\$ 9,650
414	DUES & SUBSCRIPTIONS	\$ 169	\$ -	\$ 150	\$ 200	\$ 425
421	PRINTING	\$ (0)	\$ -	\$ 69	\$ -	\$ -
442	COMPUTER PROFESSIONAL SERVICES	\$ 23,974	\$ 9,782	\$ 13,954	\$ 14,400	\$ 14,000
462	CELLULAR TELEPHONE & PAGERS	\$ 508	\$ 548	\$ 507	\$ 504	\$ 540
Services Sub Total		\$ 31,347	\$ 18,894	\$ 16,624	\$ 17,604	\$ 24,615
Account Object Description						
618	CAPITAL-COMPUTER EQUIPMENT	\$ 15,670	\$ 38,283	\$ 23,661	\$ 45,700	\$ 8,000
Capital Sub Total		\$ 15,670	\$ 38,283	\$ 23,661	\$ 45,700	\$ 8,000
Department Total		\$ 492,124	\$ 506,900	\$ 436,733	\$ 513,863	\$ 523,271



Fire Marshal

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
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 fire causes, determines if arson and files charges in such cases; works with outside agencies to collaborate and ensure best practices in fire codes and investigation practices.



Goals				
City Council Goals:				
<ul style="list-style-type: none"> • Healthy, Safe & Engaged 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	15-16 Actual	16-17 Actual		2017-2018 Target
Full-Time Employees	2	2		2
Review building plans and fire protection system plans	55	62		65
Conduct fire safety demonstrations/presentations	40	37		40
Conduct fire origin and cause investigations	269	159		150
Conduct fire inspections	177	237		275
Conduct operational permit inspections	82	91		100
Fire alarm permits	91	111		115
Burn permits	4	4		5
Performance Measurement	15-16 Actual	16-17 Actual		2017-2018 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	2015-2016	2016-2017		2017-2018
	Actual	Actual	Budget	Budget
Personnel	145,832	135,486	179,533	189,688
Supplies	2,533	3,657	4,180	4,526
Maintenance	40	-	-	4,590
Other Services	3,373	2,726	2,640	
TOTAL	151,778	141,869	186,353	198,804

Fire Marshal

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 124,215	\$ 92,951	\$ 90,674	\$ 118,291	\$ 121,486
103	SALARIES-OVERTIME	\$ 27,017	\$ 9,685	\$ 3,833	\$ 10,000	\$ 10,000
104	SALARIES-LONGEVITY	\$ 26	\$ 326	\$ 300	\$ 676	\$ 456
105	GROUP HEALTH INSURANCE	\$ 19,189	\$ 17,102	\$ 14,730	\$ 15,436	\$ 19,545
106	TMRS	\$ 22,142	\$ 14,279	\$ 13,648	\$ 18,469	\$ 18,984
107	FICA	\$ 11,230	\$ 7,793	\$ 7,232	\$ 10,196	\$ 10,605
108	SALARIES-PARAMEDIC	\$ 1,962	\$ -	\$ -	\$ 2,101	\$ 2,101
109	SALARIES-WELL PAY	\$ 904	\$ -	\$ 952	\$ 793	\$ 824
110	DENTAL INSURANCE	\$ 792	\$ 656	\$ 603	\$ 876	\$ 876
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ 1,520	\$ 1,680	\$ -	\$ 2,080
115	CERTIFICATION PAY	\$ 1,123	\$ 488	\$ 838	\$ 1,203	\$ 1,203
118	CELL PHONE ALLOWANCE	\$ -	\$ 420	\$ 420	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 138	\$ 107	\$ 104	\$ 306	\$ 306
130	WORKERS COMPENSATION	\$ 1,056	\$ 463	\$ 434	\$ 625	\$ 661
131	EAP EXPENSE	\$ 51	\$ 44	\$ 39	\$ 81	\$ 81
Personnel Sub Total		\$ 209,846	\$ 145,832	\$ 135,486	\$ 179,533	\$ 189,688
Account Object	Description					
201	OFFICE SUPPLIES	\$ 405	\$ 176	\$ 369	\$ 500	\$ 400
202	UNIFORMS AND CLOTHING	\$ 80	\$ 1,051	\$ 1,107	\$ 1,230	\$ 250
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,298	\$ 948	\$ -	\$ -	\$ 335
208	EDUCATION & REC SUPPLIES	\$ 650	\$ 94	\$ 836	\$ 836	\$ 800
214	POSTAGE/SHIPPING/DELIVERY	\$ 44	\$ 45	\$ (7)	\$ 100	\$ 100
215	TRAINING SUPPLIES	\$ 344	\$ -	\$ 524	\$ 524	\$ 120
218	FUEL & OIL	\$ 755	\$ 218	\$ 78	\$ 240	\$ 2,221
231	SOFTWARE	\$ -	\$ -	\$ 750	\$ 750	\$ 300
Supplies Sub Total		\$ 3,577	\$ 2,533	\$ 3,657	\$ 4,180	\$ 4,526
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ 143	\$ 40	\$ -	\$ -	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 180	\$ -	\$ -	\$ -	\$ -
Maintenance Sub Total		\$ 323	\$ 40	\$ -	\$ -	\$ -
Account Object	Description					
409	TRAVEL & EDUCATION	\$ 2,117	\$ 1,586	\$ 1,895	\$ 1,895	\$ 3,125
414	DUES & SUBSCRIPTIONS	\$ 597	\$ 215	\$ 486	\$ 400	\$ 465
416	OTHER/PROFESSIONAL SERVICES	\$ 35	\$ 1,572	\$ 345	\$ 345	\$ 1,000
Services Sub Total		\$ 2,749	\$ 3,373	\$ 2,726	\$ 2,640	\$ 4,590
Department Total		\$ 216,494	\$ 151,778	\$ 141,869	\$ 186,353	\$ 198,804

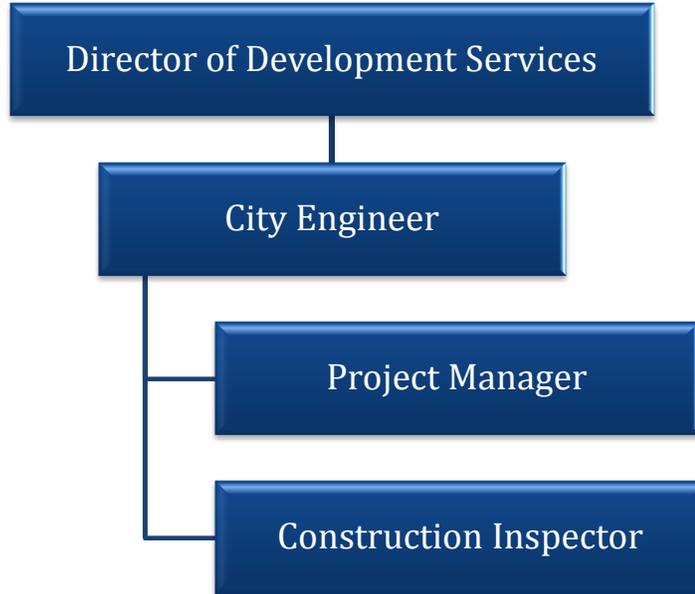
WATER/WASTEWATER FUND

WATER AND WASTEWATER FUND

REVENUES		2015	2016	2017		2018
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Water	7,311,573	7,266,123	6,053,857	6,778,798	7,444,046
	Wastewater	7,906,882	7,760,011	6,569,065	7,000,000	7,955,781
	Fees	885,907	939,777	1,305,868	140,750	219,750
	Impact Fees	598,767	2,053,564	588,114	180,000	180,000
	Other Revenue	330,461	356,016	404,597	293,000	293,000
	Interest	10,671	72,358	138,180	12,000	200,000
	Transfers In	44,391	343,827	-	-	-
	Total	\$ 17,088,652	\$ 18,791,676	\$ 15,059,680	\$ 14,404,548	\$ 16,292,577
EXPENDITURES		2015	2016	2017		2018
Department No		Actual	Actual	Year to Date	Budget	Proposed
	2 Public Works Administration	360,264	1,331,582	474,803	623,782	630,552
	20 Utility Billing	476,109	569,669	454,668	591,189	603,417
	21 Water Operations	767,995	893,252	1,104,766	833,441	882,304
	22 Non-Departmental	2,057,977	54,073	51,083	54,939	81,382
	27 Meter Reading	258,988	708,733	489,138	606,168	711,336
	30 Wastewater Operations	732,336	973,789	665,405	721,581	779,051
	42 Wholesale Costs	7,415,984	8,053,670	6,085,892	6,736,959	8,453,745
	50 Debt Service	400,189	358,248	1,050,655	1,489,062	1,487,106
	80 Transfers Out	1,466,963	1,474,308	1,257,673	1,509,208	1,552,150
	Total	\$ 13,936,806	\$ 14,417,325	\$ 11,634,082	\$ 13,166,329	\$ 15,181,043
BALANCES		2015	2016	2017		2018
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	3,151,846	4,374,351	3,425,598	1,238,219	1,111,534



Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
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	0.25	0	0
Administrative & Community Relations Supervisor	0	0.25	0.25
Project Manager	1	1	1
Construction Inspector	1	2	2
Total	4.25	5.25	5.25

Department Narrative

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

Public Works Administration

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 • 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	15-16 Actual	16-17 Actual		2017-2018 Target
Construction Plans reviewed	20	8		10
Development Review Committee Meetings	40	69		50
Utility Coordination Committee Meetings	1	0		2
Right of Way Permits issued	98	99		100
GIS Data Inputs from residential and Commercial plats	8	8		8
Residential Developments constructed and accepted	0	0		1
Commercial Developments constructed and accepted	10	5		10
Performance Measurement	15-16 Actual	16-17 Actual		2017-2018 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	22		26
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%	100%		100
Budget Summary	2015-2016	2016-2017		2017-2018
	Actual	Actual	Budget	Budget
Personnel	263,761	418,126	514,228	531,861
Supplies	4,448	6,576	5,335	7,550
Maintenance	25,238	28,362	34,200	34,200
Other Services	12,301	15,435	70,019	56,941
Capital Outlay	-	6,305	-	-
TOTAL	305,748	474,803	623,782	630,552

Engineering

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

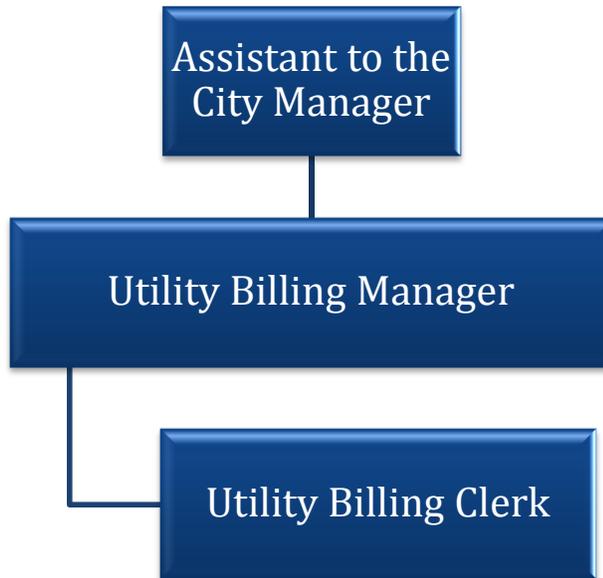
Fund 5 WATER AND SEWER FUND
Department 2 UTILITY ADMINISTRATION
Program 0 ADMINISTRATION

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 246,328	\$ 250,298	\$ 296,360	\$ 368,102	\$ 382,516
103	SALARIES-OVERTIME	\$ 531	\$ 2,676	\$ 6,524	\$ 500	\$ 500
104	SALARIES-LONGEVITY	\$ 1,884	\$ 1,832	\$ 2,290	\$ 2,419	\$ 2,671
105	GROUP HEALTH INSURANCE	\$ 11,010	\$ 32,866	\$ 44,257	\$ 55,231	\$ 55,784
106	TMRS	\$ 34,292	\$ 34,705	\$ 42,377	\$ 52,027	\$ 53,426
107	FICA	\$ 18,324	\$ 18,342	\$ 22,067	\$ 28,048	\$ 28,956
109	SALARIES-WELL PAY	\$ -	\$ -	\$ -	\$ 2,223	\$ 2,311
110	DENTAL INSURANCE	\$ 1,249	\$ 1,466	\$ 1,739	\$ 2,293	\$ 2,293
113	SALARIES-CAR ALLOWANCE	\$ -	\$ -	\$ -	\$ 1,200	\$ 1,200
118	CELL PHONE ALLOWANCE	\$ 481	\$ 784	\$ 840	\$ 960	\$ 960
120	GROUP LIFE INSURANCE	\$ 381	\$ 282	\$ 334	\$ 640	\$ 640
130	WORKERS COMPENSATION	\$ 2,410	\$ 1,358	\$ 1,226	\$ 415	\$ 434
131	EAP EXPENSE	\$ 75	\$ 95	\$ 112	\$ 170	\$ 170
133	PENSION EXPENSE	\$ -	\$ 9,700	\$ -	\$ -	\$ -
Personnel Sub Total		\$ 316,965	\$ 354,404	\$ 418,126	\$ 514,228	\$ 531,861
Account Object	Description					
201	OFFICE SUPPLIES	\$ 2,706	\$ 2,873	\$ 1,964	\$ 2,100	\$ 1,633
202	UNIFORMS AND CLOTHING	\$ 360	\$ 1,053	\$ 1,736	\$ 1,765	\$ 1,430
204	MINOR EQUIP/FURN/FIX/TOOLS/ECT	\$ -	\$ -	\$ 339	\$ 350	\$ 1,260
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 269	\$ 90	\$ 119	\$ 101	\$ 225
214	POSTAGE/SHIPPING/DELIVERY	\$ 61	\$ 64	\$ -	\$ -	\$ 100
216	MEDICAL SUPPLIES	\$ -	\$ -	\$ -	\$ -	\$ 45
218	FUEL & OIL	\$ 1,316	\$ 905	\$ 2,417	\$ 1,020	\$ 2,857
Supplies Sub Total		\$ 4,712	\$ 4,985	\$ 6,576	\$ 5,335	\$ 7,550
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 7	\$ -	\$ -	\$ -	\$ -
302	MAINT-MOTOR VEHICLES	\$ 268	\$ 49	\$ (25)	\$ -	\$ -
342	MAINT-DATA PROCESSING EQUIP	\$ 20,385	\$ 24,905	\$ 28,387	\$ 34,200	\$ 34,200
Maintenance Sub Total		\$ 20,660	\$ 24,954	\$ 28,362	\$ 34,200	\$ 34,200
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ -	\$ -	\$ 552	\$ 760	\$ 960
402	RENTAL OF EQUIPMENT	\$ 4,085	\$ -	\$ -	\$ -	\$ 5,000
409	TRAVEL & EDUCATION	\$ 339	\$ 204	\$ 965	\$ 1,055	\$ 2,470
410	UTILITIES - ELECTRICITY	\$ 5,139	\$ 5,399	\$ 4,193	\$ 5,800	\$ 4,118
414	DUES & SUBSCRIPTIONS	\$ 550	\$ 115	\$ 260	\$ 562	\$ 546
416	OTHER/PROFESSIONAL SERVICES	\$ 4,304	\$ 8,334	\$ 4,914	\$ 37,000	\$ 18,040
420	INTERNAL TRAINING	\$ -	\$ -	\$ -	\$ -	\$ 350
421	PRINTING	\$ 528	\$ 327	\$ -	\$ 250	\$ 535
427	ENGINEERING	\$ -	\$ -	\$ 2,900	\$ 14,000	\$ 20,000
431	SURVEY	\$ -	\$ -	\$ -	\$ 7,650	\$ 1,800
438	TESTING	\$ 1,000	\$ -	\$ -	\$ 75	\$ 1,500
442	COMPUTER PROFESSIONAL SERVICES	\$ -	\$ -	\$ 952	\$ 952	\$ 902
462	CELLULAR TELEPHONE & PAGERS	\$ 754	\$ 473	\$ 699	\$ 1,915	\$ 720
473	DEPRECIATION EXPENSE	\$ -	\$ 931,636	\$ -	\$ -	\$ -
543	JANITORIAL CONTRACT	\$ 1,230	\$ 750	\$ -	\$ -	\$ -
Services Sub Total		\$ 17,928	\$ 947,238	\$ 15,435	\$ 70,019	\$ 56,941
Account Object	Description					
617	CAPITAL-OFFICE EQUIPMENT	\$ -	\$ -	\$ 6,305	\$ -	\$ -
Sub Total		\$ -	\$ -	\$ 6,305	\$ -	\$ -
Department Total		\$ 360,264	\$ 1,331,582	\$ 474,803	\$ 623,782	\$ 630,552



Utility Billing

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
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	15-16 Actual	16-17 Actual		2017-2018 Target
Population	37,550	37,550		37,860
Water Customers	11,727	11,847		12,600
Wastewater Customers	11,315	11,418		12,300
Bills Processed Monthly	11,900	12,053		12,300
Service Orders Processed (per month)	3,433	3,423		
Bill Adjustments (monthly)	71	77		
Cut-off of Services (monthly)	320	373		
Returned Checks Processed (Year)	299	273		
Payments Processed (per Month)	3,763	3,672		
New Service Connections(year to date)	1,963	1,612		
Discontinue Services (year to date)	1741	1,476		
Performance Measurement	15-16 Actual	16-17 Actual		2017-2018 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	2015-2016	2016-2017		2017-2018
	Actual	Actual	Budget	Budget
Personnel	260,738	213,880	261,299	270,452
Supplies	6,281	3,873	6,251	4,900
Maintenance	-	30	774	805
Services	302,649	236,885	322,865	327,260
TOTAL	569,669	454,668	591,189	603,417

Utility Billing

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

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

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 158,209	\$ 171,824	\$ 144,747	\$ 179,216	\$ 184,595
103	SALARIES-OVERTIME	\$ 1,961	\$ 2,479	\$ 2,770	\$ 2,000	\$ 2,000
104	SALARIES-LONGEVITY	\$ 812	\$ 957	\$ 940	\$ 1,174	\$ 1,390
105	GROUP HEALTH INSURANCE	\$ 16,295	\$ 37,317	\$ 30,678	\$ 34,923	\$ 37,545
106	TMRS	\$ 23,128	\$ 24,098	\$ 20,702	\$ 25,495	\$ 25,961
107	FICA	\$ 11,872	\$ 12,943	\$ 11,015	\$ 14,072	\$ 14,504
109	SALARIES-WELL PAY	\$ 1,133	\$ 1,262	\$ 742	\$ 1,091	\$ 1,123
110	DENTAL INSURANCE	\$ 1,856	\$ 1,958	\$ 1,475	\$ 1,972	\$ 1,972
118	CELL PHONE ALLOWANCE	\$ 96	\$ 524	\$ 420	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 159	\$ 215	\$ 174	\$ 562	\$ 562
130	WORKERS COMPENSATION	\$ 192	\$ 142	\$ 120	\$ 165	\$ 171
131	EAP EXPENSE	\$ 115	\$ 123	\$ 97	\$ 149	\$ 149
133	PENSION EXPENSE	\$ -	\$ 6,897	\$ -	\$ -	\$ -
Personnel Sub Total		\$ 215,826	\$ 260,738	\$ 213,880	\$ 261,299	\$ 270,452
Supplies						
Account Object	Description					
201	OFFICE SUPPLIES	\$ 1,217	\$ 3,473	\$ 957	\$ 1,500	\$ 1,500
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 167	\$ 492	\$ 1,192	\$ 2,251	\$ 900
214	POSTAGE/SHIPPING/DELIVERY	\$ 4,423	\$ 2,316	\$ 1,724	\$ 2,500	\$ 2,500
Supplies Sub Total		\$ 5,807	\$ 6,281	\$ 3,873	\$ 6,251	\$ 4,900
Maintenance						
Account Object	Description					
318	MAINT-OFFICE EQUIPMENT	\$ -	\$ -	\$ 30	\$ 774	\$ 805
Maintenance Sub Total		\$ -	\$ -	\$ 30	\$ 774	\$ 805
Services						
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 1,466	\$ 2,673	\$ 3,589	\$ 3,590	\$ 3,530
407	SPECIAL SERVICES	\$ 4,470	\$ 4,819	\$ 3,326	\$ 5,500	\$ 5,500
409	TRAVEL & EDUCATION	\$ -	\$ 485	\$ -	\$ 730	\$ -
416	OTHER/PROFESSIONAL SERVICES	\$ 100,092	\$ 113,661	\$ 86,164	\$ 152,390	\$ 157,400
421	PRINTING	\$ 166	\$ 617	\$ -	\$ 655	\$ 830
437	AUDIT SERVICES	\$ 24,150	\$ 53,425	\$ 38,400	\$ 40,000	\$ 40,000
442	COMPUTER PROFESSIONAL SERVICES	\$ 8,668	\$ 5,379	\$ 5,023	\$ 10,000	\$ 10,000
473	DEPRECIATION EXPENSE	\$ -	\$ 4,525	\$ -	\$ -	\$ -
482	CREDIT CARD PROCESSING FEES	\$ 115,465	\$ 117,065	\$ 100,383	\$ 110,000	\$ 110,000
Services Sub Total		\$ 254,476	\$ 302,649	\$ 236,885	\$ 322,865	\$ 327,260
Department Total		\$ 476,109	\$ 569,669	\$ 454,668	\$ 591,189	\$ 603,417



Water

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
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	2	2
Total	5.5	6.5	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.

