

# City of Lancaster

## Fiscal Year 2019-2020

### Budget Cover Page

This budget will raise more revenue from property taxes than last year's budget by an amount of \$3,476,081, which is a 15.42 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 \$1,909,851.

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

<b>FOR:</b>	Mayor Clyde C. Hairston	Mayor Pro Tem Racheal Hill
	Councilmember Marco Mejia	Deputy Mayor Pro Tem
	Councilmember Stanley Jaglowski	Derrick D. Robinson
		Councilmember Nina Morris

**AGAINST:**

**PRESENT:**

**ABSENT:**

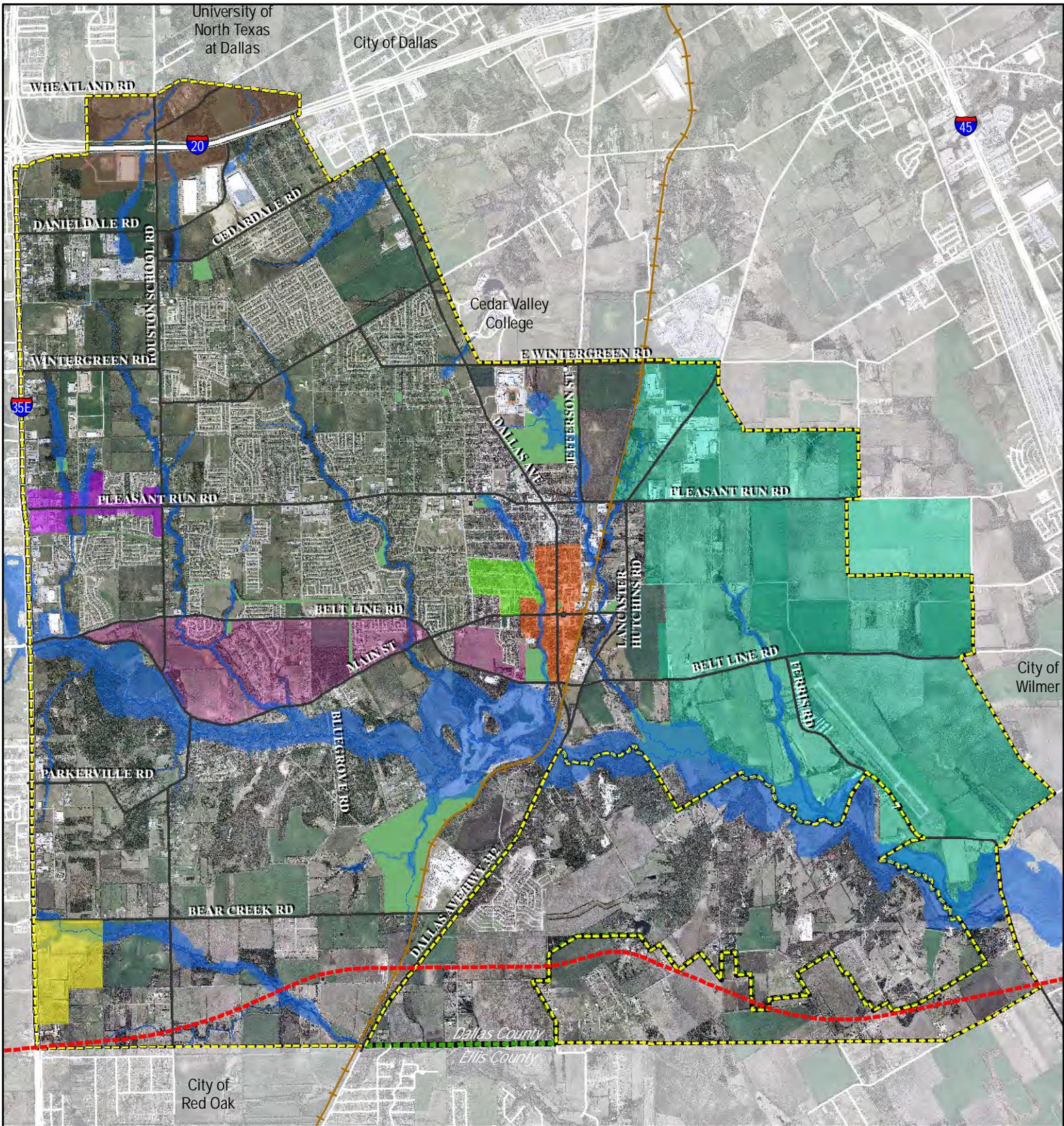
#### Property Tax Rate Comparison

	<b>2019-2020</b>	<b>2018-2019</b>
Property Tax Rate:	\$0.840925/100	\$0.867500/100
Effective Tax Rate:	\$0.785201/100	\$0.799447/100
Effective Maintenance & Operations Tax Rate:	\$0.547757/100	\$0.556367/100
Rollback Tax Rate:	\$0.840925/100	\$0.900543/100
Debt Rate:	\$0.245725/100	\$0.266300/100

Total debt obligation for City of Lancaster secured by property taxes: \$7,632,626.



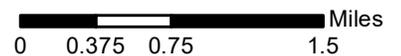
FY 2019 - 2020  
**Adopted Budget**  
2015-2025 THE DECADE OF RENAISSANCE



**Legend**

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

**City of Lancaster**



# **City of Lancaster, Texas**

## Annual Budget



**For Fiscal Year**

October 1, 2019 to September 30, 2020

**As Presented to Mayor and City Council**

# City of Lancaster

2019-2020 Annual Budget

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# City Council Goals and Objectives Fiscal Year 2019-2020

## The Decade of Renaissance 2015-2025

### 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.



Key: Council & Staff Flight Analogy  
Purpose and Vision - 50,000 ft  
Strategic Objectives - 40,000 ft  
Priority Action Items - 30,000 ft  
Planning and Oversight - 20,000 ft

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

#### Purpose and Vision

1. Prudent fiscal policies and processes

#### Planning and Oversight

2. Maintain appropriate reserve levels

#### Purpose and Vision

3. Competitive tax rate

### 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, and Civic Academies, Schools and City-wide celebrations.

#### Priority Action Items

1. Ensure update of Parks and Open Space Master Plan

#### Planning and Oversight

2. Continue the Business Retention and Expansion Program (BREP)

#### Purpose and Vision

3. Senior Cares Initiative

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

#### Purpose and Vision

1. Implement a Street Maintenance Fund

#### Planning and Oversight

2. Complete the update of the Pavement Management Plan and implement

#### Purpose and Vision

3. Implement Water/Wastewater Master Plan including flood plain reclamation study for Country View Golf Course

#### Planning and Oversight

4. Continue Infrastructure Implementation Project - Pleasant Run Road Phases 3 & 4

#### Strategic Objectives

5. Continue the Facilities Assessment Implementation

#### Planning and Oversight

6. Complete Loop 9 Corridor Study and make implementation decisions

#### Strategic Objectives

7. Work with Best Southwest Partnership to implement public transportation options

#### Planning and Oversight

8. Complete Airport terminal construction

### Professional & Committed City Workforce

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

#### Purpose and Vision

1. Continue annual City Council strategic planning and team building exercises
2. Review specialty incentive pay program

#### Priority Action Items

3. Evaluate compensation to address compression

#### Strategic Objectives

4. Continue Lancaster University

#### Planning and Oversight

5. Develop options for a Council-level employee recognition program

**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.

#### Priority Action Items

1. Continue revitalization incentives for commercial and retail centers

#### Strategic Objectives

2. Continue implementation of the Comprehensive Plan

#### Priority Action Items

3. Continue Economic Development Strategic Plan - Incentive Policy Update; Retail Recruitment Strategy

#### Planning and Oversight

4. Continue the review and update various City plans

#### Purpose and Vision

5. Revitalize Downtown - Downtown TIF

**Effective Municipal Operations** - The City delivers financially sustainable quality services, utilizing delivery methods that engage residents to take pride in our City.

#### Priority Action Items

1. Hold quarterly Council Strategic Planning Sessions
2. Strengthen the performance review process for Council-Appointed officials

#### Purpose and Vision

3. Review City Charter amendment process options

# City of Lancaster

## Principal City Officials

### City Council

Clyde C. Hairston.....	Mayor .....	Term Expires May 2021
Carol Strain-Burk.....	Council Member, District 1 .....	Term Expires May 2022
Stanley Jaglowski .....	Councilmember, District 2 .....	Term Expires May 2020
Marco Mejia.....	Councilmember, District 3 .....	Term Expires May 2022
Derrick D. Robinson.....	Deputy Mayor Pro Tem, District 4 .....	Term Expires May 2020
Racheal Hill .....	Mayor Pro Tem, District 5.....	Term Expires May 2022
Nina Morris.....	Councilmember, District 6 .....	Term Expires May 2020

### City Executive Staff

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

# **City of Lancaster**

Our Mission



**LANCASTER CITY GOVERNMENT**

Is ***FINANCIALLY SUSTAINABLE***

And provides

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

Our citizens have

***TRUST AND CONFIDENCE IN***

***CITY GOVERNMENT AND LEADERS.***





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

Mayor Hairston and Members of Council:

It is with great pleasure that I present the Fiscal Year 2019/2020, City of Lancaster Annual Operating Budget. The adopted budget is submitted in accordance with all statutory requirements. It outlines the City's spending plan and priorities for the coming fiscal year, which runs from October 1, 2019 to September 30, 2020.

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 2019/2020 budget was prepared with the goal of providing quality, innovative services that set the standard for professionalism and excellence.

The last year has seen a progressive trend in local economic conditions with an increase in commercial projects. Sales tax is trending to end the year with a 22.8% decrease which is significantly higher than the original budgeted estimates. Most major revenue sources have held steady. Based on these factors along with commercial development that is expected to continue over the next year, we remain optimistic regarding the City of Lancaster's future opportunities.

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

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

The total proposed budget projected revenues for all funds for Fiscal Year 2019/2020 is \$68,140,906; expected operating expenditures equal \$64,544,796 of which \$5,591,820 is for annual debt service; with total authorized staff of 316.5 full-time equivalent (FTE) employees.

## **BUDGET HIGHLIGHTS**

### PROPERTY TAX

This budget will raise more revenue from property taxes than last year's budget by an amount of \$3,476,081, which is a 15.42 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 \$1,909,851.

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

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

Absent:

Property Tax Rate:	\$0.840925/100
Effective Tax Rate:	\$0.785207/100
Effective Maintenance & Operations Tax Rate:	\$0.547757/100
Maintenance & Operations Rate	\$0.595200/100
Rollback Tax Rate:	\$0.840925/100
Debt Rate:	\$0.245725/100

### General Fund Revenues

The City's total tax base increased by 19.35%, or approximately \$496,130,105. Based on the Certified Tax Roll received from the Dallas Central Appraisal District, the City's tax base is \$3,060,488,567. From the current tax rate of \$0.840925 per \$100 of assessed valuation, the maintenance and operations (M&O) apportionment of the tax rate is \$0.595200 and the interest and sinking fund requirements of the tax rate is \$0.245725. These rates did not change from the prior fiscal year.

The budgeted revenue in the General Fund is \$31,206,246 of which \$6,200,00 is from sales tax, compared to the estimated \$29,032,709 in the prior fiscal year. This represents an increase of approximately \$2,173,537 or 7.49%.

The two largest sources of revenue within this fund are property tax and sales tax. These two sources account for approximately 77% of the fund's total revenue in FY 2019/2020. Based on our projections, sales taxes should generate 20% of the General Fund in FY 2019/2020, whereas property taxes are projected to generate 57%.

### General Fund Expenditures

The total General Fund expenditures are budgeted at \$31,421,288, which is approximately 1. an 8.24% increase from the FY 2018-2019 budget.

### Other Budget Highlights

The focus of this budget is financial sustainability that proactively addresses current economic conditions. As a municipal government we are implementing strategies that maintain the quality of services delivered to our community, in a lean fiscal environment. These strategies include promoting an avenue by which the City of Lancaster can attract and retain quality employees. The City's employees are a valuable asset. In order to accomplish this, the FY 2019/2020 budget places great emphasis on maximizing limited resources and developing long-term sustainability.

Water and Wastewater Fund

Expenses for fiscal year 2019/2020 are budgeted at \$16,100,832, a \$920,566 decrease from the prior fiscal year 2018/2019. Though the City experienced a 3.2% increase in costs from Dallas Water Utilities (DWU), we also incurred a 5.7% increase in wastewater treatment costs from the Trinity River Authority (TRA). The Water and Wastewater fund remains healthy enough to prevent any increases in Water and Wastewater utility rates in FY 2019/2020.

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 to general government employees, and a 4% of minimum for the public safety division. In addition to the pay plan adjustments for FY 2019/2020, Council also provided a salary differential allowance given to eligible employees with bilingual certification.

Summary

The Executive Summary will provide a more detailed overview of items included in the FY 2019/2020 adopted budget.

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

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

Respectfully submitted,



Opal Mauldin-Jones  
City Manager



# **EXECUTIVE SUMMARY**

This Executive Summary has been prepared as a general overview to the FY 2019/2020 Budget for the City of Lancaster. It provides a brief review of the fiscal plans of the City Council and Administration.

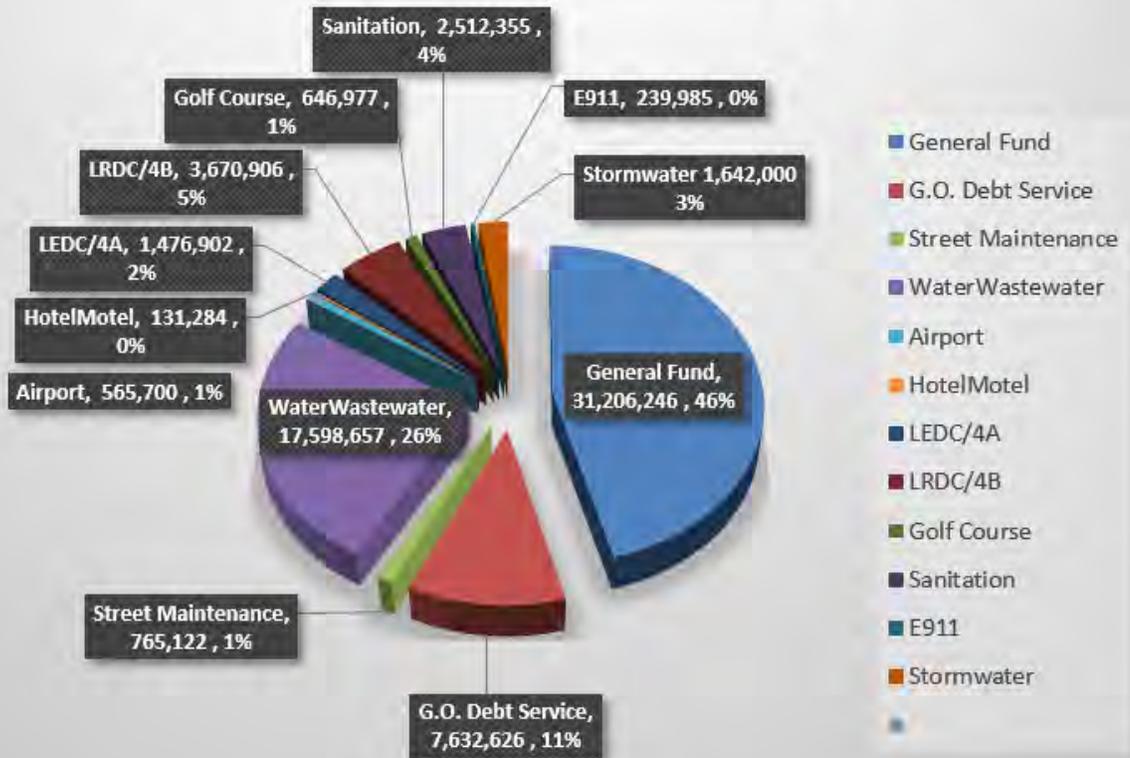
Annually Lancaster City Council conducts a Strategic Planning Session. With facilitator assistance, the Council reviews the progress of current projects and initiatives and develops goals and objectives for the upcoming budget year. The City Manager communicates the City Council Goals and Objectives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

The City Council has adopted six goals aimed at guiding Lancaster's future growth and development as well as focusing on the efforts of the City organization. The goals incorporated in the 2019/2020 budget are as follows:

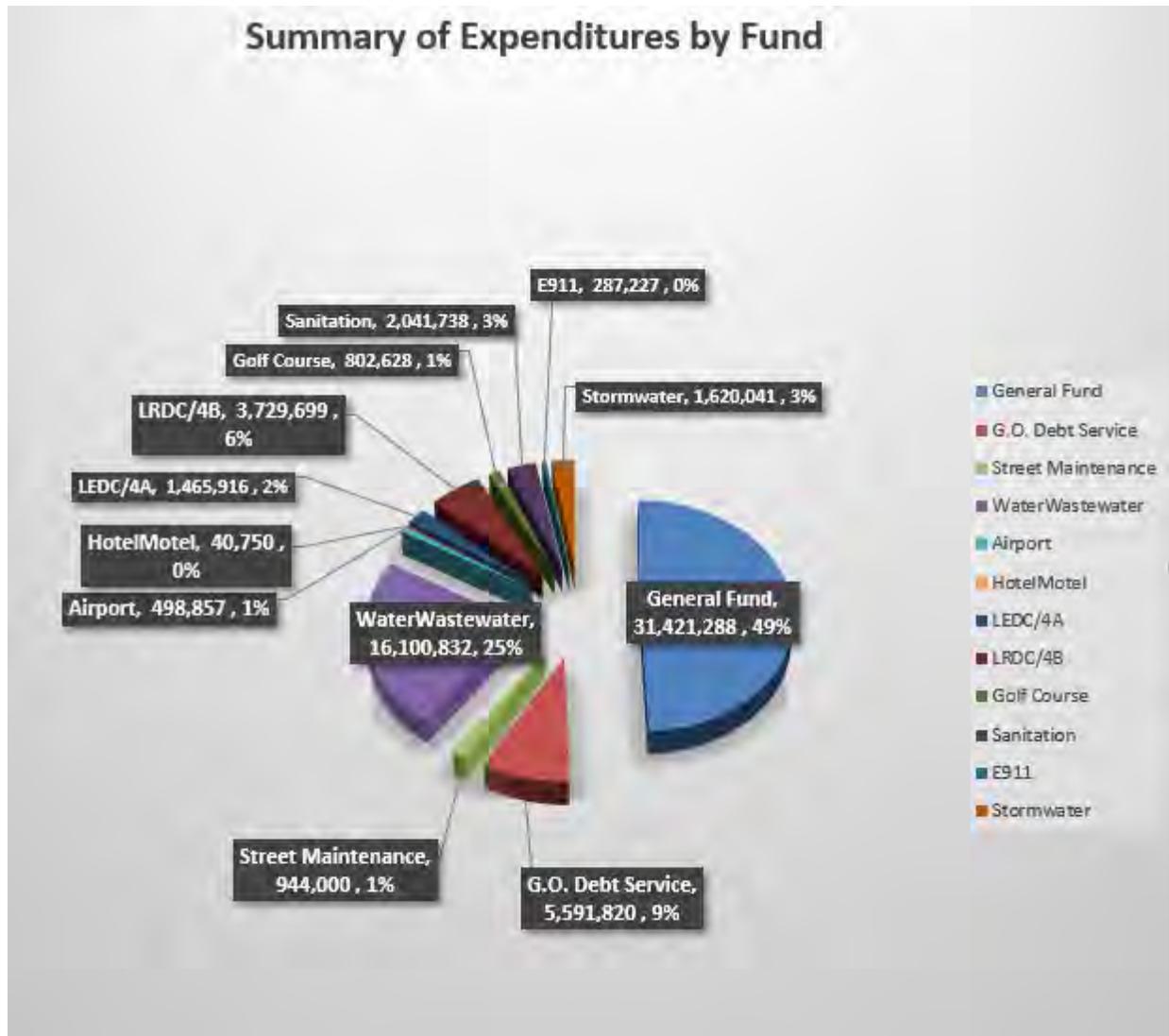
1. Financially Sound Government
2. Sound Infrastructure
3. Quality Development
4. Professional and Committed City Workforce
5. Healthy, Safe & Engaged Community
6. Effective Municipal Operations

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

## Summary of Revenues by Fund



## Summary of Expenditures by Fund



## **GENERAL FUND**

The General Fund provides basic City services that are supported through tax revenues and user fees. The General Fund accounts for approximately 46% of total revenues of the City. Based on historical information and economic trends, the FY2019/2020 adopted budget for the General Fund reflects a revenue projection of \$31,206,246. Total budgeted General Fund revenue increased by approximately 8% compared to FY 2018/2019 revenues of approximately \$29,032,709. 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 \$0.840925 per \$100 of assessed valuation, is well within the tax limit.

Current property tax revenue for FY 2019/2020 is budgeted at \$17,670,906 which is an increase of approximately \$2,372,076. Over the past ten years, Lancaster's property tax base has increased from \$1,552,304,647 in 2009 to the current base of approximately \$3,060,488,567 or 50%. The benefits to the City derived from the property tax revenue are listed below:

### **SERVICES PROVIDED TO CITIZENS**

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



### Tax Rate

The approved budget for FY 2019/2020 reflects a change in the ad valorem tax rate of 0.840925. The distribution for the tax rate has changed from FY 2018/2019 set at .595200 per \$100 valuation for Operations and Maintenance and 0.245725 per \$100 valuation for the Interest and Sinking.

### Property Tax Historical Distribution

Fiscal Year	Operating & Maintenance	Interest & Sinking	Total Tax Rate
Fiscal Year 2009-2010	.650200	.217300	.867500
Fiscal Year 2010-2011	.601200	.266300	.867500
Fiscal Year 2011-2012	.601200	.266300	.867500
Fiscal Year 2012-2013	.601200	.266300	.867500
Fiscal Year 2013-2014	.601200	.266300	.867500
Fiscal Year 2014-2015	.601200	.266300	.867500
Fiscal Year 2015-2016	.601200	.266300	.867500
Fiscal Year 2016-2017	.601200	.266300	.867500
Fiscal Year 2017-2018	.601200	.266300	.867500
Fiscal Year 2018-2019	.601200	.266300	.867500
Fiscal Year 2019-2020	.595200	.245725	.840925

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

Owner Name	Market	Taxable
CSHV 20 35 LLC	\$160,565,110	\$160,565,110
AT&T MOBILITY LLC	\$99,449,080	\$99,449,080
ONCOR ELECTRIC DELIVERY	\$73,756,220	\$73,756,220
UNITED NATURAL FOODS INC	\$68,357,040	\$51,803,472
CH REALTY VII/I DALLAS HOUSTON	\$43,978,030	\$43,978,030
2935 DANIELDALE RD HOLDINGS LLC	\$40,149,320	\$40,149,320
LIBERTY PROPERTY LP	\$40,095,000	\$40,095,000
DUKE REALTY LTD PS	\$39,552,230	\$39,552,230
MOBIS PARTS AMERICA LLC	\$58,345,120	\$38,589,740
WHITE TRACT TRACT II LLC	\$31,353,740	\$31,353,740
<b>TOTAL TAX UNIT</b>	<b>\$655,600,890</b>	<b>\$619,291,942</b>

**SALES TAX**

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

General Fund Sales tax is budgeted at \$6,200,000 which accounts for 20% of General Fund revenue. The following chart reflects the trend of actual sales tax collections for the city as a whole.

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



### Franchise Fees

Franchise Fees are charged for the continued use of the public rights-of-way. Franchise Fees account for approximately 6% of General Fund revenue. The largest portion of franchise revenue is derived from electric franchise. Total Franchise Fees are projected at \$1,723,467.



**Inter Fund Transfers**

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

Water/Wastewater	Stormwater	Sanitation
LEDC	LRDC	Airport
Golf		

The City periodically brings in a consulting firm to perform a Cost Allocation Study to assist in determining the administrative cost of the General Fund to provide service to the other funds. The transfers are based on data from the study. Transfers make up approximately 7% of the General Fund budgeted revenue. The budget for transfers is \$2,173,629.

**Fines and Forfeitures**

Fines and Forfeitures include revenue derived from various sources such as court fines, animal fees, and other public safety fees including warrant, subpoena, and probation fees. Fines and forfeitures account for approximately 3% of General Fund revenue. Fines and Fees are budgeted at \$865,864.

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

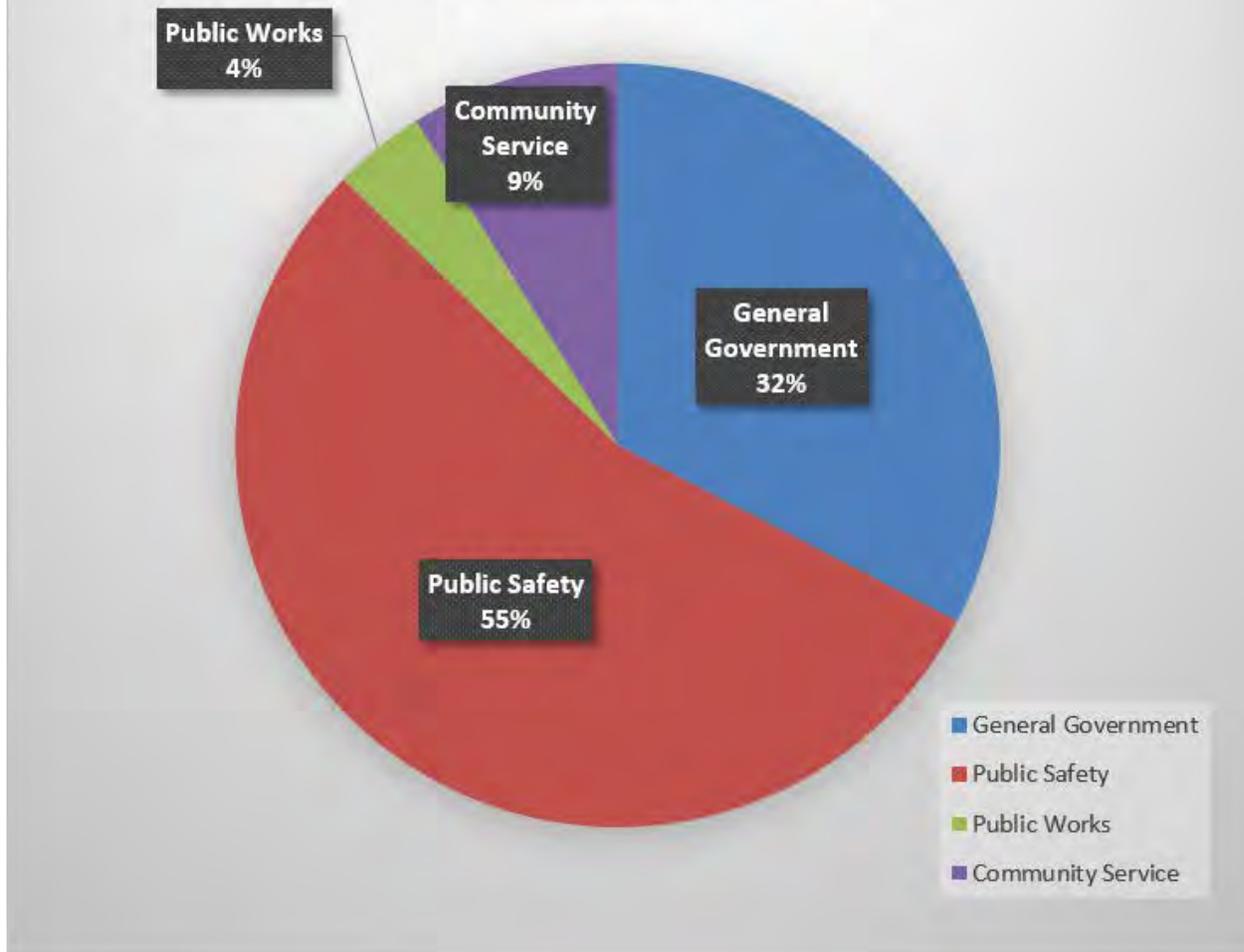
Other revenue consists of various sources including ambulance service, interest earnings, refunds and recoveries of expenditures. The Fiscal Year 2018/2019 budget for other revenue is \$2,572,379.



### GENERAL FUND EXPENDITURES

The Adopted General Fund Budget for Fiscal Year 2019/2020 is \$31,206,246. This is an increase of 8% from the Fiscal Year 2018/2019 adopted budget. The following narrative section describes the expenditures in detail.

## 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 55% of the General Fund budget. The total Public Safety budget is \$16,286,884. This represents approximately a 4% decrease from the Fiscal Year 2018/2019 budget.

### **General Government**

The general government function accounts for approximately 32% of General Fund expenditures. The General Government function includes the following departments:

City Council  
City Manager's Office  
Legal  
City Secretary  
Finance

Purchasing  
Human Resources  
Information Technology  
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 \$5,776,603.

**Other Divisions**

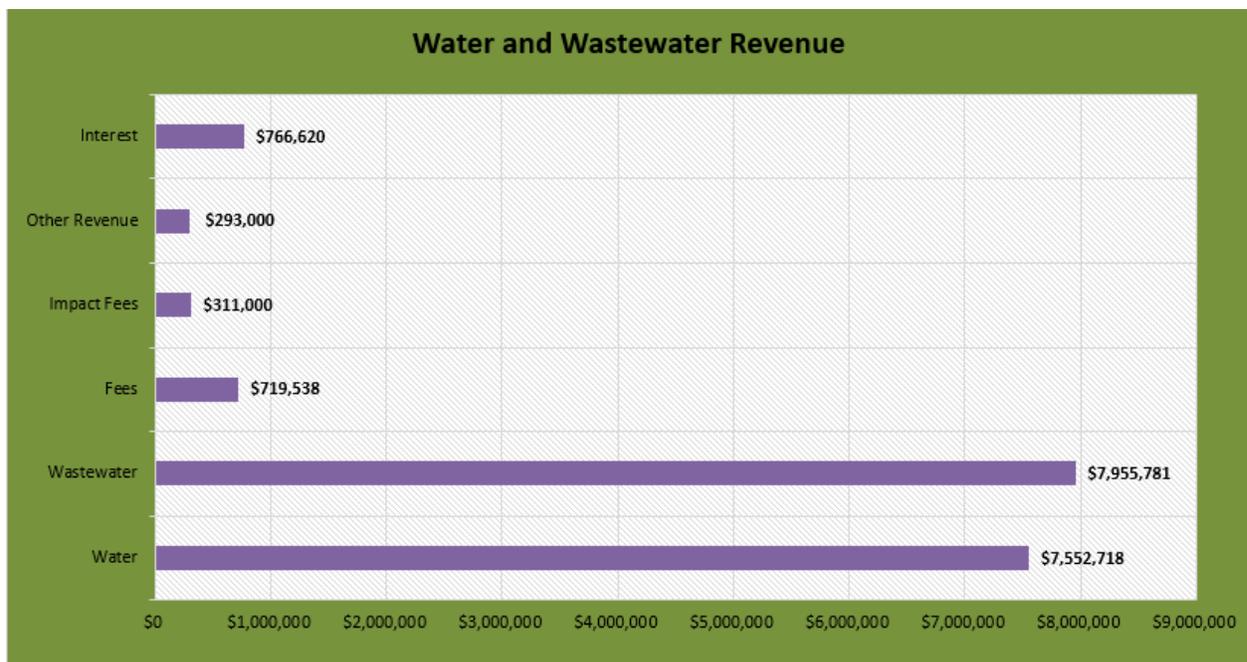
Other departments include Public Works, Community Services, Community Development and Non-Departmental. These divisions make up approximately 13% of General Fund Expenditures.

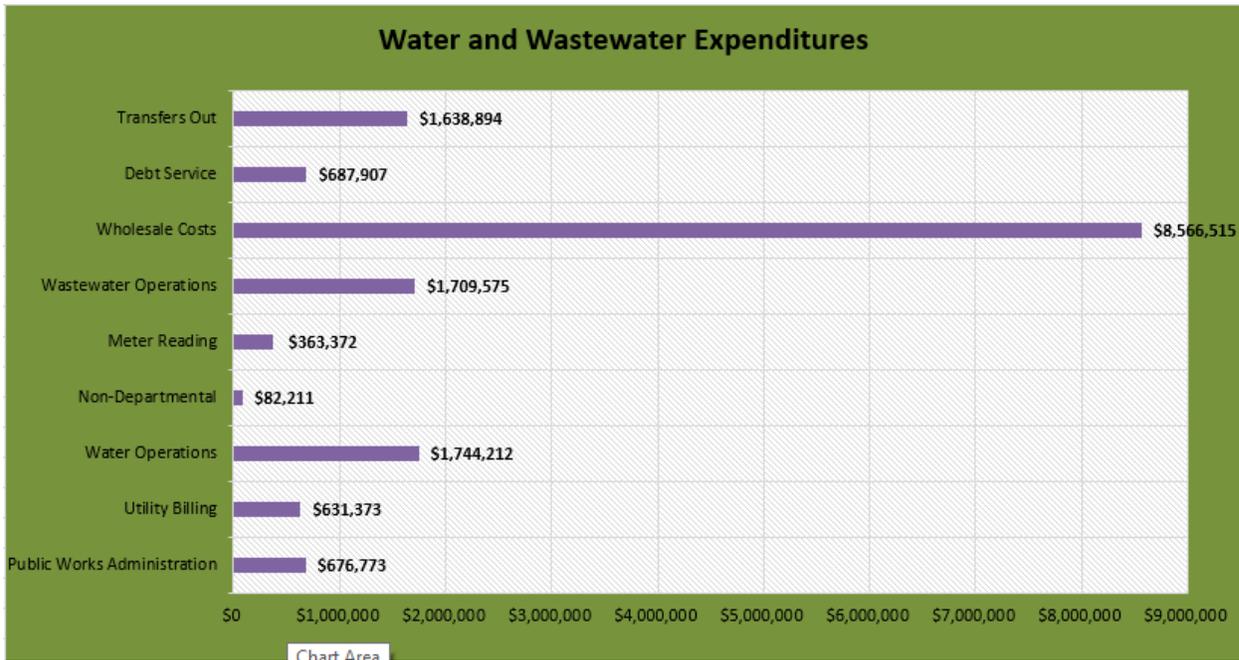
**Fund Balance**

The General Fund is estimated to end the 2019/2020 fiscal year with a fund balance of \$10,323,945. This represents approximately 35.6% of operating expenditures.

**WATER AND WASTEWATER (SEWER) FUND**

The municipal water system serves approximately 15,308 connections with an average consumption of 10,288 gallons annually. There are roughly 12,138 connections to the City's Sewer System. The Water and Wastewater Fund accounts for approximately 26% of the City's total revenues and 25% of the City's total expenditures.



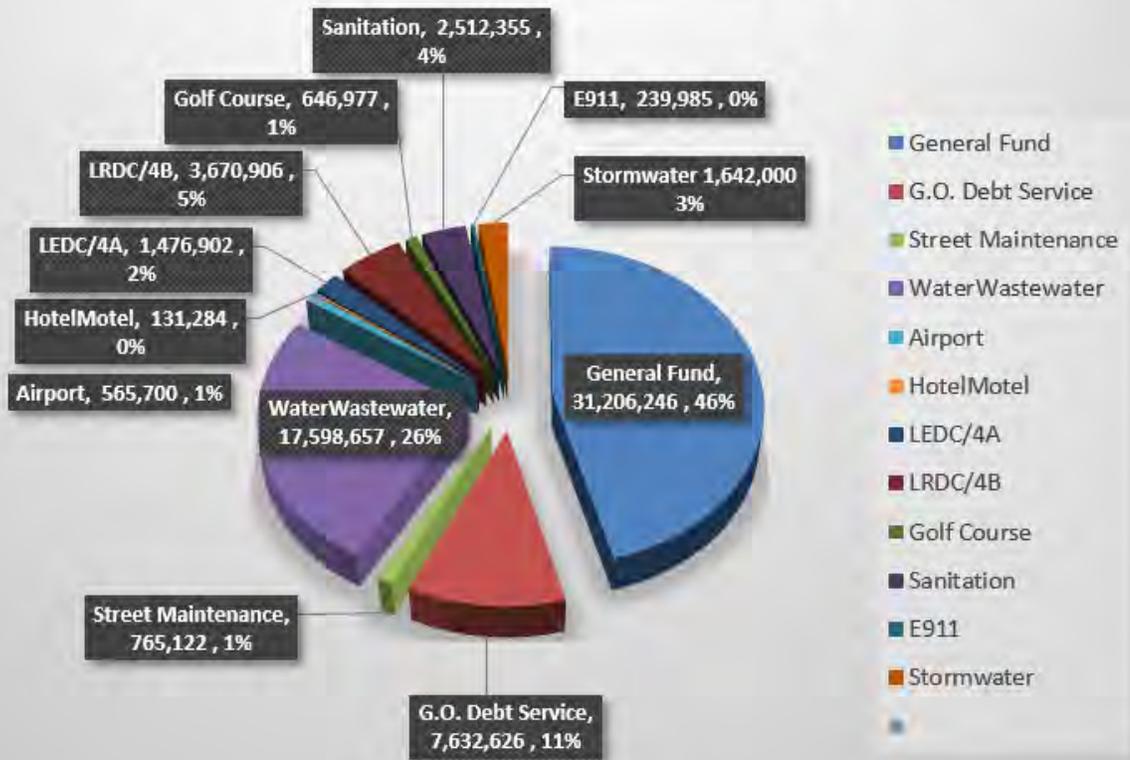


Fiscal year 2019/2020 water and wastewater revenues are expected to increase by approximately \$1,099,210 or 6.66% from year end estimates for fiscal year 2018/2019. Budgeted Expenditures are \$16,100,832 this fiscal year compared to the prior year of \$17,021,398. The Water and wastewater fund balance is projected at \$13,527,076 at the end of the 2020 fiscal year.

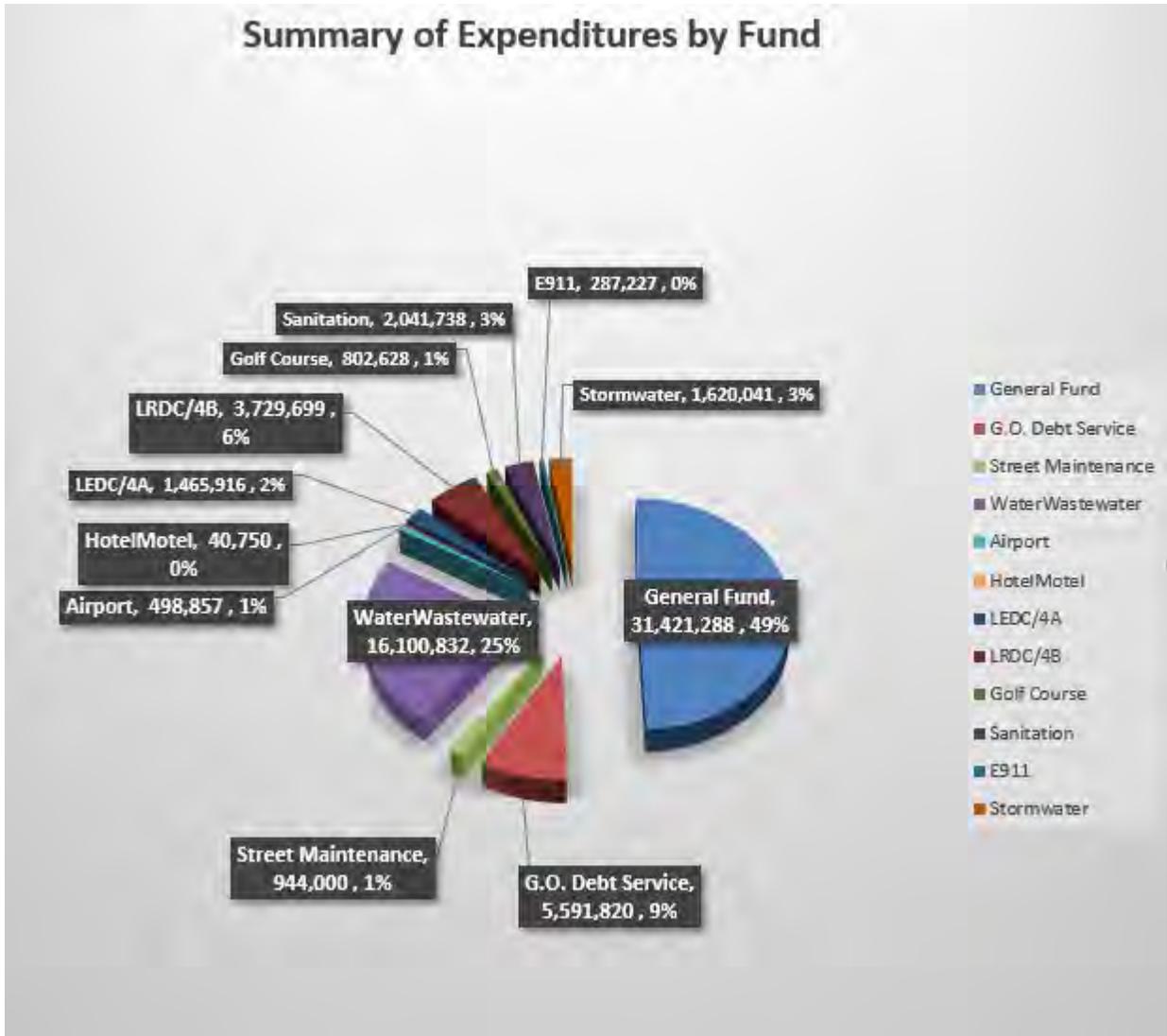
### DEBT OVERVIEW

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.