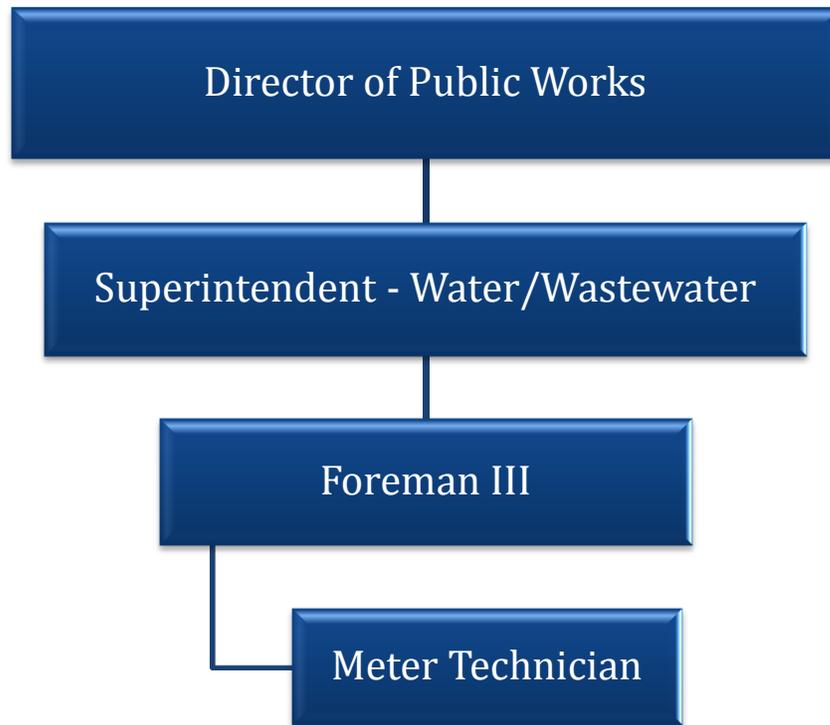


Goals				
City Council Goals				
<ul style="list-style-type: none"> • Sound Infrastructure • Quality Development 				
Departmental Goals				
<ul style="list-style-type: none"> • Maintain the physical integrity of utility infrastructure to maximize City investment • Provide safe water in adequate supply 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	15-16 Actual	2016 - 2017 Actual		2017-2018 Target
Water Main Replacement	600 feet	500 feet		500 feet
Weekly Safety Meetings	52	52		52
Valves Operated	176	200		200
Commercial Backflow Notifications	391	400		400
Water Main Breaks	30	50		20
Water Service Repair	77	135		20
Leak Detection Survey	180	160		200
Loss Time Accidents	0	0		0
Performance Measurement	15-16 Actual	2016 - 2017 Actual		2017-2018 Target
Phone Inquires Responded to within 24 Hours	95%	95%		95%
Damaged Fire Hydrants Repaired within 48 Hours	75%	80%		80%
Reduction in Unaccounted Water Loss	2%	5%		5%
Backflow Inventory Logged	100%	100%		100%
Weekly Safety Classes Held	100%	100%		100%
Budget Summary	2015 - 2016	2016 - 2017		2017-2018
	Actual	Actual	Budget	Budget
Personnel	428,870	349,221	445,933	470,846
Supplies	22,706	18,971	21,383	69,810
Maintenance	149,326	166,805	118,013	181,200
Other Services	292,351	179,231	248,112	123,291
Capital Outlay	-	390,538	-	37,157
TOTAL	893,252	1,104,766	833,441	882,304



Meter Reading

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
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	15 - 16 Actual	2016 - 2017 Actual		2017-2018 Target
Water Accounts	12,972	13,000		13,000
Wastewater Accounts	11,538	12,000		12,000
Cut-off for Non-Payment	2,163	3,711		1,000
Water Meter Register Replacement	2,920	3,000		3,000
Performance Measurement	15-16 Actual	2016 - 2017 Actual		2017-2018 Target
Accrete Meter Readings	95%	95%		95%
Data Log	15	20		20
Check for Leaks	162	100		75
Meter Box Replacement	277	280		300
Budget Summary	2015 - 2016 Actual	2016 - 2017		2017-2018 Budget
		Actual	Budget	
Personnel	71,456	47,391	97,614	104,522
Supplies	5,951	4,552	7,699	8,902
Maintenance	630,907	(29,550)	3,500	-
Other Services	419	1,565	1,605	1,880
Capital Outlay	-	465,179	495,750	596,032
TOTAL	708,733	489,138	606,168	711,336

Meter Reading

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

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

	2015	2016	2017	2017	2018
Account Object Description	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 49,949	\$ 44,139	\$ 27,248	\$ 60,756	\$ 62,578
103 SALARIES-OVERTIME	\$ 3,142	\$ 4,418	\$ 5,457	\$ 5,000	\$ 5,000
104 SALARIES-LONGEVITY	\$ 339	\$ -	\$ 14	\$ 80	\$ 32
105 GROUP HEALTH INSURANCE	\$ 6,802	\$ 9,939	\$ 7,239	\$ 15,236	\$ 20,068
106 TMRS	\$ 7,635	\$ 6,583	\$ 4,525	\$ 9,179	\$ 9,314
107 FICA	\$ 3,685	\$ 3,702	\$ 2,383	\$ 5,067	\$ 5,204
109 SALARIES-WELL PAY	\$ -	\$ -	\$ -	\$ 394	\$ 406
110 DENTAL INSURANCE	\$ 556	\$ 534	\$ 219	\$ 867	\$ 867
120 GROUP LIFE INSURANCE	\$ 82	\$ 44	\$ 23	\$ 306	\$ 306
130 WORKERS COMPENSATION	\$ 733	\$ 483	\$ 260	\$ 648	\$ 666
131 EAP EXPENSE	\$ 45	\$ 42	\$ 22	\$ 81	\$ 81
133 PENSION EXPENSE	\$ -	\$ 1,573	\$ -	\$ -	\$ -
Personnel Sub Total	\$ 72,967	\$ 71,456	\$ 47,391	\$ 97,614	\$ 104,522
Account Object Description					
202 UNIFORMS AND CLOTHING	\$ 1,460	\$ 432	\$ -	\$ 711	\$ 1,188
203 MOTOR VEHICLE SUPPLIES	\$ 88	\$ -	\$ -	\$ -	\$ -
204 MINOR EQUIP AND METERS	\$ 17,806	\$ -	\$ (240)	\$ 500	\$ 500
211 OTHER OPERATIONAL SUPPLIES	\$ -	\$ 1,500	\$ 1,210	\$ 2,000	\$ 1,200
218 FUEL & OIL	\$ 7,570	\$ 4,020	\$ 3,583	\$ 4,488	\$ 6,014
Supplies Sub Total	\$ 26,924	\$ 5,951	\$ 4,552	\$ 7,699	\$ 8,902
Account Object Description					
302 MAINT-MOTOR VEHICLES	\$ 968	\$ 2,919	\$ -	\$ -	\$ -
309 MAINT-METERS & SETTINGS	\$ 157,863	\$ 623,220	\$ (33,050)	\$ -	\$ -
342 MAINT-DATA PROCESSING EQUIP	\$ -	\$ 4,768	\$ 3,500	\$ 3,500	\$ -
Maintenance Sub Total	\$ 158,832	\$ 630,907	\$ (29,550)	\$ 3,500	\$ -
Account Object Description					
409 TRAVEL & EDUCATION	\$ 167	\$ -	\$ 1,197	\$ 1,197	\$ 1,040
462 CELLULAR TELEPHONE & PAGERS	\$ 99	\$ 419	\$ 369	\$ 408	\$ 840
Sub Total	\$ 266	\$ 419	\$ 1,565	\$ 1,605	\$ 1,880
Account Object Description					
612 CAPITAL-METERS & SETTINGS	\$ -	\$ -	\$ 465,179	\$ 495,750	\$ 596,032
Capital Sub Total	\$ -	\$ -	\$ 465,179	\$ 495,750	\$ 596,032
Department Total	\$ 258,988	\$ 708,733	\$ 489,138	\$ 606,168	\$ 711,336



Waste Water

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
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	15-16 Actual	2016-2017 Actual		2017-2018 Target
Total Municipal Sewer Line	160 miles	161 miles		163 miles
Sewer Line Replacement	170 feet	400 feet		500 feet
Sewer Line Cleaned	647215 feet	714,900 feet		900,000 feet
Grease Trap Pump out Reports Collected	50	50		50
Weekly Safety Meetings	52	52		52
Performance Measurement	15-16 Actual	2016-2017 Actual		2017-2018 Target
Sewer Backups Resolved within 30 Minutes	100%	100%		100%
Phone Inquiries Responded to within 24 Hours	95%	95%		95%
Sewer System Cleaned Annually (700,000 Total Feet)	68%	100%		100%
Main Stoppages Re-Televised within 24 Hours	95%	95%		95%
Grease Traps Pump out Reports	100%	100%		100%
Weekly Safety Meetings Completed	100%	100%		100%
Budget Summary	2015 - 2016 Actual	2016 - 2017		2017-2018 Budget
		Actual	Budget	
Personnel	483,148	445,059	537,853	566,092
Supplies	29,514	21,448	21,656	37,155
Maintenance	366,500	125,272	108,237	122,998
Services	94,626	60,367	53,835	52,807
Capital Outlay	-	13,258	-	-
TOTAL	973,789	665,405	721,581	779,051

Wastewater Operations

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 324,322	\$ 287,189	\$ 258,762	\$ 344,188	\$ 354,525
103	SALARIES-OVERTIME	\$ 41,949	\$ 41,506	\$ 37,026	\$ 20,000	\$ 20,000
104	SALARIES-LONGEVITY	\$ 1,913	\$ 1,951	\$ 1,624	\$ 2,268	\$ 1,780
105	GROUP HEALTH INSURANCE	\$ 38,933	\$ 60,560	\$ 73,570	\$ 76,976	\$ 91,494
106	TMRS	\$ 53,208	\$ 45,602	\$ 41,761	\$ 51,593	\$ 52,585
107	FICA	\$ 28,215	\$ 24,934	\$ 22,281	\$ 28,475	\$ 29,377
109	SALARIES-WELL PAY	\$ 874	\$ 495	\$ 520	\$ 2,206	\$ 2,282
110	DENTAL INSURANCE	\$ 4,229	\$ 3,541	\$ 2,996	\$ 4,380	\$ 4,380
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ 138	\$ -	\$ -	\$ -
115	CERTIFICATION PAY	\$ 3,645	\$ 3,618	\$ 3,895	\$ 3,615	\$ 5,435
120	GROUP LIFE INSURANCE	\$ 386	\$ 358	\$ 295	\$ 1,122	\$ 1,122
130	WORKERS COMPENSATION	\$ 3,358	\$ 2,198	\$ 2,132	\$ 2,733	\$ 2,815
131	EAP EXPENSE	\$ 271	\$ 235	\$ 197	\$ 297	\$ 297
133	PENSION EXPENSE	\$ -	\$ 10,822	\$ -	\$ -	\$ -
Personnel Sub Total		\$ 501,303	\$ 483,148	\$ 445,059	\$ 537,853	\$ 566,092
Account Object	Description					
201	OFFICE SUPPLIES	\$ -	\$ 506	\$ 547	\$ 550	\$ 550
202	UNIFORMS AND CLOTHING	\$ 2,976	\$ 4,480	\$ 5,212	\$ 5,213	\$ 4,803
203	MOTOR VEHICLE SUPPLIES	\$ 500	\$ 2,058	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 19,782	\$ 9,823	\$ 4,770	\$ 4,770	\$ 17,791
206	CHEMICALS	\$ 380	\$ 3,332	\$ 2,420	\$ 1,600	\$ 3,000
216	MEDICAL SUPPLIES	\$ -	\$ 53	\$ 195	\$ 200	\$ 200
218	FUEL & OIL	\$ 12,683	\$ 9,264	\$ 8,304	\$ 9,324	\$ 10,811
Supplies Sub Total		\$ 36,321	\$ 29,514	\$ 21,448	\$ 21,656	\$ 37,155
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ 7,426	\$ 26,144	\$ (89)	\$ -	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 7,529	\$ 10,448	\$ -	\$ -	\$ -
304	MAINTENANCE-STREETS	\$ 14,824	\$ 7,238	\$ 19,352	\$ 19,352	\$ 25,000
308	MAINT-SANITARY SEWER MAIN	\$ 41,734	\$ 268,333	\$ 50,123	\$ 50,000	\$ 60,000
312	MAINT-LIFT STATION	\$ 30,138	\$ 12,835	\$ 49,200	\$ 32,199	\$ 30,000
314	MAINT-RADIO EQUIPMENT	\$ -	\$ 41,503	\$ 6,686	\$ 6,686	\$ 7,998
Maintenance Sub Total		\$ 101,651	\$ 366,500	\$ 125,272	\$ 108,237	\$ 122,998
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ -	\$ -	\$ 338	\$ 338	\$ 1,198
402	RENTAL OF EQUIPMENT	\$ 1,665	\$ 1,432	\$ -	\$ -	\$ 2,000
409	TRAVEL & EDUCATION	\$ 5,040	\$ 3,787	\$ 3,631	\$ 3,865	\$ 6,699
410	UTILITIES - ELECTRICITY	\$ 13,090	\$ 18,383	\$ 12,870	\$ 12,000	\$ 10,000
412	SEWAGE TREATMENT	\$ 2,483	\$ 16,254	\$ 13,553	\$ 13,553	\$ 10,000
413	SANITARY LAND FILL	\$ 1,098	\$ 13,824	\$ 650	\$ 650	\$ 3,000
414	DUES & SUBSCRIPTIONS	\$ 3,222	\$ 4,081	\$ 4,247	\$ 4,247	\$ 5,590
416	OTHER/PROFESSIONAL SERVICES	\$ 7,870	\$ 5,621	\$ 21,387	\$ 15,491	\$ 10,000
462	CELLULAR TELEPHONE & PAGERS	\$ 1,713	\$ 2,225	\$ 3,691	\$ 3,691	\$ 4,320
473	DEPRECIATION EXPENSE	\$ -	\$ 29,020	\$ -	\$ -	\$ -
605	IMPROVEMENTS OTHER THAN BLDGS	\$ 56,880	\$ -	\$ -	\$ -	\$ -
Sub Total		\$ 93,061	\$ 94,626	\$ 60,367	\$ 53,835	\$ 52,807
Account Object	Description					
609	CAPITAL-MACHINERY & EQUIPMENT	\$ -	\$ -	\$ 13,258	\$ -	\$ -
Capital Sub Total		\$ -	\$ -	\$ 13,258	\$ -	\$ -
Department Total		\$ 732,336	\$ 973,789	\$ 665,405	\$ 721,581	\$ 779,051



TREE CITY USA

Wholesale Costs

Personnel Organization Chart



Personnel Summary

There is no personnel for this program.

Department Narrative

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

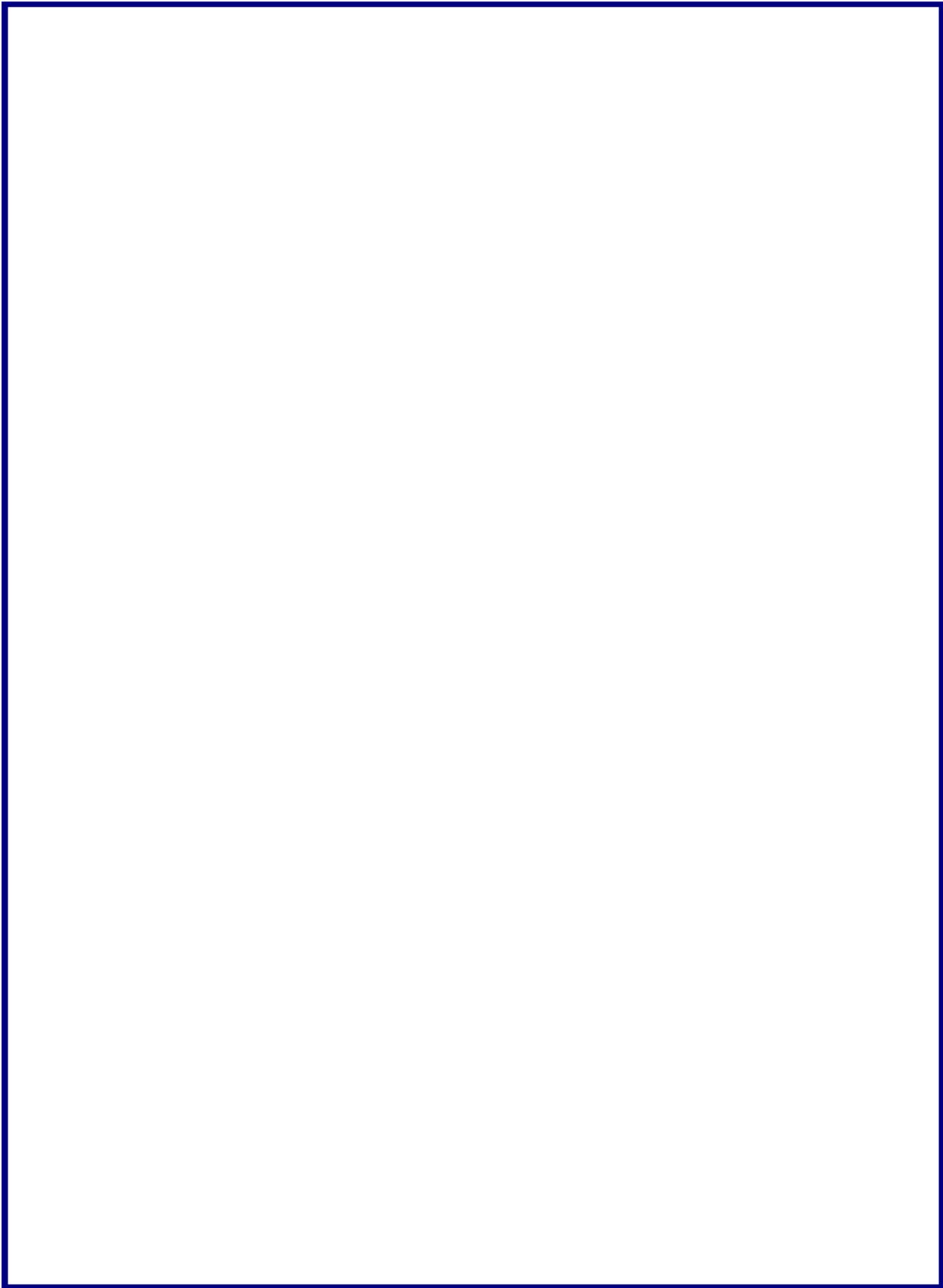


Wholesale Costs

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

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	411 WATER PURCHASES	\$ 2,344,969	\$ 2,673,492	\$ 2,182,441	\$ 2,592,980	\$ 2,753,745
	412 SEWAGE TREATMENT	\$ 5,071,015	\$ 5,380,177	\$ 3,903,451	\$ 4,143,979	\$ 5,700,000
	Maintenance Sub Total	\$ 7,415,984	\$ 8,053,670	\$ 6,085,892	\$ 6,736,959	\$ 8,453,745
	Department Total	\$ 7,415,984	\$ 8,053,670	\$ 6,085,892	\$ 6,736,959	\$ 8,453,745

SPECIAL REVENUE FUNDS



HOTEL/MOTEL TAX FUND

HOTEL/MOTEL TAX FUND

HOTEL TAX FUND

REVENUES		2015	2016	2017		2018
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	HOTEL/MOTEL TAX	145,503	128,392	92,192	58,569	82,000
	RENTAL INCOME	-	-	-	-	-
	MISCELLANEOUS	-	410	437	-	-
	INTEREST	208	1,564	3,050	275	4,000
	Total	\$ 145,711	\$ 130,366	\$ 95,680	\$ 58,844	\$ 86,000
EXPENDITURES						
		2015	2016	2017		2018
Department		Actual	Actual	Year to Date	Budget	Proposed
	46 HOTEL/MOTEL	-	-	43	-	-
	52 Visitor Center	43,861	44,397	34,918	61,345	68,012
	Total	\$ 43,861	\$ 44,397	\$ 34,961	\$ 61,345	\$ 68,012
BALANCES						
		2015	2016	2017		2018
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	101,850	85,969	60,719	(2,501)	17,988



Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
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	15-16 Actual	16-17 Actual		2017-2018 Target
Part-Time Employees	1	1		1
Annual Visitors	325	325		700
Special Events	4	4		8
School Program Visits	2	2		8
New Exhibits Acquired	1	1		5
Performance Measurement	15-16 Actual	16-17 Actual		2017-2018 Target
Daily museum tours	8%	8%		50%
Special Events	10%	10%		25%
Rentals/reservations	10%	10%		25%
Budget Summary	2015-2016 Actual	2016-2017		2017-2018 Budget
		Actual	Budget	
Personnel	20,807	18,168	23,346	23,782
Maintenance	-	-	10,500	8,500
Services	23,590	16,750	27,499	32,628
TOTAL	44,397	34,918	61,345	68,012

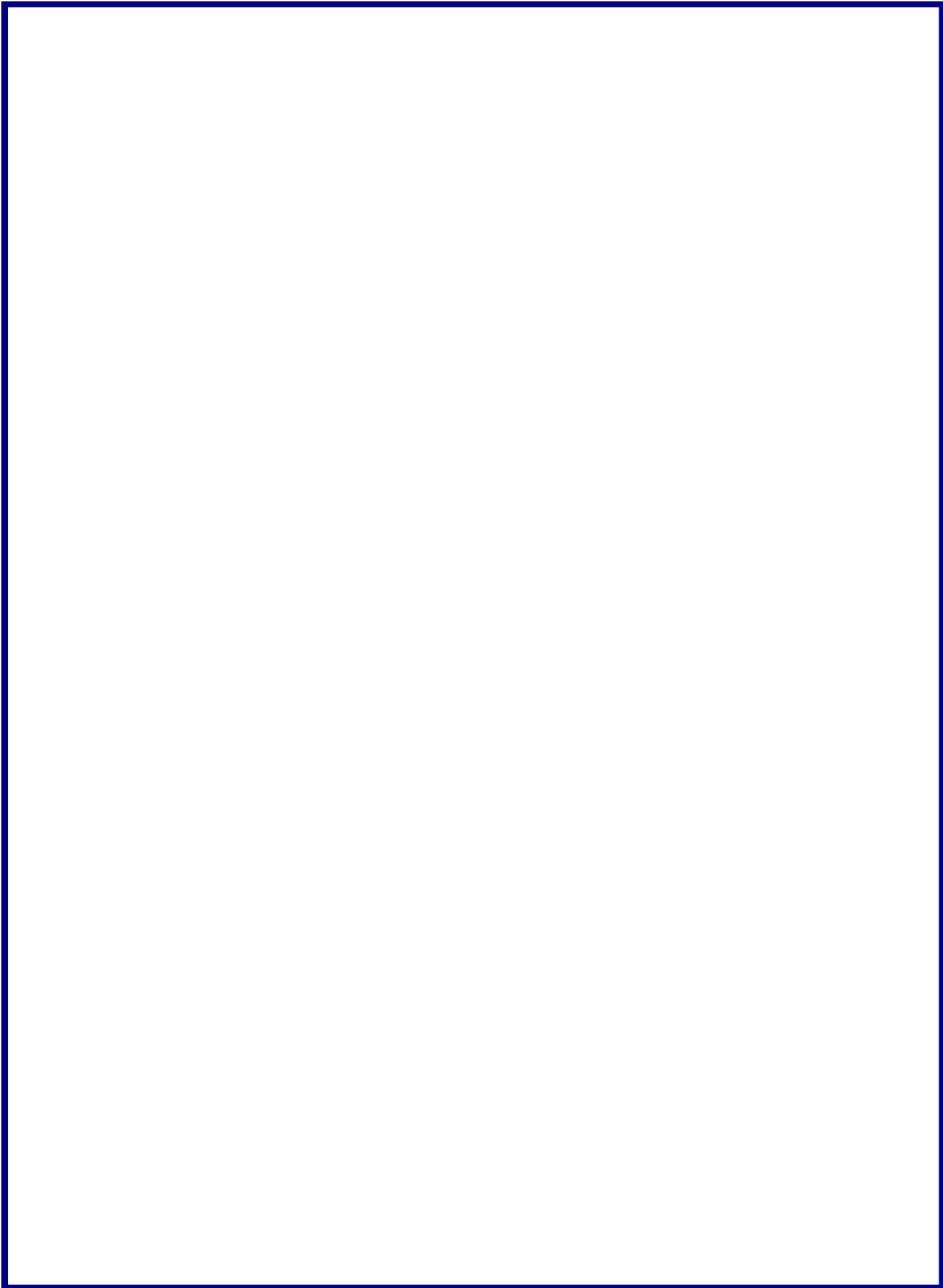
Lancaster Visitors Center State Auxiliary Museum

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

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

HOTEL TAX FUND
Visitor Center

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Adopted
101	SALARIES-REGULAR	\$ 36	\$ -	\$ -	\$ -	\$ -
102	SALARIES-PART TIME	\$ 16,902	\$ 19,157	\$ 16,132	\$ 19,094	\$ 19,478
103	SALARIES-OVERTIME	\$ 14	\$ 54	\$ 661	\$ -	\$ -
106	TMRS	\$ -	\$ -	\$ -	\$ 2,646	\$ 2,668
107	FICA	\$ 1,297	\$ 1,470	\$ 1,285	\$ 1,460	\$ 1,490
120	GROUP LIFE INSURANCE	\$ -	\$ -	\$ -	\$ 102	\$ 102
130	WORKERS COMPENSATION	\$ 186	\$ 72	\$ 53	\$ 16	\$ 16
131	EAP EXPENSE	\$ 47	\$ 54	\$ 38	\$ 28	\$ 28
Personnel Sub Total		\$ 18,481	\$ 20,807	\$ 18,168	\$ 23,346	\$ 23,782
 						
301	MAINT-BLDGS & STRUCTURES	\$ 4,240	\$ -	\$ -	\$ 10,500	\$ 8,000
Maintenance Sub Total		\$ 4,240	\$ -	\$ -	\$ 10,500	\$ 8,500
 						
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 5,593	\$ 5,182	\$ 3,042	\$ 9,480	\$ 9,480
408	ADVERTISING	\$ -	\$ 315	\$ 437	\$ 850	\$ 2,900
410	UTILITIES-ELECTRICITY	\$ 8,492	\$ 7,162	\$ 5,858	\$ 8,040	\$ 5,708
411	ALARM SERVICE	\$ -	\$ 500	\$ 658	\$ 1,020	\$ 1,020
414	DUES & SUBSCRIPTIONS	\$ -	\$ 200	\$ 315	\$ 190	\$ 1,690
416	OTHER/PROFESSIONAL SERVICES	\$ 315	\$ 3,714	\$ (332)	\$ 480	\$ 480
434	SPECIAL EVENTS	\$ -	\$ -	\$ 500	\$ 500	\$ 4,200
543	JANITORIAL SERVICE	\$ 4,296	\$ 4,420	\$ 3,740	\$ 4,420	\$ 4,440
544	PEST CONTROL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ 660
548	SPRINKLER SYSTEM CONTRACT	\$ 543	\$ 465	\$ 465	\$ 658	\$ 670
549	HVAC SERVICES CONTRACT	\$ 1,375	\$ 1,146	\$ 1,582	\$ 1,375	\$ 1,380
554	PEST CONTROL	\$ 527	\$ 486	\$ 486	\$ 486	\$ -
Services Sub Total		\$ 21,140	\$ 23,590	\$ 16,750	\$ 27,499	\$ 32,628
 						
Department Total		\$ 43,861	\$ 44,397	\$ 34,918	\$ 61,345	\$ 68,012



**4A LEDC
FUND**

SALES TAX 4A-ECONOMIC DEVELOPMENT

REVENUES		2015	2016	2017		2018
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	SALES TAXES	1,109,083	1,126,752	795,158	965,625	1,000,000
	OTHER REVENUE	-	-	-	-	-
	INTEREST	1,955	12,870	25,334	1,000	30,000
	BOND PROCEEDS	-	-	-	-	-
	Total	\$ 1,111,038	\$ 1,139,622	\$ 820,492	\$ 966,625	\$ 1,030,000
EXPENDITURES		2015	2016	2017		2018
Department No		Actual	Actual	Year to Date	Budget	Proposed
	2 ECON DEV ADMINISTRATION	165,130	177,908	227,754	325,844	379,714
	50 4A DEBT SERVICE	455,500	456,789	379,579	457,963	458,300
	60 MARKETING AND ADVERTISING	4,264	64,301	49,549	127,112	68,125
	63 INCENTIVE PROGRAMS	-	-	-	300,000	605,000
	80 TRANSFERS OUT	54,835	56,480	797,067	56,480	56,480
	Total	\$ 679,729	\$ 755,477	\$ 1,453,949	\$ 1,267,399	\$ 1,567,619
BALANCES		2015	2016	2017		2018
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	431,309	384,145	(633,456)	(300,774)	(537,619)



Personnel Organization Chart

Director of Economic Development

Personnel Summary

Position	Adopted '15-16	Adopted '16-17	Adopted '17-18
Director of Economic Development	1	1	1
Administrative Secretary	0.25	0.25	0.25
Total	1.25	1.25	1.25

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	15-16 Actual	16-17 Actual		2017-2018 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	15-16 Actual	16-17 Actual		2017-2018 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	2015-2016 Actual	2016-2017		2017-2018 Budget
		Actual	Budget	
Personnel	171,356	177,445	262,735	265,136
Supplies	1,521	9,849	1,300	2,850
Maintenance	-	30	-	-
Capital Outlay	5,030	40,430	114,993	111,728
TOTAL	177,908	227,754	379,028	379,714

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

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 119,848	\$ 127,875	\$ 134,858	\$ 196,019	\$ 188,598
103	SALARIES-OVERTIME	\$ 52	\$ 790	\$ 1,097	\$ -	\$ 15,000
104	SALARIES-LONGEVITY	\$ 339	\$ 389	\$ 126	\$ 487	\$ 63
105	GROUP HEALTH INSURANCE	\$ 4,263	\$ 6,832	\$ 6,637	\$ 17,337	\$ 14,026
106	TMRS	\$ 18,030	\$ 18,413	\$ 19,443	\$ 28,066	\$ 26,650
107	FICA	\$ 9,295	\$ 10,042	\$ 10,290	\$ 13,386	\$ 13,409
109	SALARIES-WELL PAY	\$ 1,342	\$ 1,368	\$ -	\$ 1,205	\$ 1,160
110	DENTAL INSURANCE	\$ 481	\$ 525	\$ 350	\$ 977	\$ 977
113	SALARIES-CAR ALLOWANCE	\$ 4,814	\$ 4,843	\$ 4,400	\$ 4,800	\$ 4,800
120	GROUP LIFE INSURANCE	\$ 238	\$ 136	\$ 114	\$ 230	\$ 230
130	WORKERS COMPENSATION	\$ 150	\$ 108	\$ 98	\$ 167	\$ 162
131	EAP EXPENSE	\$ 30	\$ 34	\$ 32	\$ 61	\$ 61
Personnel Sub Total		\$ 158,881	\$ 171,356	\$ 177,445	\$ 262,735	\$ 265,136
Supplies						
Account Object	Description					
201	OFFICE SUPPLIES	\$ 1,576	\$ 1,515	\$ 882	\$ 320	\$ 450
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ -	\$ 8,193	\$ -	\$ -
210	FOOD/BEVERAGES/ETC.-MEETINGS	\$ 31	\$ -	\$ 203	\$ 1,800	\$ 1,700
214	POSTAGE	\$ 62	\$ 6	\$ 570	\$ 300	\$ 700
Supplies Sub Total		\$ 1,669	\$ 1,521	\$ 9,849	\$ 2,420	\$ 2,850
Office Supplies						
Account Object	Description					
303	OFFICE SUPPLIES	\$ -	\$ -	\$ 30	\$ -	\$ -
Sub Total		\$ -	\$ -	\$ 30	\$ -	\$ -
Travel and Education						
Account Object	Description					
401	TRAVEL AND EDUCATION	\$ 1,510	\$ 1,908	\$ 1,512	\$ 508	\$ 1,168
402	RENTAL OF OFFICE SPACE	\$ 803	\$ 678	\$ 412	\$ 1,000	\$ 1,200
409	TRAVEL AND EDUCATION	\$ 842	\$ 270	\$ 9,052	\$ 5,827	\$ 5,000
414	DUES AND SUBSCRIPTIONS	\$ 404	\$ 1,590	\$ 1,994	\$ 3,350	\$ 3,220
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ -	\$ 17,365	\$ 45,000	\$ 98,000
421	PRINTING	\$ 803	\$ 584	\$ 568	\$ 500	\$ 600
446	ATTORNEY FEES	\$ 170	\$ -	\$ 416	\$ 4,000	\$ 2,000
462	CELLULAR TELEPHONE & PAGERS	\$ 48	\$ -	\$ 394	\$ 504	\$ 540
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ -	\$ 8,717	\$ -	\$ -
Sub Total		\$ 4,580	\$ 5,030	\$ 40,430	\$ 60,689	\$ 111,728
Department Total		\$ 165,130	\$ 177,908	\$ 227,754	\$ 325,844	\$ 379,714



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	15-16 Actual	16-17 Actual		2017-2018 Target
Utilize funds to incentivize commitments on existing projects				300,000
Performance Measurement	15-16 Actual	16-17 Actual		2017-2018 Target
Utilize funds for incentivizing new projects				300,000
Budget Summary	2015-2016 Actual	2016-2017		2017-2018 Budget
Incentive Programs	-	Actual	Budget	
		-	300,000	605,000
TOTAL	-	-	300,000	605,000

LEDC Type 4A - Incentives

BUDGET REPORT
 LINE ITEM DETAIL
 BY DEPARTMENT

Fund 16
 Department 63
 Program 0

SALES TAX 4A-ECONOMIC DEVLPMNT
 INCENTIVE PROGRAMS

Description	2015	2016	2017	2017	2018
	Actual	Actual	YTD Actual	Budget	Proposed
977 INCENTIVE PROGRAMS	\$ -	\$ -	\$ -	\$ 300,000	\$ 605,000
Sub Total	\$ -	\$ -	\$ -	\$ 300,000	\$ 605,000
Department Total	\$ -	\$ -	\$ -	\$ 300,000	\$ 605,000



Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Adopted '16-17	Adopted '17-18
Marketing Manager	0	1	1
Total	0	1	1

Department Narrative

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

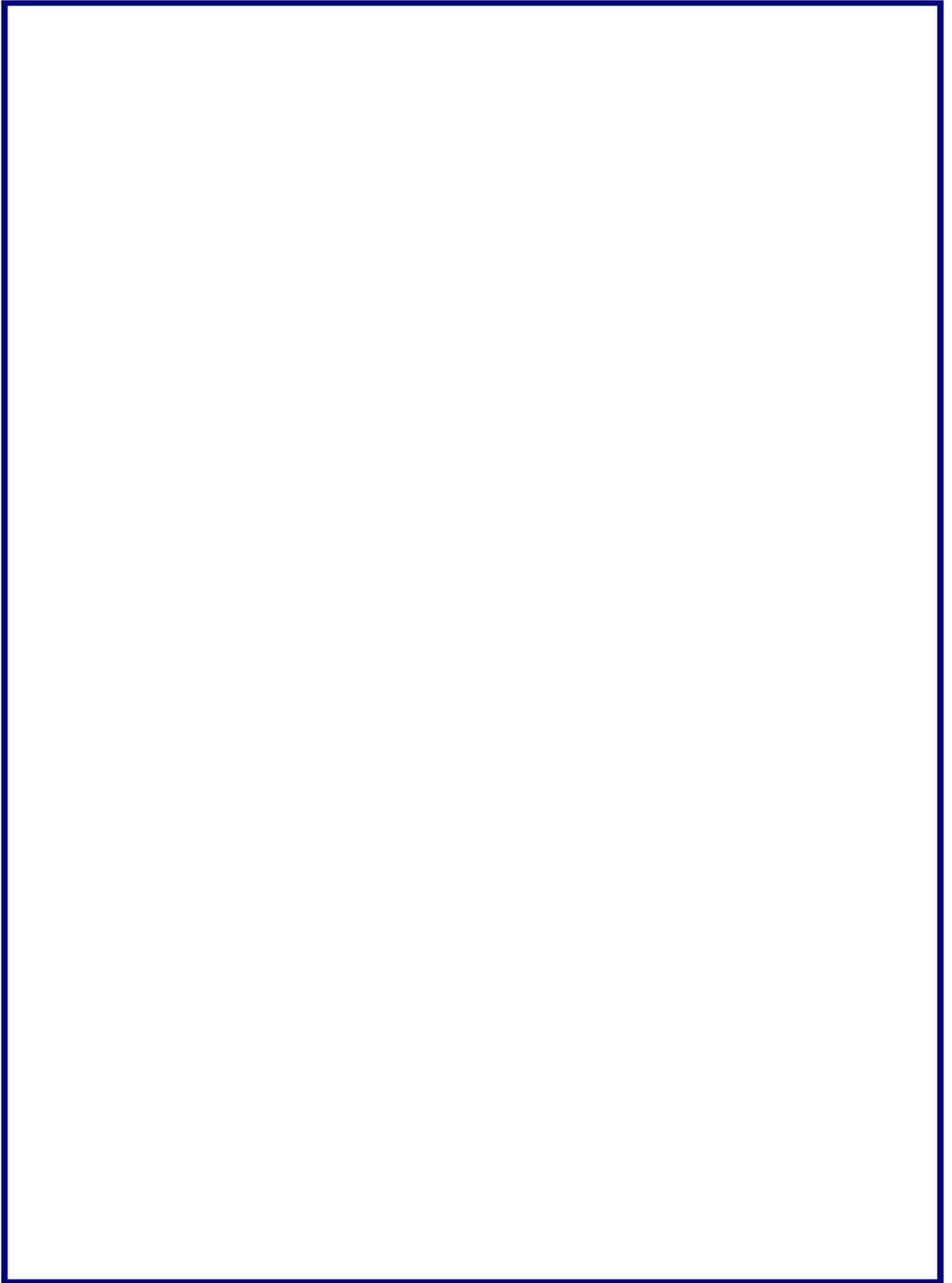
Goals				
City Council Goals:				
<ul style="list-style-type: none"> Quality Development 				
Departmental Goals				
<ul style="list-style-type: none"> Develop action oriented programs that create an interest in Lancaster by developers, commercial real estate brokers and companies looking to expand or 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	15-16 Actual	16-17 Actual		17-18 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	15-16 Actual	16-17 Actual		17-18 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	2015-2016 Actual	2016-2017		2017-2018 Budget
		Actual	Budget	
Services	-	49,549	-	-
Marketing	64,301	-	127,112	68,125
TOTAL	4,264	49,549	127,112	68,125

LEDC Type 4B - Marketing

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

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

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ 15,000	\$ 15,441	\$ 43,000	\$ 38,800
421	PRINTING	\$ -	\$ -	\$ 237	\$ 1,500	\$ -
902	BUSINESS DEVELOPMENT	\$ 4,264	\$ 48,561	\$ 23,239	\$ 65,000	\$ -
909	PROMOTIONAL ITEMS	\$ -	\$ -	\$ 995	\$ 2,500	\$ 15,825
911	EVENT SPONSORSHIPS	\$ -	\$ 125	\$ 975	\$ 6,000	\$ 2,250
942	TRADE SHOWS	\$ -	\$ 615	\$ 8,662	\$ 9,112	\$ 11,250
Sub Total		\$ 4,264	\$ 64,301	\$ 49,549	\$ 127,112	\$ 68,125
Department Total		\$ 4,264	\$ 64,301	\$ 49,549	\$ 127,112	\$ 68,125



**4B LRDC
FUND**

SALES TAX 4B-CULTURAL/RECREATIONAL

REVENUES		2015	2016	2017		2018
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	0 SALES TAXES	2,176,600	2,253,504	1,590,317	1,931,250	2,200,000
	56 RECREATION	462,530	516,808	451,917	468,500	653,500
	54 LIFE CENTER	49,562	71,260	49,517	(16,700)	83,300
	7 LIBRARY	81,305	35,348	64,548	22,600	32,200
	0 OTHER	20,255	11,893	14,141	-	13,000
	0 TRANSFERS IN	200,000	12,792	-	-	-
	0 INTEREST	478	2,832	5,879	1,000	6,000
	Total	\$ 2,990,730	\$ 2,904,437	\$ 2,176,319	\$ 2,406,650	\$ 2,988,000
EXPENDITURES		2015	2016	2017		2018
Department No		Actual	Actual	Year to Date	Budget	Proposed
	2 REC ADMINISTRATION	229,926	226,776	171,378	231,667	270,126
	7 LIBRARY	507,803	427,943	441,346	480,198	513,531
	13 PARKS AND RECREATION	-	0	-	-	-
	16 NON-DEPARTMENTAL	75,499	104,936	82,874	81,388	69,517
	50 4B DEBT SERVICE	732,300	-	609,466	728,700	913,825
	54 SENIOR LIFE CENTER	164,812	180,945	197,669	244,759	253,302
	56 RECREATION CENTER	1,074,506	1,019,298	820,955	1,055,189	1,093,747
	56 DAY CAMP	50,141	50,276	43,187	49,356	52,810
	57 COMMUNITY PARK	12,703	6,389	17,412	18,600	41,725
	80 TRANSFERS OUT	13,000	746,000	24,333	29,200	165,974
	Total	\$ 2,860,689	\$ 2,762,564	\$ 2,408,621	\$ 2,919,057	\$ 3,374,557
BALANCES		2015	2016	2017		2018
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	130,041	129,081	(232,302)	(512,407)	(386,557)



TREE CITY USA

Quality of Life & Cultural Services Admin.

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
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	15-16 Actual	16-17 Actual		2017-2018 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	15-16 Actual	16-17 Actual		2017-2018 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	2015-2016	2016-2017		2017-2018
	Actual	Actual	Budget	Budget
Personnel	215,748	160,464	218,166	217,966
Supplies	4,724	1,967	4,497	9,100
Services	6,304	8,947	9,004	43,060
TOTAL	226,776	171,378	231,667	270,126

Parks, Recreation Library Services Administration

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

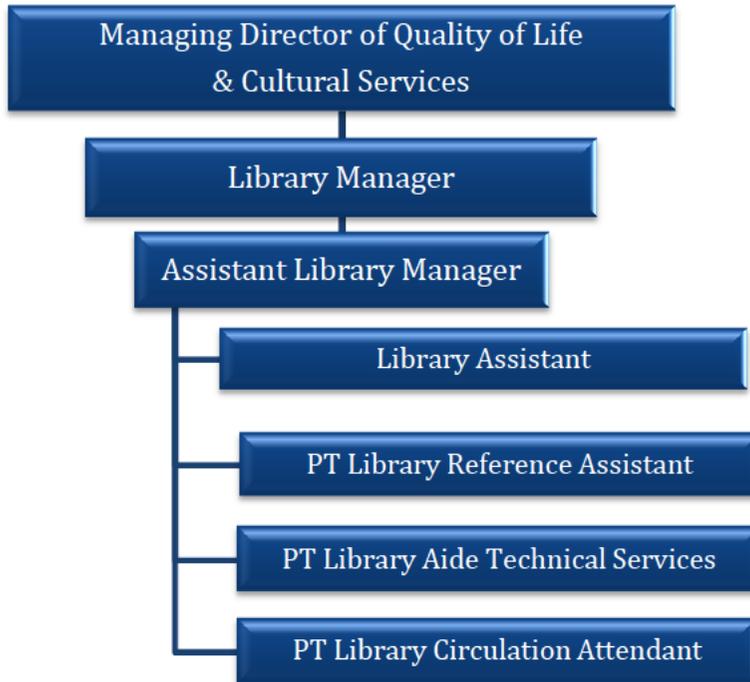
	2015	2016	2017	2017	2018
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 149,291	\$ 158,157	\$ 117,331	\$ 157,859	\$ 162,595
103 SALARIES-OVERTIME	\$ 1,497	\$ 1,932	\$ 786	\$ 600	\$ 600
104 SALARIES-LONGEVITY	\$ 803	\$ 449	\$ 234	\$ 332	\$ 372
105 GROUP HEALTH INSURANCE	\$ 13,899	\$ 13,851	\$ 9,601	\$ 18,774	\$ 13,240
106 TMRS	\$ 22,540	\$ 21,095	\$ 17,035	\$ 22,807	\$ 23,193
107 FICA	\$ 11,762	\$ 12,560	\$ 9,536	\$ 10,611	\$ 10,751
109 SALARIES-WELL PAY	\$ 1,584	\$ 1,800	\$ 1,387	\$ 980	\$ 1,008
110 DENTAL INSURANCE	\$ 881	\$ 720	\$ 493	\$ 876	\$ 876
113 SALARIES-CAR ALLOWANCE	\$ 4,814	\$ 4,843	\$ 3,800	\$ 4,800	\$ 4,800
120 GROUP LIFE INSURANCE	\$ 293	\$ 158	\$ 112	\$ 306	\$ 306
130 WORKERS COMPENSATION	\$ 187	\$ 129	\$ 105	\$ 140	\$ 144
131 EAP EXPENSE	\$ 54	\$ 54	\$ 44	\$ 81	\$ 81
Personnel Sub Total	\$ 207,605	\$ 215,748	\$ 160,464	\$ 218,166	\$ 217,966
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
201 MISC OFFICE SUPPLIES	\$ 9,702	\$ 3,624	\$ 1,464	\$ 3,797	\$ 8,300
210 FOOD/BEVERAGES/ETC-MEETINGS	\$ 89	\$ 934	\$ 282	\$ 500	\$ 500
214 POSTAGE	\$ 290	\$ 166	\$ 221	\$ 200	\$ 300
Supplies Sub Total	\$ 10,081	\$ 4,724	\$ 1,967	\$ 4,497	\$ 9,100
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
401 TELEPHONE & COMMUNICATIONS	\$ -	\$ -	\$ 425	\$ -	\$ -
402 RENTAL OF EQUIPMENT	\$ 3,749	\$ -	\$ -	\$ -	\$ -
409 TRAVEL AND EDUCATION	\$ 2,881	\$ 1,217	\$ 3,956	\$ 4,000	\$ 4,720
414 DUES & SUBSCRIPTIONS	\$ 605	\$ 390	\$ 390	\$ 500	\$ 500
416 OTHER/PROFESSIONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ 33,300
421 PRINTING	\$ 1,014	\$ -	\$ -	\$ -	\$ -
462 CELLULAR TELEPHONE & PAGERS	\$ 587	\$ 610	\$ 671	\$ 504	\$ 540
473 DEPRECIATION EXPENSE	\$ -	\$ (0)	\$ -	\$ -	\$ -
482 CREDIT CARD PROCESSING FEES	\$ 3,405	\$ 4,088	\$ 3,505	\$ 4,000	\$ 4,000
Service Sub-Total	\$ 12,240	\$ 6,304	\$ 8,947	\$ 9,004	\$ 43,060
Department Total	\$ 229,926	\$ 226,776	\$ 171,378	\$ 231,667	\$ 270,126



Veterans Memorial Library



Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
Library Manager	1	1	1
Assistant Library Manager	1	1	1
Library Assistant	1	1	1
PT Library Reference Assistant (.5)	1.5	1.5	1.5
PT Library Aide Technical Services (.5)	1.5	1.5	1.5
PT Library Circulation Attendant (.5)	1.5	1.5	1.5
PT Library Circulation Attendant (.25)	0.25	0.25	0.25
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	15-16 Actual	16-17 Actual		2017-2018 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	15-16 Actual	16-17 Actual		2017-2018 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	2015-2016 Actual	2016-2017		2017-2018 Budget
		Actual	Budget	
Personnel	288,257	244,613	340,442	355,003
Supplies	66,876	78,220	70,550	72,899
Maintenance	16,538	4,254	18,559	39,117
Other Services	56,271	49,003	50,647	46,512
Capital Outlay		65,256	-	-
TOTAL	507,803	441,346	480,198	513,531