## Summary of Revenues by Fund



## Summary of Expenditures by Fund



## **GENERAL FUND**

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### **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 \$0.840925 per \$100 of assessed valuation, is well within the tax limit.

Current property tax revenue for FY 2019/2020 is budgeted at \$17,670,906 which is an increase of approximately \$2,372,076. Over the past ten years, Lancaster's property tax base has increased from \$1,552,304,647 in 2009 to the current base of approximately \$3,060,488,567 or 50%. The benefits to the City derived from the property tax revenue are listed below:

### **SERVICES PROVIDED TO CITIZENS**

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



**Tax Rate**

The approved budget for FY 2019/2020 reflects a change in the ad valorem tax rate of 0.840925. The distribution for the tax rate has changed from FY 2018/2019 set at .595200 per \$100 valuation for Operations and Maintenance and 0.245725 per \$100 valuation for the Interest and Sinking.

Property Tax Historical Distribution

Fiscal Year	Operating & Maintenance	Interest & Sinking	Total Tax Rate
Fiscal Year 2009-2010	.650200	.217300	.867500
Fiscal Year 2010-2011	.601200	.266300	.867500
Fiscal Year 2011-2012	.601200	.266300	.867500
Fiscal Year 2012-2013	.601200	.266300	.867500
Fiscal Year 2013-2014	.601200	.266300	.867500
Fiscal Year 2014-2015	.601200	.266300	.867500
Fiscal Year 2015-2016	.601200	.266300	.867500
Fiscal Year 2016-2017	.601200	.266300	.867500
Fiscal Year 2017-2018	.601200	.266300	.867500
Fiscal Year 2018-2019	.601200	.266300	.867500
Fiscal Year 2019-2020	.595200	.245725	.840925

**Top Ten Property Tax Payers FY 2019/2020**

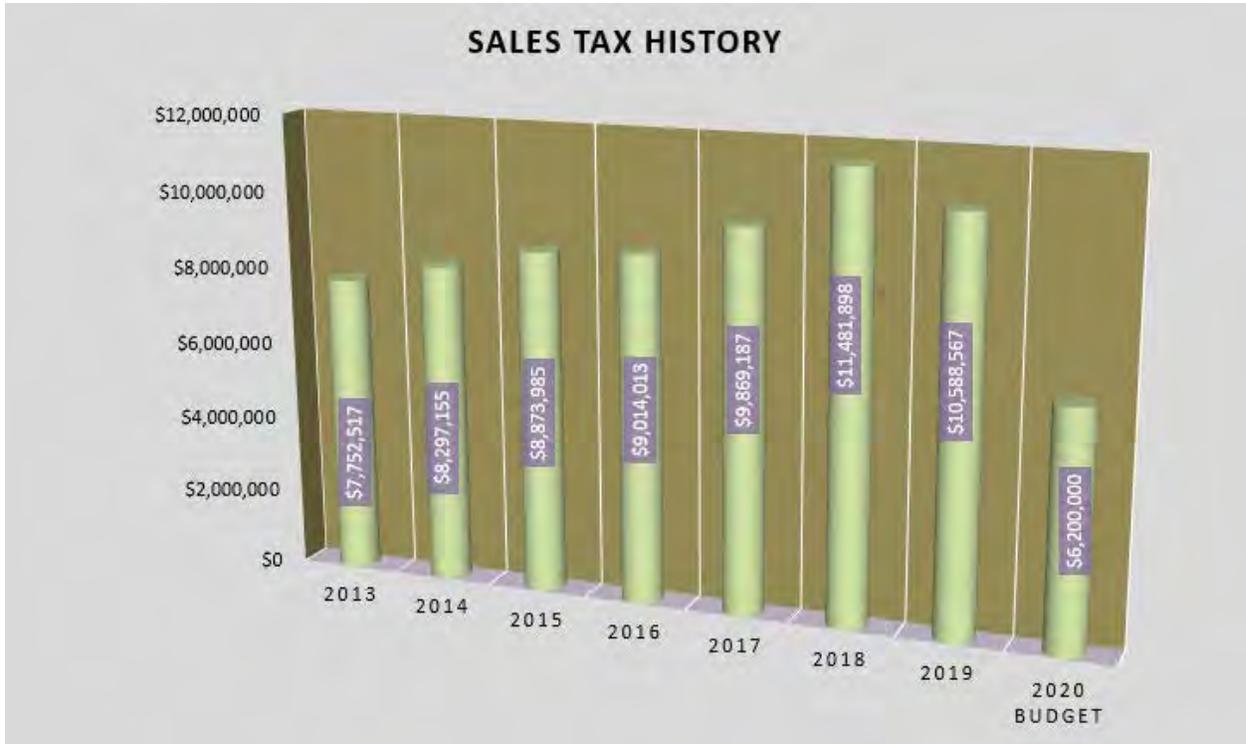
Owner Name	Market	Taxable
CSHV 20 35 LLC	\$160,565,110	\$160,565,110
AT&T MOBILITY LLC	\$99,449,080	\$99,449,080
ONCOR ELECTRIC DELIVERY	\$73,756,220	\$73,756,220
UNITED NATURAL FOODS INC	\$68,357,040	\$51,803,472
CH REALTY VII/I DALLAS HOUSTON	\$43,978,030	\$43,978,030
2935 DANIELDALE RD HOLDINGS LLC	\$40,149,320	\$40,149,320
LIBERTY PROPERTY LP	\$40,095,000	\$40,095,000
DUKE REALTY LTD PS	\$39,552,230	\$39,552,230
MOBIS PARTS AMERICA LLC	\$58,345,120	\$38,589,740
WHITE TRACT TRACT II LLC	\$31,353,740	\$31,353,740
<b>TOTAL TAX UNIT</b>	<b>\$655,600,890</b>	<b>\$619,291,942</b>

**SALES TAX**

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

General Fund Sales tax is budgeted at \$6,200,000 which accounts for 20% of General Fund revenue. The following chart reflects the trend of actual sales tax collections for the city as a whole.

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



**Franchise Fees**

Franchise Fees are charged for the continued use of the public rights-of-way. Franchise Fees account for approximately 6% of General Fund revenue. The largest portion of franchise revenue is derived from electric franchise. Total Franchise Fees are projected at \$1,723,467.



### Inter Fund Transfers

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

Water/Wastewater	Stormwater	Airport
LEDC	LRDC	Sanitation
Golf		

The City periodically brings in a consulting firm to perform a Cost Allocation Study to assist in determining the administrative cost of the General Fund to provide service to the other funds. The transfers are based on data from the study. Transfers make up approximately 7% of the General Fund budgeted revenue. The budget for transfers is \$2,173,629.

### Fines and Forfeitures

Fines and Forfeitures include revenue derived from various sources such as court fines, animal fees, and other public safety fees including warrant, subpoena, and probation fees. Fines and forfeitures account for approximately 3% of General Fund revenue. Fines and Fees are budgeted at \$865,864.

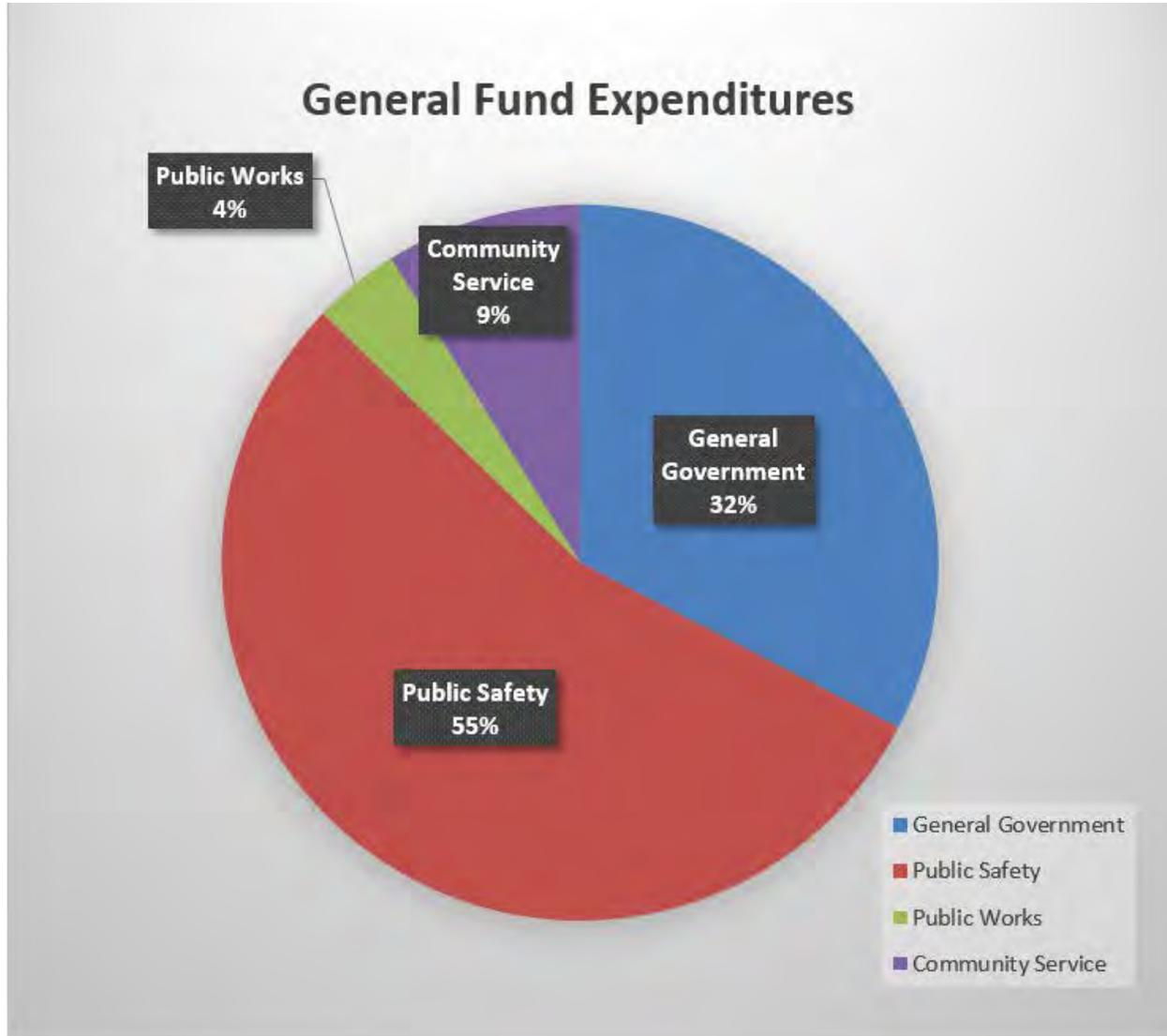
### Charges for Service, Interest, and Other Revenue

Other revenue consists of various sources including ambulance service, interest earnings, refunds and recoveries of expenditures. The Fiscal Year 2018/2019 budget for other revenue is \$2,572,379.



## GENERAL FUND EXPENDITURES

The Adopted General Fund Budget for Fiscal Year 2019/2020 is \$31,206,246. This is an increase of 8% from the Fiscal Year 2018/2019 adopted budget. The following narrative section describes the expenditures in detail.



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

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

Public Safety accounts for 55% of the General Fund budget. The total Public Safety budget is \$16,286,884. This represents approximately a 4% decrease from the Fiscal Year 2018/2019 budget.

**General Government**

The general government function accounts for approximately 32% of General Fund expenditures. The General Government function includes the following departments:

- City Council
- City Manager’s Office
- Legal
- City Secretary
- Finance
- Purchasing
- Human Resources
- Information Technology
- 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 \$5,776,603.

**Other Divisions**

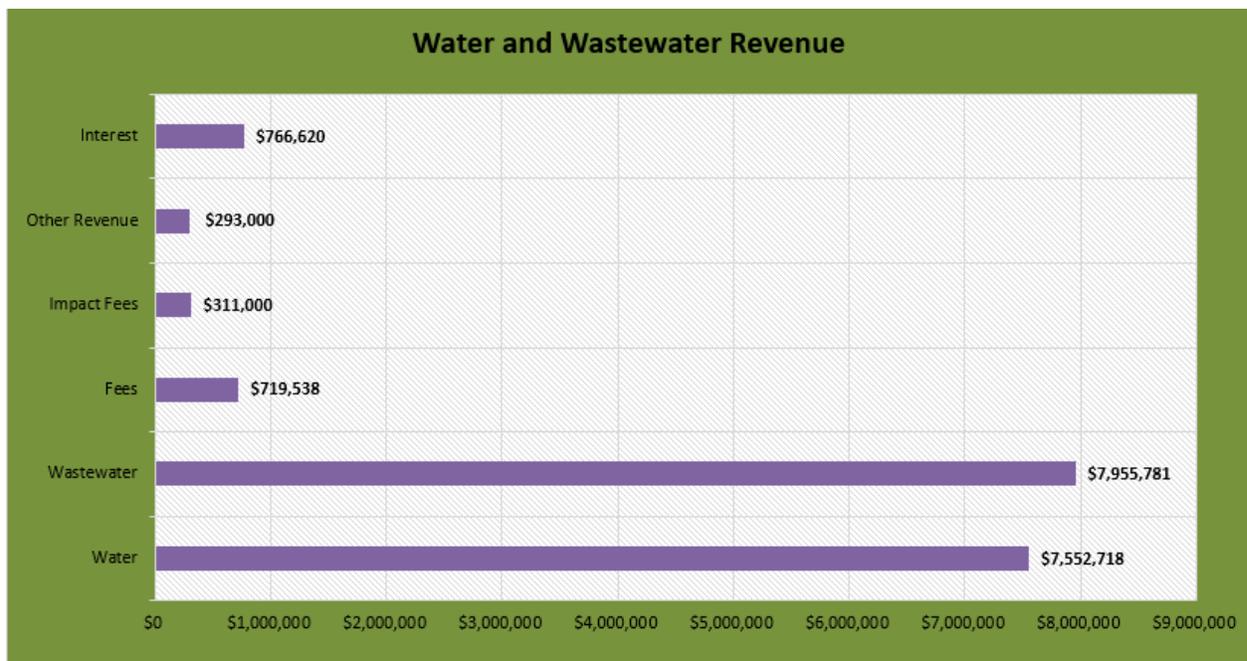
Other departments include Public Works, Community Services, Community Development and Non-Departmental. These divisions make up approximately 13% of General Fund Expenditures.

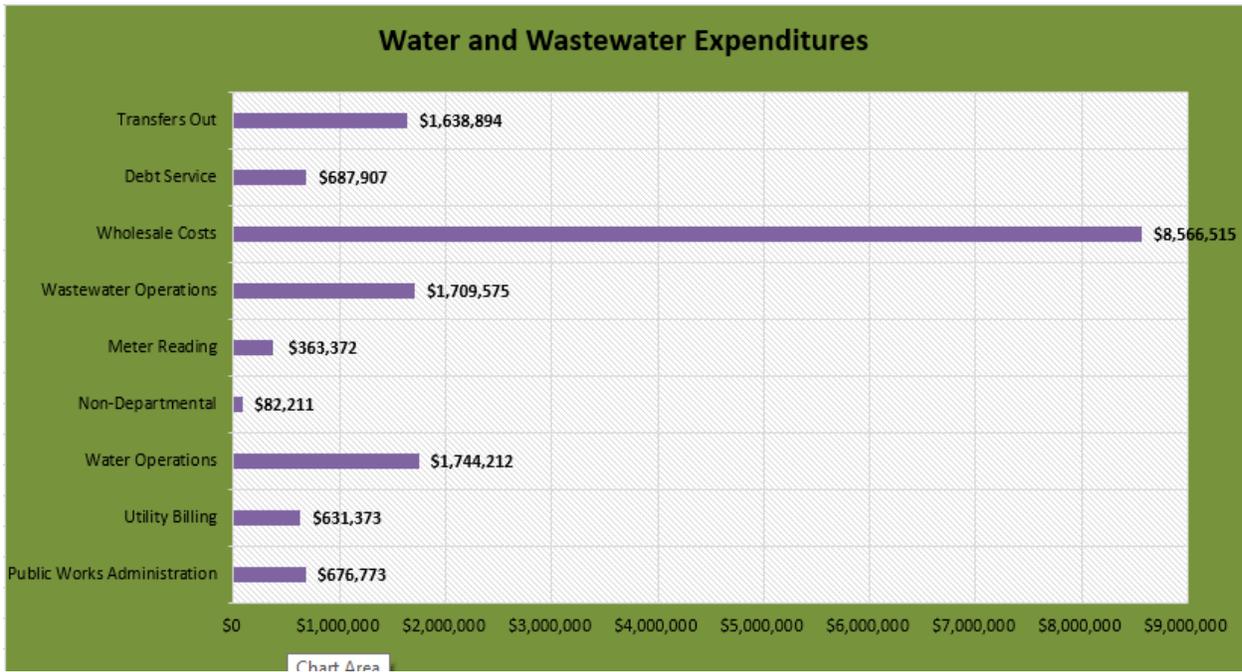
**Fund Balance**

The General Fund is estimated to end the 2019/2020 fiscal year with a fund balance of \$10,323,945. This represents approximately 35.6% of operating expenditures.

**WATER AND WASTEWATER (SEWER) FUND**

The municipal water system serves approximately 15,308 connections with an average consumption of 10,288 gallons annually. There are roughly 12,138 connections to the City’s Sewer System. The Water and Wastewater Fund accounts for approximately 26% of the City’s total revenues and 25% of the City’s total expenditures.





Fiscal year 2019/2020 water and wastewater revenues are expected to increase by approximately \$1,099,210 or 6.66% from year end estimates for fiscal year 2018/2019. Budgeted Expenditures are \$16,100,832 this fiscal year compared to the prior year of \$17,021,398. The Water and wastewater fund balance is projected at \$13,527,076 at the end of the 2020 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:** 38,400      **Land Area:** 33.150 Sq. Miles  
**Median House Value:** \$155,429 (Market value)      **Average Household Income:** \$51,131

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

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

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

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

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

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

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

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

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

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

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



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



**Colleges and Universities** – Cedar Valley College is located on the eastern border of Lancaster and Dallas on North Dallas Avenue.

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

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

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



Built in 1911, the Interurban Building was home to the Texas Interurban Railway that ran from Waxahachie through Red Oak, Lancaster, and Dallas to Sherman-Denison until the 1950's. It was also the regions' first 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.

This facility is occupied as the official workspace of State Representative Carl Sherman. Representative Sherman designated this facility as his workspace in October of 2018, and at the beginning of 2019, Representative Sherman took office.

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

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

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



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

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

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



**Nina Morris**  
District 6



**Derrick D. Robinson**  
Deputy Mayor Pro Tem  
District 4



**Marco Mejia**  
District 3



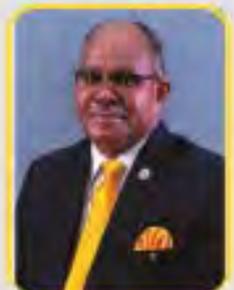
**Carol Strain-Burk**  
District 1



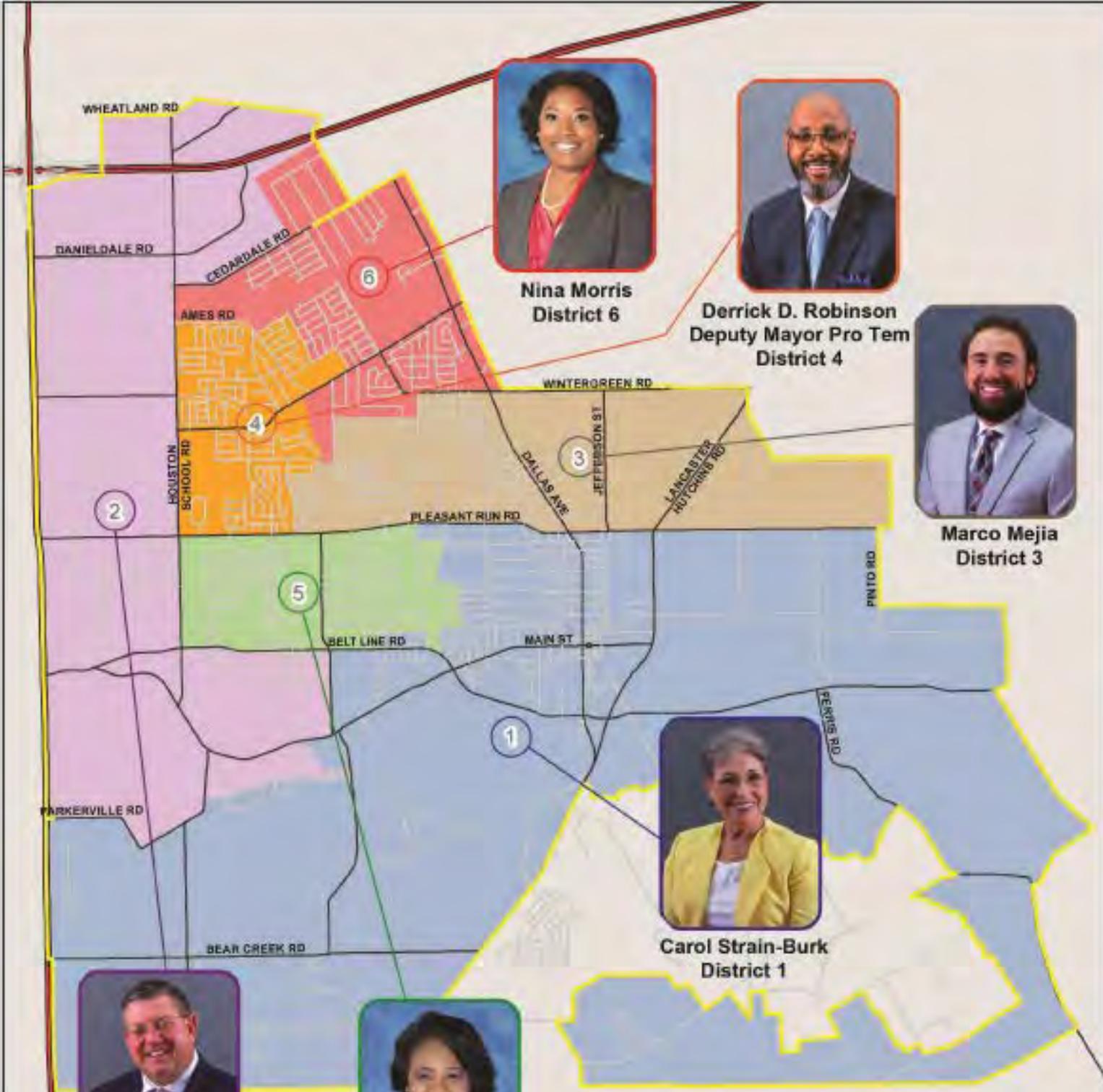
**Stanley Jaglowski**  
District 2



**Racheal Hill**  
Mayor Pro Tem  
District 5



**Clyde C. Hairston**  
Mayor



# City of Lancaster Mayor & City Council

## 2019-2020 Goals and Objectives

### Effective Municipal Operations

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

### Healthy, Safe & Engaged Community

### Professional & Committed City Workplace

### Quality Development

### Sound Infrastructure

### Financially Sound Government

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

### Sound Infrastructure

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

- ▶ Implement a Street Maintenance Fund
- ▶ Continue Infrastructure Implementation Project – Pleasant Run Road Phases 3 & 4
- ▶ Continue the Facilities Assessment Implementation
- ▶ Complete Airport terminal construction
- ▶ Work with the Best Southwest Partnership to implement public transportation options
- ▶ Conduct a Loop 9 Corridor Study and make implementation decisions
- ▶ Complete the update of the Pavement Management Plan and implement
- ▶ Implement Water/Wastewater Master plan including Flood Plain Reclamation Study for Country View Golf Course

### Effective Municipal Operations

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

- ▶ Hold quarterly Council Strategic Planning Sessions
- ▶ Strengthen the performance review process for Council-Appointed officials
- ▶ Review City Charter amendment process 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 revitalization incentives for commercial and retail centers
- ▶ Continue implantation of the Comprehensive Plan
- ▶ Continue Economic Development Strategic Plan- Incentive Policy Update; Retail Recruitment Strategy
- ▶ Continue the review and update various City plans
- ▶ Revitalize Downtown- Downtown TIF

## **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 annual City Council strategic planning and team building exercises
- ▶ Review specialty incentive pay program
- ▶ Evaluate compensation to address compression
- ▶ Continue Lancaster University
- ▶ Develop options for a Council-level employee recognition program

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

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

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

- ▶ Ensure update of Parks and Open Space Master Plan
- ▶ Continue the Business Retention and Expansion Program (BREP)
- ▶ Senior Cares Initiative

## Executive Leadership Team



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

Committed to providing innovative services of quality, that set a high standard for professionalism and excellence.



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

Responsible for the operations of administration, Public Information, Library, Regional Airport, Visitor Center and Museum.



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

Responsible for the operations of Utility Billing, Purchasing and Municipal Court. Manages the contract for the Solid Waste and Recycling services.



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

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



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

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



### **Shane Shepard, Director of Economic Development**

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



**Jermaine Sapp, Director of Equipment & Facility Services**  
Responsible for direct oversight of city fleet operations, maintenance and repair of city vehicles, equipment and facilities.



**Andrew Waits, Director of Public Works**  
Oversees operations for storm water, streets, waste water and water.



**Kenneth Johnson, Fire Chief**  
Is driven by the mission to "Protect the Public, Be Polite, and ultimately Go Home Safe".



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



**Sean Johnson, Managing Director of Quality of Life & Cultural Services**  
Ensures residents have well-maintained, quality parks, as well as affordable recreational opportunities.



**Terry Capehart, Director of Development Services**  
Oversees operations for planning and zoning, animal services, code compliance, building inspections, and engineering.

**Sharon Jungman, Assistant Director of Finance**  
Has the responsibility of documenting revenues, expenditures, accounts receivable/payable, and investments.

## 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.

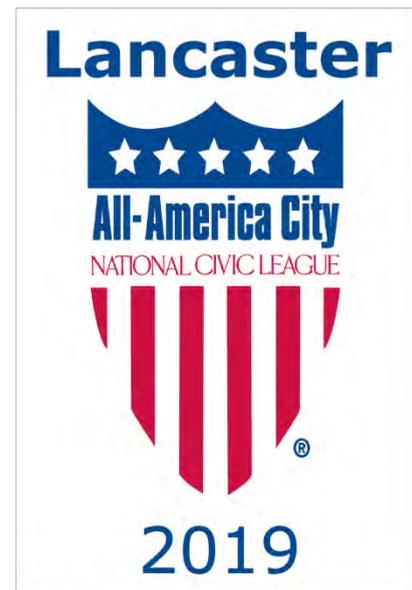


**Dedication**: Each person finishes their role in the process and completes the work with passion. Loyalty and commitment to the success of others through our professionalism and willingness to embrace new colleagues.



**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 9, 2019**



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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 or City Council. Specifically, this policy framework mandates the pursuit of the following fiscal objectives:

**I. Revenues**

Design, maintain and administer a revenue system that will assure a reliable, equitable, diversified and sufficient revenue stream to support desired City services.

**II. Expenditures**

Identify priority services, establish and define appropriate service levels and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of services.

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

Maintain the fund balance, working capital and net assets of the various operating funds at levels sufficient to protect the City's credit worthiness as well as its financial position from emergencies.

**IV. Capital Expenditures and Improvements**

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

**V. Debt Management**

Establish guidelines for debt financing that will provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current and future revenues.

**VI. Cash Management and Investments**

Invest the City's operating cash to ensure the absolute safety of principal, provide for necessary liquidity and optimize yield in accordance with the City's adopted Investment Policy.

**VII. Intergovernmental Relations**

Coordinate efforts with other governmental agencies to achieve common policy objectives, share the cost of providing governmental services on an equitable basis and support appropriate favorable legislation at the state and federal level.

**VIII. Grants**

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

**IX. Economic Development**

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

**X. Fiscal Monitoring**

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

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

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

**XII. Internal Controls**

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

**XIII. Risk Management**

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

**XIV. Operating Budget**

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

**XV. Five Year Plans**

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

## **I. Revenues**

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

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

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

### **B. User Fees**

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

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

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

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

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

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

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

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

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

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

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

## **II. Expenditures**

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

### **Current Funding Basis**

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

### **Avoidance of Operating Deficits**

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

### **Maintenance of Capital Assets**

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

### **Periodic Program Reviews**

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

### **Purchasing**

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

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

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

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

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

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

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

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

**General Fund Unassigned Fund Balance**

The City shall strive to maintain the General Fund unassigned fund balance at an amount equal to a minimum of twelve (12) percent of the general operating budget with a target of reaching eighteen (18) percent and a maximum of twenty-five (25) percent. The City will maintain an unallocated fund balance of an amount equal to a minimum of twelve (12) percent of the general operating budget. Any excess above the minimum will be designated to the Capital Improvement Program and the Equipment Replacement Program. These designations will be reviewed annually and authorized by the Council. The minimum twelve (12) percent unallocated fund balance will be used to avoid cash-flow interruptions, generate interest income, reduce need for short-term borrowing and assist in maintaining an investment-grade bond rating.

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

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

<u>Fund</u>	<u>Minimum</u>	<u>Target</u>	<u>Maximum</u>
Water/Wastewater	12.00%	18.00%	25.00%
Airport Fund	12.00%	18.00%	25.00%
Golf Fund	12.00%	18.00%	25.00%

Debt Service Funds 12% of Current Year Debt Payment

**Use of Fund Balance/Net Assets**

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

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

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

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

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

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

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

The City shall annually review the Capital Improvements Program (CIP), potential new projects and the current status of the City's infrastructure, replacement and renovation needs, updating the program as appropriate. All projects, ongoing and proposed, shall be prioritized based on 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 guideline for debt financing which will provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current and future revenues.

### **Use of Debt Financing**

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

### **Amortization of Debt**

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

### **Affordability Targets**

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

### **Sale Process**

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

### **Rating Agencies Presentations**

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

### **Continuing Disclosure**

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

### **Debt Refunding**

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

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

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

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

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

The City will establish and maintain an equipment replacement fund. If any equipment is secured through a lease/purchase agreement, it will have a useful life of at least five (5) years.

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

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

## **VII. Intergovernmental Relations**

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

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

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

### **Legislative Program**

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

## **VIII. Grants**

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

### **Grant Guidelines**

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

### **Grant Review**

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

## **IX. Economic Development**

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

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

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

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

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

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

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

### **Use of Other Incentives**

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

## **X. Fiscal Monitoring**

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

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

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

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

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

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

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

Comptroller's Office Leadership Circle program promoting financial transparency.

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

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

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

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

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

## **XII. Internal Controls**

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

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

### **XIII. Risk Management**

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

### **XIV. Operating Budget**

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

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

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

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

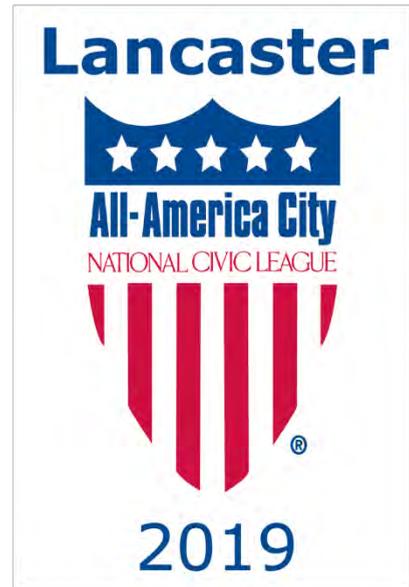
#### **Capital Improvement Plan**

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

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

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

**City of Lancaster, Texas  
FINANCIAL MANAGEMENT  
POLICY  
September 9, 2019**



RESOLUTION NO. 2019-09-49

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 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;

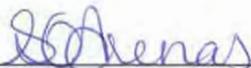
**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS:**

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

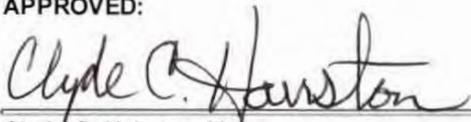
**SECTION 2.** This resolution shall take effect immediately from and after its passage, as the law and charter in such cases provide.