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	2015 Actual	2016 Actual	2017 YTD Actual	2017 Budget	2018 Proposed
101	SALARIES-REGULAR	\$ 123,373	\$ 132,780	\$ 123,810	\$ 161,764	\$ 166,179
102	SALARIES-PART TIME	\$ 98,918	\$ 103,075	\$ 74,413	\$ 93,961	\$ 110,016
103	SALARIES-OVERTIME	\$ 370	\$ 244	\$ 1,185	\$ 100	\$ 100
104	SALARIES-LONGEVITY	\$ 621	\$ 623	\$ 548	\$ 764	\$ 836
105	GROUP HEALTH INSURANCE	\$ 13,360	\$ 13,778	\$ 10,540	\$ 24,293	\$ 14,238
106	TMRS	\$ 19,135	\$ 18,634	\$ 17,442	\$ 35,762	\$ 38,153
107	FICA	\$ 16,574	\$ 17,654	\$ 15,170	\$ 19,739	\$ 21,313
109	SALARIES-WELL PAY	\$ 518	\$ -	\$ 331	\$ 974	\$ 1,001
110	DENTAL INSURANCE	\$ 976	\$ 758	\$ 621	\$ 1,314	\$ 1,314
118	CELL PHONE ALLOWANCE	\$ 246	\$ -	\$ 50	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 120	\$ 168	\$ 137	\$ 843	\$ 893
130	WORKERS COMPENSATION	\$ 267	\$ 204	\$ 123	\$ 221	\$ 239
131	EAP EXPENSE	\$ 294	\$ 339	\$ 242	\$ 227	\$ 241
Personnel Sub Total		\$ 274,770	\$ 288,257	\$ 244,613	\$ 340,442	\$ 355,003
Supplies						
201	MISC OFFICE SUPPLIES	\$ 4,594	\$ 3,078	\$ 3,571	\$ 3,700	\$ 3,994
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 26,019	\$ 1,263	\$ 634	\$ 1,600	\$ 1,725
207	BOOKS, SUBSCRIPTIONS, ETC.	\$ 67,490	\$ 59,056	\$ 71,827	\$ 60,000	\$ 61,900
210	FOOD/BEVERAGES/ETC-MEETINGS	\$ -	\$ 122	\$ -	\$ 150	\$ 625
214	POSTAGE	\$ 189	\$ 202	\$ 158	\$ 400	\$ 400
219	COMPUTER SUPPLIES	\$ 7,977	\$ 337	\$ -	\$ 1,000	\$ 300
231	SOFTWARE	\$ 4,680	\$ 2,818	\$ 2,030	\$ 3,700	\$ 3,705
Supplies Sub Total		\$ 110,949	\$ 66,876	\$ 78,220	\$ 70,550	\$ 72,899
Maintenance						
301	MAINT-BLDG & STRUCTURES	\$ 5,105	\$ 610	\$ -	\$ -	\$ -
313	MAINT-FURN & FIXTURES	\$ 455	\$ -	\$ -	\$ -	\$ 8,840
318	MAINT-OFFICE EQUIPMENT	\$ 3,900	\$ 4,173	\$ 4,254	\$ 7,100	\$ 15,840
342	MAINT. DATA PROCESSING EQUIP	\$ 10,594	\$ 11,755	\$ -	\$ 11,459	\$ 12,437
346	MAINT-HEATING & COOLING SYSTEM	\$ 1,000	\$ -	\$ -	\$ -	\$ 2,000
Maintenance Sub Total		\$ 21,054	\$ 16,538	\$ 4,254	\$ 18,559	\$ 39,117
Other						
401	TELEPHONE & COMMUNICATIONS	\$ 4,700	\$ 5,508	\$ 8,926	\$ 6,500	\$ 12,000
402	RENTAL OF EQUIPMENT	\$ 3,801	\$ -	\$ -	\$ -	\$ -
407	SPECIAL SERVICES	\$ 4,422	\$ 3,193	\$ 3,909	\$ 4,000	\$ 4,300
408	ADVERTISING	\$ 300	\$ -	\$ -	\$ -	\$ -
409	TRAVEL AND EDUCATION	\$ 230	\$ 1,100	\$ 940	\$ 1,000	\$ 1,030
410	UTILITIES-ELECTRICITY	\$ 44,072	\$ 42,334	\$ 29,180	\$ 32,000	\$ 22,750
411	ALARM SERVICE	\$ 280	\$ 839	\$ 747	\$ 1,262	\$ 1,272
414	DUES & SUBSCRIPTIONS	\$ 455	\$ 391	\$ 157	\$ 500	\$ 600
416	OTHER/PROFESSIONAL SERVICES	\$ 18,640	\$ 420	\$ 1,470	\$ -	\$ -
421	PRINTING	\$ 1,220	\$ 1,101	\$ 872	\$ 1,300	\$ 1,100
434	SPECIAL EVENTS	\$ 127	\$ 58	\$ 187	\$ 500	\$ -
482	CREDIT CARD PROCESSING FEES	\$ 914	\$ 78	\$ 66	\$ 100	\$ -
498	UTILITIES-GAS	\$ 3,033	\$ 1,250	\$ 2,549	\$ 3,425	\$ 3,400
539	MISC HEALTH BENEFIT	\$ -	\$ -	\$ -	\$ 60	\$ 60
543	JANITORIAL CONTRACT	\$ 17,294	\$ -	\$ -	\$ -	\$ -
544	PEST CONTROL SERVICES	\$ 754	\$ -	\$ -	\$ -	\$ -
548	FIRE SYSTEM INSPECTION CONTRAC	\$ 790	\$ -	\$ -	\$ -	\$ -
Sub Total		\$ 101,029	\$ 56,271	\$ 49,003	\$ 50,647	\$ 46,512
Capital						
609	CAPITAL-MATCH & EQUIP	\$ -	\$ -	\$ 65,256	\$ -	\$ -
Sub Total		\$ -	\$ -	\$ 65,256	\$ -	\$ -
Department Total		\$ 507,803	\$ 427,943	\$ 441,346	\$ 480,198	\$ 513,531



Senior Life Center

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
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 age 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	15-16 Actual	16-17 Actual		2017-2018 Target
Full-Time Employees	2	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	15-16 Actual	16-17 Actual		2017-2018 Target
Congregate Meal Program	8%	8%		33%
Recreational Programming	70%	70%		42%
Special Events	4%	4%		10%
Transportation	18%	18%		15%
Budget Summary	2015-2016 Actual	2016-2017		2017-2018 Budget
		Actual	Budget	
Personnel	101,434	97,121	120,551	119,784
Supplies	38,856	70,570	79,058	96,646
Maintenance	4,258	240	-	-
Services	36,397	29,738	45,150	36,872
TOTAL	180,945	197,669	244,759	253,302

Lancaster Senior Life Center

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

	2015	2016	2017	2017	2018
Account Object Description	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 6,239	\$ 65,219	\$ 65,044	\$ 83,479	\$ 83,108
102 SALARIES-PART TIME	\$ 18,409	\$ 3,474	\$ -	\$ -	\$ -
103 SALARIES-OVERTIME	\$ 1,377	\$ 2,063	\$ 2,354	\$ 500	\$ 500
104 SALARIES-LONGEVITY	\$ 19	\$ 50	\$ 114	\$ 144	\$ 240
105 GROUP LIFE INSURANCE	\$ 1,958	\$ 13,675	\$ 12,879	\$ 15,432	\$ 15,127
106 TMRS	\$ 3,803	\$ 9,678	\$ 9,672	\$ 11,795	\$ 11,617
107 FICA	\$ 2,061	\$ 5,393	\$ 5,296	\$ 6,509	\$ 6,490
109 SALARIES-WELL PAY	\$ 504	\$ -	\$ 180	\$ 507	\$ 505
110 DENTAL INSURANCE	\$ 230	\$ 805	\$ 694	\$ 876	\$ 876
118 CELL PHONE ALLOWANCE	\$ 401	\$ 524	\$ 420	\$ 480	\$ 480
120 GROUP LIFE INSURANCE	\$ 0	\$ 83	\$ 76	\$ 306	\$ 306
130 WORKERS COMPENSATION	\$ 418	\$ 419	\$ 348	\$ 442	\$ 454
131 EAP EXPENSE	\$ 21	\$ 51	\$ 43	\$ 81	\$ 81
Personnel Sub Total	\$ 35,441	\$ 101,434	\$ 97,121	\$ 120,551	\$ 119,784
Account Object Description					
202 CLOTHING-UNIFORMS	\$ -	\$ 184	\$ 206	\$ 186	\$ 200
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,249	\$ -	\$ -	\$ 973	\$ 500
205 JANITORIAL & CLEANING SUPPLIES	\$ 302	\$ -	\$ -	\$ -	\$ 320
208 PROGRAM SUPPLIES	\$ 4,408	\$ 2,881	\$ 1,721	\$ 1,750	\$ 3,575
210 FOOD/BEVERAGES/ETC-MEETINGS	\$ 2,011	\$ 3,203	\$ 4,993	\$ 5,025	\$ 5,250
214 POSTAGE	\$ 30	\$ 216	\$ 14	\$ 100	\$ 75
216 MEDICAL SUPPLIES	\$ 275	\$ 242	\$ 86	\$ 225	\$ 250
218 FUEL & OIL	\$ 4,867	\$ 5,824	\$ 5,138	\$ 6,156	\$ 7,276
222 LUNCH PROGRAM EXPENSE	\$ 43,440	\$ 23,016	\$ 55,455	\$ 60,643	\$ 75,000
234 LUNCH PROGRAM OTHER SUPPLIES	\$ 5,558	\$ 3,290	\$ 2,958	\$ 4,000	\$ 4,200
Supplies Sub Total	\$ 62,139	\$ 38,856	\$ 70,570	\$ 79,058	\$ 96,646
Account Object Description					
301 MAINT-BLDG & STRUCTURES	\$ 235	\$ -	\$ 240	\$ -	\$ -
302 MAINT-MOTOR VEHICLES	\$ 6,021	\$ 4,258	\$ -	\$ -	\$ -
351 MAINTENANCE (ALL)	\$ 75	\$ -	\$ -	\$ -	\$ -
Maintenance Sub Total	\$ 6,330	\$ 4,258	\$ 240	\$ -	\$ -
Account Object Description					
401 TELEPHONE & COMMUNICATIONS	\$ 1,441	\$ 1,330	\$ 912	\$ 1,500	\$ 1,500
402 RENTAL OF EQUIPMENT	\$ 3,749	\$ -	\$ -	\$ 500	\$ 500
408 ADVERTISING	\$ 1,372	\$ 758	\$ 1,263	\$ 1,250	\$ 2,612
409 TRAVEL AND EDUCATION	\$ -	\$ 85	\$ -	\$ -	\$ -
410 UTILITIES-ELECTRICITY	\$ 32,543	\$ 28,382	\$ 20,379	\$ 32,000	\$ 22,720
411 ALARM SERVICE	\$ 2,823	\$ 1,575	\$ 1,855	\$ 1,900	\$ 1,990
414 DUES & SUBSCRIPTIONS	\$ 15	\$ 15	\$ -	\$ 130	\$ 100
416 OTHER/PROFESSIONAL SERVICES	\$ 2,908	\$ 3,632	\$ 786	\$ 5,270	\$ 4,550
421 PRINTING	\$ 868	\$ -	\$ -	\$ -	\$ 300
543 JANITORIAL CONTRACT	\$ 6,511	\$ -	\$ -	\$ -	\$ -
544 PEST CONTROL SERVICES	\$ 592	\$ (318)	\$ -	\$ -	\$ -
548 FIRE SYSTEM INSPECTION CONTRAC	\$ 2,384	\$ -	\$ 2,974	\$ -	\$ -
549 HVAC MAINTENANCE CONTRACT	\$ 3,857	\$ -	\$ -	\$ -	\$ -
559 CONTRACT/TEMPORARY LABOR	\$ 1,839	\$ 939	\$ 1,570	\$ 2,600	\$ 2,600
Sub Total	\$ 60,902	\$ 36,397	\$ 29,738	\$ 45,150	\$ 36,872
Department Total	\$ 164,812	\$ 180,945	\$ 197,669	\$ 244,759	\$ 253,302



Recreation Center

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
Assistant Director of QL&CS	1	1	1
Recreation Superintendent	1	1	1
Recreation Supervisor	2	2	2
Aquatics Supervisor	1	1	1
Recreation Leader	1	1	1
Day Porter	1	1	1
PT Senior Lifeguard (.50)	2	2	2
PT Summer Lifeguard (.25)	1.25	1.25	1.25
PT Year-Round Lifeguard (.50)	5	5	5
PT Hourly Clerical (.50)	4	4	4
Total	19.25	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	15-16 Actual	16-17 Actual		2017-2018 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	15-16 Actual	16-17 Actual		2017-2018 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	2015-2016	2016-2017		2017-2018
	Actual	Actual	Budget	Budget
Personnel	642,443	514,261	723,751	749,495
Supplies	22,762	29,205	30,019	21,083
Maintenance	27,012	691	4,000	17,631
Other Services	314,289	276,798	297,419	305
Capital Outlay	12,792	-	-	538
TOTAL	1,019,298	820,955	1,055,189	1,093,747

Lancaster Recreation Center

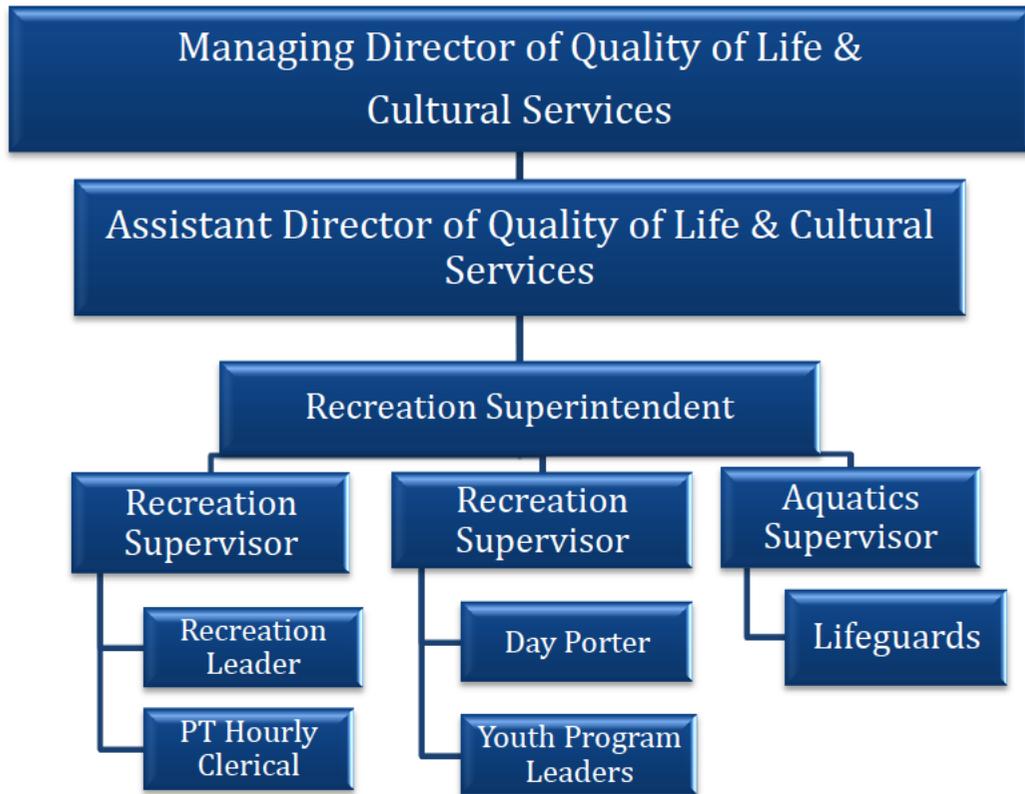
BUDGET REPORT Department **17** SALES TAX 4B-CULTURAL/RECRTNL
LINE ITEM DETAIL Program **56** RECREATION CENTER
BY DEPARTMENT Program **0** RECREATION

Account Object	Description	2015 Actual	2016 Actual	2017 YTD Actual	2017 Budget	2018 Proposed
101	SALARIES-REGULAR	\$ 193,028	\$ 287,132	\$ 249,714	\$ 346,524	\$ 366,825
102	SALARIES-PART TIME	\$ 239,913	\$ 197,273	\$ 147,961	\$ 201,227	\$ 205,498
103	SALARIES-OVERTIME	\$ 1,723	\$ 6,026	\$ 3,029	\$ 1,000	\$ 1,000
104	SALARIES-LONGEVITY	\$ 391	\$ 347	\$ 376	\$ 496	\$ 704
105	GROUP HEALTH INSURANCE	\$ 37,658	\$ 58,481	\$ 38,413	\$ 65,938	\$ 63,729
106	TMRS	\$ 40,670	\$ 42,628	\$ 35,440	\$ 53,338	\$ 54,522
107	FICA	\$ 33,152	\$ 37,034	\$ 30,768	\$ 42,951	\$ 44,266
109	SALARIES-WELL PAY	\$ 1,215	\$ 1,028	\$ 2,301	\$ 2,146	\$ 2,221
110	DENTAL INSURANCE	\$ 2,442	\$ 2,640	\$ 1,991	\$ 3,039	\$ 3,039
114	SALARIES - ASSIGNMENT PAY	\$ 9,325	\$ 4,164	\$ -	\$ -	\$ -
118	CELL PHONE ALLOWANCE	\$ 1,369	\$ 1,509	\$ 760	\$ 1,920	\$ 2,400
120	GROUP LIFE INSURANCE	\$ 61	\$ 360	\$ 287	\$ 946	\$ 946
130	WORKERS COMPENSATION	\$ 3,739	\$ 3,164	\$ 2,712	\$ 3,723	\$ 3,842
131	EAP EXPENSE	\$ 558	\$ 658	\$ 507	\$ 503	\$ 503
Personnel Sub Total		\$ 565,243	\$ 642,443	\$ 514,261	\$ 723,751	\$ 749,495
Supplies						
Account Object	Description	2015 Actual	2016 Actual	2017 YTD Actual	2017 Budget	2018 Proposed
201	MISC OFFICE SUPPLIES	\$ 243	\$ 205	\$ 703	\$ 703	\$ -
202	CLOTHING-UNIFORMS	\$ 372	\$ 752	\$ 1,311	\$ 1,311	\$ 1,238
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 452	\$ 1,477	\$ 5,307	\$ 5,555	\$ -
205	JANITORIAL & CLEANING SUPPLIES	\$ 534	\$ 1,158	\$ 2,794	\$ 2,794	\$ 2,800
206	CHEMICALS	\$ 6,867	\$ 7,854	\$ 11,409	\$ 11,409	\$ 10,000
208	RECREATIONAL SUPPLIES	\$ 13,341	\$ 9,724	\$ 5,876	\$ 5,876	\$ 3,528
210	FOOD/BEVERAGES/ETC-MEETINGS	\$ 401	\$ 121	\$ 491	\$ 491	\$ 150
214	POSTAGE	\$ 15	\$ 23	\$ -	\$ 150	\$ 50
216	MEDICAL SUPPLIES	\$ 113	\$ 238	\$ 239	\$ 242	\$ 266
217	CONCESSIONS	\$ 35	\$ -	\$ -	\$ -	\$ -
218	FUEL & OIL	\$ 1,868	\$ 1,211	\$ 1,074	\$ 1,488	\$ 3,051
Supplies Sub Total		\$ 24,241	\$ 22,762	\$ 29,205	\$ 30,019	\$ 21,083
Maintenance						
Account Object	Description	2015 Actual	2016 Actual	2017 YTD Actual	2017 Budget	2018 Proposed
301	MAINT-BLDG & STRUCTURES	\$ 20,579	\$ 24,680	\$ -	\$ -	\$ 690
302	MAINT-MOTOR VEHICLES	\$ 5,362	\$ 532	\$ -	\$ -	\$ -
345	MAINT-ATH FIELDS/POOL FACILITY	\$ 5,325	\$ 1,434	\$ 526	\$ 1,500	\$ 16,641
346	MAINT-HEATING & COOLING SYSTEM	\$ 6,825	\$ -	\$ -	\$ 2,000	\$ -
363	MAINT-LOCKS & KEYS	\$ 542	\$ 367	\$ 165	\$ 500	\$ 300
Maintenance Sub Total		\$ 38,633	\$ 27,012	\$ 691	\$ 4,000	\$ 17,631
Other						
Account Object	Description	2015 Actual	2016 Actual	2017 YTD Actual	2017 Budget	2018 Proposed
402	RENTAL OF EQUIPMENT	\$ 4,317	\$ 4,872	\$ 1,275	\$ 1,675	\$ -
407	SPECIAL SERVICES	\$ 58	\$ 65	\$ -	\$ -	\$ -
408	ADVERTISING	\$ 3,716	\$ 2,179	\$ 5,062	\$ 5,400	\$ 5,400
409	TRAVEL AND EDUCATION	\$ 4,934	\$ 5,413	\$ 5,504	\$ 7,000	\$ 7,340
410	UTILITIES-ELECTRICITY	\$ 174,712	\$ 164,591	\$ 116,720	\$ 147,000	\$ 104,000
411	ALARM SERVICE	\$ 4,508	\$ 5,530	\$ 8,458	\$ 8,458	\$ 7,228
414	DUES & SUBSCRIPTIONS	\$ 290	\$ 716	\$ 367	\$ 800	\$ 800
416	OTHER/PROFESSIONAL SERVICES	\$ 19,708	\$ 12,770	\$ 5,940	\$ 5,940	\$ 15,330
421	PRINTING	\$ 1,704	\$ -	\$ -	\$ -	\$ -
434	SPECIAL EVENTS	\$ 31,680	\$ 32,425	\$ 49,636	\$ 42,300	\$ 46,300
442	COMPUTER PROFESSIONAL SERVICES	\$ 24,876	\$ 8,842	\$ 8,511	\$ 9,286	\$ 24,000
445	PEST CONTROL SERVICES	\$ 1,548	\$ -	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 399	\$ 452	\$ 560	\$ 560	\$ 840
479	ACTIVITY/ATH SPECIAL EVENTS	\$ 14,875	\$ 3,369	\$ 8,865	\$ 9,000	\$ 9,000
498	UTILITIES-GAS	\$ 19,408	\$ 13,107	\$ 14,991	\$ 20,000	\$ 20,000
543	JANITORIAL CONTRACT	\$ 51,728	\$ -	\$ -	\$ -	\$ -
544	PEST CONTROL SERVICES	\$ 129	\$ (903)	\$ -	\$ -	\$ -
548	FIRE SYSTEM INSPECTION CONTRAC	\$ 1,090	\$ -	\$ 2,122	\$ -	\$ -
549	HVAC MAINTENANCE CONTRACT	\$ 39,147	\$ -	\$ -	\$ -	\$ -
559	CONTRACT/TEMPORARY LABOR	\$ 47,564	\$ 60,859	\$ 48,788	\$ 40,000	\$ 65,300
Other Sub Total		\$ 446,390	\$ 314,289	\$ 276,798	\$ 297,419	\$ 305,538
Capital						
Account Object	Description	2015 Actual	2016 Actual	2017 YTD Actual	2017 Budget	2018 Proposed
609	CAPITAL-MACH & EQUIP	\$ -	\$ 12,792	\$ -	\$ -	\$ -
Other Sub Total		\$ -	\$ 12,792	\$ -	\$ -	\$ -
Department Total		\$ 1,074,506	\$ 1,019,298	\$ 820,955	\$ 1,055,189	\$ 1,093,747



Youth Programs

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
PT Youth Program Leaders (.50)	2	2	2
Total	2	2	2

Department Narrative

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



Goals				
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	15-16 Actual	16-17 Actual		2017-2018 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	15-16 Actual	16-17 Actual		2017-2018 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	2015-2016 Actual	2016-2017		2017-2018 Budget
		Actual	Budget	
Personnel	41,118	39,249	40,306	41,110
Supplies	588	85	800	1,700
Services	8,570	3,853	8,250	10,000
TOTAL	50,276	43,187	49,356	52,810

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

	2015	2016	2017	2017	2018
Description	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 394	\$ 1,490	\$ -	\$ -	\$ -
102 SALARIES-PART TIME	\$ 37,153	\$ 36,383	\$ 36,180	\$ 37,128	\$ 37,870
103 SALARIES-OVERTIME	\$ 240	\$ -	\$ -	\$ -	\$ -
107 FICA	\$ 2,891	\$ 2,897	\$ 2,735	\$ 2,842	\$ 2,897
130 WORKERS COMPENSATION	\$ 437	\$ 252	\$ 252	\$ 287	\$ 294
131 EAP EXPENSE	\$ 94	\$ 95	\$ 82	\$ 49	\$ 49
Personnel Sub Total	\$ 41,209	\$ 41,118	\$ 39,249	\$ 40,306	\$ 41,110
Account Object Description					
208 RECREATIONAL SUPPLIES	\$ 1,082	\$ 458	\$ 80	\$ 600	\$ 1,500
217 CONCESSIONS	\$ -	\$ 131	\$ 5	\$ 200	\$ 200
Supplies Sub Total	\$ 1,082	\$ 588	\$ 85	\$ 800	\$ 1,700
Account Object Description					
408 ADVERTISING	\$ 300	\$ -	\$ -	\$ 250	\$ -
416 OTHER/PROFESSIONAL SERVICES	\$ 2,524	\$ -	\$ -	\$ -	\$ -
434 SPECIAL EVENTS	\$ 5,025	\$ 8,570	\$ 3,853	\$ 8,000	\$ 10,000
Other Sub Total	\$ 7,849	\$ 8,570	\$ 3,853	\$ 8,250	\$ 10,000
Department Expenses Total	\$ 50,141	\$ 50,276	\$ 43,187	\$ 49,356	\$ 52,810

Community Park

	Fund	17	SALES TAX 4B-CULTURAL/RECRTNL
BUDGET REPORT	Department	57	COMMUNITY PARK
LINE ITEM DETAIL	Program	0	COMMUNITY PARK
BY DEPARTMENT			

	2015	2016	2017	2017	2018
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
208 PROGRAM SUPPLIES	\$ 1,599	\$ -	\$ -	\$ -	\$ -
209 BOT & AGR SUPPLIES	\$ -	\$ -	\$ -	\$ -	\$ 500
211 OTHER OPERATIONAL SUPPLIES	\$ 1,800	\$ -	\$ -	\$ -	\$ -
226 SEED	\$ -	\$ 591	\$ -	\$ 600	\$ 600
Supplies Sub Total	\$ 3,399	\$ 591	\$ -	\$ 600	\$ 1,100
Account Object Description					
301 MAINT-BLDG & STRUCTURES	\$ 1,365	\$ -	\$ -	\$ -	\$ 22,025
345 MAINT-ATH FIELDS/POOL FACILITY	\$ -	\$ -	\$ -	\$ -	\$ 12,600
Maintenance Sub Total	\$ 1,365	\$ -	\$ -	\$ -	\$ 34,625
Account Object Description					
416 OTHER/PROFESSIONAL SERVICES	\$ 7,938	\$ 5,799	\$ 17,412	\$ 18,000	\$ 6,000
Sub Total	\$ 7,938	\$ 5,799	\$ 17,412	\$ 18,000	\$ 6,000
Department Total					
Department Total	\$ 12,703	\$ 6,389	\$ 17,412	\$ 18,600	\$ 41,725

STORMWATER FUND

STORM WATER DRAINAGE

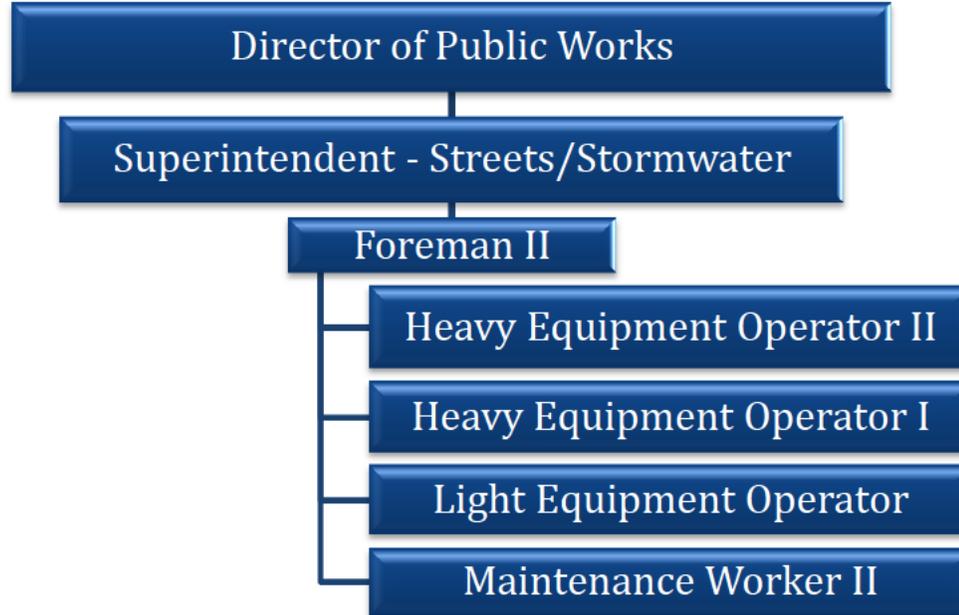
REVENUES		2015	2016	2017		2018
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	0 Drainage Fee	1,481,814	1,517,536	1,344,207	1,260,000	1,400,000
	0 Other Revenue	688	5,223	10,640	-	12,000
	Total	\$ 1,482,502	\$ 1,522,759	\$ 1,354,847	\$ 1,260,000	\$ 1,412,000
EXPENDITURES		2015	2016	2017		2018
Department No		Actual	Actual	Year to Date	Budget	Proposed
	4 STORMWATER OPERATIONS	1,064,138	1,056,153	753,157	1,139,137	1,195,799
	22 NON-DEPARTMENTAL	13,586	17,171	13,608	4,569	10,395
	50 STORM WATER DEBT SERVICE	49,713	48,758	37,276	47,950	44,850
	80 TRANSFERS OUT	42,000	42,000	53,789	64,547	64,547
	Total	\$ 1,169,437	\$ 1,164,082	\$ 857,848	\$ 1,256,203	\$ 1,315,591
BALANCES		2015	2016	2017		2018
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	313,065	358,677	497,000	3,797	96,409



TREE CITY USA

Stormwater

Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
Director of Public Works	0.5	0.5	0.5
Superintendent - Streets/Stormwater	1	1	1
GIS Coordinator	0.25	0.25	0.25
Foreman II	1	1	1
Heavy Equip. Operator II	1	1	1
Heavy Equip. Operator I	2	2	2
Light Equip. Operator	3	3	3
Maintenance Worker II	4	4	4
Maintenance Worker I	0	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 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	15-16 Actual	16-17 Actual		2017-2018 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)	1800 cu yd	1800 cu yd		2200 cu yd
Performance Measurement	15-16 Actual	16-17 Actual		2017-2018 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	2015-2016	2016-2017		2017-2018
	Actual	Actual	Budget	Budget
Personnel	646,562	471,309	745,992	767,284
Supplies	19,263	13,758	20,104	17,487
Maintenance	32,986	4,785	16,900	10,500
Services	333,916	249,364	356,142	400,528
Capital Outlay	23,426	13,941	-	-
TOTAL	1,056,153	753,157	1,139,137	1,195,799

Stormwater

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 435,270	\$ 444,571	\$ 318,233	\$ 497,513	\$ 513,369
103	SALARIES-OVERTIME	\$ 11,613	\$ 7,068	\$ 9,266	\$ 11,000	\$ 11,000
104	SALARIES-LONGEVITY	\$ 3,708	\$ 3,112	\$ 2,296	\$ 3,835	\$ 3,927
105	HEALTH INSURANCE	\$ 98,419	\$ 82,962	\$ 62,130	\$ 103,991	\$ 104,677
106	TMRS	\$ 64,701	\$ 62,014	\$ 45,795	\$ 71,540	\$ 73,103
107	FICA	\$ 33,613	\$ 33,487	\$ 24,592	\$ 38,830	\$ 39,972
109	SALARIES-WELL PAY	\$ 616	\$ 783	\$ 659	\$ 3,053	\$ 3,163
110	DENTAL INSURANCE	\$ 4,549	\$ 4,509	\$ 2,980	\$ 5,567	\$ 5,567
113	SALARIES-CAR ALLOWANCE	\$ 2,407	\$ 321	\$ -	\$ 800	\$ 2,400
118	CELL PHONE ALLOWANCE	\$ -	\$ 22	\$ -	\$ -	\$ -
120	LIFE INSURANCE	\$ 638	\$ 524	\$ 359	\$ 1,403	\$ 1,403
130	WORKERS COMPENSATION	\$ 10,528	\$ 6,879	\$ 4,786	\$ 8,088	\$ 8,331
131	EAP EXPENSE	\$ 323	\$ 311	\$ 213	\$ 372	\$ 372
Personnel Sub Total		\$ 666,386	\$ 646,562	\$ 471,309	\$ 745,992	\$ 767,284
Supplies Sub Total						
201	OFFICE SUPPLIES	\$ 361	\$ 487	\$ 698	\$ 700	\$ 700
202	UNIFORMS AND CLOTHING	\$ 2,163	\$ 2,959	\$ 2,207	\$ 4,463	\$ 2,940
203	MAINT-MOTOR VEHICLES	\$ 657	\$ 373	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 4,021	\$ 5,828	\$ 4,989	\$ 4,989	\$ 3,945
206	CHEMICALS	\$ 275	\$ 1,265	\$ -	\$ 846	\$ 358
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 55	\$ -	\$ -	\$ 428	\$ 250
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ -	\$ -	\$ 50	\$ 50
216	MEDICAL SUPPLIES	\$ 68	\$ -	\$ -	\$ 275	\$ 150
218	FUEL AND OIL	\$ 12,087	\$ 8,351	\$ 5,863	\$ 8,352	\$ 9,094
Supplies Sub Total		\$ 19,687	\$ 19,263	\$ 13,758	\$ 20,104	\$ 17,487
Maintenance Sub Total						
301	MAINT-BLDGS & STRUCTURES	\$ 849	\$ 1,689	\$ -	\$ -	\$ -
302	MAINT-MOTOR VEHICLES	\$ 3,002	\$ 29,870	\$ 267	\$ -	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 3,817	\$ 1,098	\$ -	\$ -	\$ -
305	MAINT-DRAINAGE, BRIDGES, ETC	\$ 4,320	\$ 310	\$ 4,006	\$ 15,500	\$ 10,000
307	MAINT-INSTRUMENTS & APPARATUS	\$ -	\$ -	\$ 200	\$ 200	\$ 500
318	MAINT-OFFICE EQUIPMENT	\$ 120	\$ 20	\$ 312	\$ 1,200	\$ -
Maintenance Sub Total		\$ 12,108	\$ 32,986	\$ 4,785	\$ 16,900	\$ 10,500
Services Sub Total						
402	RENTAL OF EQUIPMENT	\$ 684	\$ 443	\$ 312	\$ 900	\$ 600
409	TRAVEL & EDUCATION	\$ 351	\$ 491	\$ 405	\$ 1,455	\$ 2,968
410	UTILITIES-ELECTRICITY	\$ 3,941	\$ 5,400	\$ 4,221	\$ 3,000	\$ 3,500
413	SANITARY LANDFILL	\$ 1,782	\$ 5,170	\$ 4,138	\$ 5,500	\$ 5,500
414	MEMBERSHIP DUES & SUBSCRIPTION	\$ 6,719	\$ 3,814	\$ 4,546	\$ 4,568	\$ 4,800
416	OTHER/PROFESSIONAL SERVICES	\$ 7,243	\$ 29,157	\$ 17,123	\$ 27,000	\$ 30,000
421	PRINTING	\$ 337	\$ 404	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 2,951	\$ 3,963	\$ 4,452	\$ 2,952	\$ 5,160
549	HVAC SERVICES CONTRACT	\$ 141	\$ -	\$ -	\$ -	\$ -
565	CONTRACT MOWING SERVICE	\$ 319,768	\$ 285,074	\$ 214,168	\$ 310,767	\$ 348,000
Services Sub Total		\$ 343,915	\$ 333,916	\$ 249,364	\$ 356,142	\$ 400,528
Capital Sub Total						
602	CAPITAL-BLDG & STRUCTURE	\$ 22,041	\$ 23,426	\$ 13,941	\$ -	\$ -
Capital Sub Total		\$ 22,041	\$ 23,426	\$ 13,941	\$ -	\$ -
Department Total		\$ 1,064,138	\$ 1,056,153	\$ 753,157	\$ 1,139,137	\$ 1,195,799

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
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		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	401 TELEPHONE & COMMUNICATIONS	\$ 13,587	\$ 17,171	\$ 13,608	\$ 4,569	\$ 10,395
	470 BAD DEBT EXPENSE	\$ (1)	\$ -	\$ -	\$ -	\$ -
	Services Sub Total	\$ 13,586	\$ 17,171	\$ 13,608	\$ 4,569	\$ 10,395
	Department Total	\$ 13,586	\$ 17,171	\$ 13,608	\$ 4,569	\$ 10,395

**E911
FUND**

E-911 FUND

REVENUES		2015	2016	2017		2018
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Other Revenue	13,020	-	-	-	-
	E911 INCOME	294,025	316,484	210,318	215,000	215,000
	INTEREST	273	2,016	3,802	984	3,800
	Total	\$ 307,317	\$ 318,500	\$ 214,120	\$ 215,984	\$ 218,800
EXPENDITURES		2015	2016	2017		2018
Department No		Actual	Actual	Year to Date	Budget	Proposed
	47 9-1-1-E	139,993	116,762	116,941	185,762	205,575
	Total	\$ 139,993	\$ 116,762	\$ 116,941	\$ 185,762	\$ 205,575
BALANCES		2015	2016	2017		2018
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	167,324	201,738	97,179	30,222	13,225



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.



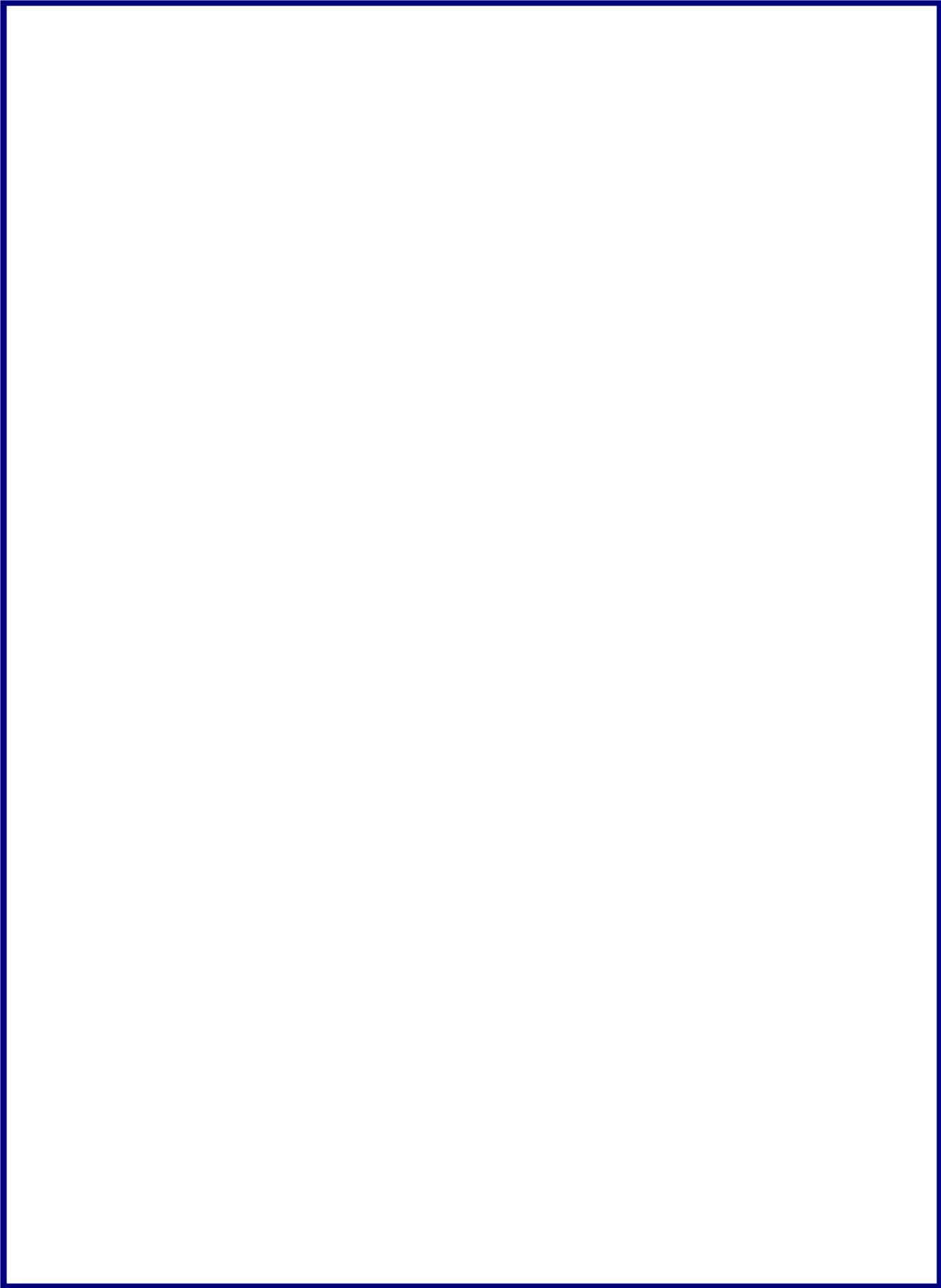
E-911

**BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT**

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

	2015	2016	2017	2017	2018
Account Object Description	Actual	Actual	YTD Actual	Budget	Proposed
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ -	\$ -	\$ 500	\$ -
Supplies Sub Total	\$ -	\$ -	\$ -	\$ 500	\$ -
Account Object Description					
303 MAINT EQUIP & MACHINERY	\$ 101,475	\$ 1,081	\$ 114,284	\$ 114,237	\$ 122,475
371 MAINT-HARDWARE	\$ -	\$ -	\$ -	\$ -	\$ 13,500
Maintenance Sub Total	\$ 101,475	\$ 1,081	\$ 114,284	\$ 114,237	\$ 135,975
Account Object Description					
416 OTHER/PROFESSIONAL SERVICES	\$ -	\$ -	\$ 1,575	\$ 3,525	\$ 2,100
450 ADMINISTRATIVE FEES	\$ -	\$ -	\$ -	\$ 1,100	\$ 1,100
451 COST RECOVERY, WIRELESS 9-1-1	\$ 4,299	\$ 1,119	\$ 1,081	\$ 8,400	\$ 8,400
461 E911 SERVICE PAYMENT AT&T	\$ 34,218	\$ -	\$ -	\$ 58,000	\$ 58,000
Services Sub Total	\$ 38,518	\$ 1,119	\$ 2,656	\$ 71,025	\$ 69,600
Account Object Description					
618 CAPITAL-COMPUTER EQUIPMENT	\$ -	\$ 114,562	\$ -	\$ -	\$ -
Capital Sub Total	\$ -	\$ 114,562	\$ -	\$ -	\$ -
Department Total					
Department Total	\$ 139,993	\$ 116,762	\$ 116,941	\$ 185,762	\$ 205,575

OTHER FUNDS



AIRPORT FUND

AIRPORT FUND

REVENUES		2015	2016	2017		2018
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Airport Operations	184,520	198,998	203,169	207,000	290,000
	Net Fuel Sale	66,244	262,420	200,069	150,290	53,000
	Other Revenue	64,503	56,353	67,730	55,900	58,000
	Interest	-	-	-	-	-
	Transfers In	-	1,461,001	750,000	-	-
	Grant Revenue	40,730	13,424	65,086	50,000	25,000
	Total	\$ 355,996	\$ 1,992,197	\$ 1,286,054	\$ 463,190	\$ 426,000
EXPENDITURES		2015	2016	2017		2018
Departments No		Actual	Actual	Year to Date	Budget	Proposed
	0 Non-Departmental	-	24,692	-	-	-
	40 AIRPORT	405,778	405,034	1,065,114	395,503	315,317
	40 AIRPORT RAMP GRANT	61,145	26,991	57,647	100,000	55,450
	50 DEBT SERVICE	3,993	2,733	6,508	7,900	12,650
	80 TRANSFERS OUT	-	-	-	-	42,413
	Total	\$ 470,916	\$ 459,451	\$ 1,129,268	\$ 503,403	\$ 425,830
BALANCES		2015	2016	2017		2018
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	(114,920)	1,532,746	156,786	(40,213)	170



Personnel Organization Chart



Personnel Summary

Position	Adopted '15-16	Proposed '16-17	Proposed '17-18
Airport Manager	1	1	1
Operations Supervisor	1	1	0
Airport Operations Agent	1	1	2
Part-Time Operators	1.5	1.5	2
Total	4.5	4.5	5