**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 9th day of September, 2019.

**ATTEST:**

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

**APPROVED:**

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

**APPROVED AS TO FORM:**

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

# **PERSONNEL AND SALARY INFORMATION**





Proposed 10/01/2019

**City of Lancaster Personnel Schedule**



	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
<b>City Manager's Office</b> 01-02	City Manager	1999	NON	1	1	1
	Deputy City Manager	1901	NON	0	0.75	0.75
	Assistant City Manager	1805	NON	0.75	1	1
	Assistant to the City Manager	1522	15-E	0.75	0.75	0.75
	Admin. & Comm. Relations Supervisor	1416	14-E	0.75	0.75	0.75
	CM Executive Assistant	6004	60-N	1	1	1
	Administrative Secretary	5522	55-N	0.5	0.5	0.5
				<b>TOTAL</b>	<b>4.75</b>	<b>5.75</b>
<b>Building Services</b> 01-06	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	Building Maint. Worker II	5608	56-N	2	2	2
				<b>TOTAL</b>	<b>2</b>	<b>2</b>
<b>Municipal Court</b> 01-08	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	Court Administrator	1401	14-E	1	1	1
	Court Clerk	5402	54-N	3	3	3
			<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Building Inspections</b> 01-09	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	Chief Building Official	1715	17-E	0	1	0
	Building Official	1603	16-E	1	1	1
	Building Inspector	5902	59-N	2	2	2
			<b>TOTAL</b>	<b>3</b>	<b>4</b>	<b>3</b>
<b>Fleet Services</b> 01-10	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	Director of Equipment & Facility Services	1810	NON	1	1	1
	Lead Mechanic	5806	58-N	0	0	1
	Lead Mechanic	5723	57-N	1	1	0
	Mechanic/Fleet Services	5603	56-N	2	2	2
			<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>



Proposed 10/01/2019

**City of Lancaster Personnel Schedule**



Streets 01-12	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	Foreman II	5905	59-N	1	1	1
	Heavy Equipment Operator II	5710	57-N	1	1	1
	Heavy Equipment Operator I	5404	54-N	1	1	1
	Maintenance Worker II	5212	52-N	1	1	1
<b>TOTAL</b>				<b>4</b>	<b>4</b>	<b>4</b>

Parks 01-13	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	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	9
<b>TOTAL</b>				<b>10</b>	<b>10</b>	<b>12</b>

Police 01-14	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	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	47	50	50
	CID Technician	5716	57-N	1	1	1
	Property & Evidence Tech.	5714	57-N	1	1	1
	Public Service Officer	5316	53-N	2	3	3
	PT Public Service Officer (fte .5)	0059	01-N	0.5	0.5	0.5
	Administrative Secretary	5522	55-N	1	1	1
<b>TOTAL</b>				<b>68.5</b>	<b>72.5</b>	<b>72.5</b>

Fire 01-15	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	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	10	10
	Fire Engineer	4101	F2-CS	21	21	21
	Fire Fighter	4001	F1-CS	25	28	28
	Administrative Secretary	5522	55-N	1	1	1
<b>TOTAL</b>				<b>63</b>	<b>67</b>	<b>67</b>



# CITY OF LANCASTER

## SHINING STAR OF TEXAS

Proposed 10/01/2019

### City of Lancaster Personnel Schedule



Planning & Development 01-17	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	Director of Development Services	1804	NON	1	1	1
	Sr. Planner	1614	16-E	1	1	1
	Planner	1518	15-E	1	1	1
	Development Coordinator	5912	59-N	1	1	1
	Planning Technician	5606	56-N	0	1	1
	Permit Technician	5607	56-N	2	2	2
	<b>TOTAL</b>			<b>6</b>	<b>7</b>	<b>7</b>

City Secretary 01-18	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	City Secretary	1998	NON	1	1	1
	Deputy City Secretary	5916	59-N	1	1	1
	Records Supervisor	5915	59-N	1	1	0
	Administrative Secretary	5522	55-N	1	1	1
	Records Technician	5417	54-N	1	1	0
	PT Records Technician ( fte .5)	0067	01-N	1	1	0
	<b>TOTAL</b>			<b>6</b>	<b>6</b>	<b>3</b>

Finance 01-19	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	Director of Finance	1703	NON	1	1	1
	Asst. Director of Finance	1712	17-E	1	1	1
	Chief Accountant	1516	15-E	1	1	1
	Accountant	6007	60-N	0.75	0.75	0.75
	Account Payables Specialist	5518	55-N	1	1	1
<b>TOTAL</b>			<b>4.75</b>	<b>4.75</b>	<b>4.75</b>	

Animal Services 01-24	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	Lead Animal Services Officer	5807	58-N	0	0	1
	Animal Services Officer	5719	57-N	2	2	1
	PT On Call Animal Control	0065	01-N	0.5	0.5	0.5
	PT Animal Shelter Attendant (.5)	0064	01-N	1	1	1.5
<b>TOTAL</b>			<b>3.5</b>	<b>3.5</b>	<b>4</b>	



# CITY OF LANCASTER

## SHINING STAR OF TEXAS

Proposed 10/01/2019

### City of Lancaster Personnel Schedule



Purchasing 01-29	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	Purchasing Agent	1515	15-E	1	1	1
<b>TOTAL</b>				<b>1</b>	<b>1</b>	<b>1</b>

Human Resources 01-31	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	Director of Human Resources	1702	NON	1	1	1
Assistant Director of Human Resources	1716	17-E	0	0	1	
Benefits & Risk Manager	1417	14-E	1	1	0	
Human Resources Generalist	1309	13-E	0	1	1	
Administrative Secretary	5522	55-N	1	1	1	
<b>TOTAL</b>				<b>3</b>	<b>4</b>	<b>4</b>

Emergency Communications 01-34	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	Dispatch & Emergency Mgr Superintendent	1617	16-E	1	1	1
Dispatch Manager	1415	14-E	1	1	1	
Lead 911 Dispatcher	5808	58-N	0	0	4	
Lead 911 Dispatcher	5717	57-N	4	4	0	
911 Dispatchers	5602	56-N	9	8	8	
PT - 911 Dispatchers	0012	01-N	-	1	1	
<b>TOTAL</b>				<b>15</b>	<b>15</b>	<b>15</b>

Code Compliance 01-35	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	Senior Code Officer	5910	59-N	1	1	1
Environmental Code Compliance Officer	5809	58-N	0	0	1	
Code Compliance Officer	5704	57-N	4	4	5	
Maintenance Worker II - Code	5213	52-N	1	1	1	
<b>TOTAL</b>				<b>6</b>	<b>6</b>	<b>8</b>

Information Technology 01-37	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	IT Manager	1616	16-E	0.75	0.75	0.75
GIS Coordinator	1519	15-E	0.5	0.5	0.25	
Computer Systems Admin.	6008	60-N	2	2	2	
PT Hourly IT (fte .5)	0051	01-N	0.5	0.5	0.5	
<b>TOTAL</b>				<b>3.75</b>	<b>3.75</b>	<b>3.5</b>



# CITY OF LANCASTER

## SHINING STAR OF TEXAS

Proposed 10/01/2019

### City of Lancaster Personnel Schedule



	Position	Job Code	Pay Grade	Adopted 17/18	Amended 18/19	Proposed 19/20
<b>Fire Marshal</b> 01-38	Fire Marshal	4301	F4-CS	1	4	0
	Fire Marshal	1604	16-E	1	1	1
	Fire Inspector	4201	F3-CS	0	4	0
	Administrative Secretary	5522	55-N	1	1	1
	<b>TOTAL</b>			<b>3</b>	<b>2</b>	<b>2</b>
<b>City Marshal</b> 01-39	City Marshal	6009	60-N	1	1	1
	Warrant Officer	5317	53-N	1	1	1
	PT Deputy City Marshal (fte .5)	0031	01-N	0.5	0.5	0.5
	<b>TOTAL</b>			<b>2.5</b>	<b>2.5</b>	<b>2.5</b>
<b>Records</b> 01-40	Records Supervisor	5915	59-N	0	0	1
	Records Technician	5417	54-N	0	0	2
	<b>TOTAL</b>			<b>0</b>	<b>0</b>	<b>3</b>
<b>Public Relations</b> 01-55	Community Programs Coordinator	1529	15-E	0	1	1
	<b>TOTAL</b>			<b>0</b>	<b>1</b>	<b>1</b>
<b>GENERAL FUND TOTAL</b>				<b>217.75</b>	<b>229.75</b>	<b>233</b>



# CITY OF LANCASTER

## SHINING STAR OF TEXAS

Proposed 10/01/2019

### City of Lancaster Personnel Schedule



Department	Position	Job Code	Pay Grade	Adopted	Adopted	Proposed
				17/18	18/19	19/20
PW - Administration Engineering 05-02	Deputy City Manager	1901	NON	0	0.25	0.25
	Assistant City Manager	1805	NON	0.25	0	0
	City Engineer	1707	17-E	1	1	1
	IT Manager	1616	16-E	0.25	0.25	0.25
	GIS Coordinator	1519	15-E	0.25	0.25	0.5
	Assistant to the City Manager	1522	15-E	0.25	0.25	0.25
	Admin. & Comm. Relations Supervisor	1416	14-E	0.25	0.25	0.25
	Project Manager	1404	14-E	1	1	1
	Construction Inspector	5903	59-N	2	2	2
	<b>TOTAL</b>				<b>5.25</b>	<b>5.25</b>
Utility Billing 05-20	Utility Billing Manager	1505	15-E	1	1	1
	Accountant	6007	60-N	0.25	0.25	0.25
	Administrative Secretary	5522	55-N	0.25	0.25	0.25
	Utility Billing Clerk	5415	54-N	3	3	3
	<b>TOTAL</b>				<b>4.5</b>	<b>4.5</b>
Water 05-21	Director of Public Works	1803	NON	0.5	0.5	0.5
	Superintendent-W/WW	1601	16-E	1	1	1
	Crew Leader	5711	57-N	1	1	1
	Water Systems Operator	5705	57-N	1	1	1
	Administrative Secretary	5522	55-N	1	1	1
	Maintenance Worker II	5201	52-N	2	2	2
	<b>TOTAL</b>				<b>6.5</b>	<b>6.5</b>
Meter Reading 05-27	Meter Technician	5310	53-N	2	2	2
	<b>TOTAL</b>				<b>2</b>	<b>2</b>
Waste Water 05-30	Foreman III	6003	60-N	1	1	1
	Crew Leader	5721	57-N	4	4	4
	Heavy Equipment Operator I	5403	54-N	1	1	1
	Maintenance Worker II	5208	52-N	4	4	4
	<b>TOTAL</b>				<b>10</b>	<b>10</b>
<b>WATER FUND TOTAL</b>				<b>28.25</b>	<b>28.25</b>	<b>28.5</b>



# CITY OF LANCASTER

## SHINING STAR OF TEXAS

Proposed 10/01/2019

### City of Lancaster Personnel Schedule



	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
<b>Airport</b> 09-40	Airport Manager	1615	16-E	1	1	1
	Airport Operations Supervisor	5720	57-N	0	0	1
	Airport Operations Agent	5114	51-N	2	2	1
	PT Airport Labor (fte .5)	0030	01-N	2	2	1.5
	<b>AIRPORT FUND TOTAL</b>				<b>5</b>	<b>5</b>
<b>Visitors Center</b> 14-52	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	PT Visitors Center Attendant (fte .5)	0058	01-N	1	1	0
<b>VISITOR'S CENTER TOTAL</b>				<b>1</b>	<b>1</b>	<b>0</b>
<b>LEDC</b> 16-02	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	Director of Economic Development	1704	NON	1	1	1
	Research & Business Dev. Mgr	1530	15--E	0	1	1
	Marketing Manager	1528	15-E	1	0	0
	Administrative Secretary	5522	55-N	0.25	0.25	0.25
<b>LEDC FUND TOTAL</b>				<b>2.25</b>	<b>2.25</b>	<b>2.25</b>



# CITY OF LANCASTER

## SHINING STAR OF TEXAS

Proposed 10/01/2019

### City of Lancaster Personnel Schedule



P&R Administration 17-02	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
		Managing Director of QL&CS	1809	NON	1	1
	Administrative Secretary	5522	55-N	1	1	1
	<b>TOTAL</b>			<b>2</b>	<b>2</b>	<b>2</b>

Library 17-07	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	Library Manager	1524	15-E	1	1	1
	Assistant Library Manager	1410	14-E	1	1	1
	Library Assistant	5211	52-N	1	1	1
	PT Library Reference Assistant (fte .5)	0062	01-N	1.5	1.5	1.5
	PT Library Aide Technical Services (fte .5)	0061	01-N	1.5	1.5	1.5
	PT Library Circulation Attendant (fte .5)	0060	01-N	1.5	1.5	1.5
	PT Library Circulation Attendant (fte .25)	0060	01-N	0.25	0.25	0.25
	<b>TOTAL</b>			<b>7.75</b>	<b>7.75</b>	<b>7.75</b>

Senior Life Center 17-54	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	Senior Center Supervisor	1315	13-E	1	1	1
	Senior Van Driver	5210	52-N	1	1	1
	Senior Life Attendant	5117	51-N	0	1	1
	<b>TOTAL</b>			<b>2</b>	<b>3</b>	<b>3</b>

Recreation 17-56	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	Assistant Director of QL&CS	1713	17-E	1	1	1
	Recreation Superintendent	1508	15-E	1	1	1
	Recreation Supervisor	1316	13-E	2	2	2
	Aquatics Supervisor	1317	13-E	1	1	1
	Recreation Leader	5112	51-N	1	1	3
	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	3.5	3.5	
	<b>TOTAL</b>			<b>19.25</b>	<b>18.75</b>	<b>20.75</b>

Youth Program 17-56-01	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	PT Youth Program Leaders (fte .50)	0011	01-N	2	2	2
	<b>TOTAL</b>			<b>2</b>	<b>2</b>	<b>2</b>
<b>RECREATION FUND TOTAL</b>				<b>33</b>	<b>33.5</b>	<b>35.5</b>



# CITY OF LANCASTER

## SHINING STAR OF TEXAS

Proposed 10/01/2019

### City of Lancaster Personnel Schedule



Storm Water 53-04	Position	Job Code	Pay Grade	Adopted 17/18	Adopted 18/19	Proposed 19/20
	Director of Public Works	1803	NON	0.5	0.5	0.5
Superintendent-Streets/Drain.	1503	15-E	1	1	1	
GIS Coordinator	1519	15-E	0.25	0.25	0.25	
Foreman II	5905	59-N	1	1	1	
Heavy Equipment Operator II	5712	57-N	1	1	1	
Heavy Equipment Operator I	5403	54-N	2	2	2	
Light Equipment Operator	5302	53-N	3	3	3	
Maintenance Worker II	5212	52-N	4	4	4	
<b>STORMWATER TOTAL</b>				<b>12.75</b>	<b>12.75</b>	<b>12.75</b>
<b>GRAND TOTAL</b>				<b>300</b>	<b>312.5</b>	<b>316.5</b>



**City of Lancaster**  
2019/2020 General Government Pay Plan  
Proposed 10/01/2019



**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	\$29,669.68	\$31,168.13	\$32,665.43	\$34,161.60	\$35,661.20	\$37,157.36	\$38,655.82	\$40,153.13	\$41,651.58
52	\$31,381.53	\$32,986.70	\$34,589.56	\$36,197.02	\$37,802.18	\$39,403.90	\$41,009.06	\$42,614.22	\$44,220.53
53	\$33,193.22	\$34,911.97	\$36,633.02	\$38,351.77	\$40,075.11	\$41,796.15	\$43,514.90	\$45,234.80	\$46,955.85
54	\$35,109.32	\$36,955.43	\$38,798.09	\$40,640.76	\$42,485.72	\$44,329.53	\$46,173.34	\$48,017.16	\$49,859.82
55	\$37,157.36	\$39,131.97	\$41,105.44	\$43,080.05	\$45,056.96	\$47,032.72	\$49,007.33	\$50,979.65	\$52,957.70
56	\$39,273.10	\$41,389.99	\$43,506.87	\$45,622.61	\$47,741.79	\$49,857.53	\$51,970.97	\$54,087.86	\$56,204.74
57	\$41,563.24	\$43,830.43	\$46,098.76	\$48,367.10	\$50,633.14	\$52,901.48	\$55,167.52	\$57,433.57	\$59,701.90
58	\$43,952.05	\$46,847.99	\$48,804.25	\$51,232.07	\$53,658.74	\$56,081.97	\$58,510.94	\$60,937.61	\$63,361.99
59	\$46,507.23	\$49,106.00	\$51,705.93	\$54,303.56	\$56,898.90	\$59,499.97	\$61,875.01	\$64,696.38	\$67,295.16
60	\$49,198.94	\$51,981.30	\$54,763.65	\$57,547.16	\$60,329.51	\$63,113.02	\$65,894.22	\$68,677.73	\$71,461.23
13	\$53,577.28	\$56,630.41	\$59,682.40	\$62,735.53	\$65,788.67	\$68,844.10	\$71,894.93	\$74,949.22	\$78,002.35
14	\$59,737.47	\$63,181.86	\$66,627.39	\$70,069.48	\$73,516.16	\$76,959.40	\$80,403.78	\$83,849.31	\$87,293.70
15	\$67,022.08	\$70,930.00	\$74,842.51	\$78,752.73	\$82,665.23	\$86,575.45	\$90,484.52	\$94,392.44	\$98,304.94
16	\$75,715.65	\$80,177.75	\$84,646.73	\$89,114.56	\$93,580.10	\$98,046.79	\$102,512.33	\$106,980.16	\$111,449.14
17	\$86,111.91	\$91,249.81	\$96,386.55	\$101,410.86	\$106,663.49	\$111,802.53	\$116,941.57	\$122,078.31	\$127,219.65
18	\$98,573.43	\$104,520.21	\$110,468.14	\$116,414.93	\$122,359.42	\$128,307.35	\$134,254.13	\$140,198.62	\$146,146.55
19	\$112,333.76	\$118,882.91	\$125,426.32	\$131,975.47	\$138,522.32	\$145,071.47	\$151,618.33	\$158,166.33	\$164,713.19

**Bi-weekly**

PAY GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
	<i>Minimum</i>		<i>1st Quartile</i>		<i>Midpoint</i>		<i>3rd Quartile</i>		<i>Maximum</i>
51	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
52	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
53	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
54	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
55	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
56	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
57	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
58	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
59	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
60	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly	Hourly
13	\$2,060.66	\$2,178.09	\$2,295.48	\$2,412.91	\$2,530.33	\$2,647.85	\$2,765.19	\$2,882.66	\$3,000.09
14	\$2,297.60	\$2,430.07	\$2,562.59	\$2,694.98	\$2,827.54	\$2,959.98	\$3,092.45	\$3,224.97	\$3,357.45
15	\$2,577.77	\$2,728.08	\$2,878.56	\$3,028.95	\$3,179.43	\$3,329.82	\$3,480.17	\$3,630.48	\$3,780.96
16	\$2,912.14	\$3,083.76	\$3,255.64	\$3,427.48	\$3,599.23	\$3,771.03	\$3,942.78	\$4,114.62	\$4,286.51
17	\$3,312.00	\$3,509.61	\$3,707.18	\$3,900.42	\$4,102.44	\$4,300.10	\$4,497.75	\$4,695.32	\$4,893.06
18	\$3,791.29	\$4,020.01	\$4,248.77	\$4,477.50	\$4,706.13	\$4,934.90	\$5,163.62	\$5,392.25	\$5,621.02
19	\$4,320.53	\$4,572.42	\$4,824.09	\$5,075.98	\$5,327.78	\$5,579.67	\$5,831.47	\$6,083.32	\$6,335.12

**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	\$14.26	\$14.98	\$15.70	\$16.42	\$17.14	\$17.86	\$18.58	\$19.30	\$20.02
52	\$15.09	\$15.86	\$16.63	\$17.40	\$18.17	\$18.94	\$19.72	\$20.49	\$21.26
53	\$15.96	\$16.78	\$17.61	\$18.44	\$19.27	\$20.09	\$20.92	\$21.75	\$22.57
54	\$16.88	\$17.77	\$18.65	\$19.54	\$20.43	\$21.31	\$22.20	\$23.09	\$23.97
55	\$17.86	\$18.81	\$19.76	\$20.71	\$21.66	\$22.61	\$23.56	\$24.51	\$25.46
56	\$18.88	\$19.90	\$20.92	\$21.93	\$22.95	\$23.97	\$24.99	\$26.00	\$27.02
57	\$19.98	\$21.07	\$22.16	\$23.25	\$24.34	\$25.43	\$26.52	\$27.61	\$28.70
58	\$21.13	\$22.52	\$23.46	\$24.63	\$25.80	\$26.96	\$28.13	\$29.30	\$30.46
59	\$22.36	\$23.61	\$24.86	\$26.11	\$27.36	\$28.61	\$29.75	\$31.10	\$32.35
60	\$23.65	\$24.99	\$26.33	\$27.67	\$29.00	\$30.34	\$31.68	\$33.02	\$34.36
13	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
14	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
15	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
16	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
17	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
18	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
19	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt



**City of Lancaster**  
**2019-2020 Salary Structure Detail**  
 Civil Service Personnel  
 Proposed 10/1/2019



Department	Pay Grade	Code	Position	Proposed 19/20													
Police	Pay Grade: P1-CS	3001	Police Officer	50	<table border="1"> <tr><td align="center" colspan="2"><b>Step 1</b></td></tr> <tr><td align="center" colspan="2">Non Certified</td></tr> <tr><td align="center" colspan="2">25.24</td></tr> <tr><td align="center" colspan="2"><b>2,019.12</b></td></tr> <tr><td align="center" colspan="2">4,374.76</td></tr> <tr><td align="center" colspan="2">52,497.12</td></tr> </table>	<b>Step 1</b>		Non Certified		25.24		<b>2,019.12</b>		4,374.76		52,497.12	
					<b>Step 1</b>												
					Non Certified												
					25.24												
					<b>2,019.12</b>												
					4,374.76												
					52,497.12												
					Frequency:	Certified	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7					
					hourly	26.25	27.36	28.53	29.52	30.54	31.60	32.70					
					bi-weekly	<b>2,099.88</b>	<b>2,188.95</b>	<b>2,282.47</b>	<b>2,361.21</b>	<b>2,442.94</b>	<b>2,527.86</b>	<b>2,616.24</b>					
monthly	4,549.75	4,742.72	4,945.34	5,115.95	5,293.01	5,477.04	5,668.52										
annually	54,597.01	56,912.69	59,344.10	61,391.35	63,516.14	65,724.45	68,022.24										
Police	Pay Grade: P2-CS	3101	Police Sergeant	7	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4							
					hourly	36.33	37.44	38.55	39.66	40.77							
					bi-weekly	<b>2,906.06</b>	<b>2,994.98</b>	<b>3,083.82</b>	<b>3,172.61</b>	<b>3,261.44</b>							
					monthly	6,296.45	6,489.13	6,681.61	6,873.98	7,066.46							
					annually	75,557.44	77,869.55	80,179.27	82,487.79	84,797.51							
Police	Pay Grade: P3-CS	3201	Police Lieutenant	6	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4							
					hourly	42.88	44.20	45.53	46.85	48.17							
					bi-weekly	<b>3,430.26</b>	<b>3,536.12</b>	<b>3,642.02</b>	<b>3,747.88</b>	<b>3,853.74</b>							
					monthly	7,432.22	7,661.58	7,891.04	8,120.41	8,349.77							
					annually	89,186.68	91,939.01	94,692.54	97,444.87	100,197.21							
Police	Pay Grade: P4-CS	3301	Assistant Chief	2	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4							
					hourly	50.73	52.31	53.90	55.48	57.06							
					bi-weekly	<b>4,058.53</b>	<b>4,185.04</b>	<b>4,311.68</b>	<b>4,438.19</b>	<b>4,564.79</b>							
					monthly	8,793.48	9,067.58	9,341.97	9,616.07	9,890.37							
					annually	105,521.72	108,810.92	112,103.70	115,392.89	118,684.47							
<b>TOTAL POLICE</b>				<b>65</b>													



**City of Lancaster**  
 2019-2020 Salary Structure Detail  
 Civil Service Personnel  
 Proposed 10/1/2019



Department Pay Grade Code Position	Proposed 19/20																																					
<b>Pay Grade: F1-CS</b> 4001 Fire Fighter	28	<table border="1"> <tr><th>Step 1</th></tr> <tr><td>Non Certified</td></tr> <tr><td>24.74</td></tr> <tr><td>18.67</td></tr> <tr><td><b>1,978.97</b></td></tr> <tr><td>4,287.77</td></tr> <tr><td>51,453.22</td></tr> </table>	Step 1	Non Certified	24.74	18.67	<b>1,978.97</b>	4,287.77	51,453.22																													
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<b>Fire</b>  <b>Pay Grade: F3-CS</b>  4201 Fire Captain	10	<table border="1"> <tr> <th>Frequency:</th> <th>Entry</th> <th>Step 1</th> <th>Step 2</th> <th>Step 3</th> <th>Step 4</th> </tr> <tr> <td>hourly</td> <td>37.20</td> <td>38.21</td> <td>39.23</td> <td>40.25</td> <td>41.27</td> </tr> <tr> <td>* hourly</td> <td>28.07</td> <td>28.84</td> <td>29.61</td> <td>30.38</td> <td>31.15</td> </tr> <tr> <td><b>bi-weekly</b></td> <td><b>2,975.66</b></td> <td><b>3,057.11</b></td> <td><b>3,138.74</b></td> <td><b>3,220.24</b></td> <td><b>3,301.87</b></td> </tr> <tr> <td>monthly</td> <td>6,447.27</td> <td>6,623.74</td> <td>6,800.61</td> <td>6,977.18</td> <td>7,154.05</td> </tr> <tr> <td>annually</td> <td>77,367.27</td> <td>79,484.92</td> <td>81,607.33</td> <td>83,726.15</td> <td>85,848.56</td> </tr> </table>	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4	hourly	37.20	38.21	39.23	40.25	41.27	* hourly	28.07	28.84	29.61	30.38	31.15	<b>bi-weekly</b>	<b>2,975.66</b>	<b>3,057.11</b>	<b>3,138.74</b>	<b>3,220.24</b>	<b>3,301.87</b>	monthly	6,447.27	6,623.74	6,800.61	6,977.18	7,154.05	annually	77,367.27	79,484.92	81,607.33	83,726.15	85,848.56
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<b>Fire</b>  <b>Pay Grade: F4-CS</b>  4301 Battalion Chief	5	<table border="1"> <tr> <th>Frequency:</th> <th>Entry</th> <th>Step 1</th> <th>Step 2</th> <th>Step 3</th> <th>Step 4</th> </tr> <tr> <td>hourly</td> <td>43.06</td> <td>43.80</td> <td>44.55</td> <td>45.29</td> <td>46.04</td> </tr> <tr> <td>* hourly</td> <td>32.50</td> <td>33.06</td> <td>33.62</td> <td>34.18</td> <td>34.75</td> </tr> <tr> <td><b>bi-weekly</b></td> <td><b>3,444.76</b></td> <td><b>3,504.32</b></td> <td><b>3,564.01</b></td> <td><b>3,623.57</b></td> <td><b>3,683.27</b></td> </tr> <tr> <td>monthly</td> <td>7,463.64</td> <td>7,592.69</td> <td>7,722.03</td> <td>7,851.08</td> <td>7,980.42</td> </tr> <tr> <td>annually</td> <td>89,563.68</td> <td>91,112.24</td> <td>92,664.38</td> <td>94,212.93</td> <td>95,765.08</td> </tr> </table>	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4	hourly	43.06	43.80	44.55	45.29	46.04	* hourly	32.50	33.06	33.62	34.18	34.75	<b>bi-weekly</b>	<b>3,444.76</b>	<b>3,504.32</b>	<b>3,564.01</b>	<b>3,623.57</b>	<b>3,683.27</b>	monthly	7,463.64	7,592.69	7,722.03	7,851.08	7,980.42	annually	89,563.68	91,112.24	92,664.38	94,212.93	95,765.08
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<b>Fire</b>  <b>Pay Grade: F5-CS</b>  4401 Asst. Chief	1	<table border="1"> <tr> <th>Frequency:</th> <th>Entry</th> <th>Step 1</th> <th>Step 2</th> <th>Step 3</th> <th>Step 4</th> </tr> <tr> <td>hourly</td> <td>47.74</td> <td>49.32</td> <td>50.91</td> <td>52.49</td> <td>54.07</td> </tr> <tr> <td>* hourly</td> <td>36.03</td> <td>37.23</td> <td>38.42</td> <td>39.61</td> <td>40.81</td> </tr> <tr> <td><b>bi-weekly</b></td> <td><b>3,819.32</b></td> <td><b>3,945.92</b></td> <td><b>4,072.48</b></td> <td><b>4,199.08</b></td> <td><b>4,325.58</b></td> </tr> <tr> <td>monthly</td> <td>8,275.20</td> <td>8,549.50</td> <td>8,823.70</td> <td>9,098.00</td> <td>9,372.10</td> </tr> <tr> <td>annually</td> <td>99,302.42</td> <td>102,594.01</td> <td>105,884.40</td> <td>109,175.98</td> <td>112,465.17</td> </tr> </table>	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4	hourly	47.74	49.32	50.91	52.49	54.07	* hourly	36.03	37.23	38.42	39.61	40.81	<b>bi-weekly</b>	<b>3,819.32</b>	<b>3,945.92</b>	<b>4,072.48</b>	<b>4,199.08</b>	<b>4,325.58</b>	monthly	8,275.20	8,549.50	8,823.70	9,098.00	9,372.10	annually	99,302.42	102,594.01	105,884.40	109,175.98	112,465.17
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**City of Lancaster**  
**2019/2020 Part Time Position Pay Plan**  
 Proposed 10/01/2019



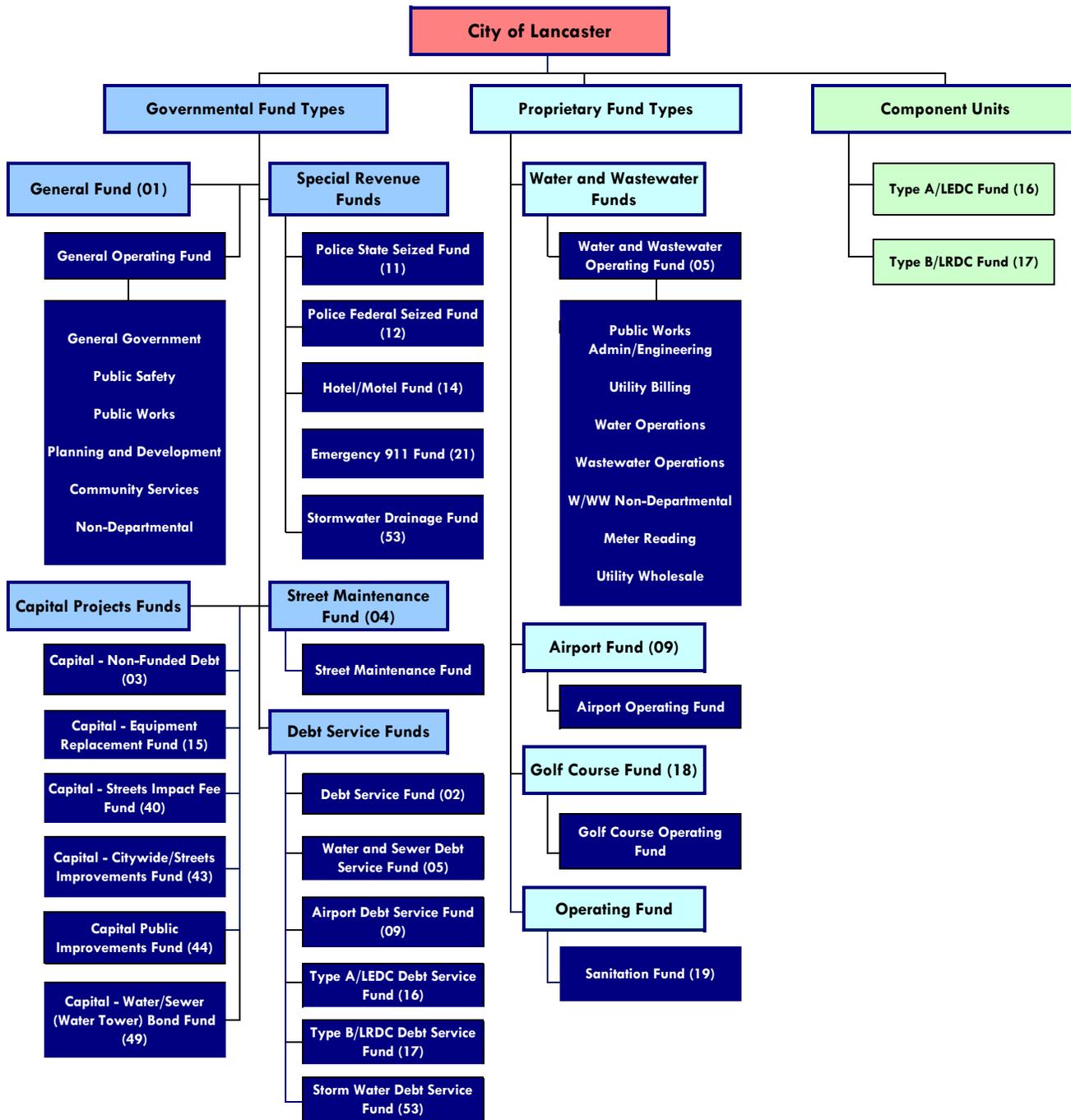
Position Title	Position Code	Hourly Rate
<b>Airport</b>		
Airport Operations Agent	0030	\$13.45
<b>Administrative</b>		
IT Technician	0051	\$17.55
Records Technician	0056	\$15.91
Substitute Administrative Support	0063	\$15.06
<b>Labor</b>		
Substitute Labor Support	0068	\$15.06
<b>Public Safety</b>		
Public Service Officer	0059	\$14.33
Deputy Marshal	0031	\$22.15
Dispatcher	0012	\$17.80
<b>Quality of Life &amp; Cultural Services</b>		
Library Circulation Attendant	0060	\$9.93
Library Aide Technical Services	0061	\$11.59
Library Aide Reference Assistant	0062	\$14.22
Recreation Attendant	0027	\$9.93
Senior Lifeguard	0007	\$11.03
Year-Round Lifeguard	0008	\$10.21
Summer Lifeguard	0053	\$10.21
Visitor Center Attendant	0058	\$9.93
Youth Program Leaders	0011	\$11.03
<b>Animal Control</b>		
Animal Shelter Attendant	0064	\$13.72
On Call Animal Control	0065	\$19.22



# 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. Emergency 911 Fund (21)**

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

### **D. 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. Street Maintenance Fund (04)**

These funds are used for the purpose of maintenance of the City's transportation system.

## **IV. 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.

**B. Water and Sewer Debt Service Fund (05)**

**C. Airport Debt Service Fund (09)**

**D. Type A/LEDC Debt Service Fund (16)**

**E. Type B/LRDC Debt Service Fund (17)**

**F. Storm Water Debt Service Fund (53)**

**V. Capital Improvement Funds**

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

**A. Capital – Non Funded Debt (03)**

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

**C. Capital – Streets Impact Fee Fund (40)**

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

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

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

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

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

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

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

**Proprietary (Enterprise) Type Funds**

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

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

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

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

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

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

**C. Water Operations (21)**

**D. Wastewater Operations (30)**

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

**F. Meter Reading (27)**

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

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

**I. Transfers (80)**

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

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

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

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

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

**Component Units**

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

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

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

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

# **GENERAL FUND**

# CITY-WIDE OPERATING FUND TOTALS

Fund Summary as of: 8/3/2019

TOTAL REVENUES		2017	2018	2019		2020
Fund Number	Fund	Actual	Actual	Year to Date	Budget	Proposed
	1 General Fund	27,033,240	29,649,178	25,783,694	29,032,709	31,206,246
	2 G.O. Debt Service	12,408,278	7,600,008	7,097,618	5,822,623	7,632,626
	4 Street Maintenance	-	-	-	-	765,122
	5 WaterWastewater	17,950,222	17,394,697	14,866,310	16,499,447	17,598,657
	9 Airport	494,610	414,390	348,394	482,600	565,700
	14 HotelMotel	139,955	149,662	137,101	187,544	183,429
	16 LEDC/4A	1,264,079	2,634,623	1,021,822	1,372,321	1,476,902
	17 LRDC/4B	3,333,935	3,508,775	2,507,672	3,255,142	3,670,906
	18 Golf Course	114,785	420,420	422,871	686,506	646,977
	19 Sanitation	2,698,959	2,568,625	2,220,278	2,321,649	2,512,355
	21 E911	284,429	292,509	219,564	218,800	239,985
	53 Stormwater	1,796,829	1,783,439	1,525,197	1,612,000	1,642,000
Total		\$ 67,519,320	\$ 66,416,326	\$ 56,150,520	\$ 61,491,341	\$ 68,140,906
TOTAL EXPENDITURES		2017	2018	2019		2020
Fund Number	Fund	Actual	Actual	Year to Date	Budget	Proposed
	1 General Fund	24,807,289	25,560,465	21,931,057	29,029,718	31,421,288
	2 G.O. Debt Service	11,467,210	7,400,441	4,486,194	4,887,248	5,591,820
	4 Street Maintenance	-	-	-	-	944,000
	5 WaterWastewater	14,282,254	16,086,124	14,425,679	17,021,398	16,100,832
	9 Airport	(175,245)	483,447	316,083	455,842	498,857
	14 HotelMotel	43,169	41,040	51,710	65,542	40,750
	16 LEDC/4A	861,344	1,027,098	953,884	1,582,599	1,465,916
	17 LRDC/4B	2,924,430	3,216,755	2,647,234	3,446,284	3,729,699
	18 Golf Course	179,867	1,068,617	780,914	725,656	802,628
	19 Sanitation	1,681,087	1,655,851	1,279,676	1,746,094	2,041,738
	21 E911	116,341	186,641	212,145	213,028	287,227
	53 Stormwater	1,366,846	1,195,801	988,649	1,576,407	1,620,041
Total		\$ 57,554,592	\$ 57,922,281	\$ 48,073,225	\$ 60,749,816	\$ 64,544,796
BALANCES		2017	2018	2019		2020
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	9,964,728	8,494,045	8,077,294	741,525	3,596,110
	Beginning Balance	9,167,699	19,132,427	27,626,472	35,703,766	35,703,766
	Ending Balance	19,132,427	27,626,472	35,703,766	36,445,291	39,299,876
	Fund Balance (audited)	27,844,362	23,006,965			
Ending Balance as % of Expenditures		33.24%	47.70%	74.27%	59.99%	60.89%

# GENERAL FUND

Fund Summary as of: 8/3/2019

REVENUES		2017	2018	2019		2020
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	PROPERTY TAX	12,604,467	13,955,213	15,568,429	15,298,586	17,670,906
	SALES TAX	6,168,242	7,160,171	4,495,082	6,617,854	6,200,000
	FRANCHISE TAX	1,979,925	2,107,990	1,195,092	1,785,413	1,723,467
	OTHER TAXES	26,633	26,955	17,701	18,000	19,504
	LICENSES AND PERMITS	1,404,466	1,642,384	1,042,624	1,302,882	1,339,300
	INTERGOVERNMENTAL	19,891	13,750	19,188	15,000	7,500
	CHARGES FOR SERVICES	1,651,245	1,393,271	725,752	961,800	920,078
	FINES AND FORFEITURES	954,732	971,722	809,501	811,500	865,864
	INTEREST	46,536	164,520	199,867	95,000	129,000
	MISCELLANEOUS	139,652	116,026	114,733	40,850	41,884
	OPERATING TRANSFERS IN	1,816,435	2,019,814	1,553,118	2,070,824	2,173,629
	GRANT & Other Income	221,016	77,362	42,608	15,000	115,113
	<b>Total</b>	<b>\$ 27,033,240</b>	<b>\$ 29,649,178</b>	<b>\$ 25,783,694</b>	<b>\$ 29,032,709</b>	<b>\$ 31,206,246</b>

EXPENDITURES		2017	2018	2019		2020
Department No		Actual	Actual	Year to Date	Budget	Proposed
1	City Council	72,820	103,400	93,311	118,539	145,073
2	City Manager's Office	725,270	747,974	674,065	837,442	928,095
5	Legal	283,725	342,082	242,481	250,000	250,000
6	Building Services	1,189,959	1,111,839	898,585	1,142,793	1,110,881
8	Municipal Court	419,880	448,333	379,342	452,967	454,424
9	Building Inspections	440,696	337,781	277,437	376,682	293,653
10	Vehicle Maintenance	636,434	625,256	527,672	718,134	637,891
12	Streets Operations	382,607	430,949	425,380	631,599	1,220,841
13	Parks	581,741	631,711	508,000	602,688	775,476
14	Police	6,453,131	6,550,440	6,129,837	7,457,482	7,523,508
15	Fire	7,189,720	7,461,062	6,365,330	7,566,159	7,576,900
16	Non-Departmental	2,008,590	2,174,484	1,207,766	3,242,128	4,408,345
17	Planning	423,002	373,256	540,265	813,657	932,840
18	City Secretary	384,246	379,003	330,813	456,766	265,706
19	Finance	686,726	654,775	610,840	769,174	768,965
20	Emergency Management	76,399	72,362	143,027	143,206	112,676
24	Animal Services	171,802	206,239	135,012	193,412	230,590
29	Purchasing	106,693	110,680	93,517	120,466	123,177
31	Human Resources	486,242	567,610	446,269	571,263	614,480
32	Civil Service	7,048	6,244	9,398	9,655	7,550
34	Emergency Communications	898,613	879,401	738,640	942,076	1,073,800
35	Code Compliance	318,623	394,705	325,235	413,078	547,158
37	Information Technology	505,012	515,042	467,907	573,296	638,682
38	Fire Marshal	181,706	188,740	95,498	277,023	229,483
39	City Marshal	176,368	177,707	147,259	192,953	200,309
40	Records	-	-	-	-	174,659
52	Vending Machine	236	1,578	364	364	-
55	Public Relations	-	67,812	117,808	156,717	176,125
	<b>Total</b>	<b>24,807,289</b>	<b>25,560,465</b>	<b>21,931,057</b>	<b>29,029,718</b>	<b>31,421,288</b>

BALANCES		2017	2018	2019		2020
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	2,225,952	4,088,713	3,852,637	2,991	(215,042)
	Beginning Balance	3,908,446	6,134,398	10,223,110	10,223,110	14,075,747
	Ending Balance	6,134,398	10,223,110	14,075,747	10,226,102	13,860,705
	Fund Balance (audited)	6,974,910	9,067,940			
	Ending Balance as % of Expenditures	24.73%	40.00%	64.18%	35.23%	44.11%



# 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 City Government**

- Adopt a balanced budget for FY 2019-2020 by September 30, 2019 that maintains basic service levels and minimizes the impact on City taxpayers and ratepayers

**Healthy, Safe and Vibrant Neighborhoods**

- Ensure update of Parks and Open Space Master Plan
- Develop an expanded Senior Care Initiative
- Continue the Business Retention and Expansion Program (BREP)

**Professional and Committed City Workforce**

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

**Sound Infrastructure**

- Implementation of a Street Maintenance Fund
- Continue Infrastructure Implementation Project - Pleasant Run Road Phases 3 & 4
- Continue the Facilities Assessment Implementation

**Quality Development**

- Revitalize Downtown - Downtown TIF
- Continue Economic Development Strategic Plan Incentive Policy Update; Retail Recruitment Strategy
- Continue revitalization incentives for commercial and retail centers

**Effective Municipal Operations**

- Hold quarterly Council Strategic Planning Sessions
- Strengthen the performance review process for Council- Appointed officials
- Review City Charter to ensure compliance with applicable State laws

Budget Summary	2017-2018	2018-2019		2019-2020
	Actual	Actual	Budget	Budget
Supplies	2,615	10,550	18,483	12,076
Services	100,785	82,761	100,056	132,997
<b>Total</b>	<b>103,400</b>	<b>93,311</b>	<b>118,539</b>	<b>145,073</b>