Department Narrative

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

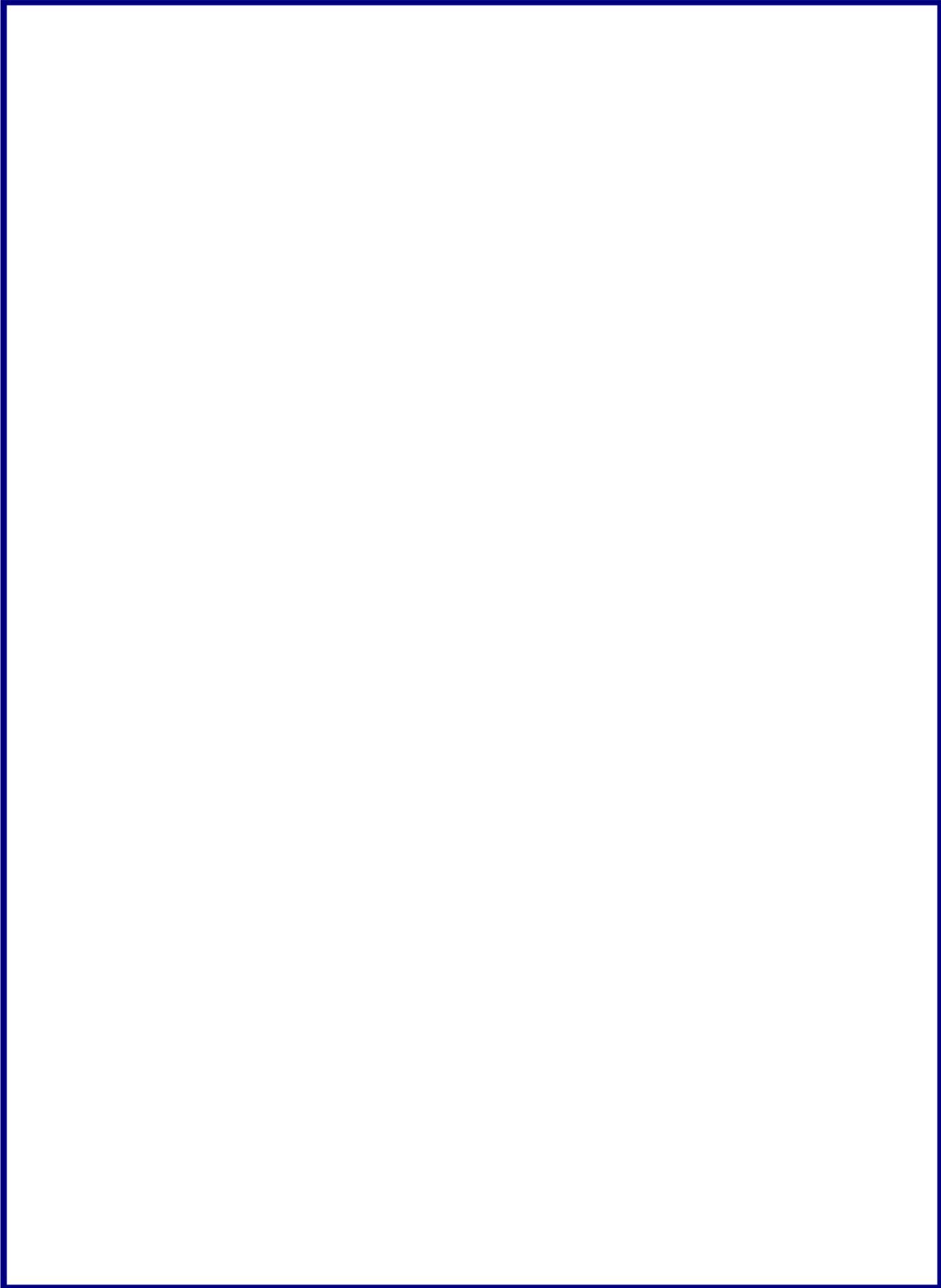


Goals				
City Council Goals:				
<ul style="list-style-type: none"> • Quality Development • Sound Infrastructure • Quality Development • Professional and Committed City Workforce • Healthy, Safe, and Engaged Community 				
Departmental Goals				
<ul style="list-style-type: none"> • Position Lancaster 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 • Actively promote and market Lancaster Regional Airport • Create a friendly, warm, and inviting culture at Lancaster Regional Airport 				
Workload Indicators	15-16 Actual	16-17 Actual		2017-2018 Target
Airport Acreage	568	568		568
Runway Dimensions (in feet)	6,500 x 100	6,500 x 100		6,500 x 100
Taxiway Dimensions (in feet)	6,500 x 50	6,500 x 50		6,500 x 50
Underground Fuel Storage Tanks (10,000 gallon)	3	3		3
Full-Time Employees	3	3		3
Part-Time Employees	1	3		4
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)	178	178		178
Annual Operations (Take-offs and Landings)	58,000	47,000		52,000
Fuel Sales (gallons)	118,000	95,000		110,000
Aboveground Self-Serve fuel Storage (1,000 gallon)	1	1		1
Aboveground Self-Serve fuel Storage (12,000 gallon)	1	1		1
Performance Measurement	15-16 Actual	16-17 Actual		2017-2018 Target
Increase in Gallons of Fuel Sold	5%	-19%		15%
Increase in Annual Take-offs and Landings	0%	-19%		15%
Budgeted Revenues Collected	90%	82%		100%
Budget Summary	2015-2016 Actual	2016-2017		2017-2018 Budget
		Actual	Budget	
Personnel	259,785	235,173	264,315	233,058
Supplies	18,395	13,055	15,812	8,275
Maintenance	33,638	67,379	105,600	59,450
Other Services	120,207	126,351	109,776	69,994
Capital Outlay	-	750,000	-	-
TOTAL	432,025	1,191,957	495,503	370,777

Lancaster Regional Airport

BUDGET REPORT Fund 9 AIRPORT FUND
 LINE ITEM DETAIL Department 40 AIRPORT
 BY DEPARTMENT Program 0 AIRPORT

	2015	2016	2017	2017	2018
Account Object Description	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 119,596	\$ 145,512	\$ 129,428	\$ 154,918	\$ 107,757
102 SALARIES-PART TIME	\$ 62,703	\$ 41,194	\$ 29,051	\$ 38,796	\$ 67,514
103 SALARIES-OVERTIME	\$ 988	\$ 888	\$ 657	\$ 1,000	\$ 1,000
104 SALARIES-LONGEVITY	\$ (625)	\$ 178	\$ 572	\$ 1,000	\$ 316
105 HEALTH INSURANCE	\$ 16,053	\$ 22,161	\$ 14,203	\$ 22,854	\$ 15,127
106 TMRS	\$ 21,126	\$ 20,643	\$ 18,260	\$ 27,252	\$ 24,290
107 FICA	\$ 14,181	\$ 14,516	\$ 12,343	\$ 15,046	\$ 13,571
109 SALARIES-WELL PAY	\$ 1,259	\$ 1,284	\$ 1,641	\$ 935	\$ 804
110 DENTAL INSURANCE	\$ 1,322	\$ 1,327	\$ 676	\$ 1,314	\$ 1,305
120 LIFE INSURANCE	\$ 268	\$ 185	\$ 146	\$ 561	\$ 562
130 WORKERS COMPENSATION	\$ 1,595	\$ 1,153	\$ 868	\$ 489	\$ 663
131 EAP EXPENSE	\$ 84	\$ 161	\$ 116	\$ 150	\$ 149
133 PENSION EXPENSE	\$ (4,985)	\$ 10,583	\$ -	\$ -	\$ -
Personnel Sub Total	\$ 233,566	\$ 259,785	\$ 207,961	\$ 264,315	\$ 233,058
Account Object Description					
201 OFFICE SUPPLIES	\$ 1,029	\$ 1,715	\$ 950	\$ 1,000	\$ 500
202 UNIFORMS AND CLOTHING	\$ 731	\$ 504	\$ -	\$ 562	\$ -
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 7,829	\$ 1,909	\$ 825	\$ 1,000	\$ 500
207 SIGNS	\$ 599	\$ -	\$ -	\$ -	\$ -
210 FOOD/BEV-MEETINGS/FUNCTIONS	\$ 11	\$ -	\$ 75	\$ 100	\$ 50
211 OTHER OPERATIONAL SUPPLIES	\$ 1,325	\$ 1,422	\$ 1,165	\$ 1,500	\$ 1,200
214 POSTAGE/SHIPPING/DELIVERY	\$ 482	\$ 394	\$ 264	\$ 400	\$ 300
218 FUEL	\$ (26,176)	\$ 1,945	\$ 2,113	\$ 3,000	\$ 725
221 AVIATION RESALE ITEMS	\$ 6,540	\$ 8,706	\$ 5,106	\$ 8,000	\$ 5,000
231 SOFTWARE	\$ 830	\$ 1,800	\$ 335	\$ 250	\$ -
Supplies Sub Total	\$ (6,801)	\$ 18,395	\$ 10,831	\$ 15,812	\$ 8,275
Account Object Description					
301 MAINT-BLDG & STRUCTURES	\$ 62,270	\$ 27,392	\$ 58,040	\$ 100,737	\$ 55,900
302 MAINT-MOTOR VEHICLES	\$ 4,907	\$ 2,379	\$ 341	\$ 2,000	\$ 750
303 MAINT-EQUIP & MACHINERY	\$ 2,741	\$ 3,074	\$ 2,845	\$ 2,863	\$ 2,800
346 MAINT-HEATING & COOLING	\$ -	\$ 793	\$ -	\$ -	\$ -
Maintenance Sub Total	\$ 69,918	\$ 33,638	\$ 61,225	\$ 105,600	\$ 59,450
Account Object Description					
401 TELEPHONE & COMMUNICATIONS	\$ 7,551	\$ 9,539	\$ 7,560	\$ 7,026	\$ 5,782
402 RENTAL OF EQUIPMENT	\$ 21,514	\$ 20,074	\$ 16,700	\$ 21,756	\$ 19,200
407 SPECIAL SERVICES	\$ 627	\$ 713	\$ 555	\$ 780	\$ 780
408 ADVERTISING	\$ 427	\$ 765	\$ 765	\$ 765	\$ 765
409 TRAVEL & EDUCATION	\$ 803	\$ 767	\$ 239	\$ 800	\$ 300
410 UTILITIES - ELECTRICITY	\$ 36,922	\$ 34,711	\$ 25,440	\$ 36,000	\$ 25,560
411 ALARM SERVICE	\$ 360	\$ 360	\$ 300	\$ 360	\$ 360
414 DUES & SUBSCRIPTIONS	\$ 426	\$ 465	\$ 1,043	\$ 1,105	\$ 843
416 OTHER/PROFESSIONAL SERVICES	\$ -	\$ 311	\$ 298	\$ 416	\$ 416
421 PRINTING	\$ 157	\$ 120	\$ -	\$ 200	\$ -
423 CONTRACT MOWING	\$ 22,798	\$ 27,356	\$ 22,320	\$ 20,000	\$ -
434 SPECIAL EVENTS	\$ -	\$ 857	\$ -	\$ 600	\$ -
446 CITY ATTORNEY FEES	\$ 2	\$ 240	\$ -	\$ -	\$ -
462 CELLULAR TELEPHONE & PAGERS	\$ 760	\$ 765	\$ 601	\$ 984	\$ 768
473 DEPRECIATION EXPENSE	\$ 63,707	\$ 6,010	\$ -	\$ -	\$ -
482 CREDIT CARD PROCESSING FEES	\$ 5,881	\$ 8,879	\$ 6,240	\$ 8,000	\$ 7,000
543 JANITORIAL CONTRACT	\$ 7,849	\$ 7,800	\$ 7,500	\$ 7,800	\$ 7,800
544 PEST CONTROL SERVICES	\$ 455	\$ 420	\$ 420	\$ 420	\$ 420
546 REFUNDS	\$ -	\$ 54	\$ (1)	\$ -	\$ -
547 4A REIMBURSEMENT	\$ -	\$ -	\$ 2,764	\$ 2,764	\$ -
Service Sub-Total	\$ 170,240	\$ 120,207	\$ 92,743	\$ 109,776	\$ 69,994
Account Object Description					
602 CAPITAL-BLDGS & STRUCTURES	\$ -	\$ -	\$ 750,000	\$ -	\$ -
Capital Sub total	\$ -	\$ -	\$ 750,000	\$ -	\$ -
Department Total	\$ 466,923	\$ 432,025	\$ 1,122,760	\$ 495,503	\$ 370,777



GOLF COURSE FUND

GOLF COURSE FUND

REVENUES		2015	2016	2017		2018
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	GOLF COURSE REVENUE	72,115	70,170	51,456	65,200	105,503
	Total	\$ 72,115	\$ 70,170	\$ 51,456	\$ 65,200	\$ 105,503
EXPENDITURES		2015	2016	2017		2018
Department No		Actual	Actual	Year to Date	Budget	Proposed
	39 GOLF COURSE	78,399	79,666	4,467	20,075	42,178
	50 DEBT SERVICE	56,000	56,000	46,667	56,000	56,000
	80 TRANSFERS OUT	7,000	7,000	5,833	7,000	7,000
	Total	\$ 141,399	\$ 142,666	\$ 56,967	\$ 83,075	\$ 105,178
BALANCES		2015	2016	2017		2018
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	(69,284)	(72,496)	(5,511)	(17,875)	325



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

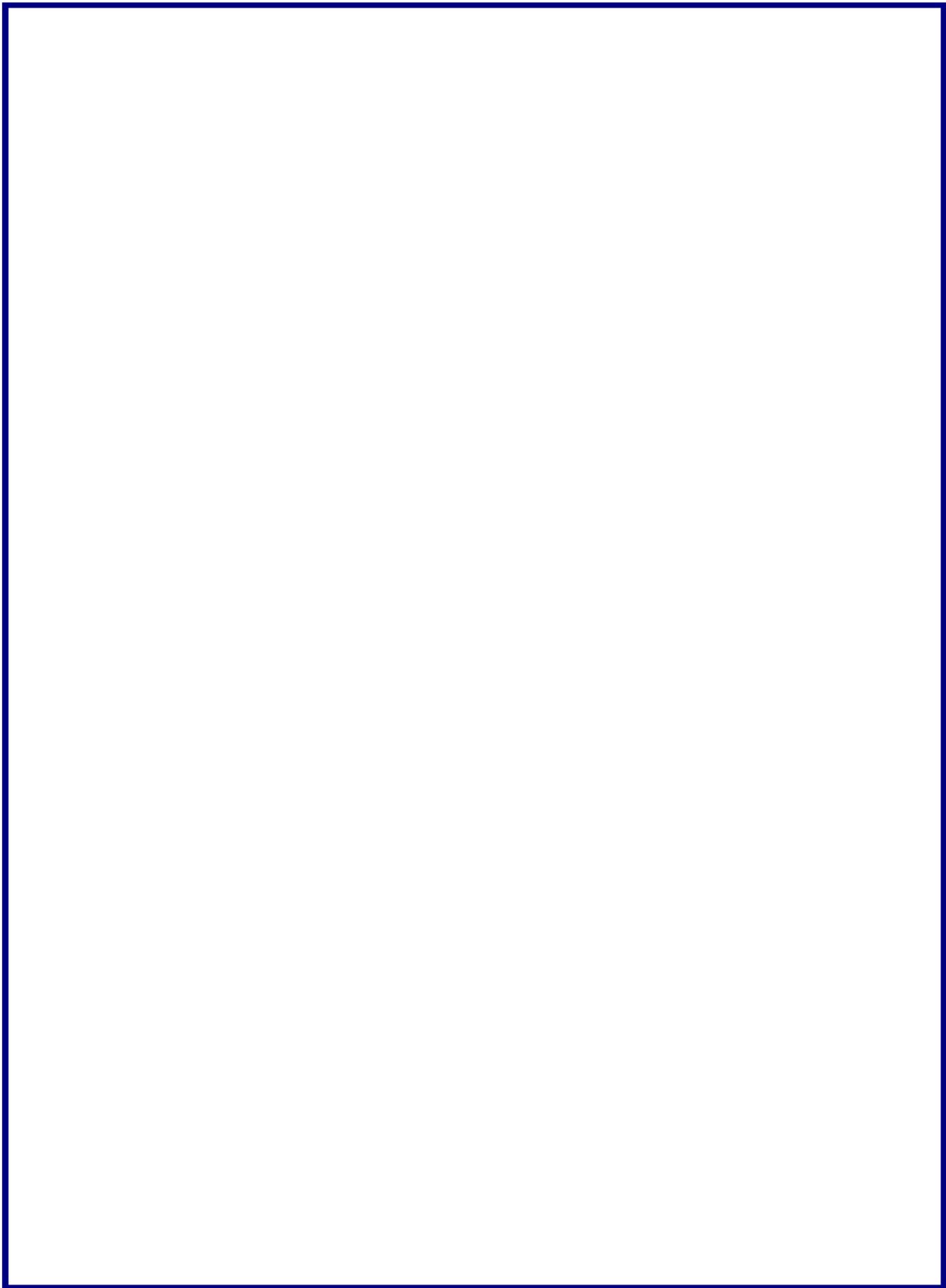
Budget Summary	2015-2016	2016-2017		2017-2018
	Actual	Actual	Budget	Budget
Maintenance	576	-	-	-
Other Services	79,091	4,467	20,075	42,178
TOTAL	79,666	4,467	20,075	42,178

Country View Golf Course

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

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

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
301	MAINT-BLDG & STRUCTURES	\$ 1,263	\$ 576	\$ -	\$ -	\$ -
Maintenance Sub Total		\$ 1,263	\$ 576	\$ -	\$ -	\$ -
<hr/>						
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 191	\$ 58	\$ (907)	\$ 1,000	\$ 3,948
410	UTILITIES - ELECTRICITY	\$ (3,836)	\$ 3,934	\$ (7,600)	\$ 10,000	\$ 31,015
411	ALARM SERVICE	\$ -	\$ -	\$ -	\$ 264	\$ -
416	OTHER/PROFESSIONAL SERVICES	\$ (3,986)	\$ 23,230	\$ 10,000	\$ 760	\$ -
473	DEPRECIATION EXPENSE	\$ 77,681	\$ 47,536	\$ -	\$ -	\$ -
543	JANITORIAL CONTRACT	\$ 4,388	\$ 2,050	\$ 320	\$ 4,420	\$ 3,840
544	PEST CONTROL SERVICES	\$ 527	\$ 486	\$ 486	\$ 486	\$ 486
548	FIRE SYSTEM INSPECTION CONTRACT	\$ 18	\$ -	\$ -	\$ 745	\$ -
549	HVAC CONTRACT MAINTENANCE	\$ 2,155	\$ 1,796	\$ 2,167	\$ 2,400	\$ 2,889
Services Sub Total		\$ 77,136	\$ 79,091	\$ 4,467	\$ 20,075	\$ 42,178
<hr/>						
Department Total		\$ 78,399	\$ 79,666	\$ 4,467	\$ 20,075	\$ 42,178



SANITATION FUND

SANITATION FUND
TRASH & RECYCLING SERVICE FUND

REVENUES		2015	2016	2017		2018
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Garbage Collection	2,306,871	2,374,753	2,099,032	2,158,880	2,277,098
	Interest	-	45	2,484	-	2,200
	NCTCOG Grants	-	-	140,385	-	-
	Total	\$ 2,306,871	2,374,798	\$ 2,241,901	\$ 2,158,880	\$ 2,279,298
EXPENDITURES		2015	2016	2017		2018
Department No		Actual	Actual	Year to Date	Budget	Proposed
	2 ADMINISTRATION	7,573	6,709	9,211	11,000	9,300
	11 REFUSE SERVICE	1,962,426	1,391,060	1,049,178	1,211,542	1,211,542
	12 STREET MAINTENANCE	190,594	76,677	133,546	350,000	350,000
	43 NON-DEPARTMENTAL	-	(4,374)	134,800	70,000	70,000
	80 TRANSFERS OUT	150,000	150,000	125,000	150,000	150,000
	Total	\$ 2,310,593	\$ 1,620,072	\$ 1,451,735	\$ 1,792,542	1,790,842
BALANCES		2015	2016	2017		2018
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	(3,722)	754,726	790,165	366,338	488,456



Sanitation

Personnel Organization Chart



Personnel Summary

There is no personnel for this program.

Department Narrative

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



Sanitation

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

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

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
201	OFFICE SUPPLIES	\$ 32	\$ -	\$ -	\$ -	\$ -
	Sut Total	\$ 32	\$ -	\$ -	\$ -	\$ -
Account Object Description						
402	RENTAL OF EQUIPMENT	\$ 375	\$ -	\$ -	\$ -	\$ -
434	SPECIAL EVENTS	\$ 7,166	\$ 6,709	\$ 9,211	\$ 11,000	\$ 9,300
	Services Sub Total	\$ 7,541	\$ 6,709	\$ 9,211	\$ 11,000	\$ 9,300
Department Total						
		\$ 7,573	\$ 6,709	\$ 9,211	\$ 11,000	\$ 9,300

**DEBT SERVICE
FUND**

DEBT SERVICE FUND

REVENUES		2015	2016	2017		2018
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Property Taxes	5,992,666	4,816,509	5,516,659	5,548,373	5,588,373
	Interest	665	2,765	6,558	2,550	6,500
	Transfers In	18,178,501	1,191,413	236,458	283,750	283,750
	Other Revenue	-	-	6,208	-	-
	Total	\$ 24,171,833	\$ 6,010,687	\$ 5,765,883	\$ 5,834,673	\$ 5,878,623
EXPENDITURES		2015	2016	2017		2018
Department No		Actual	Actual	Year to Date	Budget	Proposed
	50 Debt Service	23,967,095	5,804,491	4,274,386	4,718,311	4,727,599
	Total	\$ 23,967,095	\$ 5,804,491	\$ 4,274,386	\$ 4,718,311	\$ 4,727,599
BALANCES		2015	2016	2017		2018
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	204,738	206,197	1,491,497	1,116,362	1,151,024

LEDC Type 4A Debt Service

BUDGET REPORT
LINE ITEM DETAIL
BY DEPARTMENT

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

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
502	PRINCIPAL RETIREMENT	\$ 135,000	\$ -	\$ 155,000	\$ 145,000	\$ 160,000
503	INTEREST ON BONDS	\$ 92,750	\$ 54,376	\$ 34,787	\$ 85,213	\$ 70,550
Services Sub Total		\$ 227,750	\$ 54,376	\$ 189,787	\$ 230,213	\$ 230,550
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
702	TRANS TO PRIMARY GOV DSF	\$ 227,750	\$ 402,413	\$ 189,792	\$ 227,750	\$ 227,750
Transfer Sub Total		\$ 227,750	\$ 402,413	\$ 189,792	\$ 227,750	\$ 227,750
Department Total		\$ 455,500	\$ 456,789	\$ 379,579	\$ 457,963	\$ 458,300

STORM WATER DEBT SERVICE

BUDGET REPORT
 LINE ITEM DETAIL
 BY DEPARTMENT

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

Account Object	Description	2015	2016	2017	2017	2018
		Actual	Actual	YTD Actual	Budget	Proposed
502	PRINCIPAL RETIREMENT	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
503	INTEREST ON BONDS	\$ 19,713	\$ 18,758	\$ 7,276	\$ 17,950	\$ 14,850
	Services Sub Total	\$ 49,713	\$ 48,758	\$ 37,276	\$ 47,950	\$ 44,850
	Department Total	\$ 49,713	\$ 48,758	\$ 37,276	\$ 47,950	\$ 44,850

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	2015	2016	2017	2017	2018
		Actual	Actual	YTD Actual	Budget	Proposed
502	PRINCIPAL RETIREMENT	\$ -	\$ -	\$ 910,000	\$ 1,185,000	\$ 1,250,000
503	INTEREST ON BONDS	\$ 187,781	\$ 349,720	\$ 139,405	\$ 302,812	\$ 235,106
505	PAYING AGENT FEES	\$ 2,750	\$ 5,299	\$ 1,250	\$ 1,250	\$ 2,000
510	BOND INTEREST EXPENSE	\$ 200,615	\$ (5,814)	\$ -	\$ -	\$ -
525	AMORTIZATION EXPENSE	\$ 9,043	\$ 9,043	\$ -	\$ -	\$ -
Services Sub Total		\$ 400,189	\$ 358,248	\$ 1,050,655	\$ 1,489,062	\$ 1,487,106
Department Total		\$ 400,189	\$ 358,248	\$ 1,050,655	\$ 1,489,062	\$ 1,487,106