# City Council

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

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

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
201	OFFICE SUPPLIES	\$ 1,744	\$ 1,512	\$ 890	\$ 1,820	\$ 1,821
202	UNIFORMS AND CLOTHING	\$ 680	\$ 344	\$ 123	\$ 1,116	\$ 1,120
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ -	\$ 6,312	\$ 6,312	\$ -
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 2,276	\$ 633	\$ 3,070	\$ 9,010	\$ 9,010
214	POSTAGE/SHIPPING/DELIVERY	\$ 131	\$ 126	\$ 154	\$ 225	\$ 125
<b>Sub Total</b>		<b>\$ 4,832</b>	<b>\$ 2,615</b>	<b>\$ 10,550</b>	<b>\$ 18,483</b>	<b>\$ 12,076</b>
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 4,007	\$ 2,880	\$ 2,180	\$ 4,681	\$ 4,682
407	SPECIAL SERVICES	\$ 12,454	\$ 17,832	\$ 19,560	\$ 19,560	\$ 34,000
414	DUES & SUBSCRIPTIONS	\$ 1,310	\$ 440	\$ 1,375	\$ 3,185	\$ 3,185
416	OTHER/PROFESSIONAL SERVICES	\$ 25,699	\$ 25,204	\$ 14,981	\$ 23,955	\$ 38,655
419	AWARDS	\$ -	\$ 120	\$ -	\$ 150	\$ 150
421	PRINTING	\$ 175	\$ 745	\$ 137	\$ 225	\$ 225
424	ELECTION EXPENSE	\$ 73	\$ 30,311	\$ 22,392	\$ 20,000	\$ 20,000
434	SPECIAL EVENTS	\$ 1,703	\$ -	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 2,543	\$ 2,800	\$ 2,025	\$ 3,300	\$ 3,600
526	TRAVEL & EDUC: CC-MAYOR	\$ 3,072	\$ 2,733	\$ 5,123	\$ 4,000	\$ 4,500
527	TRAVEL & EDUC: CC-DISTRICT 1	\$ 3,414	\$ 3,278	\$ 3,473	\$ 3,500	\$ 4,000
528	TRAVEL & EDUC: CC-DISTRICT 2	\$ 3,468	\$ 3,814	\$ 2,498	\$ 3,500	\$ 4,000
529	TRAVEL & EDUC: CC-DISTRICT 3	\$ -	\$ 1,296	\$ -	\$ 3,500	\$ 4,000
530	TRAVEL & EDUC: CC-DISTRICT 4	\$ 2,976	\$ 2,480	\$ 3,045	\$ 3,500	\$ 4,000
531	TRAVEL & EDUC: CC-DISTRICT 5	\$ 3,710	\$ 3,360	\$ 2,504	\$ 3,500	\$ 4,000
532	TRAVEL & EDUC: CC-DISTRICT 6	\$ 3,385	\$ 3,493	\$ 3,467	\$ 3,500	\$ 4,000
<b>Sub Total</b>		<b>\$ 67,989</b>	<b>\$ 100,785</b>	<b>\$ 82,761</b>	<b>\$ 100,056</b>	<b>\$ 132,997</b>
<b>Department Total</b>		<b>\$ 72,820</b>	<b>\$ 103,400</b>	<b>\$ 93,311</b>	<b>\$ 118,539</b>	<b>\$ 145,073</b>



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
City Manager	1	1	1
Deputy City Manager	0	0.75	0.75
Assistant City Manager	0.75	1	1
Assistant to the City Manager	0.75	0.75	0.75
Administrative & Community Relations Supervisor	0.75	0.75	0.75
CM Executive Assistant	1	1	1
Administrative Secretary	0.5	0.5	0.5
<b>Total</b>	<b>4.75</b>	<b>5.75</b>	<b>5.75</b>

## Department Narrative

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

Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Adopt a balanced budget for 2019-2020 by September 30, 2019 that maintains basic service levels and minimizes the impact on City taxpayers and ratepayers</li> <li>• Direct staff to monitor budget and scrutinize expenses to yield savings to be put toward funding of the City reserves</li> <li>• Direct staff to write and release positive press releases weekly</li> <li>• Develop schedule of regular meetings with LISD to discuss issues of mutual concern</li> <li>• Support Lancaster neighborhoods in the creation of Public Improvement Districts (PID's) throughout the City to strengthen and connect neighborhoods</li> <li>• Direct and coordinate the successful implementation of High Performance Organization (HPO) activities and objectives</li> <li>• Increase accountability and efficiency of departments through quarterly budget and performance measurement</li> <li>• Implement a new strategic planning, budgeting, and performance measuring procedure that answers the needs and priorities of the citizens, the city council, and the administration</li> <li>• Use the WebQA system to improve communication between city staff and residents thus placing Lancaster on the cutting edge of e-government technology</li> <li>• Coordinate community relations activities including special events</li> <li>• Address the funding and implementation of capital improvement projects deemed beneficial to the City</li> <li>• Support historical preservation, beautification, and conservation initiatives through leadership and community outreach</li> <li>• Represent the City of Lancaster to federal and state legislative agencies, the Chamber of Commerce, school district, Economic Development Corporation, and business leaders throughout the community</li> </ul>				
<b>Workload Indicators</b>	<b>17-18 Actual</b>	<b>18-19 Actual</b>		<b>2019-2020 Target</b>
Population	37,880	38,400		39,168
City Council Meetings	44			
City Council Strategic Planning (includes Executive Team)	1	1		1
Executive Team Meetings	45			
General Fund Expenditures	\$25,560,465	\$20,818,835		
Total Municipal Expenditures	\$57,922,281	\$45,630,151		
City Sponsored Special Events	74			
WebQa Requests (citywide)	1,600			
<b>Performance Measurement</b>	<b>17-18 Actual</b>	<b>18-19 Actual</b>		<b>2019-2020 Target</b>
Proposed budget presented to City Council on or before August 1	Completed	Completed		Completed
Weekly updates presented on-time	100%	100%		100%
Responses to policy questions within 24 hours	98%	98%		100%
General Fund budget per capita	\$674.78	\$542.00		
CMO as percentage of General Fund Expenditures	2.93%	3.08%		
Operations and Maintenance Tax Rate (per \$100 assessed value)	\$0.65020	\$0.60120		\$0.60120
Total Tax Rate	\$0.86750	\$0.86750		\$0.86750
<b>Budget Summary</b>	<b>2017-2018 Actual</b>	<b>2018-2019</b>		<b>2019-2020 Budget</b>
		<b>Actual</b>	<b>Budget</b>	
Personnel	666,265	642,036	797,506	882,261
Supplies	12,391	3,072	4,724	4,954
Maintenance			-	
Services	69,318	28,957	35,212	40,880
<b>TOTAL</b>	<b>747,974</b>	<b>674,065</b>	<b>837,442</b>	<b>928,095</b>

# City Manager's Office

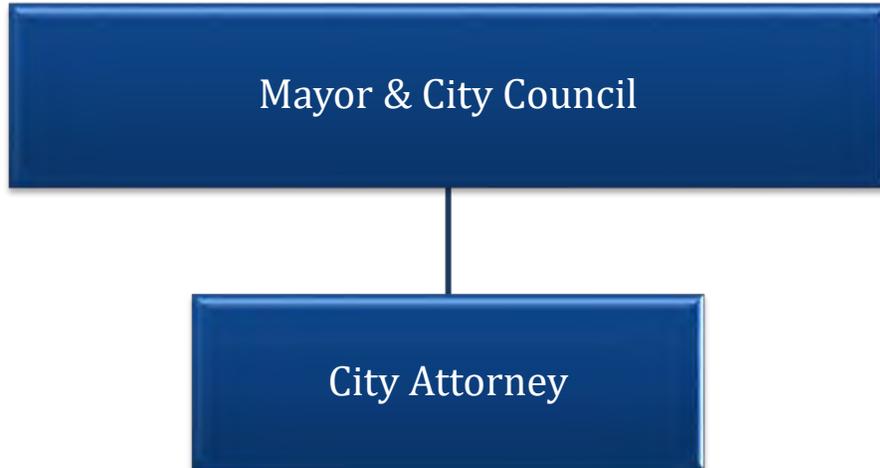
**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

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

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 425,646	\$ 446,378	\$ 441,130	\$ 539,491	\$ 632,213
102	SALARIES-PART TIME	\$ 31,010	\$ 5,662	\$ -	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 2,896	\$ 11,909	\$ 4,855	\$ 6,800	\$ 700
104	SALARIES-LONGEVITY	\$ 2,012	\$ 2,460	\$ 2,550	\$ 3,080	\$ 2,452
105	GROUP HEALTH INSURANCE	\$ 44,829	\$ 40,321	\$ 36,265	\$ 48,265	\$ 46,922
106	TMRS	\$ 61,618	\$ 64,613	\$ 63,438	\$ 91,417	\$ 93,381
107	FICA	\$ 31,795	\$ 32,021	\$ 32,362	\$ 37,040	\$ 37,152
109	SALARIES-WELL PAY	\$ 2,889	\$ 3,153	\$ 6,056	\$ 6,080	\$ 4,766
110	DENTAL INSURANCE	\$ 1,554	\$ 1,453	\$ 1,235	\$ 2,285	\$ 2,301
111	CITY MANAGER BENEFITS	\$ 45,754	\$ 44,835	\$ 39,220	\$ 45,094	\$ 44,187
113	SALARIES-CAR ALLOWANCE	\$ 12,000	\$ 12,000	\$ 13,500	\$ 15,600	\$ 15,600
118	CELL PHONE ALLOWANCE	\$ 100	\$ 520	\$ 420	\$ 720	\$ 840
120	GROUP LIFE INSURANCE	\$ 380	\$ 396	\$ 356	\$ 690	\$ 690
130	WORKERS COMPENSATION	\$ 407	\$ 417	\$ 545	\$ 762	\$ 875
131	EAP EXPENSE	\$ 122	\$ 127	\$ 103	\$ 182	\$ 182
<b>Personnel Sub Total</b>		<b>\$ 663,013</b>	<b>\$ 666,265</b>	<b>\$ 642,036</b>	<b>\$ 797,506</b>	<b>\$ 882,261</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 1,948	\$ 3,908	\$ 2,520	\$ 2,766	\$ 2,566
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 297	\$ -	\$ -	\$ -	\$ -
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 303	\$ 70	\$ 46	\$ 360	\$ 320
214	POSTAGE/SHIPPING/DELIVERY	\$ 10,446	\$ 8,413	\$ 147	\$ 400	\$ 288
231	SOFTWARE	\$ -	\$ -	\$ 359	\$ 1,198	\$ 1,780
<b>Supplies Sub Total</b>		<b>\$ 12,994</b>	<b>\$ 12,391</b>	<b>\$ 3,072</b>	<b>\$ 4,724</b>	<b>\$ 4,954</b>
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 456	\$ 518	\$ -	\$ -	\$ -
408	ADVERTISING	\$ 305	\$ 313	\$ -	\$ -	\$ -
409	TRAVEL & EDUCATION	\$ 16,918	\$ 24,598	\$ 22,490	\$ 27,230	\$ 28,029
414	DUES & SUBSCRIPTIONS	\$ 5,185	\$ 7,743	\$ 5,320	\$ 6,214	\$ 10,525
416	OTHER/PROFESSIONAL SERVICES	\$ 86	\$ 44	\$ -	\$ -	\$ -
421	PRINTING	\$ 19,489	\$ 17,924	\$ 102	\$ 148	\$ 166
434	SPECIAL EVENTS	\$ 40	\$ -	\$ -	\$ -	\$ -
442	COMPUTER PROFESSIONAL SERVICES	\$ 238	\$ -	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 1,190	\$ 1,640	\$ 1,045	\$ 1,620	\$ 2,160
559	CONTRACT/TEMPORARY LABOR	\$ 5,326	\$ 16,539	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 49,233</b>	<b>\$ 69,318</b>	<b>\$ 28,957</b>	<b>\$ 35,212</b>	<b>\$ 40,880</b>
<b>Department Total</b>		<b>\$ 725,270</b>	<b>\$ 747,974</b>	<b>\$ 674,065</b>	<b>\$ 837,442</b>	<b>\$ 928,095</b>



## Personnel Organization Chart



# Legal

### Personnel Summary

There is no personnel for this program.

### Department Narrative

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



# Legal

BUDGET REPORT  
 LINE ITEM DETAIL  
 BY DEPARTMENT

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

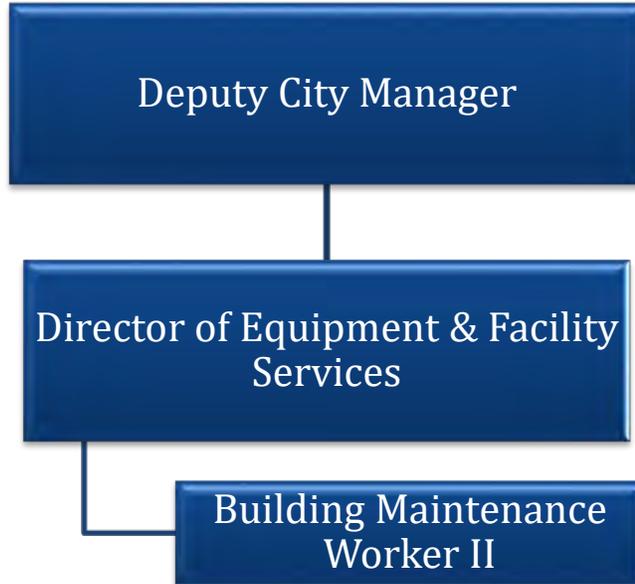
		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
446	CITY ATTORNEY FEES	\$ 283,725	\$ 342,082	\$ 242,481	\$ 250,000	\$ 250,000
	Services Sub Total	\$ 283,725	\$ 342,082	\$ 242,481	\$ 250,000	\$ 250,000
<b>Department Total</b>		<b>\$ 283,725</b>	<b>\$ 342,082</b>	<b>\$ 242,481</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>



TREE CITY USA

# Building Services

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
Building Maintenance Worker II	2	2	2
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Department Narrative

The Equipment & Facility 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, security monitoring systems, and electricity usage. Responsibilities also include monitoring and evaluation of electricity usage.



Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Vibrant Community</li> <li>• Quality Development</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Reduce maintenance costs of heating and air conditioning equipment systems by performing routine maintenance of filters, motors, coils, etc. through a yearly HVAC contract</li> <li>• Secure the lowest cost and the most reliable and dependable contractors, when maintenance of city facilities requires out-sourcing expertise</li> <li>• Establish Operation and maintenance cost for Municipal Buildings and Facilities.</li> <li>• Monitor and review all charges for materials and labor cost to ensure compliance with contracts</li> <li>• Evaluate all annual contracts to ensure most efficient use of city funds and resources</li> <li>• Develop a preventative maintenance schedule for all municipal buildings to include inspection of ceilings, lighting, plumbing, electrical, structural, and exteriors.</li> <li>• Provide prompt response to request for repairs and maintenance issues</li> <li>• Maintain safe, clean facilities for our citizens and employees</li> <li>• Plan, develop and implement a scheduled replacement program for replacement of equipment and fixtures</li> <li>• Develop and implement a 5% energy consumption reduction plan for all city buildings</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Number of Buildings	20	21		20
Number of Full-Time Employees	1	2		2
Web QA Requests Per Year	430	430		450
Square Footage of Buildings (Maintenance)	210,126	222,126		222,126
Square Footage of Buildings (Janitorial Services)	146,840	158,840		158,840
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 Target
Electrical Accounts Audited and Evaluated	100%	100%		100%
Documented Minor Service Repairs	100%	100%		100%
Sq. Ft of Building Maintenance per Full-Time Employee	210,126	222,126		222,126
Routine Service Requests Completed within 48 Hours	100%	100%		100%
Inspection of Janitorial Maintenance	100%	100%		100%
Monthly Meetings with Contract Service Providers	100%	100%		100%
HUB Vendors Included in Consideration for All Projects	100%	100%		100%
Budget Summary	2017-2018	2018-2019		2019-2020
	Actual	Actual	Budget	Budget
Personnel	102,438	84,370	107,249	108,853
Supplies	4,574	1,620	3,265	3,328
Maintenance	100,591	94,948	173,479	143,571
Services	904,237	709,593	850,744	855,129
Capital Outlay	-	8,055	-	-
<b>TOTAL</b>	<b>1,111,840</b>	<b>898,586</b>	<b>1,134,737</b>	<b>1,110,881</b>

# Building Services

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

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

Account Object	Description	2017 Actual	2018 Actual	2019 YTD Actual	2019 Budget	2020 Proposed
101	SALARIES-REGULAR	\$ 45,926	\$ 70,882	\$ 63,247	\$ 78,307	\$ 80,656
103	SALARIES-OVERTIME	\$ 499	\$ 1,313	\$ 165	\$ 700	\$ 700
104	SALARIES-LONGEVITY	\$ 254	\$ 34	\$ 60	\$ 132	\$ 180
105	GROUP HEALTH INSURANCE	\$ 8,756	\$ 13,338	\$ 6,175	\$ 7,850	\$ 7,239
106	TMRS	\$ 6,487	\$ 9,880	\$ 8,594	\$ 10,903	\$ 11,144
107	FICA	\$ 3,560	\$ 5,517	\$ 4,856	\$ 6,162	\$ 6,281
109	SALARIES-WELL PAY	\$ -	\$ -	\$ -	\$ -	\$ 570
110	DENTAL INSURANCE	\$ 435	\$ 654	\$ 289	\$ 867	\$ 429
115	CERTIFICATION PAY	\$ -	\$ -	\$ -	\$ 840	\$ -
120	GROUP LIFE INSURANCE	\$ 46	\$ 84	\$ 72	\$ 306	\$ 306
130	WORKERS COMPENSATION	\$ 396	\$ 685	\$ 870	\$ 1,101	\$ 1,267
131	EAP EXPENSE	\$ 31	\$ 51	\$ 43	\$ 81	\$ 81
<b>Personnel Sub Total</b>		<b>\$ 66,392</b>	<b>\$ 102,438</b>	<b>\$ 84,370</b>	<b>\$ 107,249</b>	<b>\$ 108,853</b>
<b>Account Object Description</b>						
201	OFFICE SUPPLIES	\$ -	\$ (7)	\$ 27	\$ 500	\$ 300
202	UNIFORMS AND CLOTHING	\$ 558	\$ 469	\$ 445	\$ 578	\$ 578
203	MOTOR VEHICLE SUPPLIES	\$ -	\$ -	\$ -	\$ 250	\$ 250
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 4,572	\$ 2,774	\$ 48	\$ 700	\$ 700
218	FUEL & OIL	\$ 1,102	\$ 1,337	\$ 1,098	\$ 1,237	\$ 1,500
<b>Supplies Sub Total</b>		<b>\$ 6,260</b>	<b>\$ 4,574</b>	<b>\$ 1,620</b>	<b>\$ 3,265</b>	<b>\$ 3,328</b>
<b>Account Object Description</b>						
301	MAINT-BLDG & STRUCTURES	\$ 93,329	\$ 97,040	\$ 93,689	\$ 163,479	\$ 132,871
302	MAINT-MOTOR VEHICLES	\$ (1,168)	\$ 793	\$ -	\$ -	\$ -
313	MAINT-FURN & FIXTURES	\$ -	\$ -	\$ -	\$ 500	\$ 500
346	MAINT-HEATING & COOLING SYSTEM	\$ 796	\$ 2,758	\$ 1,259	\$ 8,000	\$ 8,000
351	MAINT-MISC	\$ 1,128	\$ -	\$ -	\$ -	\$ -
363	MAINT-LOCKS & KEYS	\$ 184	\$ -	\$ -	\$ 1,500	\$ 2,200
<b>Maintenance Sub Total</b>		<b>\$ 94,269</b>	<b>\$ 100,591</b>	<b>\$ 94,948</b>	<b>\$ 173,479</b>	<b>\$ 143,571</b>
<b>Account Object Description</b>						
402	RENTAL OF EQUIPMENT	\$ -	\$ -	\$ -	\$ 400	\$ 1,000
407	SPECIAL SERVICES	\$ -	\$ 3,522	\$ -	\$ -	\$ -
410	UTILITIES - ELECTRICITY	\$ 657,394	\$ 574,523	\$ 403,377	\$ 478,362	\$ 478,362
411	ALARM SERVICE	\$ -	\$ -	\$ 254	\$ 255	\$ 4,347
416	OTHER/PROFESSIONAL SERVICES	\$ 103,139	\$ 38,329	\$ 55,997	\$ 103,683	\$ 123,690
421	PRINTING	\$ -	\$ 42	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 509	\$ 585	\$ 430	\$ 420	\$ 420
498	UTILITIES - GAS	\$ 13,205	\$ 30,389	\$ 18,008	\$ 25,000	\$ 26,672
543	JANITORIAL CONTRACT	\$ 141,440	\$ 151,670	\$ 143,572	\$ 140,797	\$ 123,936
544	PEST CONTROL SERVICES	\$ 7,694	\$ 5,027	\$ 8,466	\$ 9,908	\$ 9,908
548	FIRE SYS INSPECTION CONTRACT	\$ 21,803	\$ 30,890	\$ 29,137	\$ 29,138	\$ 23,987
549	HVAC MAINTENANCE CONTRACT	\$ 70,718	\$ 69,260	\$ 50,352	\$ 62,780	\$ 62,807
<b>Services Sub Total</b>		<b>\$ 1,015,903</b>	<b>\$ 904,237</b>	<b>\$ 709,593</b>	<b>\$ 850,744</b>	<b>\$ 855,129</b>
<b>Account Object Description</b>						
608	CAPITAL-FURNITURE & FIXTURES	\$ -	\$ -	\$ 8,055	\$ 8,056	\$ -
<b>Capital Sub Total</b>		<b>\$ 7,135</b>	<b>\$ -</b>	<b>\$ 8,055</b>	<b>\$ 8,056</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 1,189,959</b>	<b>\$ 1,111,839</b>	<b>\$ 898,585</b>	<b>\$ 1,134,737</b>	<b>\$ 1,110,881</b>



# Municipal Court

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
<b>Court Administrator</b>	1	1	1
<b>Court Clerk</b>	3	3	3
<b>Total</b>	4	4	4

## Department Narrative

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



Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Vibrant Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Implement E-Court Suite for enhanced webservices to all Court customers</li> <li>• Continue with implementation of electronic and paperless procedures</li> <li>• Continuing education and completion of Level 1 and Level 2 Certification for staff</li> <li>• Continue to provide exemplary customer service</li> </ul>				
<b>Workload Indicators</b>	<b>17-18 Actual</b>	<b>18-19 Actual</b>		<b>2019-2020 Target</b>
Full-Time Employees	4	4		4
Cases Filed	8,698	8,544		8,000
Cases Disposed	9,956	8,028		10,000
Hearings/Trials	12,441	12,689		12,000
Jury Trials	18	12		15
Warrants Issued	12,236	12,212		15,000
Warrants Cleared	18,986	14,312		20,000
<b>Performance Measurement</b>	<b>17-18 Actual</b>	<b>18-19 Actual</b>		<b>2019-2020 Target</b>
Cases sent to collection	8955	7016		4000
Cases entered on day of filing	100%	100%		100%
Percent of Warrants 0-365 days old	18.96%	24.97%		20%
Cases filed during period, percent closed	45%	50%		40%
Percent of cases disposed of within 60 days of filing	42%	62%		60
Cases with Time Payment Fee added	3961	4311		5500
Cases paid	3292	3312		5000
Online payments during period	754	815		1200
Cases Appealed	0	0		0
<b>Budget Summary</b>	<b>2017-2018 Actual</b>	<b>2018-2019</b>		<b>2019-2020 Budget</b>
		<b>Actual</b>	<b>Budget</b>	
Personnel	257,508	216,338	264,629	275,662
Supplies	16,011	12,200	20,726	21,933
Maintenance	-	145,687	-	-
Services	174,814	5,118	161,872	156,829
Capital Outlay	-	-	5,740	-
<b>TOTAL</b>	<b>448,333</b>	<b>379,343</b>	<b>452,967</b>	<b>454,424</b>

# Municipal Court

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

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

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 171,955	\$ 178,991	\$ 148,904	\$ 184,375	\$ 189,905
102	SALARIES-PART TIME	\$ 3,858	\$ -	\$ -	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 36	\$ 75	\$ 123	\$ 450	\$ 400
104	SALARIES-LONGEVITY	\$ 2,068	\$ 2,648	\$ 1,834	\$ 2,348	\$ 2,540
105	GROUP HEALTH INSURANCE	\$ 31,793	\$ 34,789	\$ 31,669	\$ 33,582	\$ 37,629
106	TMRS	\$ 24,328	\$ 25,002	\$ 20,543	\$ 25,579	\$ 26,354
107	FICA	\$ 12,869	\$ 13,085	\$ 10,819	\$ 14,455	\$ 14,854
109	SALARIES-WELL PAY	\$ 839	\$ 462	\$ 738	\$ 748	\$ 1,333
110	DENTAL INSURANCE	\$ 1,413	\$ 1,461	\$ 1,157	\$ 1,752	\$ 1,752
118	CELL PHONE ALLOWANCE	\$ 520	\$ 520	\$ 120	\$ 480	\$ -
120	GROUP LIFE INSURANCE	\$ 184	\$ 219	\$ 177	\$ 510	\$ 510
130	WORKERS COMPENSATION	\$ 139	\$ 148	\$ 167	\$ 215	\$ 250
131	EAP EXPENSE	\$ 111	\$ 108	\$ 86	\$ 135	\$ 135
<b>Personnel Sub Total</b>		<b>\$ 250,111</b>	<b>\$ 257,508</b>	<b>\$ 216,338</b>	<b>\$ 264,629</b>	<b>\$ 275,662</b>
<b>Supplies</b>						
Account Object	Description					
201	OFFICE SUPPLIES	\$ 1,902	\$ 1,719	\$ 1,072	\$ 2,000	\$ 2,000
202	UNIFORMS AND CLOTHING	\$ 73	\$ -	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,314	\$ 1,238	\$ 572	\$ 576	\$ 7,003
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 100	\$ -	\$ -	\$ -	\$ -
214	POSTAGE/SHIPPING/DELIVERY	\$ 4,058	\$ 6,853	\$ 5,170	\$ 10,400	\$ 5,000
231	SOFTWARE	\$ -	\$ 6,201	\$ 5,386	\$ 7,750	\$ 7,930
<b>Supplies Sub Total</b>		<b>\$ 7,446</b>	<b>\$ 16,011</b>	<b>\$ 12,200</b>	<b>\$ 20,726</b>	<b>\$ 21,933</b>
<b>Maintenance</b>						
Account Object	Description					
370	MAINT-SOFTWARE	\$ 5,286	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 5,286</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Services</b>						
Account Object	Description					
407	SPECIAL SERVICES	\$ -	\$ 147	\$ 260	\$ 500	\$ 500
409	TRAVEL & EDUCATION	\$ 2,039	\$ 2,479	\$ 3,344	\$ 3,725	\$ 3,725
414	DUES & SUBSCRIPTIONS	\$ 285	\$ 160	\$ 298	\$ 343	\$ 310
416	OTHER/PROFESSIONAL SERVICES	\$ 9,389	\$ 5,126	\$ 1,437	\$ 1,464	\$ 2,142
421	PRINTING	\$ 2,785	\$ 1,149	\$ 2,507	\$ 3,740	\$ 3,740
442	COMPUTER PROFESSIONAL SERVICES	\$ 8,125	\$ 10,738	\$ 7,620	\$ 8,100	\$ 8,412
482	CREDIT CARD PROCESSING FEES	\$ 5,766	\$ 9,534	\$ 9,061	\$ 11,000	\$ 9,000
540	COURT-PROSECUTOR SERVICES	\$ 68,869	\$ 85,256	\$ 69,561	\$ 70,000	\$ 68,000
541	COURT-JUDGE SERVICES	\$ 59,779	\$ 60,226	\$ 49,603	\$ 61,000	\$ 61,000
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ -	\$ 1,996	\$ 2,000	\$ -
<b>Services Sub Total</b>		<b>\$ 157,037</b>	<b>\$ 174,814</b>	<b>\$ 145,687</b>	<b>\$ 161,872</b>	<b>\$ 156,829</b>
<b>Capital</b>						
Account Object	Description					
618	CAPITAL-COMPUTER EQUIPMENT	\$ -	\$ -	\$ 5,118	\$ 5,740	\$ -
<b>Capital Sub Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,118</b>	<b>\$ 5,740</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 419,880</b>	<b>\$ 448,333</b>	<b>\$ 379,342</b>	<b>\$ 452,967</b>	<b>\$ 454,424</b>



# Building Inspections

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
<b>Chief Building Official</b>	0	1	0
<b>Building Official</b>	1	1	1
<b>Building Inspector</b>	2	2	2
<b>Permit Technician</b>	0	0	0
<b>Total</b>	3	4	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 Short-Term Rental program.



Goals				
<b>City Council Goal:</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Vibrant Community</li> <li>• Quality Development</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Create a public awareness program to inform citizens on permit requirements</li> <li>• Enforce all ordinances consistently</li> <li>• Continue to enhance apartment inspection program</li> <li>• Enforce obsolete and abandoned signage</li> <li>• Enhance food inspection program</li> <li>• Continue to enhance hotel/motel inspection program</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Full Time Employees	3	4		4
Single Family Permits Issued	128	178		145
Commercial Permits Issued	22	18		11
Home Add On	102	67		140
Commercial Add On	42	39		40
Electrical Permits Issued	107	106		160
Plumbing Permits Issued	195	217		270
Fence Permits Issued	139	127		230
Mechanical Permits Issued	121	115		120
Contractor Registrations	450	435		420
Plans Reviewed	1,249	1,458		1,300
Inspections Made	6,198	7,693		7,100
Demolition Permits	9	7		13
Garage Sale Permits	326	267		275
Signs permits	68	59		62
Utility Verifications	44	86		50
Certificate of Occupancies	100	119		53
Back Flow Tests	42	49		75
Food Inspections	244	248		245
Irrigation Permits	67	82		110
Rental Insections	1123	958		1,060
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 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	128	178		145
Commercial permits issued	22	18		11
Average number of days from date of inspection request until completion	1	1		1
Number of inspections completed	6198	7693		7100
Number of Development Review time plans reviewed	1604	1800		1700
Budget Summary	2017-2018	2018-2019		2019-2020
	Actual	Actual	Budget	Budget
Personnel	309,034	250,314	331,043	263,637
Supplies	7,987	6,498	8,155	8,415
Services	20,761	20,625	37,484	21,601
<b>TOTAL</b>	<b>337,782</b>	<b>277,437</b>	<b>376,682</b>	<b>293,653</b>

# Building Inspections

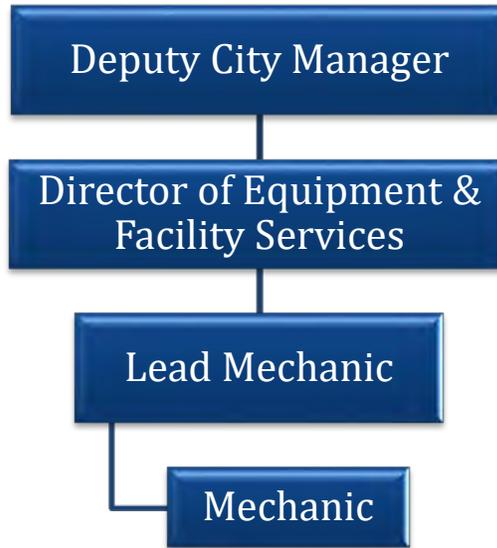
**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

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

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 200,809	\$ 217,733	\$ 185,573	\$ 226,106	\$ 193,667
102	SALARIES-PART TIME	\$ -	\$ 1,075	\$ -	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 671	\$ 558	\$ 16	\$ 100	\$ -
104	SALARIES-LONGEVITY	\$ 182	\$ 94	\$ 100	\$ 184	\$ 92
105	GROUP HEALTH INSURANCE	\$ 39,934	\$ 26,467	\$ 19,237	\$ 33,505	\$ 25,142
106	TMRS	\$ 29,245	\$ 31,657	\$ 25,730	\$ 41,559	\$ 26,482
107	FICA	\$ 15,565	\$ 17,171	\$ 13,958	\$ 22,091	\$ 14,640
109	SALARIES-WELL PAY	\$ 1,476	\$ 337	\$ 1,195	\$ 1,233	\$ 1,356
110	DENTAL INSURANCE	\$ 1,830	\$ 1,050	\$ 715	\$ 1,743	\$ 1,314
113	SALARIES-CAR ALLOWANCE	\$ 1,400	\$ 4,800	\$ 3,000	\$ 3,100	\$ -
114	SALARIES-ASSIGNMENT PAY	\$ 6,425	\$ 6,853	\$ -	\$ -	\$ -
118	CELL PHONE ALLOWANCE	\$ 120	\$ 520	\$ 120	\$ 130	\$ -
120	GROUP LIFE INSURANCE	\$ 227	\$ 222	\$ 166	\$ 408	\$ 306
130	WORKERS COMPENSATION	\$ 313	\$ 414	\$ 447	\$ 776	\$ 557
131	EAP EXPENSE	\$ 120	\$ 82	\$ 56	\$ 108	\$ 81
<b>Personnel Sub Total</b>		<b>\$ 298,317</b>	<b>\$ 309,034</b>	<b>\$ 250,314</b>	<b>\$ 331,043</b>	<b>\$ 263,637</b>
<b>Account Object Description</b>						
201	OFFICE SUPPLIES	\$ 2,688	\$ 687	\$ 46	\$ 200	\$ 600
202	UNIFORMS AND CLOTHING	\$ 244	\$ -	\$ -	\$ 1	\$ 1,015
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ -	\$ 55	\$ 416	\$ 150
211	OTHER OPERATIONAL SUPPLIES	\$ 1,582	\$ 2,750	\$ 3,309	\$ 3,538	\$ 500
214	POSTAGE/SHIPPING/DELIVERY	\$ 718	\$ 585	\$ 181	\$ 450	\$ 450
218	FUEL & OIL	\$ 2,629	\$ 3,965	\$ 2,907	\$ 3,550	\$ 4,980
231	SOFTWARE	\$ -	\$ -	\$ -	\$ -	\$ 720
<b>Supplies Sub Total</b>		<b>\$ 7,862</b>	<b>\$ 7,987</b>	<b>\$ 6,498</b>	<b>\$ 8,155</b>	<b>\$ 8,415</b>
<b>Account Object Description</b>						
401	TELEPHONE & COMMUNICATIONS	\$ 114	\$ 1,200	\$ 465	\$ 1,440	\$ 1,440
409	TRAVEL & EDUCATION	\$ 745	\$ 2,226	\$ 900	\$ 980	\$ 2,360
414	DUES & SUBSCRIPTIONS	\$ 6,863	\$ 7,518	\$ 9,523	\$ 10,524	\$ 9,961
421	PRINTING	\$ 459	\$ -	\$ -	\$ 500	\$ 500
455	CERTIFICATION FEES	\$ 199	\$ -	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 1,554	\$ 922	\$ 630	\$ 840	\$ 840
482	CREDIT CARD PROCESSING FEES	\$ 2,284	\$ 8,895	\$ 9,107	\$ 23,200	\$ 6,500
559	CONTRACT/TEMPORARY LABOR	\$ 122,300	\$ -	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 134,517</b>	<b>\$ 20,761</b>	<b>\$ 20,625</b>	<b>\$ 37,484</b>	<b>\$ 21,601</b>
<b>Department Total</b>		<b>\$ 440,696</b>	<b>\$ 337,781</b>	<b>\$ 277,437</b>	<b>\$ 376,682</b>	<b>\$ 293,653</b>



## Personnel Organization Chart



## Personnel Summary

Position	Adopted'17-18	Adopted '18-19	Proposed '19-20
Director of Equipment & Facility Services	1	1	1
Lead Mechanic	1	1	1
Mechanic/Fleet Services	2	2	2
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Sound Infrastructure</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Provide non-routine and emergency repairs</li> <li>• Increase service level for vehicles through preventative maintenance routines</li> <li>• Extend the life of our fleet and reduce down time</li> <li>• Continue training and education for our mechanics</li> <li>• Help increase job knowledge, productivity, and reduce repair costs</li> <li>• Provide drivers with professional and quality repair in a timely manner</li> <li>• Ensure safe, reliable vehicles and equipment through feedback from daily inspection form</li> <li>• Reduce departmental vehicle downtime through communication and coordination</li> <li>• Help reduce fuel consumption through education and service</li> <li>• Provide a comprehensive program of preventive maintenance</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Total Fleet Services Employees	4	4		4
Non-Emergency Vehicles	13	58		13
Light Trucks	56	41		56
Heavy Trucks	14	18		14
Small Equipment	50	77		50
Light Equipment	32	30		32
Heavy Equipment	15	25		15
Trailers	24	35		24
Emergency Vehicles	50	56		50
Fueling Station (Gas & Diesel)	1	1		1
Fueling Station (Propane)	1	1		1
Annual Fleet Work Orders	1,300	1,300		1,300
Gallons of Unleaded Fuel Consumed	93,000	93,000		93,000
Gallons of Diesel Fuel Consumed	37,000	37,000		37,000
Annual Oil Changes	400	400		400
Annual Repairs	900	900		900
Annual Road Trips for Service	600	600		600
Annual Drive-by Maintenance Checks	900	900		900
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 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	2017-2018 Actual	2018-2019		2019-2020 Budget
		Actual	Budget	
Personnel	343,179	279,484	330,663	359,417
Supplies	4,084	14,493	120,433	92,004
Maintenance	272,367	230,263	262,528	181,900
Other Services	5,626	3,432	4,510	4,570
<b>TOTAL</b>	<b>625,256</b>	<b>527,672</b>	<b>718,134</b>	<b>637,891</b>

# Vehicle Maintenance

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

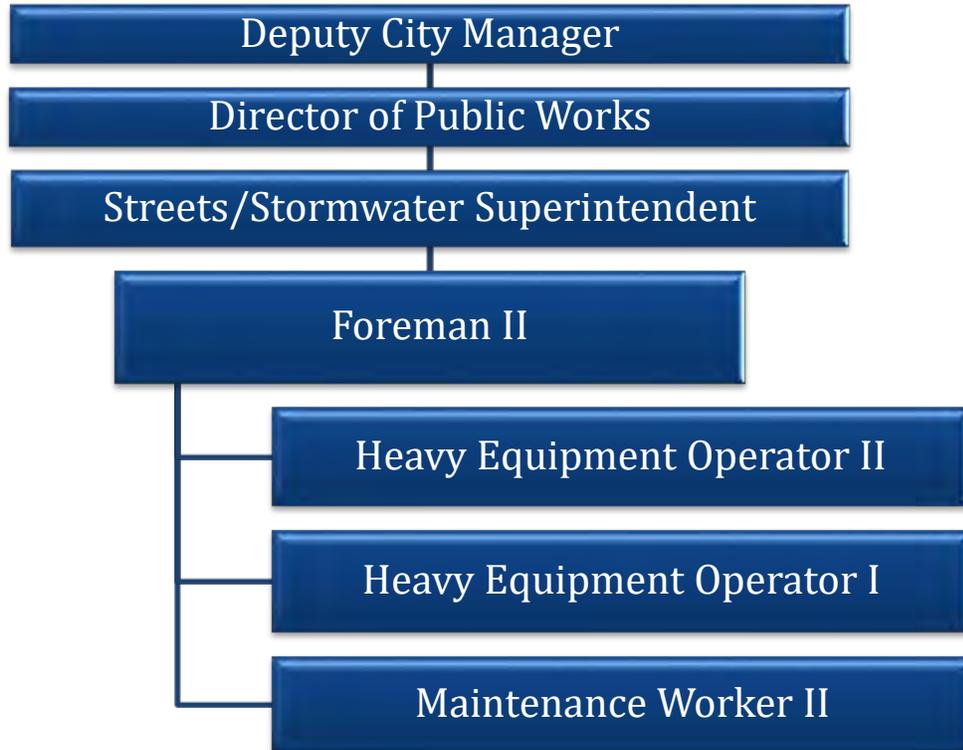
**Fund 1 GENERAL FUND**  
**Department 10 FLEET SERVICES**  
**Program 0 EQUIPMENT MAINTENANCE**