Country View Golf Course

BUDGET REPORT
 LINE ITEM DETAIL
 BY DEPARTMENT

Fund 18 GOLF COURSE FUND
 Department 50 DEBT SERVICE
 Program 0

		2015	2016	2017	2017	2018
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
702	TRANS TO G.O. DEBT SVC FUND	\$ 56,000	\$ 56,000	\$ 46,667	\$ 56,000	\$ 56,000
	Personnel Sub Total	\$ 56,000	\$ 56,000	\$ 46,667	\$ 56,000	\$ 56,000
Department Total		\$ 56,000	\$ 56,000	\$ 46,667	\$ 56,000	\$ 56,000

Lancaster Regional Airport

BUDGET REPORT
 LINE ITEM DETAIL
 BY DEPARTMENT

Fund 9 AIRPORT FUND
 Department 50 DEBT SERVICE
 Program 0

Description	2015	2016	2017	2017	2018
	Actual	Actual	YTD Actual	Budget	Proposed
474 INTEREST EXPENSE ON NOTES	\$ 510	\$ -	\$ -	\$ -	\$ -
502 PRINCIPAL ON BONDS	\$ -	\$ -	\$ -	\$ 5,000	\$ 10,000
503 PRIN & INT BOND PAYMENTS	\$ 1,875	\$ 3,375	\$ 6,508	\$ 2,900	\$ 2,650
510 BOND INTEREST EXPENSE	\$ 2,250	\$ -	\$ -	\$ -	\$ -
525 AMORITIZATION EXPENSE	\$ (642)	\$ (642)	\$ -	\$ -	\$ -
Services Sub Total	\$ 3,993	\$ 2,733	\$ 6,508	\$ 7,900	\$ 12,650
Department Total					
Department Total	\$ 3,993	\$ 2,733	\$ 6,508	\$ 7,900	\$ 12,650

Note 7: Long-term Liabilities

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

	Beginning Balance	Additions	Retirements	Ending Balance	Due Within One Year
Governmental Activities					
General obligation bonds	\$ 57,025,017	\$ -	\$ (1,765,000)	55,260,017	\$ 1,895,000
Certificates of obligation	14,075,105	4,080,000	(795,000)	17,360,105	834,507
Notes payable	4,710,033	-	(558,540)	4,151,493	539,828
Premiums on bond debt	3,066,433	-	(448,061)	2,618,372	-
Compensated absences	2,459,408	2,936,830	(2,459,408)	2,936,830	293,683
OPEB liability	175,460	38,847	-	214,307	-
Net pension liability	8,606,055	4,356,572	-	12,962,627	-
Capital leases	1,167,654	-	(227,298)	940,356	168,758
Total governmental activities	<u>\$ 91,285,165</u>	<u>\$ 11,412,249</u>	<u>\$ (6,253,307)</u>	<u>\$ 96,444,107</u>	<u>\$ 3,731,776</u>
Business-type Activities					
General obligation bonds	\$ 3,619,983	\$ -	\$ (775,000)	\$ 2,844,983	\$ 770,000
Certificates of obligation	11,129,896	-	(4,485,000)	6,644,896	405,493
Premiums on bond debt	124,708	-	(8,506)	116,202	-
Net pension liability	896,352	426,795	-	1,323,147	-
Compensated absences	71,461	79,421	(71,461)	79,421	7,942
Total business-type activities	<u>\$ 15,842,400</u>	<u>\$ 506,216</u>	<u>\$ (5,339,967)</u>	<u>\$ 11,008,649</u>	<u>\$ 1,183,435</u>
Discretely Presented Component Units					
Notes payable to primary government	\$ 9,151,950	\$ -	\$ (610,000)	\$ 8,541,950	\$ 625,000
Net pension liability	539,460	273,624	-	813,084	-
Total discretely presented component units	<u>\$ 9,691,410</u>	<u>\$ 273,624</u>	<u>\$ (610,000)</u>	<u>\$ 9,355,034</u>	<u>\$ 625,000</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 recorded the Series 2015 Tax and Waterworks and Sewer System Revenue Certificates of Obligation in the amount of \$4,080,000 in the Water and Sewer Fund. In fiscal year 2016, the City decided the certificate of obligation will be paid from the Capital Projects Fund (Governmental Activities) instead of the Water and Sewer Fund. A transfer was made to remove the debt from the Water and Sewer Fund and add to Governmental Activities.

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

General obligation bonds, revenue bonds, certificates of obligation, notes payable and capital leases outstanding at September 30, 2016, 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%	\$ 3,890,000	\$ 1,510,000	\$ -	\$ 5,400,000
\$22,995,000, 2010 General Obligation Build America Bonds, due in annual installments through February 15, 2040, 1.82% – 6.53%	20,485,000	-	-	20,485,000
\$12,240,000, 2012 General Obligation Refunding Bonds, due in annual installments through February 15, 2024, 2.00% – 5.00%	9,470,000	250,000	70,000	9,790,000
\$22,530,000, 2015 General Obligation Refunding Bonds, due in annual installments through February 15, 2035, 2.00% – 3.75%	21,415,017	1,014,983	-	22,430,000
	<u>\$ 55,260,017</u>	<u>\$ 2,774,983</u>	<u>\$ 70,000</u>	<u>\$ 58,105,000</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%	\$ 2,660,104	\$ 519,896	\$ -	\$ 3,180,000
\$12,000,000, 2010 Certificate of Obligation Build America Bonds, due in annual installments through February 15, 2040, 1.82% – 6.53%	10,700,000	-	-	10,700,000
\$7,585,000, 2011 Certificate of Obligation Bonds, due in annual installments through August 15, 2031, 2.00% – 3.50%	-	6,125,000	-	6,125,000
\$4,080,000, 2015 Certificate of Obligation Bonds, due in annual installments through February 15, 2035, 2.00% – 3.75%	4,000,000	-	-	4,000,000
	<u>\$ 17,360,104</u>	<u>\$ 6,644,896</u>	<u>\$ -</u>	<u>\$ 24,005,000</u>

The city has pledged future water customer revenues, net of specified operating expenses, to repay \$3.1 million and \$7.6 million in water system revenue bonds issued in 2007 and 2011, respectively. Proceeds from the bonds provided financing for the improvement to the Airport. The bonds are payable solely from water customer net revenues and are payable through 2032. Annual principal and interest payments on the bonds are expected to require less than 25 percent of net revenues. The total principal and interest remaining to be paid on the bonds is \$8,402,863. Principal and interest paid for the current year and total customer net revenues were \$609,987 and \$3,340,512, respectively.

	Governmental Activities	Total Primary Government	Discretely Presented Component Units
<u>Note Payable</u>			
\$11,650,000 note payable, due in annual installments through February 15, 2024; 3.00% – 4.50%	\$ -	\$ -	\$ 6,765,000
\$3,035,000 note payable, due in annual installments through February 15, 2027; 4.00% – 4.375%	-	-	1,776,950
\$5,690,000 note payable, due in annual installments beginning October 2013 through October 2022; 7.00%	<u>4,151,493</u>	<u>4,151,493</u>	<u>-</u>
	<u>\$ 4,151,493</u>	<u>\$ 4,151,493</u>	<u>\$ 8,541,950</u>

Capital Leases

\$366,345 Lease Purchase Agreement due in monthly installments through November 4, 2016; 2.15%	\$ 12,856	\$ 12,856	\$ -
\$1,250,000 Lease Purchase Agreement due in monthly installments through January 15, 2024; 2.08%	<u>927,500</u>	<u>927,500</u>	<u>-</u>
	<u>\$ 940,356</u>	<u>\$ 940,356</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, 2016, property and equipment under capital leases is carried at \$2,573,129, with \$1,106,406 in accumulated depreciation, included in fixed assets. Amortization of these assets is included with depreciation expense.

The annual requirements to amortize the long-term debt as of September 30, 2016, are as follows:

General Obligation Bonds						
Fiscal Year	Governmental Activities			Business-type Activities		
	Principal	Interest	Total	Principal	Interest	Total
2017	\$ 1,895,000	\$ 2,768,769	\$ 4,663,769	\$ 770,000	\$ 111,025	\$ 881,025
2018	2,220,000	2,684,356	4,904,356	815,000	71,975	886,975
2019	2,380,000	2,590,334	4,970,334	35,000	51,300	86,300
2020	2,810,000	2,470,380	5,280,380	125,000	47,475	172,475
2021	2,975,000	2,326,325	5,301,325	130,000	41,100	171,100
2022-2026	14,670,000	9,367,147	24,037,147	655,000	106,325	761,325
2027-2031	13,290,017	5,934,829	19,224,846	314,983	17,768	332,751
2032-2036	10,060,000	2,816,715	12,876,715	-	-	-
2037-2040	4,960,000	664,876	5,624,876	-	-	-
Total	<u>\$ 55,260,017</u>	<u>\$ 31,623,731</u>	<u>\$ 86,883,748</u>	<u>\$ 2,844,983</u>	<u>\$ 446,968</u>	<u>\$ 3,291,951</u>

Certificates of Obligation						
Fiscal Year	Governmental Activities			Business-type Activities		
	Principal	Interest	Total	Principal	Interest	Total
2017	\$ 834,507	\$ 890,825	\$ 1,725,332	\$ 405,493	\$ 193,922	\$ 599,415
2018	860,318	856,748	1,717,066	419,682	183,818	603,500
2019	891,130	820,420	1,711,550	433,870	173,347	607,217
2020	472,409	791,409	1,263,818	357,591	164,307	521,898
2021	486,571	769,002	1,255,573	373,429	156,764	530,193
2022-2026	2,915,292	3,445,748	6,361,040	2,104,708	620,097	2,724,805
2027-2031	3,617,097	2,590,314	6,207,411	2,547,903	265,711	2,813,614
2032-2036	4,687,780	1,466,397	6,154,177	2,220	-	2,220
2037-2040	2,595,001	347,453	2,942,454	-	-	-
Total	<u>\$ 17,360,105</u>	<u>\$ 11,978,316</u>	<u>\$ 29,338,421</u>	<u>\$ 6,644,896</u>	<u>\$ 1,757,966</u>	<u>\$ 8,402,862</u>

Note Payable						
Fiscal Year	Governmental Activities			Business-type Activities		
	Principal	Interest	Total	Principal	Interest	Total
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	707,605	102,532	810,137	-	-	-
2022 - 2023	1,047,082	53,000	1,100,082	-	-	-
Total	<u>\$ 4,151,493</u>	<u>\$ 999,271</u>	<u>\$ 5,150,764</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Note Payable			
Fiscal Year	Discretely Presented Component Units		
	Principal	Interest	Total
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	960,000	188,238	1,148,238
2022-2026	3,595,000	323,169	3,918,169
2027	<u>726,950</u>	<u>4,923</u>	<u>731,873</u>
Total	<u>\$ 8,541,950</u>	<u>\$ 1,648,001</u>	<u>\$ 10,189,951</u>

Capital Leases			
Fiscal Year	Governmental Activities		
	Principal	Interest	Total
2017	\$ 168,758	\$ 19,327	\$ 188,085
2018	159,144	16,049	175,193
2019	162,454	12,739	175,193
2020	90,000	9,360	99,360
2021	90,000	7,488	97,488
2022-2025	<u>270,000</u>	<u>11,232</u>	<u>281,232</u>
Total	<u>\$ 940,356</u>	<u>\$ 76,195</u>	<u>\$ 1,016,551</u>

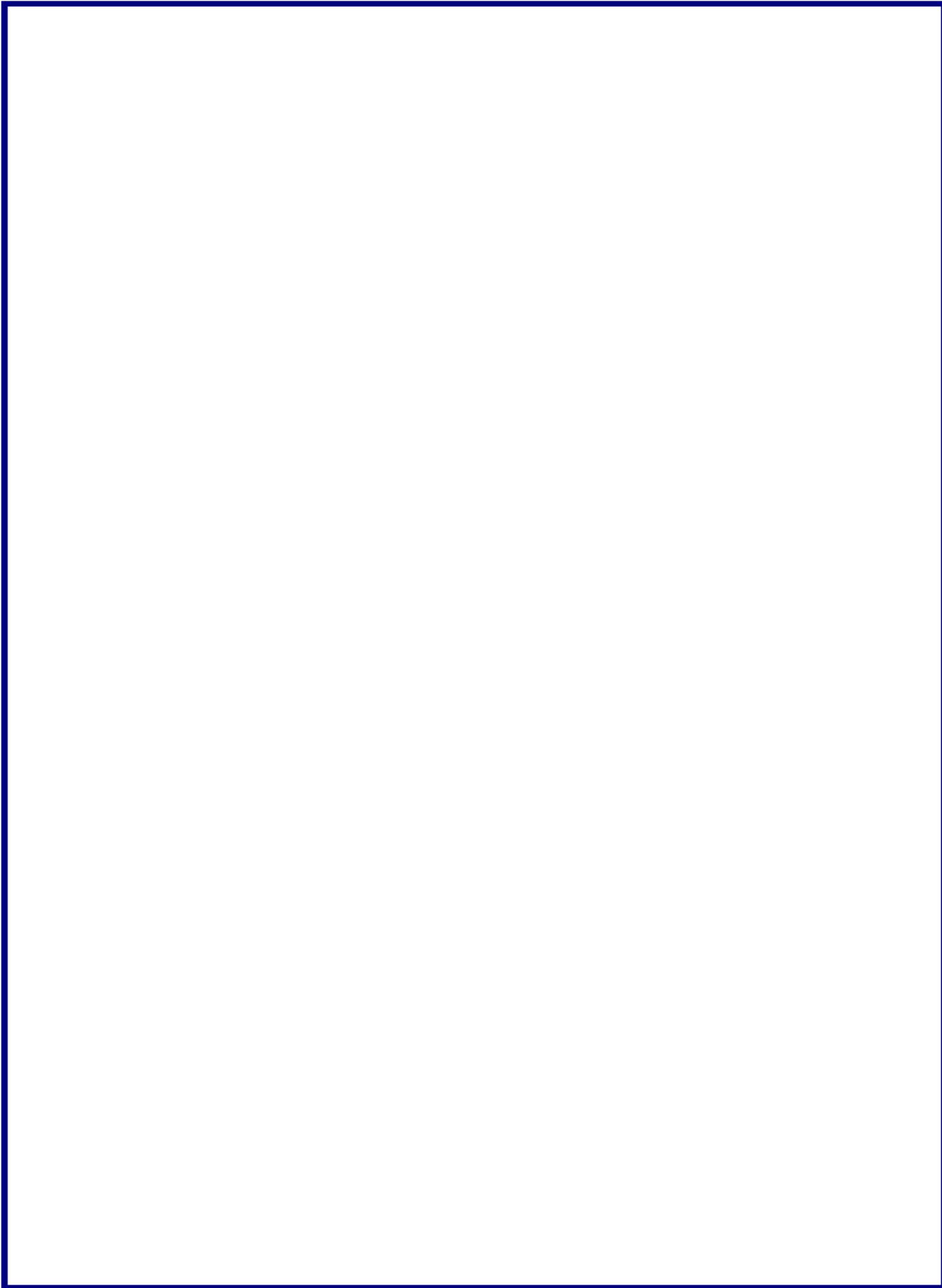
Note 8: Employee Retirement System

Plan Description

The City provides pension benefits for all of its full-time employees through a nontraditional, joint contributory, hybrid defined benefit plan in the state-wide Texas Municipal Retirement System (TMRS), an agent multiple-employer public employee retirement system. The plan provisions that have been adopted by the City are within options available in the governing state statutes of TMRS. Lancaster Economic Development Corporation and Lancaster Recreational Development Corporation contribute to the plan with a cost share of 0.93% and 4.45%, respectively. There were no significant changes in the component unit's proportion to the plan during fiscal year 2016.

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. 2017-09-45

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS, APPROVING AN ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2017 AND ENDING SEPTEMBER 30, 2018; 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 2017-2018; 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 \$1,513,459 OR 8.33%, AND OF THAT AMOUNT, \$900,302 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, 2017 and ending September 30, 2018, 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, 2017 and ending September 30, 2018 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, 2017, and ending September 30, 2018, for herein as Exhibit A and is summarized as follows:

Fund	2017-2018 Budget Expenditures
General Fund	\$26,637,033
G.O. Debt Service	\$4,727,599
WaterWastewater	\$15,181,043
Airport	\$425,840
Hotel/Motel	\$68,012
LEDC/4A	\$1,567,619
LRDC/4B	\$3,374,557
Golf Course	\$105,178
Sanitation	\$1,790,842
E911	\$205,575
Stormwater	\$1,315,591
Total	\$55,398,889

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 18th day of September, 2017.

ATTEST:


 Sorangel O. Arenas, City Secretary

APPROVED:


 Marcus E. Knight, Mayor

APPROVED AS TO FORM:


 David T. Ritter, City Attorney

ORDINANCE NO. 2017-09-46

AN ORDINANCE OF THE CITY OF LANCASTER, TEXAS LEVYING AD VALOREM TAXES FOR FISCAL YEAR 2017/2018 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 28, 2017 and September 11, 2017 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 28, 2017 and no comments were received on September 11, 2017. 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 2017/2018 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 3.09 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$0.00.

SECTION 4. All 2017 ad valorem taxes shall become due and payable on October 1, 2017, shall become delinquent after January 31, 2018. If any person fails to pay the ad valorem taxes on or before the 31st day of January 2018, 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, 2018 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.

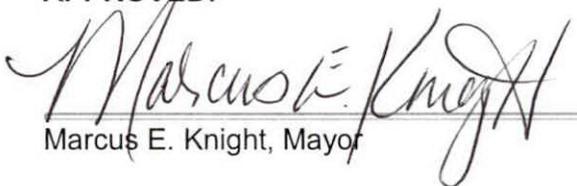
DULY PASSED and approved by the City Council of the City of Lancaster, Texas, on this the 18th day of September, 2017.

ATTEST:



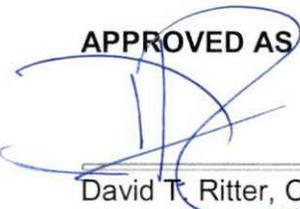
Sorangel O. Arenas, City Secretary

APPROVED:

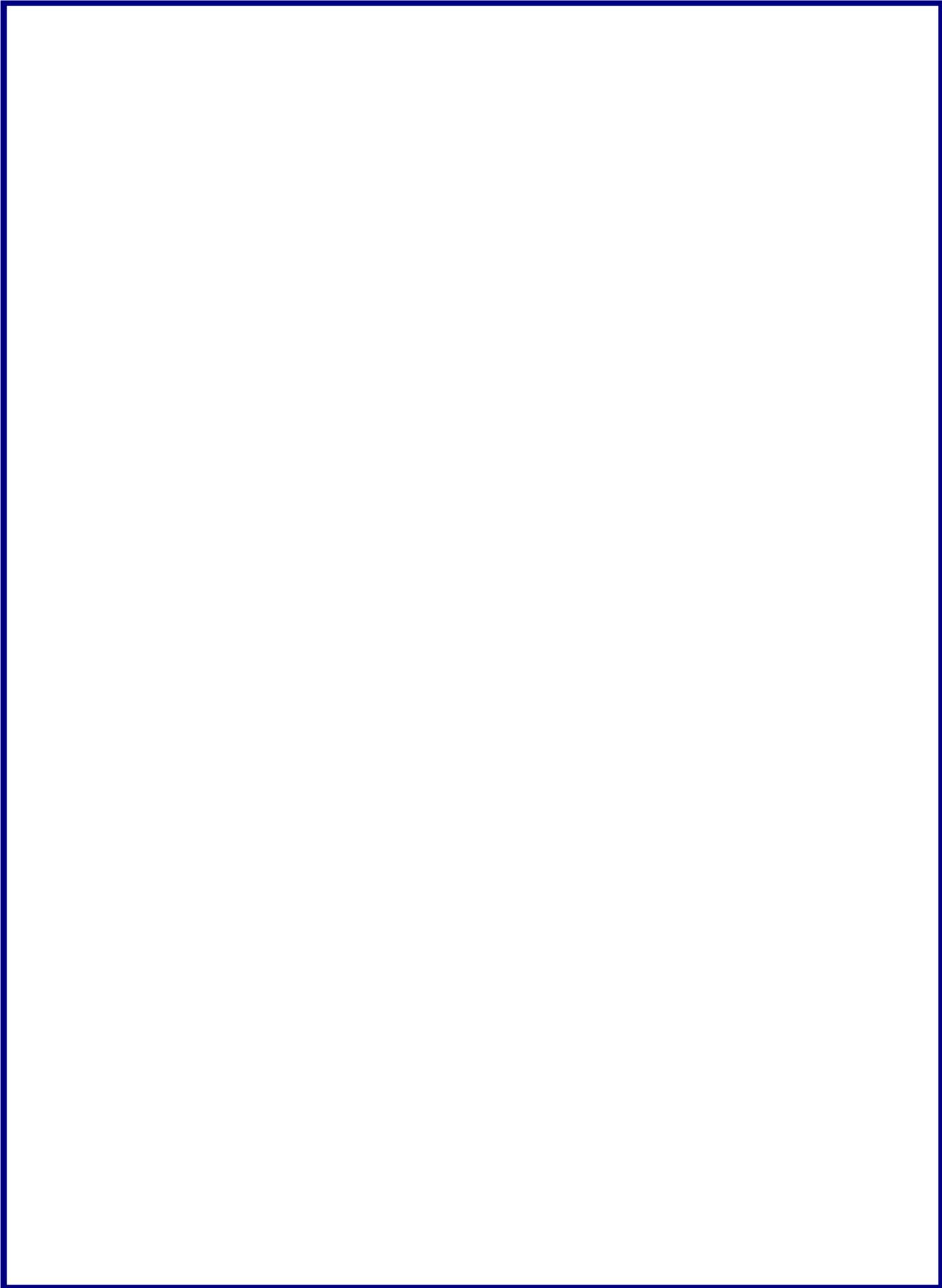


Marcus E. Knight, Mayor

APPROVED AS TO FORM:



David T. Ritter, City Attorney



ORDINANCE NO. 2017-09-43

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, 2017 AND ENDING SEPTEMBER 30, 2018; PROVIDING THAT EXPENDITURES FOR SAID FISCAL YEAR SHALL BE IN ACCORDANCE WITH SAID BUDGET; PROVIDING FOR THE REPEAL OF ALL ORDINANCES IN CONFLICT; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.

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

WHEREAS, the Chief of Police of the City of Lancaster Police Department has submitted to the City Council a proposed budget of the expenditures for utilizing such funds in accordance with the law for the benefit of law enforcement activities of the department for fiscal year 2017-2018; and

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

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

SECTION 1. That the budget of expenditures as set forth in the attachments hereto as Exhibits A and B, for conducting the affairs of the Lancaster Police Department and providing a financial plan for the ensuing fiscal year beginning October 1, 2017 and ending September 30, 2018, is hereby approved as the adopted budget for proceeds of seized property on behalf of the Lancaster Police Department; and, the Department shall expand those funds in accordance with Agreements recited herein and applicable law.

SECTION 2. That the appropriations for the fiscal year are hereby approved beginning October 1, 2017, and ending September 30, 2018, for the various funds and purposes of the Lancaster Police Department, which is attached hereto and incorporated herein as Exhibit A and is summarized as follows:

<u>Exhibit "A"</u>	2017-2018
	Budget
<u>Fund</u>	<u>Expenditures</u>
Police Seized Funds – State	\$32,886.00

<u>Exhibit "B"</u>	
Police Seized Funds – Federal	\$16,087.00
<u>Total</u>	<u>\$48,973.00</u>

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.

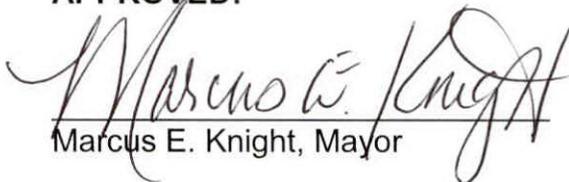
SECTION 5. That should any sentence, paragraph, subdivision, clause, phase or section of this ordinance be adjudged or held to be unconstitutional, illegal, or invalid, the same shall not affect the validity of this ordinance as a whole, or any part or provision thereof other than the part so decided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

DULY PASSED and approved by the City Council of the City of Lancaster, Texas, on this the 18th day of September, 2017.

ATTEST:


 Sorangel O. Arenas, City Secretary

APPROVED:


 Marcus E. Knight, Mayor

APPROVED AS TO FORM:


 David T. Ritter, City Attorney

ORDINANCE NO. 2017-09-44

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, 2017 and ending September 30, 2018; and

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

WHEREAS, it is the express intent of the City Council that the total number of authorized positions within the Lancaster Fire Department remain the same & the Police Department increase by three positions 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:

	FIRE PREVENTION	FIRE SUPPRESSION
	Authorized	Authorized
<u>Classification</u>	<u>No. of Positions as of</u>	<u>No. of Positions as of</u>
	<u>10/01/2017</u>	<u>10/01/2017</u>
Assistant Chief	0	1
Fire Marshal/Battalion Chief	1	5
Fire Captains	0	9
Fire Engineer	0	21
Fire Fighter**	0	25
Total	1	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>	POLICE Authorized <u>No. of Positions as of</u> <u>10/1/2017</u>
Assistant Chief	2
Police Lieutenant	6
Police Sergeant	7
Police Officer	47
<hr/> Total	<hr/> 62

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, 2017.

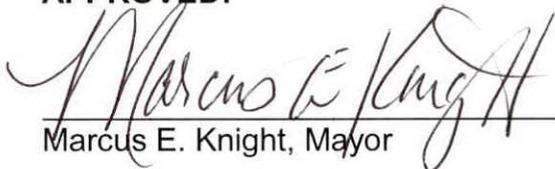
DULY PASSED and approved by the City Council of the City of Lancaster, Texas, on this the 18th day of September, 2017.

ATTEST:



 Sorangel O. Arenas, City Secretary

APPROVED:



 Marcus E. Knight, Mayor

APPROVED AS TO FORM:



 David T. Ritter, City Attorney

RESOLUTION NO. 2017-09-66

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS, RATIFYING THE BUDGET FOR THE FISCAL YEAR 2017/2018 THAT RESULTS IN AN INCREASE OF REVENUES BY 8.33% 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 2017/2018; 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 2017/2018 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 18th day of September, 2017.

ATTEST:



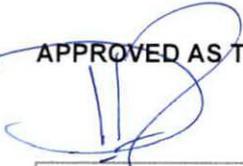
Sorangel O. Arenas, City Secretary

APPROVED:

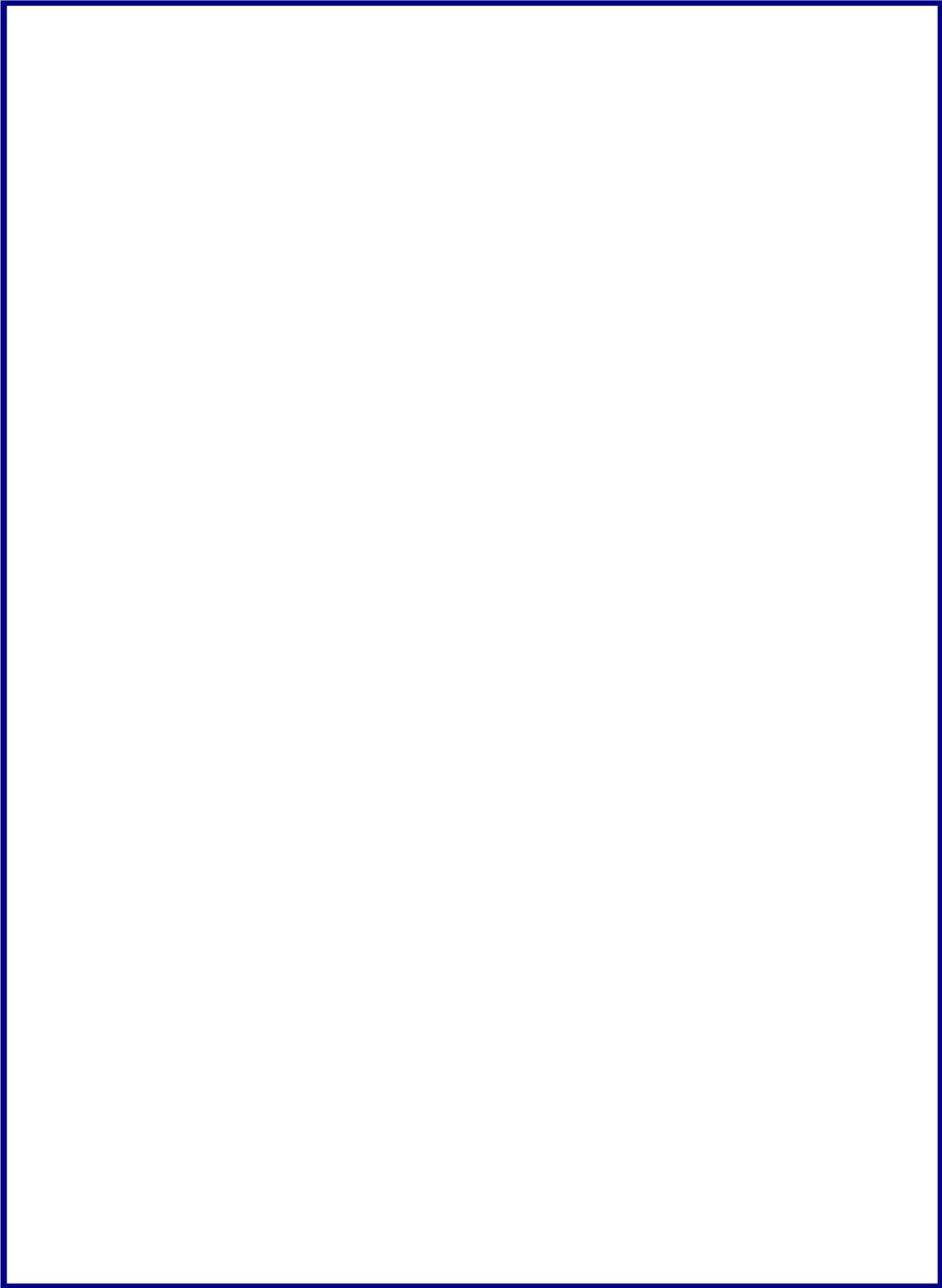


Marcus E. Knight, Mayor

APPROVED AS TO FORM:



David T. Ritter, 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

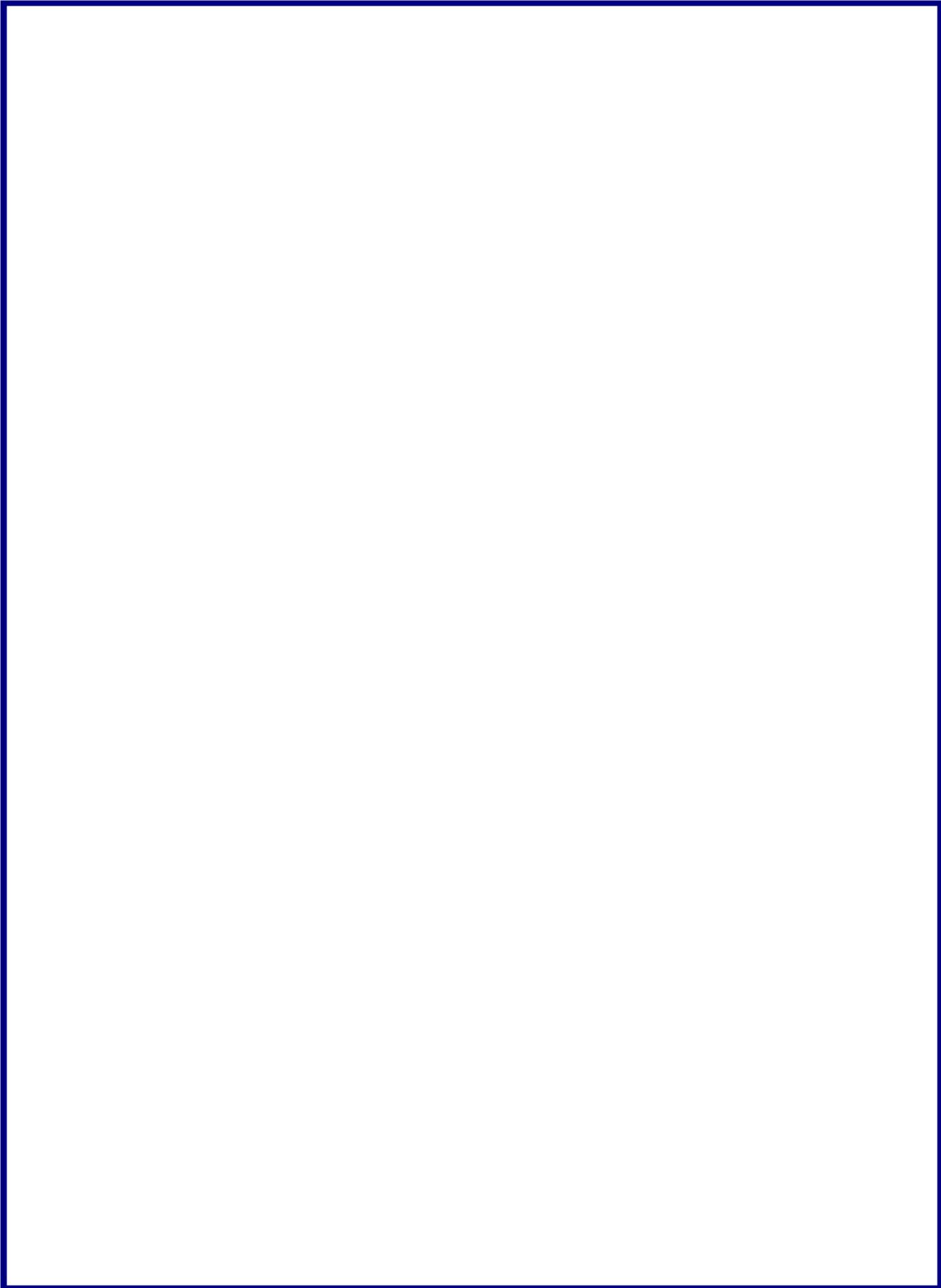
0741 Transfer to 4B Capital Improvements Fund

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 11, 2017



RESOLUTION NO. 2017-09-65

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 18, 2017;

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

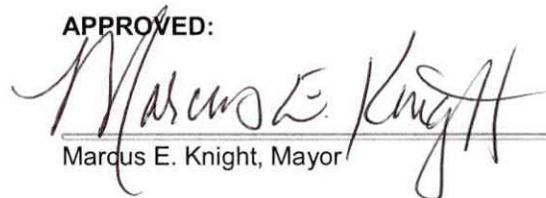
DULY PASSED and approved by the City Council of the City of Lancaster, Texas, on this the 18th day of September, 2017.

ATTEST:



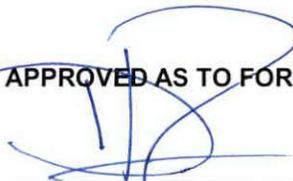
Sorangel O. Arenas, City Secretary

APPROVED:



Marcus E. Knight, Mayor

APPROVED AS TO FORM:



David T. Ritter, City Attorney

INVESTMENT POLICIEY

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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 (collectively referred to as the "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 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 lawfully fulfills the 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. **Objectives and Strategies**

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.

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, as appropriate, and will include the use of a number of broker/dealers for diversification and market coverage. Competitive bidding will be used on each security 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.

F. Strategy - Operating and Other Pooled Funds

Suitability - Any investment eligible in the Investment Policy is suitable for Operating Funds (including debt service and other pooled funds).

Safety of Principal - All investments shall be high quality with no perceived default risk. Market price fluctuations will occur. However, managing the weighted average days to maturity for the Operating Fund's portfolio to less than 300 days and restricting the maximum allowable maturity to two years will minimize the price volatility of the overall portfolio.

Marketability - Securities with active and efficient secondary markets are necessary in the event of an unanticipated cash flow requirement. Historical market "spreads" between the bid and offer prices of a particular security-type of less than a quarter of a percentage point will define an efficient secondary market.

Liquidity - The Operating Fund requires the greatest short-term liquidity of any of the Fund types. Short-term deposits, investment pools, and money market mutual funds will provide daily liquidity and may be utilized as a competitive yield alternative to fixed maturity investments.

Diversification - Investment maturities should be staggered throughout the budget cycle to provide cash flow based on the anticipated operating needs of the City. Diversifying the appropriate maturity structure out through two years will reduce market cycle risk.

Yield - Attaining a competitive market yield for comparable investment-types and portfolio restrictions is the desired objective. The yield of an equally weighted, rolling six-month Treasury bill portfolio will be the minimum yield objective.

G. Strategy - Capital Improvement Program Funds

Suitability - Any investment eligible in the Investment Policy is suitable for Capital Improvement Program Funds ("CIP").

Safety of Principal - All investments will be high quality with no perceived default risk. Market price fluctuations will occur. However, by managing CIP Funds to not exceed the shorted of anticipated expenditure schedule or "temporary period" as defined by the IRS, the market risk of the overall portfolio will be minimized.

Marketability - Securities with active and efficient secondary markets are necessary in the event of an unanticipated cash flow requirement. Historical market "spreads" between the bid and offer prices of a particular security-type of less than a quarter of a percentage point will define an efficient secondary market.

Liquidity - CIP Funds used for capital improvements programs have reasonably predictable draw down schedules. Therefore investment maturities should generally follow the anticipated cash flow requirements. Short-term deposits, investment pools, and money market mutual funds will provide readily available funds generally equal to at least one month's anticipated cash flow needs, or a competitive yield alternative for short term fixed maturity investments. A singular repurchase agreement may be utilized if disbursements are allowed in the amount necessary to satisfy any expenditure request. This investment structure is commonly referred to as a flexible repurchase agreement.

Diversification - Market conditions and arbitrage regulations influence the attractiveness of staggering the maturity of fixed rate investments for construction, loan and bond proceeds. Generally, when investment rates exceed the applicable cost of borrowing, the City is best served by locking in most investments. If the cost of borrowing cannot be exceeded, then concurrent market conditions will determine the attractiveness of diversifying maturities or investing in shorter and larger amounts. At no time shall the anticipated expenditure schedule be exceeded in an attempt to bolster yield.

Yield - Achieving a positive spread to the cost of borrowing is the desired objective, within the limits of the Investment Policy's risk constraints. The yield of an equally weighted, rolling six-month Treasury Bill portfolio will be the minimum yield objective for non-borrowed funds.

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 Director of Finance and Assistant Director of Finance, acting on behalf of the City, are designated as the Investment Officers of the City and is responsible for investment management decisions and activities. The Director of Finance is designated as the lead Investment Officer. The Director of Finance 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 Director of Finance 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 Officers 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 Investment 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 and other transaction-related authorizations 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 Officers 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 investment'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 City 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. Additionally, the Director of Finance shall establish a process for annual independent review by an external auditor to assure compliance with policies and procedures. Also, the Quarterly Investment Reports shall 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 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 Officers must complete at least 10 hours of investment training within 12 months of taking office or assuming duties, and shall attend training not less than once in a two year period and accumulating not less than 8 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 are: the Government Treasurer's Organization of Texas, the University of North Texas, the Government Finance Officers Association of Texas, the Government Finance Officers Association, the North Central Texas Council of Governments, and 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; and
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 Officers. The following criteria must be met by those firms on the list:

- Provision of an audited financial statement each year
- Proof of current registration by the Financial Industry Regulatory Authority ("FINRA")
- 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 qualified representative of a local government investment pool or discretionary investment management firm will be required to return a signed certification stating that the Policy has been received and reviewed and has implemented reasonable procedures and controls in an effort to preclude investment transactions conducted between the City and the organization that are not authorized by the City's Investment Policy as required by the Act.

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 for Bond Funds	100%
Local Government Investment Pools	80%
Liquidity Pools	100%
Maximum percent ownership of pool for Bond Funds	Not authorized

The Investment Officer shall be required to diversify maturities. The Investment Officer, to the extent possible, will attempt to match investment with anticipated cash flow requirements. Matching maturities with cash flow dates will reduce the need to sell securities prior to maturity, thus reducing market risk. Unless matched to a specific requirement, the Investment Officer may not invest more than 20% of the portfolio for a period greater than five (5) years. The Investment Officer may not invest any portion of the portfolio for a period greater than ten (10) years.

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. Acceptable forms of collateral are limited to those authorized in the Public Funds Collateral Act. The City reserves the right to accept or reject any proposed collateral and to increase the minimum required collateral level.

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.

Financial institutions serving as City depositories will be required to sign a depository or

collateral agreement with the City. The custodial portion of the agreement shall define the City's rights to the collateral in case of default, bankruptcy, or closing, and shall establish a perfected security interest in compliance with Federal and State regulations, including:

- the agreement must be in writing;
- the agreement has to be executed by the depository and the City contemporaneously with the acquisition of the asset;
- the agreement must be approved by the board of directors or the loan committee of the depository and a copy of the meeting minutes must be delivered to the City, specifically to the Director of Finance; and
- the agreement must be part of the depository's "official record" continuously since its execution.

The City considers repurchase agreements as simultaneous sales and purchases of securities rather than collateralized loans. However, securities underlying repurchase agreements are referred to as "collateral" for the purpose of this Investment Policy.

Financial Institution deposits (plus accrued interest) do not need to be collateralized pursuant to this Investment Policy as long as FDIC insurance provides full deposit coverage.

X. Performance Evaluation and Reporting

A. Methods

The Investment Officer shall prepare an investment report at least quarterly, including a management summary that provides an analysis of the status of the current investment portfolio and transactions made over the last quarter. This management summary will be prepared in a manner consistent with the requirements of Section 2256.023 (Internal Management Reports) of the PFIA, and that will allow the City to ascertain whether investment activities during the reporting period have conformed to the Investment Policy. The report should be provided to the City Council.

An independent auditor shall formally review the quarterly reports prepared under this section at least annually, and that auditor shall report the results of the review to City Council.

B. Performance Standards

The investment portfolio shall be managed in accordance with the objectives specified in this Policy (safety, public trust, liquidity, diversification, and yield). The portfolio shall seek to obtain a market average rate of return during variable market/economic environments of stable interest rates. Weighted average yield to maturity shall be the portfolio's performance standard. The Investment Officers shall determine appropriate benchmarks 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.

D. Monitoring Credit Ratings

Any Authorized Investment that requires a minimum rating does not qualify during the period the investment does not have the minimum rating. The City shall monitor the rating of each investment, as applicable, at least quarterly, and take all prudent measures that are consistent with this Policy to liquidate an investment that does not have the minimum rating.

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 depositories 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 Officers 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 Officers



Baron Sauls, Director of Finance

9/20/17
Date

EXHIBIT C

**City of Lancaster, Texas
Approved Broker/Dealers, Financial Institutions and Investment Pools**

Broker/Dealers

FTN Financial
Duncan-Williams, Inc.
Hilltop Securities

Public Depositories

JP Morgan Chase, NA (Primary)

Investment Pools

TexPool
LOGIC
Texas Class

EXHIBIT D
City of Lancaster, Texas
Certification by Business Organization - EXAMPLE

(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 the Business Organization.

The undersigned Qualified Representative of the Business Organization hereby certifies on behalf of the Business Organization that:

1. The undersigned is a Qualified Representative 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 Qualified Representative of the Business Organization has received and reviewed the Investment Policy furnished by the Investor and;
3. The Qualified Representative 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, or has implemented reasonable procedures and controls in an effort to preclude investment transactions conducted between the entity and the organization that are not authorized by the Investor's Investment Policy.

Qualified Representative

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	972-218-1301	972-275-0921
City Secretary	972-218-1311	972-275-0923
Finance	972-218-1322	972-275-0913
Utility Administration	972-218-1328	972-275-3695
Purchasing	972-218-1329	972-218-3621
Economic Development	972-218-1314	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
Planning	972-218-1200	972-227-7220
Engineering	972-218-1200	972-227-7220

Public Safety Building • 1650 North Dallas Avenue • Lancaster, TX 75134

Department	Office	Fax
Police	972-218-2700	972-218-8074
Fire Station #1	972-218-2600	972-218-9835
Information Technology	972-218-2740	972-218-3606

Fire Station #2 • 3132 North Houston School Road • Lancaster, TX 75134

Department	Office	Fax
Station #2	972-218-2644	972-224-7377

Fire Station #3 • 1960 West Beltline Road • Lancaster, TX 75134

Department	Office	Fax
Station #3	972-218-2660	972-218-1729

City Marshal • 220 West Main • Lancaster, TX 75146

Department	Office	Fax
City Marshal	972-218-1340	972-223-8554

Municipal Court • 220 West Main • Lancaster, TX 75146

Department	Office	Fax
Municipal Court	972-218-1334	972-223-4076

Recreation • 1700 Veterans Memorial Parkway • Lancaster, TX 75146

Department	Office	Fax
Recreation	972-218-3700	972-218-3648
Parks and Recreation Administration	972-218-3706	972-218-3648

Senior Life Center • 240 Veterans Memorial Parkway • Lancaster, TX 75146

Department	Office	Fax
Senior Life Center	972-218-3780	972-218-3694

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

Department	Office	Fax
Library	972-227-1080	972-227-5560

Fleet Services • 521 East Third Street • Lancaster, TX 75146

Department	Office	Fax
Fleet Services • 521 East Third Street • Lancaster, TX	972-275-1461	972-218-5639

James R. Williams Pump Station • 1999 North Jefferson • Lancaster, TX 75146

Department	Office	Fax
Public Works Administration	972-218-1752	972-227-8168
Water/Waste Water	972-218-2324	972-218-3644

**Lancaster Visitors Center and State Auxiliary Museum
• 103 North Dallas Avenue • Lancaster, TX 75146**

Department	Office	Fax
Visitors Center & State Auxiliary Museum	972-227-3791	972-218-3618

Country View Golf Course • 240 West Beltline Road • Lancaster, TX 75146

Department	Office	Fax
Golf Course	972-227-0995	972-227-7858

Lancaster Regional Airport • 730 Ferris Road • Lancaster, TX 75146

Department	Office	Fax
Airport	972-227-5721	972-275-0918

For additional information, please contact:

Opal Mauldin-Jones, City Manager
972-218-1304 ojones@lancaster-tx.com

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