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 229,111	\$ 241,265	\$ 193,926	\$ 228,602	\$ 250,298
102	SALARIES-PART TIME	\$ 7,509	\$ -	\$ -	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 1,658	\$ 1,578	\$ 774	\$ 1,000	\$ 1,000
104	SALARIES-LONGEVITY	\$ 208	\$ 336	\$ 350	\$ 532	\$ 588
105	GROUP HEALTH INSURANCE	\$ 31,012	\$ 36,135	\$ 31,274	\$ 34,876	\$ 42,873
106	TMRS	\$ 32,853	\$ 34,136	\$ 27,215	\$ 34,811	\$ 35,197
107	FICA	\$ 18,578	\$ 18,734	\$ 14,887	\$ 17,746	\$ 17,687
109	SALARIES-WELL PAY	\$ 1,298	\$ 1,337	\$ 1,377	\$ 1,379	\$ 1,799
110	DENTAL INSURANCE	\$ 1,428	\$ 1,431	\$ 1,096	\$ 1,743	\$ 1,743
113	SALARIES-CAR ALLOWANCE	\$ 4,800	\$ 4,800	\$ 3,800	\$ 4,800	\$ 4,800
115	CERTIFICATION PAY	\$ -	\$ -	\$ 604	\$ 610	\$ 840
120	GROUP LIFE INSURANCE	\$ 235	\$ 271	\$ 204	\$ 510	\$ 510
130	WORKERS COMPENSATION	\$ 2,899	\$ 3,049	\$ 3,894	\$ 3,919	\$ 1,947
131	EAP EXPENSE	\$ 111	\$ 107	\$ 84	\$ 135	\$ 135
<b>Personnel Sub Total</b>		<b>\$ 331,700</b>	<b>\$ 343,179</b>	<b>\$ 279,484</b>	<b>\$ 330,663</b>	<b>\$ 359,417</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 1,647	\$ 1,007	\$ 8	\$ 500	\$ 300
202	UNIFORMS AND CLOTHING	\$ 1,188	\$ 1,150	\$ 1,136	\$ 1,137	\$ 1,062
203	MOTOR VEHICLE SUPPLIES	\$ 1,205	\$ 86	\$ 8,108	\$ 112,317	\$ 85,217
204	MINOR EQUIP/FURN/FIX/TOOLS	\$ 12,954	\$ 836	\$ 663	\$ 1,500	\$ 1,500
206	CHEMICALS	\$ -	\$ -	\$ -	\$ 50	\$ 50
214	POSTAGE/SHIPPING/DELIVERY	\$ 53	\$ -	\$ -	\$ 50	\$ 50
216	MEDICAL SUPPLIES	\$ -	\$ -	\$ -	\$ 25	\$ 25
218	FUEL & OIL	\$ 530	\$ 1,006	\$ 475	\$ 752	\$ 800
231	SOFTWARE	\$ -	\$ -	\$ 4,102	\$ 4,102	\$ 3,000
<b>Supplies Sub Total</b>		<b>\$ 17,577</b>	<b>\$ 4,084</b>	<b>\$ 14,493</b>	<b>\$ 120,433</b>	<b>\$ 92,004</b>
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 459	\$ 32	\$ 166	\$ 166	\$ -
302	MAINT-MOTOR VEHICLES	\$ 276,818	\$ 272,337	\$ 229,618	\$ 261,862	\$ 181,400
303	MAINT-EQUIP & MACHINERY	\$ 6,065	\$ (2)	\$ 478	\$ 500	\$ 500
<b>Maintenance Sub Total</b>		<b>\$ 283,342</b>	<b>\$ 272,367</b>	<b>\$ 230,263</b>	<b>\$ 262,528</b>	<b>\$ 181,900</b>
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 525	\$ 725	\$ 496	\$ 500	\$ -
407	SPECIAL SERVICES	\$ 125	\$ 1,659	\$ 80	\$ 250	\$ 250
409	TRAVEL & EDUCATION	\$ 1,557	\$ 820	\$ 566	\$ 1,100	\$ 1,100
416	OTHER/PROFESSIONAL SERVICES	\$ 1,100	\$ 1,840	\$ 1,850	\$ 2,000	\$ 2,500
421	PRINTING	\$ -	\$ 42	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGER	\$ 509	\$ 540	\$ 440	\$ 660	\$ 720
<b>Services Sub Total</b>		<b>\$ 3,816</b>	<b>\$ 5,626</b>	<b>\$ 3,432</b>	<b>\$ 4,510</b>	<b>\$ 4,570</b>
<b>Department Total</b>		<b>\$ 636,434</b>	<b>\$ 625,256</b>	<b>\$ 527,672</b>	<b>\$ 718,134</b>	<b>\$ 637,891</b>



# Streets

## Personnel Organization Chart



## Personnel Summary

Position	'Adopted '17-18	Adopted '18-19	Proposed '19-20
Foreman II	1	1	1
Heavy Equipment Operator II	1	1	1
Heavy Equipment Operator I	1	1	1
Maintenance Worker II	1	1	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Sound Infrastructure</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Increase the maintenance of all paved surfaces through the identification of problem areas</li> <li>• Formulate programs to enhance and extend the life cycle of all Lancaster streets</li> <li>• Increase emergency preparedness and recovery abilities</li> <li>• Respond to emergency situations in both pavement failures, sign repairs and traffic and school outages</li> <li>• Continue training section employees in proper repair and maintenance of pavement surfaces</li> <li>• Reduce severe safety issues by preventative identification, scheduling, and repair of municipal roadways</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Current Miles of Streets and Alleys	262	262		265
Square Yards of Concrete Streets and Alleys Repaired	800	800		820
Tonnage of Asphalt Used on Street Repairs	3,600	3,750		4,500
Current Miles of Street and Alley Evaluations	25	262		265
Phone calls and CRM Requests Responded to within	100%	100%		100%
Snow and Ice Plan Implementation Date	November	November		November
Emergency Storm Response within 30 Minutes	90%	90%		90%
Emergency Pavement and Pothole Repair within 24hrs	90%	90%		90%
Procure Replacement Parts within 5 Days	85%	85%		90%
Weekly Street and Alley Evaluations	92%	92%		92%
Traffic Signal Response within 30 Minutes	90%	90%		95%
Traffic Signal Permanent Repair within 3 Days	85%	85%		90%
Sign Hazards Eliminated within 30 Minutes	95%	95%		95%
Sign Re-Order within 2 Days	95%	90%		95%
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 Target
Phone calls and CRM requests responded to within 24hrs	100%	100%		100%
Snow and Ice Plan Implementation	November	November		November
Emergency Pavement and Pothole Repair within 24hrs	92%	90%		95%
Procure Replacement Parts within 5 Days	90%	90%		90%
Weekly Street and Alley Evaluations	92%	92%		95%
Traffic Signal response within 30 minutes	95%	95%		95%
Traffic Signal Permanent Repair within 3 Days	95%	95%		95%
Sign Hazards Eliminated within 30 minutes	90%	95%		95%
Sign Re-Order within 2 Days	95%	95%		95%
Budget Summary	2017-2018 Actual	2018-2019		2019-2020 Budget
		Actual	Budget	
Personnel	220,227	184,411	229,381	236,768
Supplies	16,408	17,495	21,502	122,763
Maintenance	191,050	221,720	375,933	721,844
Services	3,264	1,754	4,783	6,466
<b>TOTAL</b>	<b>430,949</b>	<b>425,380</b>	<b>631,599</b>	<b>1,220,841</b>

# Streets Operations

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

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

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 152,718	\$ 140,245	\$ 121,158	\$ 150,068	\$ 154,571
103	SALARIES-OVERTIME	\$ 2,752	\$ 4,323	\$ 3,538	\$ 6,000	\$ 6,000
104	SALARIES-LONGEVITY	\$ 970	\$ 892	\$ 1,016	\$ 1,036	\$ 1,228
105	GROUP HEALTH INSURANCE	\$ 36,230	\$ 39,336	\$ 26,808	\$ 33,452	\$ 32,336
106	TMRS	\$ 21,875	\$ 19,953	\$ 17,116	\$ 21,473	\$ 22,170
107	FICA	\$ 11,687	\$ 10,502	\$ 9,389	\$ 9,392	\$ 12,497
109	SALARIES-WELL PAY	\$ 1,079	\$ 382	\$ 393	\$ 1,095	\$ 1,128
110	DENTAL INSURANCE	\$ 1,708	\$ 1,431	\$ 1,157	\$ 1,743	\$ 1,752
115	CERTIFICATION PAY	\$ -	\$ 254	\$ 305	\$ 420	\$ 420
120	GROUP LIFE INSURANCE	\$ 182	\$ 173	\$ 145	\$ 510	\$ 510
130	WORKERS COMPENSATION	\$ 2,471	\$ 2,630	\$ 3,299	\$ 4,057	\$ 4,021
131	EAP EXPENSE	\$ 107	\$ 106	\$ 86	\$ 135	\$ 135
<b>Personnel Sub Total</b>		<b>\$ 231,779</b>	<b>\$ 220,227</b>	<b>\$ 184,411</b>	<b>\$ 229,381</b>	<b>\$ 236,768</b>
<b>Account Object Description</b>						
201	OFFICE SUPPLIES	\$ 500	\$ 210	\$ 343	\$ 350	\$ 350
202	UNIFORMS AND CLOTHING	\$ 278	\$ 2,040	\$ 1,800	\$ 2,635	\$ 2,778
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 3,982	\$ 1,718	\$ 4,108	\$ 4,109	\$ 4,156
206	CHEMICALS	\$ 28	\$ -	\$ 95	\$ 250	\$ 812
207	SIGNS	\$ -	\$ -	\$ -	\$ -	\$ 104,527
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ -	\$ -	\$ 80	\$ 250
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ -	\$ -	\$ 50	\$ 50
216	MEDICAL SUPPLIES	\$ -	\$ 77	\$ 50	\$ 50	\$ 108
218	FUEL & OIL	\$ 13,603	\$ 12,363	\$ 11,098	\$ 13,978	\$ 9,732
231	SOFTWARE	\$ (1,491)	\$ -	\$ -	\$ -	\$ -
<b>Supplies Sub Total</b>		<b>\$ 16,900</b>	<b>\$ 16,408</b>	<b>\$ 17,495</b>	<b>\$ 21,502</b>	<b>\$ 122,763</b>
<b>Account Object Description</b>						
302	MAINT-MOTOR VEHICLES	\$ (65)	\$ -	\$ -	\$ -	\$ -
304	MAINT-STREETS	\$ 99,437	\$ 150,938	\$ 154,147	\$ 300,000	\$ 500,000
305	MAINT-SIDEWALKS & ALLEYS	\$ 12,203	\$ 14,131	\$ 36,693	\$ 40,000	\$ 43,344
307	MAINT-INSTRUMENTS & APPARATUS	\$ 550	\$ 815	\$ 151	\$ 500	\$ 500
318	MAINT-OFFICE EQUIPMENT	\$ 171	\$ -	\$ -	\$ -	\$ -
319	MAINT-TRAFFIC SIGN SYSTEM	\$ 12,972	\$ 18,836	\$ 20,218	\$ 24,933	\$ 28,000
320	MAINT-STREET MARKINGS	\$ 6,337	\$ 6,330	\$ 10,511	\$ 10,500	\$ 150,000
<b>Maintenance Sub Total</b>		<b>\$ 131,606</b>	<b>\$ 191,050</b>	<b>\$ 221,720</b>	<b>\$ 375,933</b>	<b>\$ 721,844</b>
<b>Account Object Description</b>						
402	RENTAL OF EQUIPMENT	\$ 547	\$ 189	\$ 757	\$ 758	\$ 2,500
409	TRAVEL & EDUCATION	\$ 367	\$ 730	\$ -	\$ 1,280	\$ 1,281
413	SANITARY LANDFILL	\$ 66	\$ 413	\$ 328	\$ 500	\$ 500
421	PRINTING	\$ -	\$ -	\$ 39	\$ 325	\$ 325
462	CELLULAR TELEPHONE & PAGERS	\$ 1,342	\$ 1,932	\$ 630	\$ 1,920	\$ 1,860
<b>Services Sub Total</b>		<b>\$ 2,322</b>	<b>\$ 3,264</b>	<b>\$ 1,754</b>	<b>\$ 4,783</b>	<b>\$ 6,466</b>
<b>Account Object Description</b>						
606	STREETS & DRAINAGE	\$ -	\$ -	\$ -	\$ -	\$ 133,000
<b>Capital Sub Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 133,000</b>
<b>Department Total</b>		<b>\$ 382,607</b>	<b>\$ 430,949</b>	<b>\$ 425,380</b>	<b>\$ 631,599</b>	<b>\$ 1,220,841</b>



# Parks

## Personnel Organization Chart



## Personnel Summary

Position	'Adopted '17-18	Adopted '18-19	Proposed '19-20
Park Operations Manager	1	1	1
Foreman II	1	1	1
Foreman I	1	1	1
Maintenance Worker II	7	7	9
<b>Total</b>	<b>10</b>	<b>10</b>	<b>12</b>

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Engaged Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Establish the Operation and Maintenance cost for Park land maintained</li> <li>• Update Hike and Bike Trails, Parks and Open Space, and Streetscape Master Plans</li> <li>• Complete the development of park maintenance plan to attain CAPRA accreditation via NRPA</li> <li>• Update parks needs inventory for park land and amenities for CIP consideration</li> <li>• Complete and Implement tree farm relocation plan utilizing amended tree mitigation ordinance</li> <li>• Develop and implement emergency locator signage system for City-Wide Trails System</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 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	21	22		22
Acreage of large areas maintained	267	267		267
Acreage of Country View Golf Course maintained	N/A	3		3
Total number of Park Acres	768	768		768
Full-Time Employees	9	10		10
Rights of Way/ Median Acreage	1	1		1
Special Events Requiring Park Staffing	8	12		12
Outdoor restrooms maintained	8	9		9
Trail Miles Maintained	2.4	2.4		2.4
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 Target
Mow/Trim Parks	35%	35%		35%
Athletic Maintenance	10%	10%		10%
Litter Removal	16%	16%		16%
Special Events - set up/break down	8%	8%		8%
Playground Inspection/Maintenance	3%	3%		3%
Forestry/ Horticulture	5%	5%		5%
Amenity improvements/ repairs - Indoors	8%	8%		8%
Chemical Application	5%	5%		5%
Amenity improvements/ repairs - outdoors	10%	10%		10%
Budget Summary	2017-2018 Actual	2018-2019		2019-2020 Budget
		Actual	Budget	
Personnel	545,647	432,489	520,889	675,407
Supplies	39,079	39,922	44,312	58,470
Maintenance	18,801	15,906	16,300	7,250
Other Services	28,183	19,684	21,187	34,350
Capital Outlay		-	-	-
<b>TOTAL</b>	<b>631,710</b>	<b>508,001</b>	<b>602,688</b>	<b>775,477</b>

# Parks

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

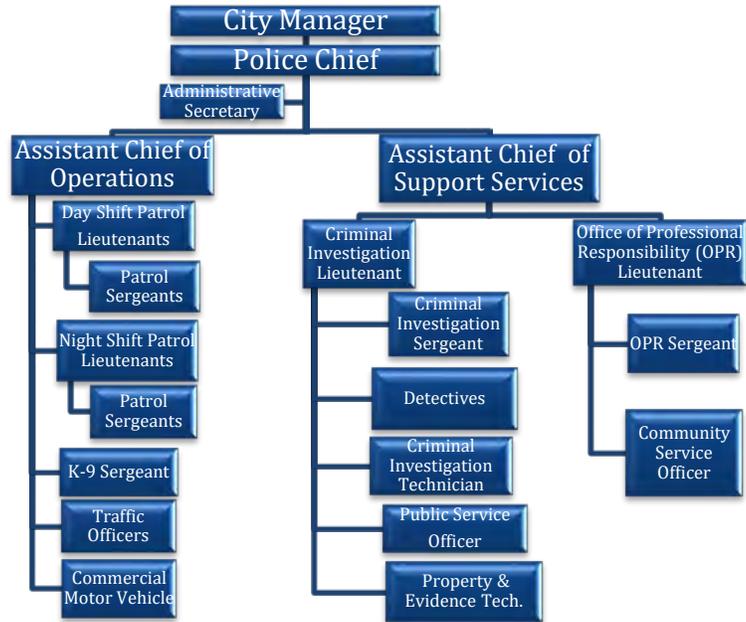
**Fund 1 GENERAL FUND  
Department 13 PARKS AND RECREATION  
Program 0 PARKS AND RECREATION**

Account Object	Description	2017 Actual	2018 Actual	2019 YTD Actual	2019 Budget	2020 Proposed
101	SALARIES-REGULAR	\$ 316,413	\$ 361,050	\$ 290,955	\$ 342,245	\$ 457,303
103	SALARIES-OVERTIME	\$ 12,873	\$ 9,630	\$ 11,188	\$ 11,188	\$ 4,500
104	SALARIES-LONGEVITY	\$ 2,132	\$ 2,328	\$ 2,218	\$ 2,824	\$ 3,236
105	GROUP HEALTH INSURANCE	\$ 70,837	\$ 87,282	\$ 57,148	\$ 69,042	\$ 94,425
106	TMRS	\$ 46,100	\$ 51,127	\$ 41,426	\$ 53,458	\$ 63,623
107	FICA	\$ 24,070	\$ 26,764	\$ 22,466	\$ 30,209	\$ 35,861
109	SALARIES-WELL PAY	\$ -	\$ -	\$ 469	\$ 469	\$ 3,239
110	DENTAL INSURANCE	\$ 3,368	\$ 3,546	\$ 2,557	\$ 4,362	\$ 5,220
115	CERTIFICATION PAY	\$ -	\$ -	\$ -	\$ 420	\$ -
118	CELL PHONE ALLOWANCE	\$ 520	\$ 520	\$ 380	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 369	\$ 440	\$ 340	\$ 1,122	\$ 1,326
130	WORKERS COMPENSATION	\$ 2,357	\$ 2,695	\$ 3,144	\$ 4,773	\$ 5,843
131	EAP EXPENSE	\$ 218	\$ 266	\$ 199	\$ 297	\$ 351
<b>Personnel Sub Total</b>		<b>\$ 479,256</b>	<b>\$ 545,647</b>	<b>\$ 432,489</b>	<b>\$ 520,889</b>	<b>\$ 675,407</b>
<b>Account Object Description</b>						
201	OFFICE SUPPLIES	\$ 591	\$ -	\$ 231	\$ 315	\$ 500
202	UNIFORMS AND CLOTHING	\$ 3,896	\$ 2,294	\$ 3,317	\$ 3,390	\$ 4,199
203	MOTOR VEHICLE SUPPLIES	\$ -	\$ 99	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 2,735	\$ 2,739	\$ 3,193	\$ 3,193	\$ 3,706
205	JANITORIAL & CLEANING SUPPLIES	\$ 2,960	\$ 3,960	\$ 4,391	\$ 4,500	\$ 5,500
206	CHEMICALS	\$ 9,470	\$ 3,807	\$ 7,240	\$ 7,139	\$ 9,539
208	EDUCATION & REC SUPPLIES	\$ 5,379	\$ 6,240	\$ 5,351	\$ 5,729	\$ 7,961
209	BOTANICAL & AGR SUPPLIES	\$ 4,827	\$ 3,662	\$ 5,335	\$ 5,659	\$ 8,555
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 293	\$ 198	\$ 111	\$ 300	\$ 510
211	OTHER OPERATIONAL SUPPLIES	\$ 2,402	\$ -	\$ -	\$ 259	\$ -
218	FUEL & OIL	\$ 15,274	\$ 16,080	\$ 10,250	\$ 13,326	\$ 17,000
226	SEED	\$ 506	\$ -	\$ 503	\$ 503	\$ 1,000
231	SOFTWARE	\$ 17	\$ -	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 48,350</b>	<b>\$ 39,079</b>	<b>\$ 39,922</b>	<b>\$ 44,312</b>	<b>\$ 58,470</b>
<b>Account Object Description</b>						
302	MAINT-MOTOR VEHICLES	\$ (53)	\$ -	\$ -	\$ -	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 9	\$ 628	\$ -	\$ -	\$ -
315	MAINT-PARK EQUIPMENT/FIXTURES	\$ 13,277	\$ 12,673	\$ 15,906	\$ 16,300	\$ 7,250
345	MAINT-ATHLETIC FACILITY	\$ -	\$ 5,500	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 13,234</b>	<b>\$ 18,801</b>	<b>\$ 15,906</b>	<b>\$ 16,300</b>	<b>\$ 7,250</b>
<b>Account Object Description</b>						
402	RENTAL OF EQUIPMENT	\$ 841	\$ 913	\$ 1,750	\$ 1,804	\$ 3,157
409	TRAVEL & EDUCATION	\$ 1,886	\$ 1,186	\$ 2,571	\$ 2,571	\$ 3,518
414	DUES & SUBSCRIPTIONS	\$ 249	\$ 230	\$ 597	\$ 670	\$ 1,575
416	OTHER/PROFESSIONAL SERVICES	\$ 24,535	\$ 22,902	\$ 13,621	\$ 13,622	\$ 24,840
462	CELLULAR TELEPHONE & PAGERS	\$ 2,868	\$ 2,952	\$ 1,145	\$ 2,520	\$ 1,260
559	CONTRACT/TEMPORARY LABOR	\$ 4,273	\$ -	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 34,651</b>	<b>\$ 28,183</b>	<b>\$ 19,684</b>	<b>\$ 21,187</b>	<b>\$ 34,350</b>
<b>Account Object Description</b>						
602	CAPITAL-BLDG & STRUCTURE	\$ 6,250	\$ -	\$ -	\$ -	\$ -
<b>Capital Sub Total</b>		<b>\$ 6,250</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 581,741</b>	<b>\$ 631,711</b>	<b>\$ 508,000</b>	<b>\$ 602,688</b>	<b>\$ 775,476</b>



# Police Department

## Personnel Organization Chart



## Personnel Summary

Position	'Adopted '17-18	Adopted '18-19	Proposed '19-20
Police Chief	1	1	1
Assistant Police Chief	2	2	2
Lieutenant	6	6	6
Sergeant	7	7	7
Police Officer	47	50	50
CID Technician	1	1	1
Property & Evidence Tech.	1	1	1
Public Service Officer	2	3	3
PT Public Service Officer (.5)	0.5	0.5	0.5
Administrative Secretary	1	1	1
<b>Total</b>	<b>68.5</b>	<b>72.5</b>	<b>72.5</b>

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Engaged Community</li> <li>• Professional &amp; Committed City Workforce</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Increase the Department's partnership with citizens, neighborhoods, schools, and other community groups</li> <li>• Increase awareness of crime prevention measures by creating community watch groups for businesses</li> <li>• Foster citizen interaction and education by hosting Public Safety Academy Programs</li> <li>• Encourage citizen participation through programs such as Citizens Public Safety Academy, Crime Victim's Assistance, and Volunteer Program</li> <li>• Enhance departmental efficiency by reducing officer downtime and developing user friendly reports</li> <li>• Enhance law enforcement accountability through strengthening patrol reporting, increasing traffic safety enforcement.</li> <li>• Investigate cooperative agreements with other law enforcement agencies on items such as training, intelligence sharing, and grant opportunities</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
City Population / Square City Miles	36,390/33	37,880/33		38,880/33
Sworn Officers	54	60		66
Calls for Service	69,782	70,000		72,000
Citations / Violations	14,454	15,000		15,500
Arrests	2,022	2,200		2,400
Accidents Reported	708	750		760
Part I Crimes	971	1,000		1,050
Public Safety Academies	1	1		1
Attendance at National Night Out Events	15	20		20
CID Case Investigation	1,163	1,300		1,400
PSO Calls	926	1,050		1,200
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 Target
Outreach PIDs	3	3		8
Homeowner's Association Meeting Attendance	10	5		20
New Community Watch Groups Created	0	0		2
New Business Crime Watch Areas Created	0	0		1
Partnership with UNT-Dallas Criminal Justice Program	Ongoing	n/a		N/A
Average Offense Report Completion Time	45 Minutes	45 Minutes		30 minutes
Average Arrest Report Completion Time	60 Minutes	60 Minutes		45 minutes
Average Accident Report Completion Time	50 Minutes	50 Minutes		30 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	26	26		26
Sworn Officers per 1000 Population/per Square City Mile	1.8	1.7		1.8
Budget Summary	2017-2018	2018-2019		2019-2020
	Actual	Actual	Budget	Budget
Personnel	5,753,531	5,506,692	6,774,577	6,775,872
Supplies	274,442	185,452	204,309	239,136
Maintenance	24,753	19,658	42,586	33,514
Services	479,971	412,102	436,010	474,986
Capital Outlay	17,743	5,933	-	-
<b>TOTAL</b>	<b>6,550,440</b>	<b>6,129,837</b>	<b>7,457,482</b>	<b>7,523,508</b>

# Police Department

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

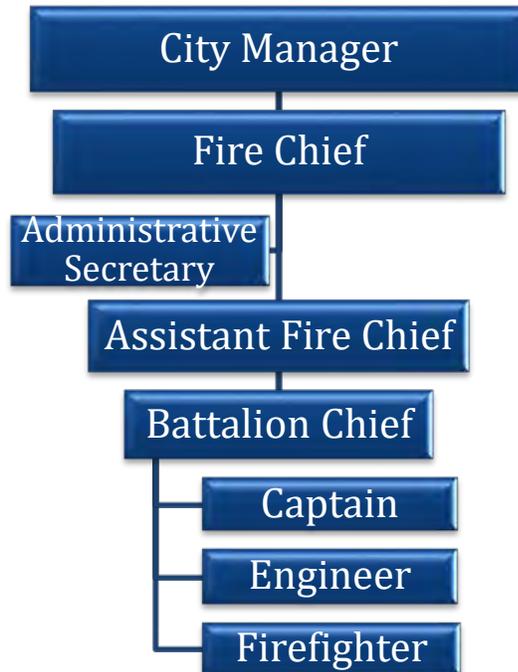
Fund            1    GENERAL FUND  
Department    14   POLICE  
Program        0    POLICE

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 3,535,660	\$ 3,484,354	\$ 3,596,506	\$ 4,495,919	\$ 4,673,636
102	SALARIES-PART TIME	\$ -	\$ 15,706	\$ 3,923	\$ 16,111	\$ 16,594
103	SALARIES-OVERTIME	\$ 644,101	\$ 643,283	\$ 423,646	\$ 423,650	\$ 215,400
104	SALARIES-LONGEVITY	\$ 21,240	\$ 20,150	\$ 16,742	\$ 20,832	\$ 22,816
105	GROUP HEALTH INSURANCE	\$ 497,169	\$ 462,165	\$ 453,442	\$ 555,668	\$ 576,669
106	TMRS	\$ 598,980	\$ 624,021	\$ 540,440	\$ 671,765	\$ 684,839
107	FICA	\$ 317,992	\$ 340,403	\$ 298,453	\$ 364,490	\$ 369,658
109	SALARIES-WELL PAY	\$ 33,596	\$ 32,046	\$ 31,190	\$ 31,192	\$ 34,803
110	DENTAL INSURANCE	\$ 19,366	\$ 18,135	\$ 17,518	\$ 29,649	\$ 28,800
114	SALARIES-ASSIGNMENT PAY	\$ 3,128	\$ -	\$ 20	\$ 29,120	\$ 33,280
115	CERTIFICATION PAY	\$ 70,424	\$ 71,417	\$ 64,580	\$ 65,598	\$ 45,437
118	CELL PHONE ALLOWANCE	\$ 6,240	\$ 5,700	\$ 4,286	\$ 4,800	\$ 4,800
120	GROUP LIFE INSURANCE	\$ 4,013	\$ 4,095	\$ 3,948	\$ 7,422	\$ 7,347
121	UNIFORMS	\$ 1,000	\$ 156	\$ 392	\$ 1,500	\$ -
130	WORKERS COMPENSATION	\$ 27,904	\$ 30,372	\$ 50,211	\$ 54,897	\$ 59,850
131	EAP EXPENSE	\$ 1,446	\$ 1,529	\$ 1,395	\$ 1,964	\$ 1,943
<b>Personnel Sub Total</b>		<b>\$ 5,782,259</b>	<b>\$ 5,753,531</b>	<b>\$ 5,506,692</b>	<b>\$ 6,774,577</b>	<b>\$ 6,775,872</b>
<b>Supplies</b>						
Account Object	Description	2017	2018	2019	2019	2020
201	SUPPLIES	\$ 8,323	\$ 9,007	\$ 5,080	\$ 5,412	\$ 6,669
202	UNIFORMS AND CLOTHING	\$ 49,379	\$ 111,216	\$ 45,962	\$ 51,935	\$ 44,520
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 480	\$ 3,124	\$ 11,461	\$ 11,461	\$ 5,168
208	EDUCATION & REC SUPPLIES	\$ -	\$ 814	\$ 51	\$ 500	\$ 500
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 856	\$ 81	\$ 100	\$ 880	\$ 900
211	OTHER OPERATIONAL SUPPLIES	\$ -	\$ 3,051	\$ 5,246	\$ 5,246	\$ 2,952
212	AMMUNITION	\$ 15,207	\$ 17,363	\$ 16,157	\$ 20,065	\$ 26,070
214	POSTAGE/SHIPPING/DELIVERY	\$ 3,580	\$ 1,884	\$ 1,326	\$ 2,750	\$ 2,900
215	TRAINING SUPPLIES	\$ 2,306	\$ 3,755	\$ 618	\$ 1,554	\$ 3,711
218	FUEL & OIL	\$ 103,665	\$ 118,470	\$ 90,055	\$ 92,398	\$ 131,496
220	INVESTIGATION SUPPLIES	\$ 2,904	\$ 5,676	\$ 9,396	\$ 12,108	\$ 14,249
<b>Supplies Sub Total</b>		<b>\$ 186,700</b>	<b>\$ 274,442</b>	<b>\$ 185,452</b>	<b>\$ 204,309</b>	<b>\$ 239,136</b>
<b>Maintenance</b>						
Account Object	Description	2017	2018	2019	2019	2020
302	MAINT-MOTOR VEHICLES	\$ 1,246	\$ 925	\$ 15,600	\$ 15,600	\$ -
351	MAINT-MISC	\$ 20,502	\$ 23,828	\$ 4,058	\$ 26,986	\$ 33,514
<b>Maintenance Sub Total</b>		<b>\$ 21,748</b>	<b>\$ 24,753</b>	<b>\$ 19,658</b>	<b>\$ 42,586</b>	<b>\$ 33,514</b>
<b>Services</b>						
Account Object	Description	2017	2018	2019	2019	2020
407	SPECIAL SERVICES	\$ -	\$ -	\$ 290	\$ 290	\$ -
409	TRAVEL & EDUCATION	\$ 58,211	\$ 69,207	\$ 39,493	\$ 48,910	\$ 53,120
414	DUES & SUBSCRIPTIONS	\$ 10,801	\$ 10,282	\$ 9,259	\$ 10,390	\$ 11,259
415	TRANS TO VEHICLE REPL FUND	\$ -	\$ -	\$ 17	\$ -	\$ -
416	OTHER/PROFESSIONAL SERVICES	\$ 25,573	\$ 20,917	\$ 19,809	\$ 14,570	\$ 16,948
419	AWARDS	\$ -	\$ 497	\$ 500	\$ 500	\$ 500
421	PRINTING	\$ 250	\$ 740	\$ 846	\$ 850	\$ 850
434	SPECIAL EVENTS	\$ 247	\$ 563	\$ 62	\$ 800	\$ 1,850
435	LABORATORY CHARGES	\$ 5,892	\$ 6,793	\$ 2,406	\$ 9,700	\$ 11,200
462	CELLULAR TELEPHONE & PAGERS	\$ 922	\$ 907	\$ 180	\$ -	\$ -
473	HIDTA EXPENSES	\$ 10,469	\$ -	\$ -	\$ -	\$ -
482	CREDIT CARD PROCESSING FEES	\$ 59	\$ 65	\$ 74	\$ -	\$ -
557	CITY JAIL CONTRACT	\$ 350,000	\$ 370,000	\$ 339,167	\$ 350,000	\$ 379,260
<b>Services Sub Total</b>		<b>\$ 462,423</b>	<b>\$ 479,971</b>	<b>\$ 412,102</b>	<b>\$ 436,010</b>	<b>\$ 474,986</b>
<b>Capital</b>						
Account Object	Description	2017	2018	2019	2019	2020
609	CAPITAL-MACHINERY & EQUIPMENT	\$ -	\$ 17,743	\$ 5,933	\$ -	\$ -
<b>Capital Sub Total</b>		<b>\$ -</b>	<b>\$ 17,743</b>	<b>\$ 5,933</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 6,453,131</b>	<b>\$ 6,550,440</b>	<b>\$ 6,129,837</b>	<b>\$ 7,457,482</b>	<b>\$ 7,523,508</b>



# Fire

## Personnel Organization Chart



## Personnel Summary

Position	'Adopted '17-18	Adopted '18-19	Proposed '19-20
<b>Fire Chief</b>	1	1	1
<b>Assistant Fire Chief</b>	1	1	1
<b>Battalion Chief</b>	5	5	5
<b>Captain</b>	9	10	10
<b>Fire Engineer</b>	21	21	21
<b>Fire Fighter</b>	25	28	28
<b>Administrative Secretary</b>	1	1	1
<b>Total</b>	<b>63</b>	<b>67</b>	<b>67</b>

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safety and Vibrant Community</li> </ul>				
<b>Departmental Goals:</b>				
<ul style="list-style-type: none"> <li>• Increase percentage firefighters on scene in 5 min.</li> <li>• Provide advanced care to patients suffering from strokes, heart attacks, trauma, or other medical problems.</li> <li>• Maintain response times as low as possible with increasing call volume and population growth.</li> <li>• Improve response capabilities for large scale disasters such as floods, tornados, terrorism, etc.</li> <li>• Maintain service level of one Mobile Intensive Care Unit (MICU) at each fire station.</li> <li>• Fire station personnel will visit their neighborhoods during the year.</li> <li>• Maintain the Fire Department comprehensive wellness-fitness program.</li> </ul>				
<b>Workload Indicators</b>	<b>17-18 Actual</b>	<b>18-19 (YTD)</b>		<b>2019-2020 Target</b>
Full-Time Employees	63	67		73
Responses (Average per year)	11,595	7,169		11,600
Simultaneous Incidents	1,920	1,215		1,935
Lives Saved	421	215		375
Life Extending Aid	1,678	1,157		1,631
Training Hours	8,432	3,329		6,491.00
Value Saved Exposed to Fire	29,006,956	7,512,614		18,390,223
<b>Performance Measurement</b>	<b>17-18 Actual</b>	<b>18-19 Actual</b>		<b>2019-2020 Target</b>
Percent of property saved from fire	95%	85%		95%
Paramedics trained	2	3		6
Minimum Apparatus staffing per unit	16	16		16
Response times with increased call volume	5.16	5.16		5.16
Percentage of 4 firefighters on scene in 5 minutes	46%	47%		50%
Percentage of 14 firefighters on scene in 9 minutes	61%	38%		65%
Increase ambulance billing revenue	?	?		?
Dependency on mutual aid assistance	160	105		165
Public Fire Safety Education contacts	8,500	8,500		9,000
In the field CPR recesutations	20	12		20
<b>Budget Summary</b>	<b>2017-2018 Actual</b>	<b>2018-2019</b>		<b>2019-2020 Budget</b>
		<b>Actual</b>	<b>Budget</b>	
Personnel	6,768,536	5,859,377	6,995,590	6,933,409
Supplies	311,218	253,684	279,860	317,873
Maintenance	21,321	1,131	3,350	6,570
Services	349,952	245,475	281,697	319,048
Capital Outlay	10,036	5,663	5,663	-
<b>TOTAL</b>	<b>7,461,063</b>	<b>6,365,330</b>	<b>7,566,160</b>	<b>7,576,900</b>

# Fire Department

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

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

Account Object	Description	2017 Actual	2018 Actual	2019 YTD Actual	2019 Budget	2020 Proposed
101	SALARIES-REGULAR	\$ 4,021,355	\$ 4,145,125	\$ 3,546,959	\$ 4,290,180	\$ 4,569,265
102	SALARIES-PART TIME	\$ -	\$ -	\$ 7,862	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 526,205	\$ 553,470	\$ 650,060	\$ 650,060	\$ 225,000
104	SALARIES-LONGEVITY	\$ 24,770	\$ 25,716	\$ 20,634	\$ 27,008	\$ 24,472
105	GROUP HEALTH INSURANCE	\$ 759,202	\$ 754,682	\$ 521,744	\$ 654,587	\$ 747,818
106	TMRS	\$ 666,477	\$ 674,475	\$ 591,147	\$ 690,569	\$ 682,332
107	FICA	\$ 350,708	\$ 356,943	\$ 320,686	\$ 379,407	\$ 370,990
108	SALARIES-PARAMEDIC	\$ 110,822	\$ 113,230	\$ 77,709	\$ 114,676	\$ 117,969
109	SALARIES-WELL PAY	\$ 13,497	\$ 14,615	\$ 14,024	\$ 14,025	\$ 34,688
110	DENTAL INSURANCE	\$ 24,765	\$ 21,064	\$ 15,159	\$ 27,978	\$ 28,416
112	SALARIES-OUT OF CLASS	\$ 37,808	\$ 25,677	\$ 20,297	\$ 20,297	\$ 13,000
113	SALARIES-CAR ALLOWANCE	\$ 4,800	\$ 1,020	\$ -	\$ -	\$ -
114	SALARIES-ASSIGNMENT PAY	\$ 2,118	\$ -	\$ 429	\$ 429	\$ -
115	CERTIFICATION PAY	\$ 35,213	\$ 39,534	\$ 31,454	\$ 45,266	\$ 43,635
118	CELL PHONE ALLOWANCE	\$ 1,046	\$ 530	\$ 354	\$ 960	\$ 480
120	GROUP LIFE INSURANCE	\$ 4,637	\$ 4,820	\$ 3,692	\$ 7,140	\$ 6,963
125	SALARIES-FLSA OVERTIME	\$ 29,173	\$ 7,812	\$ -	\$ 25,000	\$ -
130	WORKERS COMPENSATION	\$ 26,029	\$ 27,031	\$ 35,538	\$ 45,118	\$ 65,313
131	EAP EXPENSE	\$ 1,562	\$ 1,566	\$ 1,180	\$ 1,890	\$ 1,842
149	TLFFRA ANNUITY PAYMENT	\$ 1,100	\$ 1,225	\$ 450	\$ 1,000	\$ 1,226
<b>Personnel Sub Total</b>		<b>\$ 6,641,288</b>	<b>\$ 6,768,536</b>	<b>\$ 5,859,377</b>	<b>\$ 6,995,590</b>	<b>\$ 6,933,409</b>
<b>Supplies</b>						
201	OFFICE SUPPLIES	\$ 3,817	\$ 3,835	\$ 2,601	\$ 3,800	\$ 2,800
202	UNIFORMS AND CLOTHING	\$ 51,689	\$ 70,328	\$ 66,645	\$ 70,235	\$ 98,999
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 46,891	\$ 78,898	\$ 56,259	\$ 56,560	\$ 48,748
205	JANITORIAL & CLEANING SUPPLIES	\$ 4,826	\$ 6,216	\$ 4,509	\$ 4,943	\$ 6,279
208	EDUCATION & REC SUPPLIES	\$ 1,970	\$ 2,406	\$ -	\$ 2,000	\$ 3,325
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 528	\$ 580	\$ 174	\$ 400	\$ 250
211	OTHER OPERATIONAL SUPPLIES	\$ 5,174	\$ 3,245	\$ 1,630	\$ 3,070	\$ 3,084
214	POSTAGE/SHIPPING/DELIVERY	\$ 753	\$ 519	\$ 292	\$ 725	\$ 725
215	TRAINING SUPPLIES	\$ 318	\$ 846	\$ 20	\$ 550	\$ 784
216	MEDICAL SUPPLIES	\$ 81,638	\$ 84,738	\$ 74,963	\$ 84,299	\$ 86,941
218	FUEL & OIL	\$ 42,130	\$ 49,259	\$ 35,943	\$ 42,630	\$ 54,612
231	SOFTWARE	\$ 8,278	\$ 10,348	\$ 10,648	\$ 10,648	\$ 11,325
<b>Supplies Sub Total</b>		<b>\$ 248,011</b>	<b>\$ 311,218</b>	<b>\$ 253,684</b>	<b>\$ 279,860</b>	<b>\$ 317,873</b>
<b>Maintenance</b>						
302	MAINT-MOTOR VEHICLES	\$ (303)	\$ -	\$ -	\$ -	\$ -
303	MAINT-EQUIP & MACHINERY	\$ 8,225	\$ 5,075	\$ -	\$ 750	\$ 825
307	MAINT-INSTRUMENTS & APPARATUS	\$ 1,120	\$ -	\$ -	\$ -	\$ -
313	MAINT-FURN & FIXTURES	\$ -	\$ 16,246	\$ 1,131	\$ 2,600	\$ 5,745
314	MAINT-RADIO EQUIPMENT	\$ 2,560	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 11,602</b>	<b>\$ 21,321</b>	<b>\$ 1,131</b>	<b>\$ 3,350</b>	<b>\$ 6,570</b>
<b>Services</b>						
407	SPECIAL SERVICES	\$ 1,210	\$ 4,903	\$ 8,710	\$ 10,570	\$ 6,675
409	TRAVEL & EDUCATION	\$ 25,123	\$ 32,885	\$ 28,803	\$ 47,581	\$ 50,200
414	DUES & SUBSCRIPTIONS	\$ 2,155	\$ 3,102	\$ 2,859	\$ 2,940	\$ 5,022
416	PROFESSIONAL SERVICES	\$ 42,981	\$ 34,286	\$ 40,516	\$ 42,340	\$ 43,858
418	MEDICAL EXPENSE	\$ -	\$ 20	\$ -	\$ 500	\$ 540
419	AWARDS	\$ -	\$ -	\$ -	\$ -	\$ 1,100
420	INTERNAL TRAINING	\$ 1,065	\$ 1,050	\$ -	\$ -	\$ -
434	SPECIAL EVENTS	\$ 478	\$ 482	\$ 187	\$ 187	\$ 975
451	RADIO TIE-IN TO PARKLAND	\$ 21,522	\$ 21,766	\$ 21,909	\$ 21,909	\$ 23,442
453	E M S TRAINING	\$ 44,963	\$ 55,127	\$ 49,367	\$ 54,746	\$ 91,851
455	CERTIFICATION FEES	\$ 9,222	\$ 10,674	\$ 6,431	\$ 11,511	\$ 13,005
462	CELLULAR TELEPHONE & PAGERS	\$ 9,304	\$ 4,924	\$ 2,794	\$ 2,920	\$ 3,780
470	BAD DEBT EXPENSE	\$ 80	\$ 1,129	\$ 147	\$ 147	\$ -
476	ACCT ANALYSIS FEES-JPM	\$ 6,841	\$ 6,211	\$ 4,380	\$ 6,000	\$ -
482	CREDIT CARD PROCESSING FEES	\$ 96	\$ 454	\$ 506	\$ 618	\$ -
554	AMBULANCE BILLING SERVICE FEE	\$ 83,527	\$ 76,487	\$ 52,466	\$ 53,328	\$ 58,500
558	EMPLOYEE PHYSICAL ASSESSMENT	\$ 15,065	\$ 22,620	\$ 26,400	\$ 26,400	\$ 20,100
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ 73,832	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 263,630</b>	<b>\$ 349,952</b>	<b>\$ 245,475</b>	<b>\$ 281,697</b>	<b>\$ 319,048</b>
<b>Capital</b>						
609	CAPITAL-MACHINERY & EQUIPMENT	\$ 19,450	\$ 10,036	\$ 5,663	\$ 5,663	\$ -
618	CAPITAL-COMPUTER EQUIPMENT	\$ 5,738	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>		<b>\$ 25,188</b>	<b>\$ 10,036</b>	<b>\$ 5,663</b>	<b>\$ 5,663</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 7,189,720</b>	<b>\$ 7,461,062</b>	<b>\$ 6,365,330</b>	<b>\$ 7,566,159</b>	<b>\$ 7,576,900</b>



# Non-Departmental

## Personnel Organization Chart

### Personnel Summary

There is no personnel for this program.

### Department Narrative

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



# Non-Departmental

<b>BUDGET REPORT</b> <b>LINE ITEM DETAIL</b> <b>BY DEPARTMENT</b>	<b>Fund</b> <b>Department</b> <b>Program</b>	<b>1</b> <b>16</b> <b>0</b>	<b>GENERAL FUND</b> <b>NON-DEPARTMENTAL</b> <b>NON-DEPARTMENTAL EXPENSES</b>
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	2017	2018	2019	2019	2020
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
122 COBRA HEALTH INSUR W/IRS CRED	\$ 673	\$ -	\$ -	\$ -	\$ -
130 WORKERS COMPENSATION	\$ 2,684	\$ 2,684	\$ 2,684	\$ 3,000	\$ 4,334
<b>Personnel Sub Total</b>	<b>\$ 3,357</b>	<b>\$ 2,684</b>	<b>\$ 2,684</b>	<b>\$ 3,000</b>	<b>\$ 4,334</b>
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ -	\$ -	\$ -	\$ 1,800
211 OTHER OPERATIONAL SUPPLIES	\$ -	\$ 18,744	\$ -	\$ 18,730	\$ -
214 POSTAGE/SHIPPING/DELIVERY	\$ 7	\$ -	\$ -	\$ -	\$ -
<b>Supplies Sub Total</b>	<b>\$ 7</b>	<b>\$ 18,744</b>	<b>\$ -</b>	<b>\$ 18,730</b>	<b>\$ 1,800</b>
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
401 TELEPHONE & COMMUNICATIONS	\$ 311,405	\$ 172,324	\$ 94,959	\$ 190,432	\$ 206,352
402 RENTAL OF EQUIPMENT	\$ 29,191	\$ 22,331	\$ 17,315	\$ 21,653	\$ 23,463
403 CASUALTY INSURANCE	\$ 345,534	\$ 362,834	\$ 369,668	\$ 370,000	\$ 407,500
406 UNEMPLOYMENT INSURANCE	\$ 21,762	\$ 18,520	\$ 28,383	\$ 51,500	\$ 70,000
414 DUES & SUBSCRIPTIONS	\$ 40,119	\$ 43,373	\$ 36,344	\$ 48,221	\$ 63,775
416 OTHER/PROFESSIONAL SERVICES	\$ 31,995	\$ 24,027	\$ 33,808	\$ 33,458	\$ 11,289
420 INTERNAL TRAINING	\$ 46,233	\$ 43,946	\$ 37,785	\$ 40,000	\$ 40,000
421 PRINTING	\$ 17,990	\$ 29,400	\$ 17,414	\$ 17,414	\$ 13,263
434 SPECIAL EVENTS	\$ 21,048	\$ 34,415	\$ 2,098	\$ 2,099	\$ -
462 CELLULAR TELEPHONE & PAGERS	\$ 334	\$ 1,546	\$ 613	\$ 613	\$ -
463 ADMIN FEES-FLEX SPENDING PLAN	\$ 1,661	\$ 1,759	\$ 1,103	\$ 2,000	\$ 2,000
497 TUITION REIMBURSEMENT	\$ 5,290	\$ 7,513	\$ 4,115	\$ 7,000	\$ 7,000
535 HEALTH DEPARTMENT	\$ -	\$ -	\$ -	\$ 12,108	\$ -
536 HEALTH DEPT-FOOD PERMITS	\$ 16,950	\$ 46,605	\$ 8,071	\$ 20,400	\$ 20,400
539 MISC. HEALTH BENEFIT	\$ 6,036	\$ 6,885	\$ 6,417	\$ 10,000	\$ 10,000
562 INCENTIVES-PROPERTY TAX REBATE	\$ 1,109,678	\$ 1,337,577	\$ 546,991	\$ 2,393,500	\$ 3,527,169
<b>Services Sub Total</b>	<b>\$ 2,005,226</b>	<b>\$ 2,153,056</b>	<b>\$ 1,205,082</b>	<b>\$ 3,220,398</b>	<b>\$ 4,402,211</b>
<b>Department Total</b>	<b>\$ 2,008,590</b>	<b>\$ 2,174,484</b>	<b>\$ 1,207,766</b>	<b>\$ 3,242,128</b>	<b>\$ 4,408,345</b>



## Personnel Organization Chart



## Personnel Summary

Position	'Adopted '17-18	Adopted '18-19	Proposed '19-20
Director of Development Services	1	1	1
Senior Planner	1	1	1
Planner	1	1	1
Development Coordinator	1	1	1
Planning Technician	0	1	1
Permit Technicians	2	2	2
<b>Total</b>	<b>6</b>	<b>7</b>	<b>7</b>

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>Quality Development</li> <li>Healthy, Safe and Engaged Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>Promote high quality commercial and residential growth through quality planning procedures and processes</li> <li>Provide clear professional and technical assistance to City Council, City Management, and Lancaster residents, and the development community</li> <li>Update regulations and ordinances for consistency to City Council objectives</li> <li>Minimize conflict between developments and promote sustainability</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Estimate		2019-2020 Target
Full Time Employees	3	3		3
Lancaster Development Code Review Sessions	8	20		25
Total Plats Received and Reviewed	27	25		30
Total Zoning Requests Received and Processed	6	25		30
Total Site Plans Received and Reviewed	13	7		20
Historic Landmark Preservation Received and Reviewed	15	15		25
Miscellaneous Cases Received and Reviewed	23	16		25
<b>Long Range Projects</b>				
Lancaster Development Code Conflicts	N/A	Underway		80%
Lancaster Development Code Update	N/A	Underway		80%
Zoning Map Update	N/A	Underway		80%
Future Land Use Plan Update	N/A	Underway		80%
Campus & Downtown Overlay Districts TIFs	Underway	Completed		100%
Streetscape Master Plan Update	N/A	Underway		100%
Parks, Recreation & Open Space Master Plan Update	N/A	Underway		100%
Hike & Bike Master Plan Update	Underway	Completed		100%
Loop 9 & I-35E Corridor Study	N/A	Underway		100%
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 Target
Comment on Building Plans with Planning Elements within 3 Days	85%	100%		100%
Process Administrative Permits within 3 Days	85%	100%		100%
Complete Site Plan and Plat Applications within 30 days	90%	100%		100%
Zoning Applications Completed with 45 days	85%	100%		100%
Citizen Planning Inquiries Resolved Within 24 Hours	85%	100%		100%
Continuing Education Units Received	40 Units	20 Credits		64 Credits
<b>City Initiated Project</b>				
Special Events Centers	N/A	Completed		N/A
Short Term Rentals	N/A	Completed		N/A
Tree Manual	N/A	Completed		N/A
Design Guidelines - Community Research Center, Logistics and	N/A	85%		Completed
Rezoning - Waters & Criswell, Campus & Logistics Residential	N/A	85%		Completed
Housing Incentives	N/A	85%		Completed
Comprehensive Plan Checklist	N/A	85%		Completed
Budget Summary	2017-2018 Actual	2018-2019 Actual Budget		2019-2020 Budget
Personnel	359,537	434,206	554,112	595,300
Supplies	3,476	3,473	5,800	4,300
Maintenance	-	-	-	-
Professional Services	10,243	102,586	253,745	333,240
<b>TOTAL</b>	<b>373,256</b>	<b>540,265</b>	<b>813,657</b>	<b>932,840</b>

# Planning

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

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

Account Object	Description	2017 Actual	2018 Actual	2019 YTD Actual	2019 Budget	2020 Proposed
101	SALARIES-REGULAR	\$ 152,122	\$ 248,490	\$ 317,138	\$ 388,577	\$ 435,235
103	SALARIES-OVERTIME	\$ 658	\$ 2,775	\$ 1,850	\$ 1,851	\$ -
104	SALARIES-LONGEVITY	\$ -	\$ 210	\$ 376	\$ 376	\$ 820
105	GROUP HEALTH INSURANCE	\$ 37,461	\$ 53,608	\$ 40,829	\$ 65,389	\$ 53,482
106	TMRS	\$ 21,377	\$ 34,469	\$ 43,747	\$ 55,134	\$ 60,377
107	FICA	\$ 10,684	\$ 17,637	\$ 23,682	\$ 31,157	\$ 32,080
109	SALARIES-WELL PAY	\$ -	\$ -	\$ 293	\$ 294	\$ 3,087
110	DENTAL INSURANCE	\$ 996	\$ 1,583	\$ 1,918	\$ 3,048	\$ 3,057
113	SALARIES-CAR ALLOWANCE	\$ -	\$ -	\$ 3,000	\$ 4,800	\$ 4,800
114	SALARIES-ASSIGNMENT PAY	\$ 750	\$ 151	\$ -	\$ -	\$ -
115	CERTIFICATION PAY	\$ -	\$ -	\$ 300	\$ 1,680	\$ 420
118	CELL PHONE ALLOWANCE	\$ -	\$ -	\$ 230	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 175	\$ 288	\$ 342	\$ 689	\$ 714
130	WORKERS COMPENSATION	\$ 123	\$ 202	\$ 356	\$ 455	\$ 559
131	EAP EXPENSE	\$ 69	\$ 125	\$ 146	\$ 182	\$ 189
<b>Personnel Sub Total</b>		<b>\$ 224,415</b>	<b>\$ 359,537</b>	<b>\$ 434,206</b>	<b>\$ 554,112</b>	<b>\$ 595,300</b>
<b>Supplies</b>						
Account Object	Description					
201	OFFICE SUPPLIES	\$ 1,844	\$ 2,771	\$ 2,879	\$ 4,200	\$ 3,000
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 536	\$ -	\$ 57	\$ 100	\$ 500
214	POSTAGE/SHIPPING/DELIVERY	\$ 386	\$ 705	\$ 537	\$ 1,500	\$ 800
231	SOFTWARE	\$ 257	\$ -	\$ -	\$ -	\$ -
<b>Supplies Sub Total</b>		<b>\$ 3,023</b>	<b>\$ 3,476</b>	<b>\$ 3,473</b>	<b>\$ 5,800</b>	<b>\$ 4,300</b>
<b>Maintenance</b>						
Account Object	Description					
303	MAINT-EQUIP & MACHINERY	\$ 30	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 30</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Services</b>						
Account Object	Description					
408	ADVERTISING	\$ 1,158	\$ 3,209	\$ 2,508	\$ 3,750	\$ 3,700
409	TRAVEL & EDUCATION	\$ 1,824	\$ 2,278	\$ 7,057	\$ 10,050	\$ 5,633
414	DUES & SUBSCRIPTIONS	\$ 1,951	\$ 924	\$ 1,158	\$ 2,205	\$ 3,082
416	OTHER/PROFESSIONAL SERVICES	\$ 188,978	\$ 456	\$ 91,821	\$ 236,200	\$ 313,825
421	PRINTING	\$ 1,623	\$ -	\$ 42	\$ 1,000	\$ 7,000
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ -	\$ 540	\$ -
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ 3,376	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 195,534</b>	<b>\$ 10,243</b>	<b>\$ 102,586</b>	<b>\$ 253,745</b>	<b>\$ 333,240</b>
<b>Department Total</b>		<b>\$ 423,002</b>	<b>\$ 373,256</b>	<b>\$ 540,265</b>	<b>\$ 813,657</b>	<b>\$ 932,840</b>



## Personnel Organization Chart



## Personnel Summary

Position	'Adopted '17-18	Adopted '18-19	Proposed '19-20
City Secretary	1	1	1
Deputy City Secretary	1	1	1
Records Supervisor	1	1	0
Administrative Secretary	1	1	1
Records Technician	1	1	0
PT Records Technician (.5)	1	1	0
<b>Total</b>	<b>6</b>	<b>6</b>	<b>3</b>

## Department Narrative

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



Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Financial Sound Government</li> <li>• Sound Infrastructure</li> <li>• Quality Development</li> <li>• Professional &amp; Committed City Workforce</li> <li>• Healthy, Safe &amp; Engaged Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Prepare Lancaster City Council Meeting agendas and maintain an accurate account of such proceedings including Council minutes and codification of ordinances and resolutions as approved by the City Council</li> <li>• Conduct General Municipal Election                             <ul style="list-style-type: none"> <li>Process local permit applications for alcohol beverage permits in compliance with state laws and local ordinances</li> </ul> </li> <li>• Scan and index Ordinances and Resolutions as adopted</li> <li>• Serve as a document and information resource for Council, citizens and staff</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
City Council Meetings	39	40		45
Population	37,880	38,400		40,500
Registered Voters	23,687	23,844		25,500
Ordinances Adopted	25	34		37
Resolutions Approved	84	84		95
Ordinances Codified	25	30		34
Proclamations Prepared	21	22		25
Open Records Requests Processed	3,545	3,545		4,500
Elections Held	3	1		1
Quantity of Records Eligible for Destruction (lbs.)	3,080	3,780		4,500
Agenda Packet Pages Produced (electronic)	5,134	4,288		5,550
Legal Notices Published	20	16		22
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 Target
Agenda Packets Prepared by Thursday Before Council	100%	100%		100%
Open Records Requests processed in accordance with state law	100%	100%		100%
Ordinances codified	100%	100%		100%
Citywide destruction of eligible records (lbs.)	3,080	3,780		5,500
"Local" Alcohol Beverage Permits issued	13	9		10
Ordinances and Resolutions indexed/scanned as adopted	100%	100%		100%
Council minutes prepared; ordinances and resolutions	100%	100%		100%
Line Item Details Totals	2017-2018 Actual	2018-2019		2019-2020 Budget
		Actual	Budget	
Personnel	350,193	280,053	384,678	236,717
Supplies	2,696	2,176	4,206	2,900
Maintenance	-	-	-	
Services	26,114	48,583	67,882	26,089
<b>Total Expenditures</b>	<b>379,003</b>	<b>330,812</b>	<b>456,766</b>	<b>265,706</b>

# City Secretary's Office

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

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

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 223,333	\$ 224,669	\$ 191,870	\$ 236,996	\$ 167,638
102	SALARIES-PART TIME	\$ 27,129	\$ 22,118	\$ -	\$ 32,139	\$ -
103	SALARIES-OVERTIME	\$ 1,118	\$ 1,700	\$ 3,304	\$ 3,305	\$ 500
104	SALARIES-LONGEVITY	\$ 580	\$ 758	\$ 562	\$ 1,060	\$ 828
105	GROUP HEALTH INSURANCE	\$ 47,519	\$ 38,524	\$ 32,804	\$ 41,463	\$ 21,525
106	TMRS	\$ 32,060	\$ 32,283	\$ 27,436	\$ 35,435	\$ 23,862
107	FICA	\$ 19,370	\$ 19,382	\$ 15,198	\$ 21,718	\$ 13,450
109	SALARIES-WELL PAY	\$ 1,357	\$ 1,802	\$ 1,878	\$ 1,879	\$ 1,217
110	DENTAL INSURANCE	\$ 2,118	\$ 1,654	\$ 1,426	\$ 2,190	\$ 1,314
113	SALARIES-CAR ALLOWANCE	\$ 4,800	\$ 4,800	\$ 3,800	\$ 4,800	\$ 4,800
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ 1,861	\$ 786	\$ 787	\$ -
115	CERTIFICATION PAY	\$ -	\$ -	\$ 434	\$ 1,680	\$ 840
120	GROUP LIFE INSURANCE	\$ 273	\$ 270	\$ 226	\$ 714	\$ 408
130	WORKERS COMPENSATION	\$ 202	\$ 206	\$ 223	\$ 322	\$ 227
131	EAP EXPENSE	\$ 188	\$ 167	\$ 106	\$ 190	\$ 108
<b>Personnel Sub Total</b>		<b>\$ 360,047</b>	<b>\$ 350,193</b>	<b>\$ 280,053</b>	<b>\$ 384,678</b>	<b>\$ 236,717</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 827	\$ 2,508	\$ 1,984	\$ 3,000	\$ 2,000
202	UNIFORMS AND CLOTHING	\$ -	\$ -	\$ 75	\$ 306	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ -	\$ -	\$ 700	\$ 700
214	POSTAGE/SHIPPING/DELIVERY	\$ 198	\$ 188	\$ 117	\$ 200	\$ 200
<b>Supplies Sub Total</b>		<b>\$ 1,025</b>	<b>\$ 2,696</b>	<b>\$ 2,176</b>	<b>\$ 4,206</b>	<b>\$ 2,900</b>
Account Object	Description					
303	MAINT-EQUIP & MACHINERY	\$ 60	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 60</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 821	\$ 525	\$ 340	\$ 480	\$ 480
402	RENTAL OF EQUIPMENT	\$ 193	\$ -	\$ -	\$ -	\$ -
407	SPECIAL SERVICES	\$ 273	\$ 1,862	\$ -	\$ 4,892	\$ 4,500
408	ADVERTISING	\$ -	\$ 1,787	\$ -	\$ 500	\$ 500
409	TRAVEL & EDUCATION	\$ 6,479	\$ 3,560	\$ 4,278	\$ 13,663	\$ 7,433
414	DUES & SUBSCRIPTIONS	\$ 525	\$ 813	\$ 451	\$ 1,382	\$ 1,111
416	OTHER/PROFESSIONAL SERVICES	\$ 14,334	\$ 9,800	\$ 10,600	\$ 10,600	\$ 10,520
452	FILING FEES	\$ 140	\$ 1,564	\$ 513	\$ 825	\$ 825
462	CELLULAR TELEPHONE & PAGERS	\$ 349	\$ 540	\$ 415	\$ 540	\$ 720
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ 5,664	\$ 31,986	\$ 35,000	\$ -
<b>Services Sub Total</b>		<b>\$ 23,114</b>	<b>\$ 26,114</b>	<b>\$ 48,583</b>	<b>\$ 67,882</b>	<b>\$ 26,089</b>
<b>Department Total</b>		<b>\$ 384,246</b>	<b>\$ 379,003</b>	<b>\$ 330,813</b>	<b>\$ 456,766</b>	<b>\$ 265,706</b>



## Personnel Organization Chart



## Personnel Summary

Position	'Adopted '17-18	Adopted '18-19	Proposed '19-20
Director of Finance	1	1	1
Assistant Finance Director	1	1	1
Chief Accountant	1	1	1
Accountant	0.75	0.75	0.75
Account Payables Specialist	1	1	1
<b>Total</b>	<b>4.75</b>	<b>4.75</b>	<b>4.75</b>

## Department Narrative

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



Goals				
<b>Council Goals:</b>				
Financially Sound Government - The City has a long-range financial plan and prudent fiscal policies and processes. Appropriate reserve levels and a competitive tax rate ensure that the City has funds available to address the needs of the community and responsibly manage its debt.				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Provide financial information to all interested parties in the form, frequency, and timeliness needed for management decisions</li> <li>• Utilize best practices to meet or exceed industry standards of Financial Management and Reporting</li> <li>• Coordinate with the City Manager's Office in the preparation of the Annual Operating Budget; Capital Improvement Program (CIP) and Five-Year Financial Forecasts</li> <li>• Develop and implement operational accounting policies and procedures.</li> <li>• Pursue e-government solutions (the use of electronic communication devices, such as computers and the internet) to improve efficiency and maintain the City's accounting system to meet the needs of all users.</li> <li>• Coordinate the preparation of the Comprehensive Annual Financial Report (CAFR) with the external auditors</li> <li>• Comply with regulatory agencies and bond covenants regarding financial management, accounting and Internal controls</li> <li>• Investment Policy and PFIA training</li> <li>• To be in the Comptroller's Leadership Circle which recognizes local governments across Texas striving to meet a high standard of Financial Transparency online.</li> <li>• Comprehensive Annual Financial Report</li> <li>• Certificate of Achievement for Excellence in Financial Reporting</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Full-Time Employees	4	5		5
Bank Accounts	12	12		12
Journal Entries Made	4,274	4,500		5,000
Bank Statements Reconciled	96	96		96
Monthly Operations Reports - P.I.D.'s	9	9		9
Accounts Payable Checks Processed	3,433	3,803		3,850
Quarterly Financial & Investment Reporting	4	4		4
Financial Reporting	2	2		2
Financial Policy	1	1		1
Investment Policy	1	1		1
Debt Management Policy	1	1		1
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 Target
Bank Reconciliations Finished by following Month End	90%	95%		95%
Monthly Closeouts within 10 Days of Month End	10	10		10
Vendors Paid within 30 Days	95%	95%		95%
A/P Checks Available for Review every Wednesday	95%	95%		95%
Audit presentation to Council (Months after year end)	6 mos.	6 mos.		6 mos.
Periodic Audits, and Reports	5	4		4
Budget Summary	2017-2018	2018-2019		2019-2020
	Actual	Actual	Budget	Budget
Personnel	423,604	374,469	480,105	496,406
Supplies	8,793	7,620	9,530	9,475
Maintenance	-	-	-	-
Services	222,378	228,752	279,539	263,084
<b>TOTAL</b>	<b>654,775</b>	<b>610,841</b>	<b>769,174</b>	<b>768,965</b>

# Finance

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

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

Account Object	Description	2017 Actual	2018 Actual	2019 YTD Actual	2019 Budget	2020 Proposed
101	SALARIES-REGULAR	\$ 336,703	\$ 310,012	\$ 276,318	\$ 352,424	\$ 362,997
103	SALARIES-OVERTIME	\$ 555	\$ 1,357	\$ 101	\$ 600	\$ 600
104	SALARIES-LONGEVITY	\$ 544	\$ 762	\$ 846	\$ 869	\$ 1,097
105	GROUP HEALTH INSURANCE	\$ 32,898	\$ 36,095	\$ 31,605	\$ 40,544	\$ 44,288
106	TMRS	\$ 47,715	\$ 43,513	\$ 38,196	\$ 48,964	\$ 50,498
107	FICA	\$ 25,944	\$ 23,449	\$ 20,586	\$ 25,690	\$ 26,257
109	SALARIES-WELL PAY	\$ 1,307	\$ 1,347	\$ 1,387	\$ 2,509	\$ 2,579
110	DENTAL INSURANCE	\$ 2,017	\$ 1,553	\$ 1,313	\$ 2,072	\$ 2,072
113	SALARIES-CAR ALLOWANCE	\$ 4,800	\$ 4,800	\$ 3,400	\$ 4,800	\$ 4,800
118	CELL PHONE ALLOWANCE	\$ 130	\$ -	\$ -	\$ 480	\$ -
120	GROUP LIFE INSURANCE	\$ 389	\$ 341	\$ 308	\$ 587	\$ 587
130	WORKERS COMPENSATION	\$ 275	\$ 259	\$ 309	\$ 411	\$ 476
131	EAP EXPENSE	\$ 128	\$ 118	\$ 100	\$ 155	\$ 155
<b>Personnel Sub Total</b>		<b>\$ 453,404</b>	<b>\$ 423,604</b>	<b>\$ 374,469</b>	<b>\$ 480,105</b>	<b>\$ 496,406</b>
<b>Supplies</b>						
201	SUPPLIES	\$ 4,196	\$ 4,584	\$ 1,920	\$ 4,000	\$ 4,000
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ -	\$ -	\$ 38	\$ 150	\$ 150
214	POSTAGE/SHIPPING/DELIVERY	\$ 2,156	\$ 2,061	\$ 1,170	\$ 2,000	\$ 2,000
231	SOFTWARE	\$ 1,195	\$ 2,148	\$ 4,493	\$ 3,380	\$ 3,325
<b>Supplies Sub Total</b>		<b>\$ 7,547</b>	<b>\$ 8,793</b>	<b>\$ 7,620</b>	<b>\$ 9,530</b>	<b>\$ 9,475</b>
<b>Services</b>						
402	RENTAL OF EQUIPMENT	\$ 4,041	\$ 3,705	\$ 4,378	\$ 5,000	\$ 5,000
409	TRAVEL & EDUCATION	\$ 8,450	\$ 8,004	\$ 7,872	\$ 9,250	\$ 8,900
414	DUES & SUBSCRIPTIONS	\$ 400	\$ 1,112	\$ 125	\$ 1,393	\$ 1,458
416	OTHER/PROFESSIONAL SERVICES	\$ 9,079	\$ -	\$ -	\$ -	\$ -
421	PRINTING	\$ 597	\$ (13)	\$ 320	\$ -	\$ -
437	CONTRACT AUDIT SERVICES	\$ 58,507	\$ 56,205	\$ 54,600	\$ 60,000	\$ 60,000
440	CONSULTANT AND ADVISORY FEES	\$ 16,145	\$ 4,000	\$ 15,439	\$ 18,380	\$ 10,878
442	COMPUTER PROFESSIONAL SERVICES	\$ 17,347	\$ 29,834	\$ 30,710	\$ 38,461	\$ 37,669
444	TAX APPRAISAL	\$ 71,145	\$ 78,214	\$ 85,608	\$ 85,907	\$ 88,459
462	CELLULAR TELEPHONE & PAGERS	\$ 969	\$ 1,035	\$ 630	\$ 1,980	\$ 720
476	ACCT ANALYSIS FEES-JPM	\$ 23,926	\$ 21,617	\$ 9,919	\$ 29,400	\$ 24,000
537	DALLAS COUNTY TAX COLL SVCS	\$ 15,135	\$ 18,665	\$ 19,151	\$ 29,768	\$ 26,000
<b>Services Sub Total</b>		<b>\$ 225,742</b>	<b>\$ 222,378</b>	<b>\$ 228,752</b>	<b>\$ 279,539</b>	<b>\$ 263,084</b>
<b>Department Total</b>		<b>\$ 686,726</b>	<b>\$ 654,775</b>	<b>\$ 610,840</b>	<b>\$ 769,174</b>	<b>\$ 768,965</b>



# Emergency Management



## Personnel Organization Chart



## Personnel Summary

There is no personnel for this program.

## Department Narrative

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

Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Vibrant Community</li> </ul>				
<b>Departmental Goals:</b>				
<ul style="list-style-type: none"> <li>• Maintain emergency generators and early warning sirens</li> <li>• Maintaining a credible Emergency Operations Plan (EOP)</li> <li>• Maintain the City of Lancaster's Emergency Operations Center (EOC)</li> <li>• Coordinate with Regional partners in the response to disasters</li> <li>• Maintain response capabilities for large scale disasters such as floods, tornados and terrorism</li> </ul>				
Workload Indicators	18-19 Actual/ YTD	18-19 TARGET		2019-2020 TARGET
Siren activation testing	60	220		200
Severe Weather events monitored	10	67		60
Emergency Plan Annex updates	1	2		8
Code Red maintenance	217	225		300
Generator Checks	60	60		60
Performance Measurement	18-19 Actual/YTD	18-19 TARGET		2019-2020 TARGET
Siren activations	0	4		4
Emergency Operation Center (EOC) activations	0	15		16
Emergency Operation Plan (EOP) rating	Intermediate	Intermediate		Advanced
Generator Activations	2	4		3
City Disaster Training	4	2		4
Regional Disaster meetings	4	8		8
Disaster Drill	0	1		2
Code Red notifications	3	2		2
Budget Summary	2016-2017	2017-2018		2018-2019
	Actual	Actual	Budget	Budget
Personnel	211	1,576	1,743	2,560
Supplies	16,420	11,338	11,338	12,275
Services	55,731	74,045	74,057	59,237
Capital Outlay	-	56,068	56,068	38,604
<b>TOTAL</b>	<b>72,362</b>	<b>143,027</b>	<b>143,206</b>	<b>112,676</b>

# Emergency Management

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund 1 GENERAL FUND  
Department 20 EMERGENCY MANAGEMENT  
Program 0**

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ -	\$ -	\$ -	\$ 560
211	OTHER OPERATIONAL SUPPLIES	\$ -	\$ 51	\$ 179	\$ 243	\$ 500
218	FUEL & OIL	\$ -	\$ 160	\$ 1,396	\$ 1,500	\$ 1,500
219	DATA PROCESSING SUPPLIES	\$ -	\$ 211	\$ 1,576	\$ 1,743	\$ 2,560
<b>Account Object Description</b>						
303	MAINT-EQUIP & MACHINERY	\$ (47)	\$ -	\$ -	\$ -	\$ -
314	MAINT-RADIO EQUIPMENT	\$ 241	\$ 5,645	\$ -	\$ -	\$ 1,500
341	MAINT-EARLY WARNING SIRENS	\$ 10,775	\$ 10,775	\$ 11,338	\$ 11,338	\$ 10,775
342	MAINT-DATA PROC EQUIPMENT	\$ 10,969	\$ 16,420	\$ 11,338	\$ 11,338	\$ 12,275
<b>Account Object Description</b>						
409	TRAVEL & EDUCATION	\$ -	\$ 873	\$ 1,683	\$ 1,694	\$ 2,250
416	PROFESSIONAL SERVICES	\$ 65,430	\$ 54,859	\$ 72,362	\$ 72,363	\$ 56,987
<b>Services Sub Total</b>		\$ 65,430	\$ 55,731	\$ 74,045	\$ 74,057	\$ 59,237
<b>Account Object Description</b>						
609	CAPITAL-MACHINERY & EQUIPMENT	\$ -	\$ -	\$ 56,068	\$ 56,068	\$ -
628	CAPITAL-EMERGNCY MGMT EQUIP	\$ -	\$ -	\$ -	\$ -	\$ 38,604
<b>Capital Sub Total</b>		\$ -	\$ -	\$ 56,068	\$ 56,068	\$ 38,604
<b>Department Total</b>		\$ 76,399	\$ 72,362	\$ 143,027	\$ 143,206	\$ 112,676



# Animal Services

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
Lead Animal Services Officer	0	0	1
Animal Services Officer	2	2	1
PT On Call Animal Services Officer	0.5	0.5	0.5
PT Animal Shelter Attendant (.5)	1	1	1.5
<b>Total</b>	<b>3.5</b>	<b>3.5</b>	<b>4</b>

## Department Narrative

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



<b>Animal Services</b>		<b>Development Services Division Animal Services</b>		
<b>Goals</b>				
<b>City Council Goal</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Vibrant Community</li> <li>• Civic Engagement</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Create active education programs for the community on basic animal care and responsibility</li> <li>• Update all City ordinances related to Animal Services to be in conformance with new State laws</li> <li>• Respond to service calls in a timely manner</li> <li>• Attend Homeowner's Association meetings to inform residents of local ordinances related to Animal Services</li> <li>• Create programs to promote pet adoptions</li> <li>• Increase fund raising programs for Shelter</li> <li>• Maintain all state required certifications for animal adoptions (euthanasia, dart gun, etc...)</li> </ul>				
<b>Workload Indicators</b>	<b>17-18 Actual</b>	<b>18-19 Actual</b>		<b>2019-2020 Target</b>
Full-Time Employees	3	3.5		3.5
Adoptions	158	185		350
Redemptions	72	137		80
Euthanizations (including diseased and owner request)	150	170		20
Deceased Animal Pickup	148	272		10
Micro Chip Inserted	86	350		500
Animal Bite Investigations	8	12		5
Animals at Large	2,200	2,700		1,000
Aggressive Dogs	0	14		5
Livestock too close to residents	8	4		2
Traps issued	15	16		50
Snakes	20	0		0
<b>Performance Measurement</b>	<b>17-18 Actual</b>	<b>18-19 Actual</b>		<b>2019-2020 Target</b>
Animal Services requests answered within 8 hours	85%	95%		100%
Increase monthly adoptions	85%	50%		100%
Meet State Shelter Requirements	100%	100%		100%
<b>Budget Summary</b>	<b>2017-2018 Actual</b>	<b>2018-2019</b>		<b>2019-2020 Budget</b>
		<b>Actual</b>	<b>Budget</b>	
Personnel	184,499	119,913	167,612	201,462
Supplies	11,392	5,658	12,940	15,562
Other Services	10,348	9,441	12,860	13,566
<b>TOTAL</b>	<b>206,239</b>	<b>135,012</b>	<b>193,412</b>	<b>230,590</b>

# Animal Services

<b>BUDGET REPORT LINE ITEM DETAIL BY DEPARTMENT</b>	Fund	<b>1</b>	GENERAL FUND
	Department	<b>24</b>	ANIMAL CONTROL
	Program	<b>0</b>	ANIMAL CONTROL

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 69,883	\$ 79,861	\$ 55,403	\$ 65,708	\$ 85,515
102	SALARIES-PART TIME	\$ 37,960	\$ 58,121	\$ 28,917	\$ 47,129	\$ 58,184
103	SALARIES-OVERTIME	\$ 5,604	\$ 3,569	\$ 6,295	\$ 6,295	\$ 2,400
104	SALARIES-LONGEVITY	\$ 166	\$ 296	\$ 120	\$ 348	\$ 116
105	GROUP HEALTH INSURANCE	\$ 14,944	\$ 19,081	\$ 12,953	\$ 16,112	\$ 19,387
106	TMRS	\$ 10,543	\$ 11,402	\$ 8,382	\$ 17,880	\$ 19,929
107	FICA	\$ 8,599	\$ 10,354	\$ 6,811	\$ 10,105	\$ 11,234
109	SALARIES-WELL PAY	\$ -	\$ -	\$ -	\$ -	\$ 616
110	DENTAL INSURANCE	\$ 743	\$ 654	\$ 457	\$ 876	\$ 876
115	CERTIFICATION PAY	\$ -	\$ -	\$ -	\$ 420	\$ -
118	CELL PHONE ALLOWANCE	\$ 520	\$ 520	\$ 120	\$ 120	\$ -
120	GROUP LIFE INSURANCE	\$ 80	\$ 94	\$ 64	\$ 459	\$ 510
130	WORKERS COMPENSATION	\$ 399	\$ 413	\$ 331	\$ 2,037	\$ 2,558
131	EAP EXPENSE	\$ 107	\$ 133	\$ 60	\$ 123	\$ 137
<b>Personnel Sub Total</b>		<b>\$ 149,548</b>	<b>\$ 184,499</b>	<b>\$ 119,913</b>	<b>\$ 167,612</b>	<b>\$ 201,462</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 851	\$ 887	\$ 441	\$ 1,000	\$ 1,000
202	UNIFORMS AND CLOTHING	\$ 514	\$ 774	\$ 347	\$ 939	\$ 1,137
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 2,378	\$ 2,917	\$ 1,400	\$ 3,049	\$ 3,855
205	JANITORIAL & CLEANING SUPPLIES	\$ 281	\$ 1,049	\$ 383	\$ 906	\$ 946
206	CHEMICALS	\$ 99	\$ -	\$ -	\$ 600	\$ 600
214	POSTAGE/SHIPPING/DELIVERY	\$ 152	\$ 185	\$ 150	\$ 300	\$ 300
216	MEDICAL SUPPLIES	\$ -	\$ 69	\$ 99	\$ 100	\$ 100
218	FUEL & OIL	\$ 1,294	\$ 2,150	\$ 1,008	\$ 1,558	\$ 2,124
223	ANIMAL FOOD	\$ -	\$ -	\$ 371	\$ 1,300	\$ 3,000
224	ANIMAL CARE SUPPLIES	\$ 2,618	\$ 3,362	\$ 1,459	\$ 3,188	\$ 2,500
<b>Supplies Sub Total</b>		<b>\$ 8,187</b>	<b>\$ 11,392</b>	<b>\$ 5,658</b>	<b>\$ 12,940</b>	<b>\$ 15,562</b>
409	TRAVEL & EDUCATION	\$ 620	\$ 350	\$ 460	\$ 950	\$ 1,350
414	DUES & SUBSCRIPTIONS	\$ 3,910	\$ 4,058	\$ 3,255	\$ 4,108	\$ 2,616
416	OTHER/PROFESSIONAL SERVICES	\$ 1,709	\$ 330	\$ 268	\$ 460	\$ 800
418	MEDICAL EXPENSE	\$ 6,645	\$ 4,762	\$ 4,922	\$ 4,922	\$ 6,010
421	PRINTING	\$ -	\$ -	\$ 21	\$ 300	\$ 900
435	LABORATORY CHARGES	\$ 86	\$ -	\$ 20	\$ 500	\$ 500
455	CERTIFICATION FEES	\$ -	\$ -	\$ -	\$ -	\$ 130
462	CELLULAR TELEPHONE & PAGERS	\$ 1,097	\$ 849	\$ 495	\$ 1,620	\$ 1,260
<b>Services Sub Total</b>		<b>\$ 14,067</b>	<b>\$ 10,348</b>	<b>\$ 9,441</b>	<b>\$ 12,860</b>	<b>\$ 13,566</b>
<b>Department Total</b>		<b>\$ 171,802</b>	<b>\$ 206,239</b>	<b>\$ 135,012</b>	<b>\$ 193,412</b>	<b>\$ 230,590</b>



# Purchasing

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
Purchasing Agent	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Department Narrative

The Purchasing Division is responsible for handling all purchasing related activities including formal and informal bids, quotes, and requests for proposals and qualifications. Additionally, responsible for maintaining contract records and their expiration date.



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>Financially Sound City Government</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>Provide assistance to departments within the City for procuring materials / services in the most efficient and economical way that adheres to all related Texas purchasing statutes and the internal purchasing policy</li> <li>Update purchasing policy and conduct training for all employees involved in the buying process.</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Bid Types Processed	93	74		102
ITQ-Invitation to Quote	16	8		40
ITB-Invitation to Bid	21	16		30
RFQ-Request for Qualifications	11	13		2
RFP-Request for Proposal	31	12		38
RFI-Request for Information	0	2		5
Requisitions Processed	1,471	1,587		2,100
Procurement Card Transactions	3,747	4,200		5,200
Purchase Orders Processed	2,387	1,587		2,100
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 Target
Vendor Inquiries Resolved Within 48 Hours	100%	100%		100%
Electronic Vendor Self Update	100%	100%		100%
Electronic Procurement System Operational	100%	100%		100%
Contract Management System Operational	100%	100%		100%
Budget Summary	2017-2018 Actual	2018-2019		2019-2020 Budget
		Actual	Budget	
Personnel	89,921	73,407	91,293	93,770
Supplies	644	289	949	990
Maintenance	-	-	-	-
Services	20,114	19,821	28,224	28,417
<b>TOTAL</b>	<b>110,679</b>	<b>93,517</b>	<b>120,466</b>	<b>123,177</b>

# Purchasing

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

Fund 1 GENERAL FUND  
Department 29 PURCHASING  
Program 0 PURCHASING

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 61,335	\$ 63,175	\$ 52,556	\$ 65,073	\$ 67,026
104	SALARIES-LONGEVITY	\$ 102	\$ 150	\$ 152	\$ 196	\$ 244
105	GROUP HEALTH INSURANCE	\$ 11,973	\$ 11,974	\$ 9,109	\$ 11,458	\$ 11,003
106	TMRS	\$ 8,522	\$ 8,734	\$ 7,137	\$ 8,898	\$ 9,194
107	FICA	\$ 4,396	\$ 4,882	\$ 4,021	\$ 5,028	\$ 5,182
109	SALARIES-WELL PAY	\$ -	\$ 486	\$ -	\$ -	\$ 469
110	DENTAL INSURANCE	\$ 435	\$ 365	\$ 289	\$ 438	\$ 438
120	GROUP LIFE INSURANCE	\$ 74	\$ 77	\$ 63	\$ 102	\$ 102
130	WORKERS COMPENSATION	\$ 49	\$ 52	\$ 58	\$ 73	\$ 85
131	EAP EXPENSE	\$ 27	\$ 27	\$ 21	\$ 27	\$ 27
<b>Personnel Sub Total</b>		<b>\$ 86,913</b>	<b>\$ 89,921</b>	<b>\$ 73,407</b>	<b>\$ 91,293</b>	<b>\$ 93,770</b>
Account Object						
Description						
201	OFFICE SUPPLIES	\$ 422	\$ 610	\$ 259	\$ 819	\$ 860
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ -	\$ 30	\$ 30	\$ 30
214	POSTAGE/SHIPPING/DELIVERY	\$ 30	\$ 13	\$ -	\$ 100	\$ 100
215	TRAINING SUPPLIES	\$ -	\$ 21	\$ -	\$ -	\$ -
<b>Supplies Sub Total</b>		<b>\$ 452</b>	<b>\$ 644</b>	<b>\$ 289</b>	<b>\$ 949</b>	<b>\$ 990</b>
Account Object						
Description						
401	TELEPHONE & COMMUNICATIONS	\$ 419	\$ 480	\$ 394	\$ 480	\$ -
408	ADVERTISING	\$ 595	\$ 1,089	\$ 1,655	\$ 1,655	\$ 1,200
409	TRAVEL & EDUCATION	\$ 1,681	\$ 1,963	\$ 2,043	\$ 2,043	\$ 1,052
414	DUES & SUBSCRIPTIONS	\$ 945	\$ 575	\$ 370	\$ 510	\$ 319
434	SPECIAL EVENTS	\$ 254	\$ 205	\$ 179	\$ 250	\$ 270
442	COMPUTER PROFESSIONAL SERVICES	\$ 15,266	\$ 15,218	\$ 15,000	\$ 22,746	\$ 25,576
462	CELLULAR TELEPHONE & PAGERS	\$ 168	\$ 585	\$ 180	\$ 540	\$ -
<b>Services Sub Total</b>		<b>\$ 19,328</b>	<b>\$ 20,114</b>	<b>\$ 19,821</b>	<b>\$ 28,224</b>	<b>\$ 28,417</b>
<b>Department Total</b>		<b>\$ 106,693</b>	<b>\$ 110,680</b>	<b>\$ 93,517</b>	<b>\$ 120,466</b>	<b>\$ 123,177</b>



# Human Resources

## Personnel Organization Chart



## Personnel Summary

Position	'Adopted '17-18	Adopted '18-19	Proposed '19-20
Director of Human Resources	1	1	1
Assistant Director of Human Resources	0	0	1
Benefits & Risk Manager	1	1	0
Human Resources Generalist	0	1	1
Administrative Secretary	1	1	1
<b>Total</b>	<b>3</b>	<b>4</b>	<b>4</b>

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>Professional &amp; Committed City Workforce</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>Expanding the on boarding program to include supervisory on boarding as well as off boarding of employees.</li> <li>Increased communication with employees on the benefits of personal and professional development</li> <li>Increased communication with employees on the benefits of health and wellness</li> <li>Continue professional development training with Lancaster University 2020</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Total Full Time Equivalent Employees Budgeted	300	312.5		325.5
Number of positions posted	176	203		300
Applications Received and Processed	2526	2465		3000
Employment Data Requests	NT	NT		200
Liability and Property Claims	50	47		50
Compliance Training Courses Required	17	17		17
Benefit Programs Managed	22	22		22
Workers Compensation Claims	39	37		35
Total Volunteers	88	460		500
Total Volunteer Hours	4,497	9,646		10,000
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 Target
Turnover in Agency	13%	9%		10%
Loss Ratio - Health Insurance (goal <90%)	86%	73%		75%
Loss Ratio - Workers Compensation (goal <90%)	128%	18%		50%
Employee Survey Results Reflecting High-Performance Org.	67%	58%		75%
Budget Summary	2017-2018	2018-2019		2019-2020
	Actual	Actual	Budget	Budget
Personnel	364,185	298,435	385,707	417,710
Supplies	6,158	6,425	6,921	5,350
Maintenance	-	-	-	-
Other Services	197,267	141,409	178,635	191,420
<b>TOTAL</b>	<b>567,610</b>	<b>446,269</b>	<b>571,263</b>	<b>614,480</b>

# 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	2017 Actual	2018 Actual	2019 YTD Actual	2019 Budget	2020 Proposed
101	SALARIES-REGULAR	\$ 200,479	\$ 250,568	\$ 218,171	\$ 270,201	\$ 304,689
102	SALARIES-PART TIME	\$ 5,325	\$ 7,578	\$ -	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 494	\$ 379	\$ 233	\$ 400	\$ -
104	SALARIES-LONGEVITY	\$ 906	\$ 1,282	\$ 750	\$ 1,272	\$ 948
105	GROUP HEALTH INSURANCE	\$ 36,065	\$ 43,407	\$ 27,321	\$ 48,614	\$ 37,964
106	TMRS	\$ 28,594	\$ 35,096	\$ 29,956	\$ 37,727	\$ 42,486
107	FICA	\$ 15,343	\$ 19,091	\$ 16,391	\$ 19,185	\$ 21,580
109	SALARIES-WELL PAY	\$ 443	\$ -	\$ -	\$ 132	\$ 2,170
110	DENTAL INSURANCE	\$ 1,251	\$ 1,385	\$ 1,081	\$ 1,743	\$ 1,743
113	SALARIES-CAR ALLOWANCE	\$ 4,800	\$ 4,800	\$ 3,800	\$ 4,800	\$ 4,800
115	CERTIFICATION PAY	\$ -	\$ -	\$ 194	\$ 325	\$ 420
118	CELL PHONE ALLOWANCE	\$ -	\$ -	\$ -	\$ 480	\$ -
120	GROUP LIFE INSURANCE	\$ 222	\$ 275	\$ 218	\$ 408	\$ 408
130	WORKERS COMPENSATION	\$ 170	\$ 214	\$ 238	\$ 312	\$ 394
131	EAP EXPENSE	\$ 88	\$ 109	\$ 82	\$ 108	\$ 108
<b>Personnel Sub Total</b>		<b>\$ 294,180</b>	<b>\$ 364,185</b>	<b>\$ 298,435</b>	<b>\$ 385,707</b>	<b>\$ 417,710</b>
<b>Supplies</b>						
Account Object	Description					
201	OFFICE SUPPLIES	\$ 3,559	\$ 3,521	\$ 4,674	\$ 4,971	\$ 3,500
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 105	\$ 1,165	\$ 976	\$ 1,100	\$ 1,100
214	POSTAGE/SHIPPING/DELIVERY	\$ 1,364	\$ 1,471	\$ 775	\$ 850	\$ 750
<b>Supplies Sub Total</b>		<b>\$ 5,028</b>	<b>\$ 6,158</b>	<b>\$ 6,425</b>	<b>\$ 6,921</b>	<b>\$ 5,350</b>
<b>Maintenance</b>						
Account Object	Description					
303	MAINT-EQUIP & MACHINERY	\$ 30	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 30</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Services</b>						
Account Object	Description					
408	ADVERTISING	\$ 2,589	\$ 2,125	\$ 318	\$ 4,500	\$ 4,500
409	TRAVEL & EDUCATION	\$ 1,884	\$ 7,542	\$ 4,350	\$ 6,750	\$ 7,000
414	DUES & SUBSCRIPTIONS	\$ 1,888	\$ 2,080	\$ 1,868	\$ 2,200	\$ 2,200
416	OTHER/PROFESSIONAL SERVICES	\$ 26,465	\$ 28,526	\$ 19,955	\$ 25,000	\$ 25,000
418	MEDICAL EXPENSE	\$ 1,499	\$ -	\$ -	\$ 1,500	\$ 1,500
419	AWARDS	\$ 517	\$ 697	\$ 874	\$ 1,000	\$ 1,000
420	INTERNAL TRAINING	\$ 7,686	\$ 8,195	\$ 9,689	\$ 9,700	\$ 8,000
421	PRINTING	\$ 686	\$ -	\$ 815	\$ 1,000	\$ 1,000
440	CONSULTANT AND ADVISORY FEES	\$ 26,171	\$ 22,582	\$ 9,240	\$ 20,945	\$ 35,000
442	COMPUTER PROFESSIONAL SERVICES	\$ 117,112	\$ 124,935	\$ 93,885	\$ 105,500	\$ 105,500
462	CELLULAR TELEPHONE & PAGERS	\$ 509	\$ 585	\$ 415	\$ 540	\$ 720
<b>Services Sub Total</b>		<b>\$ 187,004</b>	<b>\$ 197,267</b>	<b>\$ 141,409</b>	<b>\$ 178,635</b>	<b>\$ 191,420</b>
<b>Department Total</b>		<b>\$ 486,242</b>	<b>\$ 567,610</b>	<b>\$ 446,269</b>	<b>\$ 571,263</b>	<b>\$ 614,480</b>



# Civil Service

## Personnel Organization Chart



## Personnel Summary

There is no personnel for this program.

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>Professional &amp; Committed City Workforce</li> <li>Healthy, Safe &amp; Vibrant Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>Work with all Civil Servants and the respective Chiefs to build mutual respect and understanding within each department in an attempt to retain quality employees</li> <li>Schedule testing for all civil service new hires, vacant positions, or promotions</li> <li>Work with the Human Resources department to recruit and hire qualified employees</li> <li>Provide an avenue for Lancaster Civil Servants employed by the City of Lancaster to communicate areas for concern to the Lancaster Civil Service Commission</li> <li>Increase communication with the Civil Servants of the City of Lancaster through more open dialog</li> <li>Handle hearings and appeals of possible violations of the Civil Service Code that are brought to the Commission by Civil Servants</li> <li>Maintain a process whereby Lancaster Civil Servants can feel comfortable in trying to work out possible problems and concerns before violation of the Civil Service Code are affected</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Total Police Civil Service Personnel	53	65		65
Total Fire Civil Service Personnel	55	65		65
Civil Service Applications for Employment	337	409		300
Civil Service Applications for Promotion	20	23		20
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 Target
Number of Service Appeals	3	3		0
Number of Hearings	2	2		0
Number of Commission Meetings	1	2		2
Budget Summary	2017-2018 Actual	2018-2019		2019-2020 Budget
		Actual	Budget	
Supplies	2,625	-	200	200
Services	3,619	9,398	9,455	7,350
<b>TOTAL</b>	<b>6,244</b>	<b>9,398</b>	<b>9,655</b>	<b>7,550</b>

# Civil Service

BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT

Fund 1 GENERAL FUND  
Department 32 CIVIL SERVICE  
Program 0

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ 2,570	\$ -	\$ -	\$ -
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ 55	\$ -	\$ 200	\$ 200
<b>Supplies Sub Total</b>		<b>\$ -</b>	<b>\$ 2,625</b>	<b>\$ -</b>	<b>\$ 200</b>	<b>\$ 200</b>
<b>Account Object Description</b>						
408	ADVERTISING	\$ -	\$ 429	\$ -	\$ -	\$ 500
409	TRAVEL & EDUCATION	\$ -	\$ 557	\$ 999	\$ 1,000	\$ 700
414	DUES & SUBSCRIPTIONS	\$ 198	\$ 198	\$ 99	\$ 150	\$ 150
440	CONSULTANT AND ADVISORY FEES	\$ 6,850	\$ 2,436	\$ 8,300	\$ 8,305	\$ 6,000
<b>Sub Total</b>		<b>\$ 7,048</b>	<b>\$ 3,619</b>	<b>\$ 9,398</b>	<b>\$ 9,455</b>	<b>\$ 7,350</b>
<b>Department Total</b>						
<b>Department Total</b>		<b>\$ 7,048</b>	<b>\$ 6,244</b>	<b>\$ 9,398</b>	<b>\$ 9,655</b>	<b>\$ 7,550</b>



# Emergency Communications



## Personnel Organization Chart



## Personnel Summary

Position	'Adopted '17-18	Adopted '18-19	Proposed '19-20
<b>Emergency Communication &amp; Emergency Management Superintendent</b>	1	1	1
<b>Dispatch Manager</b>	1	1	1
<b>Lead 911 Dispatcher</b>	4	4	4
<b>911 Dispatcher</b>	9	8	8
<b>PT Dispatcher (.50)</b>	0	1	1
<b>Total</b>	15	15	15

## Department Narrative

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

Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Vibrant Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Aim to provide the most effective and efficient communications program possible</li> <li>• Satisfy emergency and routine communications and informational needs for the City's Public Safety Departments</li> <li>• Increase departmental efficiency through the recruitment, selection, and training of qualified communication personnel</li> <li>• Establish and maintain a positive relationship with other departments, citizens, and public safety agencies</li> <li>• Maintain effective staffing by sustaining an operational vacancy rate at or below 20%</li> <li>• Promote employee development through continuous education and training.</li> </ul>				
Workload Indicators	18-19 Actual/ YTD	18-19 Target		2019-2020 Target
Wireless 911 Calls	20,926	59,258		62,221
Total 911 Calls	23,925	135,835		142,627
Non-Emergency Calls	30,845	112,576		118,205
Total Police Calls For Service (CFS)	48,955	97,477		102,351
Police Priority 1 or 2 Calls For Service	2,211	6,126		6,432
Total Fire Calls For Service	3,809	8,631		9,063
Performance Measurement	18-19 Actual/YTD	18-19 Actual		2019-2020 Target
911 Calls Answered within 6 Seconds	39%	91%		95%
911 Calls Answered within 10 Seconds	40%	99%		100%
Abandoned 911 Calls	2288	10134		6226
Average Time to Dispatch Police Priority 1 or 2 CFS	70 seconds	118 seconds		60 seconds
Average Time to Dispatch Fire/EMS CFS	30 seconds	120 seconds		30 seconds
Budget Summary	2017-2018	2018-2019		2019-2020
	Actual	Actual	Budget	Budget
Personnel	843,895	707,203	895,265	1,030,258
Supplies	5,014	4,660	8,256	8,618
Services	30,492	26,778	38,555	34,924
<b>TOTAL</b>	<b>879,401</b>	<b>738,641</b>	<b>942,076</b>	<b>1,073,800</b>

# Emergency Communications

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

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

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 466,472	\$ 438,267	\$ 372,859	\$ 474,347	\$ 672,484
102	SALARIES-PART TIME	\$ 3,582	\$ -	\$ 6,998	\$ 38,564	\$ 38,370
103	SALARIES-OVERTIME	\$ 122,307	\$ 173,168	\$ 129,486	\$ 129,486	\$ 25,000
104	SALARIES-LONGEVITY	\$ 1,106	\$ 1,388	\$ 1,134	\$ 1,880	\$ 1,872
105	GROUP HEALTH INSURANCE	\$ 97,470	\$ 77,393	\$ 72,400	\$ 86,534	\$ 125,393
106	TMRS	\$ 76,833	\$ 85,952	\$ 69,292	\$ 89,021	\$ 95,647
107	FICA	\$ 43,813	\$ 46,174	\$ 37,915	\$ 53,259	\$ 56,846
109	SALARIES-WELL PAY	\$ 1,301	\$ 3,903	\$ 4,147	\$ 4,148	\$ 4,889
110	DENTAL INSURANCE	\$ 4,747	\$ 3,759	\$ 2,846	\$ 6,078	\$ 6,087
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ 12,392	\$ 8,922	\$ 8,923	\$ -
118	CELL PHONE ALLOWANCE	\$ 520	\$ 232	\$ -	\$ -	\$ 480
120	GROUP LIFE INSURANCE	\$ 542	\$ 499	\$ 407	\$ 1,530	\$ 1,530
130	WORKERS COMPENSATION	\$ 464	\$ 501	\$ 571	\$ 1,036	\$ 1,214
131	EAP EXPENSE	\$ 298	\$ 266	\$ 225	\$ 459	\$ 446
<b>Salaries Sub Total</b>		<b>\$ 819,455</b>	<b>\$ 843,895</b>	<b>\$ 707,203</b>	<b>\$ 895,265</b>	<b>\$ 1,030,258</b>
<b>Account Object Description</b>						
201	OFFICE SUPPLIES	\$ 3,219	\$ 1,828	\$ 2,048	\$ 3,500	\$ 3,500
202	UNIFORMS AND CLOTHING	\$ 1,092	\$ 758	\$ 992	\$ 1,400	\$ 1,500
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 2,050	\$ 2,293	\$ 1,445	\$ 3,180	\$ 3,318
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ 135	\$ 176	\$ 176	\$ 300
<b>Supplies Sub Total</b>		<b>\$ 6,361</b>	<b>\$ 5,014</b>	<b>\$ 4,660</b>	<b>\$ 8,256</b>	<b>\$ 8,618</b>
<b>Account Object Description</b>						
409	TRAVEL & EDUCATION	\$ 5,555	\$ 1,050	\$ 6,279	\$ 10,000	\$ 4,000
414	DUES & SUBSCRIPTIONS	\$ -	\$ 105	\$ 1,108	\$ 1,650	\$ 1,345
416	OTHER/PROFESSIONAL SERVICES	\$ 6,409	\$ 2,239	\$ 2,359	\$ 2,749	\$ 2,359
462	CELLULAR TELEPHONE & PAGERS	\$ 29,647	\$ 27,099	\$ 17,031	\$ 24,156	\$ 27,220
<b>Services Sub Total</b>		<b>\$ 41,611</b>	<b>\$ 30,492</b>	<b>\$ 26,778</b>	<b>\$ 38,555</b>	<b>\$ 34,924</b>
<b>Account Object Description</b>						
559	CONTRACT/TEMPORARY LABOR	\$ 31,186	\$ -	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 31,186</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 898,613</b>	<b>\$ 879,401</b>	<b>\$ 738,640</b>	<b>\$ 942,076</b>	<b>\$ 1,073,800</b>



# Code Compliance

## Personnel Organization Chart



## Personnel Summary

Position	'Adopted '17-18	Adopted '18-19	Proposed '19-20
Senior Code Officer	1	1	1
Environmental Code Compliance Officer	0	0	1
Code Compliance Officer	4	4	5
Maintenance Worker II	1	1	1
<b>Total</b>	<b>6</b>	<b>6</b>	<b>8</b>

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Vibrant Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Increase officers effectiveness through regular training and performance evaluations</li> <li>• Evaluate and update all code enforcement related ordinances for consistency</li> <li>• Increase the number of citations issued to non-compliant property owners</li> <li>• Provide weekend and after hours coverage of City ordinance violations</li> <li>• Continuous education of Homeowner Association's to become better equipped to handle violations</li> <li>• Provide equal application of ordinances to all citizens no matter what their station in life is</li> <li>• Educate Lancaster residents on bulk trash collection regulations</li> <li>• Create a special tactical floating code district to concentrate enforcement in problem areas of the city</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Full Time Employees	5			6
Weed and Grass Violations	2,699			6,000
Bulk Trash Violations	754			2,000
Junk/Inoperable Vehicles	332			900
Overhanging Limbs	635			200
Parking Violations	448			800
Sign Violations	44			2,000
Accumilation of rubbish, trash, litter	387			400
Fence Violations	327			400
Illegal Dumping	54			450
72 Hour Parking on Street	158			250
Inspections resulting in enforcement action	11,792			14,000
Improper outside storage				400
Illegal Dumping abatements from Right of Way				700
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 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	2017-2018	2018-2019		2019-2020
	Actual	Actual	Budget	Budget
Personnel	318,059	257,391	320,830	474,791
Supplies	14,230	8,574	11,440	14,405
Services	62,416	59,270	80,808	57,962
<b>TOTAL</b>	<b>394,705</b>	<b>325,235</b>	<b>413,078</b>	<b>547,158</b>

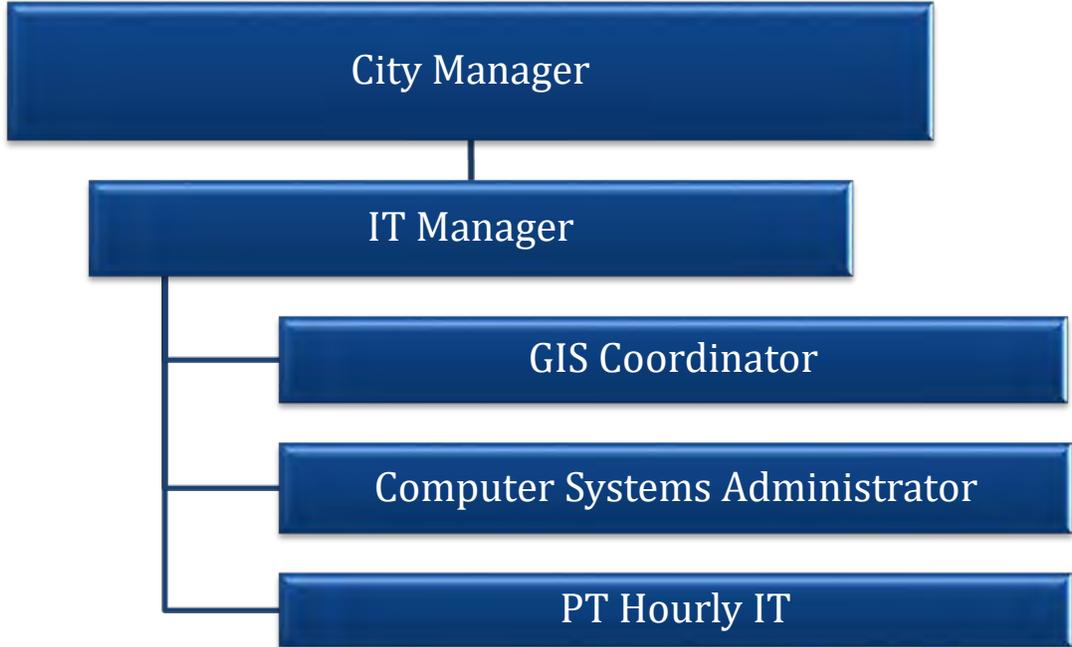
# Code Compliance

<b>BUDGET REPORT</b> <b>LINE ITEM DETAIL</b> <b>BY DEPARTMENT</b>	<b>Fund</b> <b>1</b> <b>Department</b> <b>35</b> <b>Program</b> <b>0</b>	<b>GENERAL FUND</b> <b>CODE ENFORCEMENT</b> <b>NEIGHBORHOOD SERVICES</b>
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	2017	2018	2019	2019	2020
Account Object            Description	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 151,980	\$ 224,522	\$ 182,051	\$ 222,089	\$ 333,656
102 SALARIES-PART TIME	\$ -	\$ 6,893	\$ -	\$ -	\$ -
103 SALARIES-OVERTIME	\$ 1,117	\$ 1,388	\$ 2,327	\$ 2,327	\$ 400
104 SALARIES-LONGEVITY	\$ 586	\$ 180	\$ 228	\$ 384	\$ 572
105 GROUP HEALTH INSURANCE	\$ 25,777	\$ 33,471	\$ 31,124	\$ 35,607	\$ 56,205
106 TMRS	\$ 21,309	\$ 30,871	\$ 25,078	\$ 33,176	\$ 45,735
107 FICA	\$ 11,607	\$ 17,495	\$ 13,939	\$ 18,749	\$ 25,778
108 SALARIES-PARAMEDIC	\$ -	\$ -	\$ -	\$ -	\$ -
109 SALARIES-WELL PAY	\$ -	\$ 452	\$ 310	\$ 311	\$ 2,339
110 DENTAL INSURANCE	\$ 1,358	\$ 1,872	\$ 1,476	\$ 2,601	\$ 3,459
115 CERTIFICATION PAY	\$ -	\$ -	\$ 81	\$ 81	\$ -
118 CELL PHONE ALLOWANCE	\$ -	\$ -	\$ -	\$ 480	\$ -
120 GROUP LIFE INSURANCE	\$ 179	\$ 255	\$ 207	\$ 714	\$ 918
130 WORKERS COMPENSATION	\$ 269	\$ 503	\$ 454	\$ 4,122	\$ 5,486
131 EAP EXPENSE	\$ 99	\$ 157	\$ 116	\$ 189	\$ 243
<b>Personnel Sub Total</b>	<b>\$ 214,282</b>	<b>\$ 318,059</b>	<b>\$ 257,391</b>	<b>\$ 320,830</b>	<b>\$ 474,791</b>
Account Object            Description					
201 OFFICE SUPPLIES	\$ 1,994	\$ 1,292	\$ 481	\$ 1,000	\$ 1,000
202 UNIFORMS AND CLOTHING	\$ 809	\$ 2,610	\$ 2,332	\$ 2,333	\$ 2,085
203 MOTOR VEHICLE SUPPLIES	\$ -	\$ -	\$ 187	\$ 188	\$ -
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 557	\$ 2,659	\$ 654	\$ 1,600	\$ 2,044
214 POSTAGE/SHIPPING/DELIVERY	\$ 3,553	\$ 1,563	\$ 1,773	\$ 1,774	\$ 1,500
216 MEDICAL SUPPLIES	\$ -	\$ -	\$ -	\$ 75	\$ 192
218 FUEL & OIL	\$ 3,627	\$ 6,106	\$ 3,145	\$ 4,470	\$ 7,584
<b>Supplies Sub Total</b>	<b>\$ 10,540</b>	<b>\$ 14,230</b>	<b>\$ 8,574</b>	<b>\$ 11,440</b>	<b>\$ 14,405</b>
Account Object            Description					
401 TELEPHONE & COMMUNICATIONS	\$ 60	\$ 413	\$ 1,285	\$ 1,286	\$ 2,400
408 ADVERTISING	\$ -	\$ -	\$ -	\$ -	\$ 345
409 TRAVEL & EDUCATION	\$ 900	\$ 2,061	\$ 760	\$ 2,200	\$ 4,248
414 DUES & SUBSCRIPTIONS	\$ 5,307	\$ 6,237	\$ 4,290	\$ 5,402	\$ 4,846
416 OTHER/PROFESSIONAL SERVICES	\$ -	\$ -	\$ 7,000	\$ 7,000	\$ -
418 MEDICAL EXPENSE	\$ -	\$ 1,330	\$ -	\$ -	\$ -
421 PRINTING	\$ 992	\$ -	\$ 150	\$ 1,030	\$ 2,480
423 CONTRACT MOWING	\$ 76,793	\$ 26,984	\$ 39,294	\$ 55,360	\$ 34,048
434 SPECIAL EVENTS	\$ -	\$ -	\$ -	\$ 200	\$ -
452 FILING FEES	\$ 6,092	\$ 21,710	\$ 4,538	\$ 6,230	\$ 8,450
455 CERTIFICATION FEES	\$ 898	\$ 100	\$ -	\$ -	\$ 250
462 CELLULAR TELEPHONE & PAGERS	\$ 2,760	\$ 3,581	\$ 1,953	\$ 2,100	\$ 895
<b>Services Sub Total</b>	<b>\$ 93,801</b>	<b>\$ 62,416</b>	<b>\$ 59,270</b>	<b>\$ 80,808</b>	<b>\$ 57,962</b>
<b>Department Total</b>	<b>\$ 318,623</b>	<b>\$ 394,705</b>	<b>\$ 325,235</b>	<b>\$ 413,078</b>	<b>\$ 547,158</b>



## Personnel Organization Chart



### Personnel Summary

Position	'Adopted '17-18	Adopted '18-19	Proposed '19-20
<b>IT Manager</b>	0.75	0.75	0.75
<b>GIS Coordinator</b>	0.5	0.5	0.5
<b>Computer Systems Administrator</b>	2	2	2
<b>PT Hourly IT (.50)</b>	0.5	0.5	0.5
<b>Total</b>	3.75	3.75	3.75

### Department Narrative

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



Goals				
<b>City Council Goal</b>				
<ul style="list-style-type: none"> <li>• Financially Sound City Government</li> <li>• Civic Engagement</li> <li>• Healthy, Safe &amp; Vibrant Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Maintain the city computer infrastructure ensuring the reliability and security of electronic resources.</li> <li>• Support the technology needed to conduct the administrative functions of the city</li> <li>• Enhance municipal operations by providing the technological resources necessary for insuring technically competent</li> <li>• Manage and maintain the life cycle of software to ensure performance and quality in municipal computer systems</li> <li>• Manage and maintain the life cycle of software to ensure performance and quality in municipal computer</li> <li>• Purchase citywide capital computer equipment</li> </ul>				
<b>Workload Indicators</b>	<b>17-18 Actual</b>	<b>18-19 Actual</b>		<b>2019-2020 Target</b>
Information Technology Staff	4.5	4.5		4.5
City Employees being Supported	258	258		295
City Desktop/Laptops Supported	322	322		320
City Servers Supported	32	32		27
Public Library Computer Replacement	0	20		20
City Server Replacement - Virtualized	10	4		0
CRM - Helpdesk Requests	589	413		450
City PC Replacements	60	25		25
<b>Performance Measurement</b>	<b>17-18 Actual</b>	<b>18-19 Actual</b>		<b>2019-2020 Target</b>
Supported End User per IT Personnel	60	57		66
Supported Computer System per IT Personnel	74	74		71
Average CRM - Help desk call per day	2	2		2
Technical Training Class per Staff Member	1	1		1
Percentage of Computers Replaced City Wide	10	10		7%
Max # of hours passed before responding to helpdesk request	4	4		5
<b>Budget Summary</b>	<b>17-18 Actual</b>	<b>2018-2019</b>		<b>2019-2020 Target</b>
		<b>Actual</b>	<b>Budget</b>	
Personnel	332,307	274,719	341,157	333,932
Supplies	98,100	87,672	116,074	126,950
Maintenance	33,794	52,545	54,050	113,000
Other Services	17,819	17,923	24,505	25,800
Capital Outlay	33,022	35,047	37,510	39,000
<b>TOTAL</b>	<b>515,042</b>	<b>467,906</b>	<b>573,296</b>	<b>638,682</b>

# Information Technology

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

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

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 220,115	\$ 228,556	\$ 190,151	\$ 235,422	\$ 220,838
102	SALARIES-PART TIME	\$ 17,785	\$ 15,453	\$ 8,737	\$ 12,720	\$ 18,251
103	SALARIES-OVERTIME	\$ 892	\$ 1,116	\$ 941	\$ 1,800	\$ 1,800
104	SALARIES-LONGEVITY	\$ 1,550	\$ 1,642	\$ 1,484	\$ 1,445	\$ 1,450
105	GROUP HEALTH INSURANCE	\$ 34,524	\$ 31,322	\$ 29,514	\$ 29,515	\$ 35,487
106	TMRS	\$ 31,147	\$ 31,931	\$ 26,280	\$ 35,179	\$ 33,168
107	FICA	\$ 17,921	\$ 18,447	\$ 14,631	\$ 19,879	\$ 18,671
109	SALARIES-WELL PAY	\$ 988	\$ 1,018	\$ 1,048	\$ 1,049	\$ 1,563
110	DENTAL INSURANCE	\$ 1,417	\$ 1,189	\$ 941	\$ 1,424	\$ 1,315
115	CERTIFICATION PAY	\$ -	\$ -	\$ -	\$ 840	\$ -
118	CELL PHONE ALLOWANCE	\$ 1,040	\$ 1,040	\$ 460	\$ 960	\$ 480
120	GROUP LIFE INSURANCE	\$ 266	\$ 277	\$ 225	\$ 485	\$ 460
130	WORKERS COMPENSATION	\$ 194	\$ 202	\$ 223	\$ 310	\$ 327
131	EAP EXPENSE	\$ 115	\$ 115	\$ 83	\$ 129	\$ 122
<b>Personnel Sub Total</b>		<b>\$ 327,955</b>	<b>\$ 332,307</b>	<b>\$ 274,719</b>	<b>\$ 341,157</b>	<b>\$ 333,932</b>
<b>Account Object                    Description</b>						
201	OFFICE SUPPLIES	\$ 86	\$ 159	\$ 184	\$ 185	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ -	\$ 788	\$ 789	\$ -
211	OTHER OPERATIONAL SUPPLIES	\$ 2,614	\$ 3,649	\$ 2,710	\$ 4,000	\$ 4,250
231	SOFTWARE	\$ 35,448	\$ 36,631	\$ 38,400	\$ 38,400	\$ 40,100
240	CIRCUIT CONNECTIVITY	\$ 17,038	\$ 33,386	\$ 18,979	\$ 45,900	\$ 45,900
241	IT HARDWARE-NON COMPUTER	\$ 3,227	\$ 3,512	\$ 3,810	\$ 4,000	\$ 4,400
242	COMPUTERS/SERVERS	\$ 15,022	\$ 20,764	\$ 16,000	\$ 16,000	\$ 21,000
243	NETWORK EQUIPMENT	\$ 545	\$ -	\$ 6,800	\$ 6,800	\$ 11,300
<b>Supplies Sub Total</b>		<b>\$ 73,979</b>	<b>\$ 98,100</b>	<b>\$ 87,672</b>	<b>\$ 116,074</b>	<b>\$ 126,950</b>
<b>Account Object                    Description</b>						
370	MAINT-SOFTWARE	\$ 27,023	\$ 25,495	\$ 28,600	\$ 28,600	\$ 56,800
371	MAINT-HARDWARE	\$ 32,805	\$ 5,035	\$ 18,945	\$ 20,450	\$ 50,600
372	MAINT-NETWORK EQUIPMENT	\$ 4,793	\$ 3,264	\$ 5,000	\$ 5,000	\$ 5,600
<b>Maintenance Sub Total</b>		<b>\$ 64,622</b>	<b>\$ 33,794</b>	<b>\$ 52,545</b>	<b>\$ 54,050</b>	<b>\$ 113,000</b>
<b>Account Object                    Description</b>						
409	TRAVEL & EDUCATION	\$ 2,002	\$ 3,474	\$ 7,233	\$ 9,650	\$ 10,400
414	DUES & SUBSCRIPTIONS	\$ 150	\$ -	\$ -	\$ 195	\$ 460
421	PRINTING	\$ 69	\$ -	\$ -	\$ -	\$ -
442	COMPUTER PROFESSIONAL SERVICES	\$ 13,954	\$ 13,805	\$ 10,260	\$ 14,000	\$ 13,800
462	CELLULAR TELEPHONE & PAGERS	\$ 597	\$ 540	\$ 430	\$ 660	\$ 1,140
<b>Services Sub Total</b>		<b>\$ 16,772</b>	<b>\$ 17,819</b>	<b>\$ 17,923</b>	<b>\$ 24,505</b>	<b>\$ 25,800</b>
<b>Account Object                    Description</b>						
618	CAPITAL-COMPUTER EQUIPMENT	\$ 21,684	\$ 33,022	\$ 35,047	\$ 37,510	\$ 39,000
<b>Capital Sub Total</b>		<b>\$ 21,684</b>	<b>\$ 33,022</b>	<b>\$ 35,047</b>	<b>\$ 37,510</b>	<b>\$ 39,000</b>
<b>Department Total</b>		<b>\$ 505,012</b>	<b>\$ 515,042</b>	<b>\$ 467,907</b>	<b>\$ 573,296</b>	<b>\$ 638,682</b>



# Fire Marshal

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
Fire Marshal	1	1	1
Fire Inspector	0	1	0
Administrative Secretary	1	1	1
<b>Total</b>	<b>2</b>	<b>3</b>	<b>2</b>

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Vibrant Community</li> <li>• Quality Development</li> </ul>				
<b>Departmental Goals:</b>				
<ul style="list-style-type: none"> <li>• Continue our assessment of the hazards in the community.</li> <li>• Consult with prospective builders on fire code requirements and insurance requirements.</li> <li>• Review and issue permits for dangerous processes such as hazardous materials, fireworks, and new fuel tanks.</li> <li>• Investigate fires within the city not only to determine the cause of the fire, but also if a certain product is a fire hazard.</li> <li>• Educate youths and adults through fire prevention classes using printed material and the educational mobile fire house.</li> <li>• Serve on the Development Review Committee.</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Full-Time Employees	2	2		3
Review building plans and fire protection system plans	198	43		66
Conduct fire safety demonstrations/presentations	180	39		72
Conduct fire origin and cause investigations	14	8		25
Conduct fire inspections	222	89		645
Conduct operational permit inspections		47		90
Fire alarm permits		87		116
Burn permits		1		2
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 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	2017-2018 Actual	2018-2019		2019-2020 Budget
		Actual	Budget	
Personnel	179,145	87,328	263,861	209,403
Supplies	5,209	4,048	7,463	8,400
Other Services	4,386	4,121	5,699	11,680
<b>TOTAL</b>	<b>188,740</b>	<b>95,497</b>	<b>277,023</b>	<b>229,483</b>

# Fire Marshal

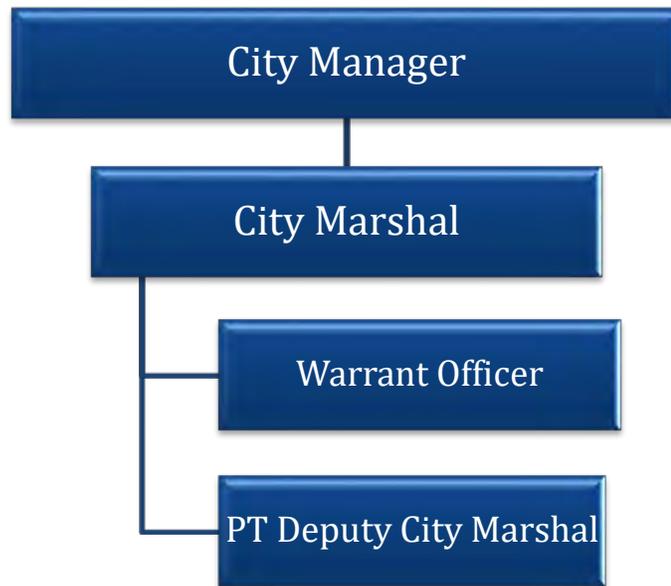
	Fund	1	GENERAL FUND
BUDGET REPORT	Department	38	FIRE MARSHAL
LINE ITEM DETAIL	Program	0	FIRE MARSHAL
BY DEPARTMENT			

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 113,356	\$ 120,890	\$ 58,594	\$ 183,281	\$ 137,180
103	SALARIES-OVERTIME	\$ 4,595	\$ 4,835	\$ 242	\$ 10,000	\$ 10,000
104	SALARIES-LONGEVITY	\$ 380	\$ 428	\$ 240	\$ 512	\$ 84
105	GROUP HEALTH INSURANCE	\$ 19,173	\$ 19,486	\$ 12,199	\$ 16,157	\$ 22,690
106	TMRS	\$ 17,044	\$ 17,874	\$ 8,363	\$ 27,322	\$ 20,649
107	FICA	\$ 8,987	\$ 9,663	\$ 4,513	\$ 15,179	\$ 11,145
108	SALARIES-PARAMEDIC	\$ -	\$ -	\$ -	\$ 2,101	\$ -
109	SALARIES-WELL PAY	\$ 952	\$ 665	\$ 1,122	\$ 1,400	\$ 1,057
110	DENTAL INSURANCE	\$ 780	\$ 723	\$ 365	\$ 1,314	\$ 876
114	SALARIES-ASSIGNMENT PAY	\$ 2,080	\$ 2,080	\$ 560	\$ 2,080	\$ 2,080
115	CERTIFICATION PAY	\$ 1,069	\$ 1,203	\$ 626	\$ 2,043	\$ 1,260
118	CELL PHONE ALLOWANCE	\$ 520	\$ 520	\$ 140	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 134	\$ 144	\$ 64	\$ 382	\$ 306
130	WORKERS COMPENSATION	\$ 537	\$ 580	\$ 272	\$ 1,509	\$ 1,515
131	EAP EXPENSE	\$ 51	\$ 53	\$ 28	\$ 101	\$ 81
<b>Personnel Sub Total</b>		<b>\$ 169,656</b>	<b>\$ 179,145</b>	<b>\$ 87,328</b>	<b>\$ 263,861</b>	<b>\$ 209,403</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 458	\$ 411	\$ 64	\$ 400	\$ 700
202	UNIFORMS AND CLOTHING	\$ 1,194	\$ -	\$ -	\$ 250	\$ 1,000
204	MINOR EQUIP/FURN/FIX/TOOLS	\$ -	\$ 700	\$ 508	\$ 1,105	\$ 1,600
208	EDUCATION & REC SUPPLIES	\$ 836	\$ 791	\$ 934	\$ 1,000	\$ 1,500
214	POSTAGE/SHIPPING/DELIVERY	\$ (7)	\$ 29	\$ 64	\$ 100	\$ 300
215	TRAINING SUPPLIES	\$ 524	\$ 117	\$ 1,372	\$ 1,650	\$ 500
218	FUEL & OIL	\$ 215	\$ 2,860	\$ 1,105	\$ 2,464	\$ 2,800
231	SOFTWARE	\$ 750	\$ 300	\$ -	\$ 494	\$ -
<b>Supplies Sub Total</b>		<b>\$ 3,970</b>	<b>\$ 5,209</b>	<b>\$ 4,048</b>	<b>\$ 7,463</b>	<b>\$ 8,400</b>
Account Object	Description					
401	TELEPHONE & COMMUNICATION	\$ -	\$ -	\$ -	\$ -	\$ 960
409	TRAVEL & EDUCATION	\$ 1,895	\$ 3,175	\$ 1,454	\$ 2,857	\$ 8,050
414	DUES & SUBSCRIPTIONS	\$ 680	\$ 486	\$ 290	\$ 465	\$ 950
416	OTHER/PROFESSIONAL SERVICES	\$ 5,505	\$ 725	\$ 2,377	\$ 2,377	\$ 1,000
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ -	\$ -	\$ 720
<b>Services Sub Total</b>		<b>\$ 8,080</b>	<b>\$ 4,386</b>	<b>\$ 4,121</b>	<b>\$ 5,699</b>	<b>\$ 11,680</b>
<b>Department Total</b>		<b>\$ 181,706</b>	<b>\$ 188,740</b>	<b>\$ 95,498</b>	<b>\$ 277,023</b>	<b>\$ 229,483</b>



# City Marshal

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
City Marshal	1	1	1
Warrant Officer	1	1	1
PT Deputy City Marshal (.5)	0.5	0.5	0.5
<b>Total</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>

## Department Narrative

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



Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Vibrant Community</li> </ul>				
<b>Department Goals</b>				
<ul style="list-style-type: none"> <li>• Professional &amp; Committed City Workforce</li> <li>• Enhance departmental efficiency by reducing officer downtime and developing user friendly reports</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Full-Time Employees	2	2		2
Reserve Officers	2	2		0
Part.time Deputy Marshal	1	1		2
Volunteer	1	1		1
No 24hr time expire on prisoner pick-ups	0	0		0
Special Expense Fee	105	120		125
Gas & Mileage Fee	90	85		75
Warrants Satisfied	90,000	100,000		120,000
Citations/Violations	18	400		450
Arrests	835	745		750
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 Target
Zero 24hr time expire on prisoner pick-ups	0	0		0
Special Expense Fee	105%	120		125
Gas & Mileage Fee	90	90		75
Warrants Satisfied	90000%	100,000		120,000
Citations/Violations	18	400		450
Arrests	835	745		750
Budget Summary	2017-2018 Actual	2018-2019		2019-2020 Budget
		Actual	Budget	Budget
Personnel	167,085	140,598	182,468	185,528
Supplies	8,030	5,162	7,817	9,131
Services	2,591	1,500	2,668	5,650
<b>TOTAL</b>	<b>177,706</b>	<b>147,260</b>	<b>192,953</b>	<b>200,309</b>

# City Marshal

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

Fund 1  
Department 39  
Program 0

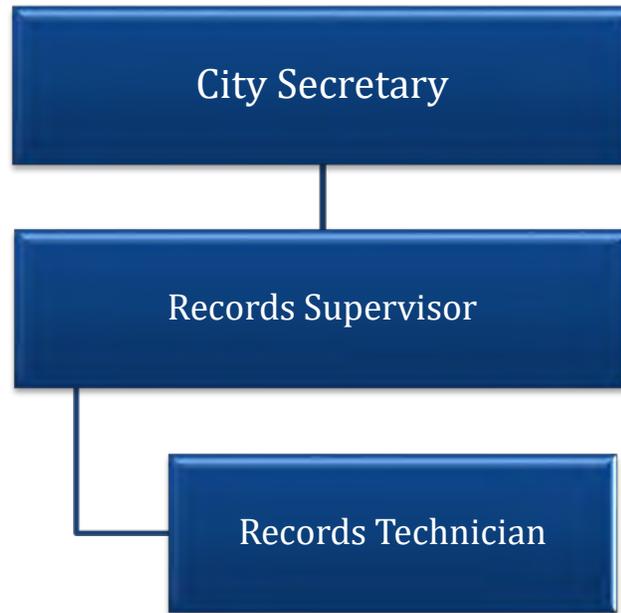
GENERAL FUND  
CITY MARSHAL  
CITY MARSHAL

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 102,537	\$ 105,747	\$ 87,950	\$ 108,927	\$ 112,195
102	SALARIES-PART TIME	\$ 20,619	\$ 16,759	\$ 15,754	\$ 22,355	\$ 23,026
103	SALARIES-OVERTIME	\$ 1,414	\$ 619	\$ 368	\$ 500	\$ 500
104	SALARIES-LONGEVITY	\$ 240	\$ 332	\$ 430	\$ 424	\$ 520
105	GROUP HEALTH INSURANCE	\$ 15,095	\$ 15,097	\$ 11,582	\$ 14,548	\$ 14,704
106	TMRS	\$ 14,647	\$ 14,861	\$ 12,235	\$ 18,410	\$ 18,762
107	FICA	\$ 9,487	\$ 9,449	\$ 8,075	\$ 10,404	\$ 10,574
109	SALARIES-WELL PAY	\$ 395	\$ 971	\$ 769	\$ 786	\$ 796
110	DENTAL INSURANCE	\$ 871	\$ 731	\$ 578	\$ 876	\$ 876
115	CERTIFICATION PAY	\$ -	\$ -	\$ -	\$ 1,801	\$ -
118	CELL PHONE ALLOWANCE	\$ 1,040	\$ 1,400	\$ 1,260	\$ 1,440	\$ 1,440
120	GROUP LIFE INSURANCE	\$ 123	\$ 129	\$ 104	\$ 357	\$ 357
130	WORKERS COMPENSATION	\$ 884	\$ 912	\$ 1,427	\$ 1,545	\$ 1,683
131	EAP EXPENSE	\$ 81	\$ 80	\$ 64	\$ 95	\$ 95
<b>Personnel Sub Total</b>		<b>\$ 167,431</b>	<b>\$ 167,085</b>	<b>\$ 140,598</b>	<b>\$ 182,468</b>	<b>\$ 185,528</b>
<b>Supplies</b>						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
201	SUPPLIES	\$ 650	\$ 747	\$ 969	\$ 1,120	\$ 950
202	UNIFORMS AND CLOTHING	\$ 234	\$ 405	\$ 512	\$ 779	\$ 681
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 250	\$ 382	\$ 262	\$ 400	\$ 450
214	POSTAGE/SHIPPING/DELIVERY	\$ 500	\$ 268	\$ -	\$ 50	\$ 50
218	FUEL & OIL	\$ 5,487	\$ 6,227	\$ 3,419	\$ 5,468	\$ 7,000
<b>Supplies Sub Total</b>		<b>\$ 7,121</b>	<b>\$ 8,030</b>	<b>\$ 5,162</b>	<b>\$ 7,817</b>	<b>\$ 9,131</b>
<b>Services</b>						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
409	TRAVEL & EDUCATION	\$ 1,311	\$ 1,729	\$ 1,032	\$ 1,800	\$ 2,100
414	DUES & SUBSCRIPTIONS	\$ 506	\$ 452	\$ 310	\$ 700	\$ 725
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ -	\$ 68	\$ 68	\$ 2,500
421	PRINTING	\$ -	\$ 98	\$ 90	\$ 100	\$ 325
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ 312	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 1,817</b>	<b>\$ 2,591</b>	<b>\$ 1,500</b>	<b>\$ 2,668</b>	<b>\$ 5,650</b>
<b>Department Total</b>		<b>\$ 176,368</b>	<b>\$ 177,707</b>	<b>\$ 147,259</b>	<b>\$ 192,953</b>	<b>\$ 200,309</b>



# Records

## Personnel Organization Chart



## Personnel Summary

Position	'Adopted '17-18	Adopted '18-19	Proposed '19-20
Records Supervisor	0	0	1
Records Technician	0	0	2
<b>Total</b>	0	0	3

## Department Narrative

Under the direction of the City Secretary, the Records Division is responsible for oversight of processing requests for records processed in accordance with the Texas Public Information Act.



Goals				
<p><b>City Council Goals:</b></p> <ul style="list-style-type: none"> <li>• Financial Sound Government</li> <li>• Sound Infrastructure</li> <li>• Quality Development</li> <li>• Professional &amp; Committed City Workforce</li> <li>• Healthy, Safe &amp; Engaged Community</li> </ul> <p><b>Departmental Goals</b></p> <ul style="list-style-type: none"> <li>• GovQA Activity Training for City Staff</li> <li>• Records Destruction Training</li> <li>• ECM (Electronic Content Management) Training for City Staff</li> <li>• Records Department Staff Development</li> <li>• Three Texas Attorney General Opinion Templates</li> </ul>				
<b>Workload Indicators</b>	<b>17-18 Actual</b>	<b>18-19 Actual</b>		<b>2019-2020 Target</b>
GovQA Open Record Requests Processed				3120
Arrest Reports Processed				2700
Emergency Protective Orders Processed				180
Warrants Processed				1320
Background Check				1000
<b>Performance Measurement</b>	<b>17-18 Actual</b>	<b>18-19 Actual</b>		<b>2019-2020 Target</b>
Expunction Petitions/Orders Processed				100%
Open Records Requests Processed in Accordance with State Law				100%
Citywide Destruction of Eligible Records (lbs.)				9,500
911 Calls Reviewed, Redacted, Processed				100%
Body Cam/Dash Cam video Reviewed/Processed				100%
<b>Budget Summary</b>	<b>2017-2018 Actual</b>	<b>2018-2019</b>		<b>2019-2020 Budget</b>
		<b>Actual</b>	<b>Budget</b>	
Personnel				171,214
Supplies				700
Other Services				2,745
<b>TOTAL</b>	-	-	-	<b>174,659</b>

# Records

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

Fund 1  
Department 40  
Program 0

**GENERAL FUND  
RECORDS  
RECORDS**

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ -	\$ -	\$ -	\$ -	\$ 116,733
104	SALARIES-LONGEVITY	\$ -	\$ -	\$ -	\$ -	\$ 204
105	GROUP HEALTH INSURANCE	\$ -	\$ -	\$ -	\$ -	\$ 26,626
106	TMRS	\$ -	\$ -	\$ -	\$ -	\$ 15,983
107	FICA	\$ -	\$ -	\$ -	\$ -	\$ 9,009
109	SALARIES-WELL PAY	\$ -	\$ -	\$ -	\$ -	\$ 818
110	DENTAL INSURANCE	\$ -	\$ -	\$ -	\$ -	\$ 1,305
120	GROUP LIFE INSURANCE	\$ -	\$ -	\$ -	\$ -	\$ 306
130	WORKERS COMPENSATION	\$ -	\$ -	\$ -	\$ -	\$ 149
131	EAP EXPENSE	\$ -	\$ -	\$ -	\$ -	\$ 81
<b>Personnel Sub Total</b>		\$ -	\$ -	\$ -	\$ -	\$ 171,214
<b>Account Object Description</b>						
231	SOFTWARE	\$ -	\$ -	\$ -	\$ -	\$ 700
<b>Supplies Sub Total</b>		\$ -	\$ -	\$ -	\$ -	\$ 700
<b>Account Object Description</b>						
407	SPECIAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ 393
409	TRAVEL & EDUCATION	\$ -	\$ -	\$ -	\$ -	\$ 2,080
414	DUES & SUBSCRIPTIONS	\$ -	\$ -	\$ -	\$ -	\$ 272
<b>Services Sub Total</b>		\$ -	\$ -	\$ -	\$ -	\$ 2,745
<b>Department Total</b>						
<b>Department Total</b>		\$ -	\$ -	\$ -	\$ -	\$ 174,659



# Public Relations

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
Community Programs Coordinator	0	1	1
<b>Total</b>	<b>0</b>	<b>1</b>	<b>1</b>

## Department Narrative

The Public Relations department is directly responsible for community relations, public information and community events.



Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Adopt a balanced budget for 2019-2020 by September 30, 2019 that maintains basic service levels and minimizes the impact on City taxpayers and ratepayers</li> <li>• Direct staff to monitor budget and scrutinize expenses to yield savings to be put toward funding of the City reserves</li> <li>• Direct staff to write and release positive press releases weekly</li> <li>• Develop schedule of regular meetings with LISD to discuss issues of mutual concern</li> <li>• Support Lancaster neighborhoods in the creation of Public Improvement Districts (PID's) throughout the City to strengthen and connect neighborhoods</li> <li>• Direct and coordinate the successful implementation of High Performance Organization (HPO) activities and objectives</li> <li>• Increase accountability and efficiency of departments through quarterly budget and performance measurement</li> <li>• Implement a new strategic planning, budgeting, and performance measuring procedure that answers the needs and priorities of the citizens, the city council, and the administration</li> <li>• Use the WebQA system to improve communication between city staff and residents thus placing Lancaster on the cutting edge of e-government technology</li> <li>• Coordinate community relations activities including special events</li> <li>• Address the funding and implementation of capital improvement projects deemed beneficial to the City</li> <li>• Support historical preservation, beautification, and conservation initiatives through leadership and community outreach</li> <li>• Represent the City of Lancaster to federal and state legislative agencies, the Chamber of Commerce, school district, Economic Development Corporation, and business leaders throughout the community</li> </ul>				
<b>Workload Indicators</b>	<b>17-18 Actual</b>	<b>18-19 Actual</b>		<b>2019-2020 Target</b>
Population	37,880	38,400		39,168
City Council Meetings	44			
City Council Strategic Planning (includes Executive Team)	1	1		1
Executive Team Meetings	45			
General Fund Expenditures	\$25,560,465	\$20,818,835		
Total Municipal Expenditures	\$57,922,281	\$45,630,151		
City Sponsored Special Events	74			
WebQa Requests (citywide)	1,600			
<b>Performance Measurement</b>	<b>17-18 Actual</b>	<b>18-19 Actual</b>		<b>2019-2020 Target</b>
Proposed budget presented to City Council on or before August 1	Completed	Completed		Completed
Weekly updates presented on-time	100%	100%		100%
Responses to policy questions within 24 hours	98%	98%		100%
General Fund budget per capita	\$674.78	\$542.00		
CMO as percentage of General Fund Expenditures	2.93%	3.08%		
Operations and Maintenance Tax Rate (per \$100 assessed value)	\$0.65020	\$0.60120		\$0.60120
Total Tax Rate	\$0.86750	\$0.86750		\$0.86750
<b>Budget Summary</b>	<b>2017-2018 Actual</b>	<b>2018-2019</b>		<b>2019-2020 Budget</b>
		<b>Actual</b>	<b>Budget</b>	
Personnel	67,812	70,192	87,839	90,336
Supplies	-	10,719	12,563	13,350
Maintenance	-	-	-	-
Services	-	36,896	56,315	72,439
<b>TOTAL</b>	<b>67,812</b>	<b>117,807</b>	<b>156,717</b>	<b>176,125</b>

# City Manager's Office - Public Relations

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund 1 GENERAL FUND  
Department 55 PUBLIC RELATIONS  
Program 0 PUBLIC RELATIONS**

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ -	\$ 51,026	\$ 52,556	\$ 65,073	\$ 67,026
104	SALARIES-LONGEVITY	\$ -	\$ -	\$ 32	\$ 52	\$ 100
105	GROUP HEALTH INSURANCE	\$ -	\$ 5,707	\$ 6,169	\$ 7,425	\$ 7,239
106	TMRS	\$ -	\$ 6,944	\$ 7,120	\$ 9,058	\$ 9,232
107	FICA	\$ -	\$ 3,724	\$ 3,833	\$ 5,118	\$ 5,203
109	SALARIES-WELL PAY	\$ -	\$ -	\$ -	\$ -	\$ 472
110	DENTAL INSURANCE	\$ -	\$ 289	\$ 289	\$ 429	\$ 429
115	CERTIFICATION PAY	\$ -	\$ -	\$ -	\$ -	\$ 420
118	CELL PHONE ALLOWANCE	\$ -	\$ -	\$ 50	\$ 480	\$ -
120	GROUP LIFE INSURANCE	\$ -	\$ 61	\$ 63	\$ 102	\$ 102
130	WORKERS COMPENSATION	\$ -	\$ 40	\$ 58	\$ 75	\$ 86
131	EAP EXPENSE	\$ -	\$ 21	\$ 21	\$ 27	\$ 27
<b>Personnel Sub Total</b>		<b>\$ -</b>	<b>\$ 67,812</b>	<b>\$ 70,192</b>	<b>\$ 87,839</b>	<b>\$ 90,336</b>
<b>Account Object Description</b>						
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ -	\$ 38	\$ 38	\$ 38
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ -	\$ 10,442	\$ 12,285	\$ 13,312
231	SOFTWARE	\$ -	\$ -	\$ 240	\$ 240	\$ -
<b>Supplies Sub Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,719</b>	<b>\$ 12,563</b>	<b>\$ 13,350</b>
<b>Account Object Description</b>						
408	ADVERTISING	\$ -	\$ -	\$ -	\$ -	\$ 10,438
409	TRAVEL & EDUCATION	\$ -	\$ -	\$ 2,625	\$ 2,845	\$ 425
414	DUES & SUBSCRIPTIONS	\$ -	\$ -	\$ -	\$ 85	\$ 195
421	PRINTING	\$ -	\$ -	\$ 15,627	\$ 21,475	\$ 23,002
434	SPECIAL EVENTS	\$ -	\$ -	\$ 18,445	\$ 31,760	\$ 37,659
462	CELLULAR PHONES & PAGERS	\$ -	\$ -	\$ 200	\$ 150	\$ 720
<b>Services Sub Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 36,896</b>	<b>\$ 56,315</b>	<b>\$ 72,439</b>
<b>Department Total</b>		<b>\$ -</b>	<b>\$ 67,812</b>	<b>\$ 117,808</b>	<b>\$ 156,717</b>	<b>\$ 176,125</b>

# **WATER/WASTEWATER FUND**

## WATER AND WASTEWATER FUND

REVENUES		2017	2018	2019		2020
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Water	7,391,445	7,869,870	6,088,720	7,444,046	7,552,718
	Wastewater	7,880,229	7,895,572	6,677,031	7,955,781	7,955,781
	Fees	1,387,981	716,907	908,186	228,750	719,538
	Impact Fees	631,824	42,423	326,063	377,870	311,000
	Other Revenue	483,113	413,746	260,981	293,000	293,000
	Interest	175,630	456,179	605,329	200,000	766,620
	Transfers In	-	-	-	-	-
	<b>Total</b>	<b>\$ 17,950,222</b>	<b>\$ 17,394,697</b>	<b>\$ 14,866,310</b>	<b>\$ 16,499,447</b>	<b>\$ 17,598,657</b>
EXPENDITURES		2017	2018	2019		2020
Department No		Actual	Actual	Year to Date	Budget	Proposed
	2 Public Works Administration	1,859,135	<b>1,782,508</b>	477,956	625,035	676,773
	20 Utility Billing	560,931	<b>569,372</b>	476,963	619,169	631,373
	21 Water Operations	884,860	<b>781,826</b>	1,859,043	1,930,391	1,744,212
	22 Non-Departmental	173,673	249,316	49,982	213,136	82,211
	27 Meter Reading	507,290	<b>658,553</b>	186,037	456,213	363,372
	30 Wastewater Operations	798,471	756,604	2,733,168	2,454,837	1,709,575
	42 Wholesale Costs	7,718,366	9,160,276	7,234,046	8,490,965	8,566,515
	50 Debt Service	270,319	231,690	255,624	694,506	687,907
	80 Transfers Out	1,509,208	1,895,977	1,152,860	1,537,146	1,638,894
	<b>Total</b>	<b>\$ 14,282,254</b>	<b>\$ 16,086,124</b>	<b>\$ 14,425,679</b>	<b>\$ 17,021,398</b>	<b>\$ 16,100,832</b>
BALANCES		2017	2018	2019		2020
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	3,667,968	1,308,573	440,631	(521,951)	1,497,825
	Beginning Balance	6,316,826	10,060,787	10,620,482	10,620,482	11,061,113
	Ending Balance	9,984,794	11,369,359	11,061,113	10,098,531	12,558,937
	Fund Balance (audited)	24,203,389	27,459,393			
	Ending Balance as % of Expenditures	69.91%	70.68%	76.68%	59.33%	78.00%



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
Deputy City Manager	0	0.25	0.25
Assistant City Manager	0.25	0	0
City Engineer	1	1	1
IT Manager	0.25	0.25	0.25
GIS Coordinator	0.25	0.25	0.25
Assistant to the City Manager	0.25	0.25	0.25
Administrative & Community Relations Supervisor	0.25	0.25	0.25
Project Manager	1	1	1
Construction Inspector	2	2	2
<b>Total</b>	<b>5.25</b>	<b>5.25</b>	<b>5.25</b>

## Department Narrative

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



Goals				
<b>City Council Goal</b>				
<ul style="list-style-type: none"> <li>• Sound Infrastructure</li> <li>• Quality Development</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Ensure water quality through compliance with TCEQ compliance</li> <li>• Provide a streamlined support and access to data through GIS for citizens, other departments, and the development community</li> <li>• Oversee the master planning of the wastewater and water distribution systems</li> <li>• Serve as the City's regulatory authority to assure conformance to City Ordinance for the design and construction of private development projects through plan review, plan approval, construction inspection and final project acceptance</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Construction Plans reviewed	21	18		18
Development Review Committee Meetings	45	23		20
Utility Coordination Committee Meetings	0	0		1
Right of Way Permits issued	207	148		135
GIS Data Inputs from residential and Commercial plats	14	12		10
Residential Developments constructed and accepted	1	2		2
Commercial Developments constructed and accepted	13	14		10
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 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
Bi-Weekly Staff Meetings	26	26		26
Construction Plans completed within 14 Days	100%	95%		98%
Short Term GIS Projects completed	100%	100%		100
Long Term GIS Projects completed	50%	100%		100
Customer Infrastructure Requests completed in 48 hours	100%	100%		100
Budget Summary	2017-2018 Actual	2018-2019		2019-2020 Budget
		Actual	Budget	
Personnel	536,819	432,969	549,223	594,015
Supplies	5,670	2,887	6,825	7,593
Maintenance	23,904	19,116	34,200	34,200
Other Services	1,216,114	22,984	34,788	40,965
<b>TOTAL</b>	<b>1,782,507</b>	<b>477,956</b>	<b>625,036</b>	<b>676,773</b>

# Engineering

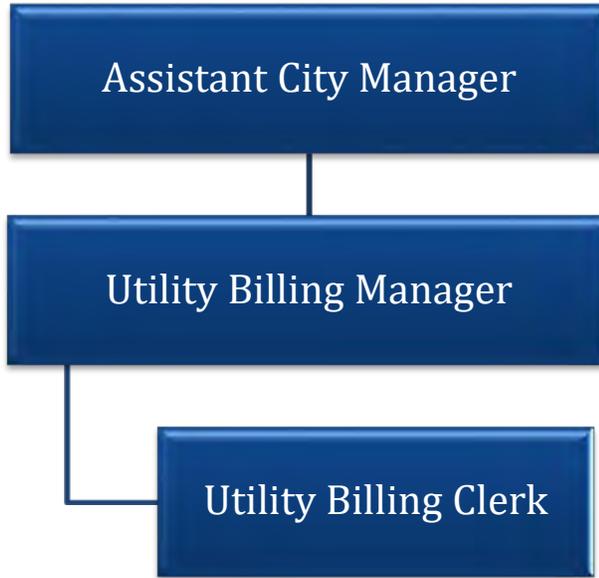
**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

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

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 369,734	\$ 361,130	\$ 307,493	\$ 399,425	\$ 431,098
103	SALARIES-OVERTIME	\$ 11,022	\$ 24,118	\$ 12,952	\$ 500	\$ 500
104	SALARIES-LONGEVITY	\$ 2,700	\$ 2,052	\$ 1,718	\$ 2,790	\$ 3,113
105	GROUP HEALTH INSURANCE	\$ 57,387	\$ 50,231	\$ 38,036	\$ 52,640	\$ 58,967
106	TMRS	\$ 53,364	\$ 53,320	\$ 43,931	\$ 55,225	\$ 59,657
107	FICA	\$ 27,758	\$ 28,330	\$ 23,512	\$ 29,716	\$ 31,868
109	SALARIES-WELL PAY	\$ -	\$ 1,103	\$ 1,803	\$ 2,817	\$ 3,036
110	DENTAL INSURANCE	\$ 2,219	\$ 1,653	\$ 1,207	\$ 2,290	\$ 2,402
113	SALARIES-CAR ALLOWANCE	\$ -	\$ -	\$ -	\$ 1,200	\$ 1,200
118	CELL PHONE ALLOWANCE	\$ 1,040	\$ 1,040	\$ 474	\$ 1,200	\$ 600
120	GROUP LIFE INSURANCE	\$ 428	\$ 412	\$ 328	\$ 640	\$ 665
130	WORKERS COMPENSATION	\$ 1,553	\$ 1,713	\$ 1,420	\$ 610	\$ 732
131	EAP EXPENSE	\$ 143	\$ 127	\$ 95	\$ 170	\$ 177
133	PENSION EXPENSE	\$ 77,767	\$ 11,590	\$ -	\$ -	\$ -
<b>Personnel Sub Total</b>		<b>\$ 605,115</b>	<b>\$ 536,819</b>	<b>\$ 432,969</b>	<b>\$ 549,223</b>	<b>\$ 594,015</b>
<b>Supplies</b>						
Account Object	Description					
201	OFFICE SUPPLIES	\$ 2,004	\$ 1,335	\$ 706	\$ 2,168	\$ 1,008
202	UNIFORMS AND CLOTHING	\$ 1,736	\$ 1,942	\$ 1,725	\$ 1,430	\$ 1,940
204	MINOR EQUIP/FURN/FIX/TOOLS/ECT	\$ 794	\$ 814	\$ -	\$ -	\$ 1,520
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 127	\$ 388	\$ 325	\$ 225	\$ 375
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ -	\$ -	\$ 100	\$ 100
216	MEDICAL SUPPLIES	\$ -	\$ -	\$ 130	\$ 45	\$ 150
218	FUEL & OIL	\$ 2,765	\$ 1,192	\$ -	\$ 2,857	\$ 2,500
<b>Supplies Sub Total</b>		<b>\$ 7,426</b>	<b>\$ 5,670</b>	<b>\$ 2,887</b>	<b>\$ 6,825</b>	<b>\$ 7,593</b>
<b>Maintenance</b>						
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ (25)	\$ -	\$ -	\$ -	\$ -
342	MAINT-DATA PROCESSING EQUIP	\$ 28,500	\$ 23,904	\$ 19,116	\$ 34,200	\$ 34,200
<b>Maintenance Sub Total</b>		<b>\$ 28,475</b>	<b>\$ 23,904</b>	<b>\$ 19,116</b>	<b>\$ 34,200</b>	<b>\$ 34,200</b>
<b>Services</b>						
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 742	\$ 874	\$ 3,191	\$ 2,660	\$ 1,440
402	RENTAL OF EQUIPMENT	\$ -	\$ -	\$ -	\$ 800	\$ 800
409	TRAVEL & EDUCATION	\$ 822	\$ 2,298	\$ 2,111	\$ 2,470	\$ 3,475
410	UTILITIES - ELECTRICITY	\$ 6,614	\$ 5,549	\$ 3,275	\$ 4,118	\$ 4,462
414	DUES & SUBSCRIPTIONS	\$ 260	\$ 539	\$ 296	\$ 433	\$ 486
416	OTHER/PROFESSIONAL SERVICES	\$ 10,235	\$ 9,498	\$ 12,254	\$ 8,500	\$ 19,548
420	INTERNAL TRAINING	\$ -	\$ -	\$ -	\$ 350	\$ -
421	PRINTING	\$ 179	\$ 787	\$ 376	\$ 535	\$ -
427	ENGINEERING	\$ 2,900	\$ 6,500	\$ -	\$ 10,000	\$ 5,000
431	SURVEY	\$ 5,500	\$ -	\$ -	\$ 1,800	\$ 1,800
438	TESTING	\$ 500	\$ -	\$ -	\$ 1,500	\$ 1,500
442	COMPUTER PROFESSIONAL SERVICES	\$ 952	\$ 990	\$ 1,014	\$ 902	\$ 1,014
462	CELLULAR TELEPHONE & PAGERS	\$ 915	\$ 965	\$ 466	\$ 720	\$ 1,440
473	DEPRECIATION EXPENSE	\$ 1,188,501	\$ 1,188,114	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 1,218,120</b>	<b>\$ 1,216,114</b>	<b>\$ 22,984</b>	<b>\$ 34,788</b>	<b>\$ 40,965</b>
<b>Department Total</b>		<b>\$ 1,859,135</b>	<b>\$ 1,782,508</b>	<b>\$ 477,956</b>	<b>\$ 625,035</b>	<b>\$ 676,773</b>



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
Utility Billing Manager	1	1	1
Accountant	0.25	0.25	0.25
Administrative Secretary	0.25	0.25	0.25
Utility Billing Clerk	3	3	3
<b>Total</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Professional &amp; Committed City Workforce</li> <li>• Sound Infrastructure</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Maximize sources of revenue through continuous monitoring and review of consumption and customer accounts</li> <li>• Create a positive and friendly impression of the City of Lancaster for newcomers, visitors, and residents with friendly customer service</li> <li>• Process all activities in the most economical and efficient manner</li> <li>• Serve the City of Lancaster's utility customers through courteous service and knowledgeable staff.</li> <li>• Respond to customer inquiries in a timely manner, and maintain the timely and accurate posting of payments to accounts</li> <li>• Notify management and Council of potential problem areas and opportunities for improvement in all areas concerning the City of Lancaster Utilities' financial health</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Population	37,360	38,400		39,000
Water Customers	12,068	12,184		12,600
Wastewater Customers	11,642	11,751		12,300
Bills Processed Monthly	12,297	12,250		12,000
Service Orders Processed (per month)	2,590	2,098		
Bill Adjustments (monthly)	132	117		
Cut-off of Services (monthly)	262	383		
Returned Checks Processed (Year)	635	365		
Payments Processed (per Month)	3,540	3,465		
New Service Connections(year to date)	1,869	1,095		
Discontinue Services (year to date)	1708	977		
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 Target
Billing counter staffed with at least 2 employees at all	99%	99%		100%
Phone calls resolved within 24 hours	97%	98%		100%
Accurate Account Billings	98%	97%		100%
Accurate Posting of Payments	99%	98%		100%
Delinquent Account Collection rate	97%	98%		100%
Budget Summary	2017-2018 Actual	2018-2019		2019-2020 Budget
		Actual	Budget	
Personnel	276,542	222,954	278,080	283,577
Supplies	3,897	4,091	5,760	4,000
Maintenance	1,072	2,799	2,985	805
Services	287,862	247,120	332,344	342,991
<b>TOTAL</b>	<b>569,373</b>	<b>476,964</b>	<b>619,169</b>	<b>631,373</b>

# Utility Billing

BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT

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

Account Object	Description	2017 Actual	2018 Actual	2019 YTD Actual	2019 Budget	2020 Proposed
101	SALARIES-REGULAR	\$ 179,210	\$ 184,447	\$ 154,329	\$ 191,090	\$ 196,825
102	SALARIES-PART TIME	\$ -	\$ 2,615	\$ -	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 3,784	\$ 5,025	\$ 2,410	\$ 2,411	\$ 2,000
104	SALARIES-LONGEVITY	\$ 1,190	\$ 1,412	\$ 992	\$ 1,606	\$ 1,574
105	GROUP HEALTH INSURANCE	\$ 38,879	\$ 37,662	\$ 29,087	\$ 36,295	\$ 35,087
106	TMRS	\$ 25,718	\$ 26,455	\$ 21,541	\$ 26,606	\$ 27,501
107	FICA	\$ 13,643	\$ 14,450	\$ 11,746	\$ 15,034	\$ 15,501
109	SALARIES-WELL PAY	\$ 742	\$ 1,250	\$ 656	\$ 1,356	\$ 1,398
110	DENTAL INSURANCE	\$ 1,850	\$ 1,552	\$ 1,229	\$ 1,862	\$ 1,862
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ 650	\$ -	\$ -	\$ -
115	CERTIFICATION PAY	\$ -	\$ -	\$ 388	\$ 388	\$ 840
118	CELL PHONE ALLOWANCE	\$ 520	\$ 520	\$ 120	\$ 480	\$ -
120	GROUP LIFE INSURANCE	\$ 219	\$ 226	\$ 185	\$ 562	\$ 562
130	WORKERS COMPENSATION	\$ 149	\$ 157	\$ 175	\$ 241	\$ 278
131	EAP EXPENSE	\$ 122	\$ 122	\$ 97	\$ 149	\$ 149
<b>Personnel Sub Total</b>		<b>\$ 266,025</b>	<b>\$ 276,542</b>	<b>\$ 222,954</b>	<b>\$ 278,080</b>	<b>\$ 283,577</b>
Account Object	Description	2017 Actual	2018 Actual	2019 YTD Actual	2019 Budget	2020 Proposed
201	OFFICE SUPPLIES	\$ 1,251	\$ 1,080	\$ 921	\$ 1,500	\$ 1,500
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,192	\$ 559	\$ 1,140	\$ 1,660	\$ -
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ -	\$ 75	\$ 100	\$ -
214	POSTAGE/SHIPPING/DELIVERY	\$ 2,110	\$ 2,257	\$ 1,955	\$ 2,500	\$ 2,500
<b>Supplies Sub Total</b>		<b>\$ 4,553</b>	<b>\$ 3,897</b>	<b>\$ 4,091</b>	<b>\$ 5,760</b>	<b>\$ 4,000</b>
Account Object	Description	2017 Actual	2018 Actual	2019 YTD Actual	2019 Budget	2020 Proposed
318	MAINT-OFFICE EQUIPMENT	\$ 804	\$ 1,072	\$ 2,799	\$ 2,985	\$ 805
<b>Maintenance Sub Total</b>		<b>\$ 804</b>	<b>\$ 1,072</b>	<b>\$ 2,799</b>	<b>\$ 2,985</b>	<b>\$ 805</b>
Account Object	Description	2017 Actual	2018 Actual	2019 YTD Actual	2019 Budget	2020 Proposed
401	TELEPHONE & COMMUNICATIONS	\$ -	\$ 413	\$ -	\$ -	\$ -
402	RENTAL OF EQUIPMENT	\$ 3,489	\$ 3,489	\$ 3,489	\$ 3,530	\$ 3,661
407	SPECIAL SERVICES	\$ 4,171	\$ 4,598	\$ 4,253	\$ 5,500	\$ 5,500
416	OTHER/PROFESSIONAL SERVICES	\$ 114,079	\$ 113,185	\$ 98,477	\$ 154,126	\$ 160,000
421	PRINTING	\$ -	\$ 503	\$ 1,004	\$ 1,004	\$ 830
437	AUDIT SERVICES	\$ 38,400	\$ 36,800	\$ 36,400	\$ 40,000	\$ 40,000
442	COMPUTER PROFESSIONAL SERVICES	\$ 5,023	\$ 4,505	\$ 4,735	\$ 10,000	\$ 10,000
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ 312	\$ -	\$ -	\$ -
473	DEPRECIATION EXPENSE	\$ 2,364	\$ 447	\$ -	\$ -	\$ -
482	CREDIT CARD PROCESSING FEES	\$ 122,023	\$ 119,818	\$ 98,761	\$ 118,184	\$ 123,000
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ 3,791	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 289,550</b>	<b>\$ 287,862</b>	<b>\$ 247,120</b>	<b>\$ 332,344</b>	<b>\$ 342,991</b>
<b>Department Total</b>		<b>\$ 560,931</b>	<b>\$ 569,372</b>	<b>\$ 476,963</b>	<b>\$ 619,169</b>	<b>\$ 631,373</b>



# Water

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
Director of Public Works	0.5	0.5	0.5
Superintendent - Water/Wastewater	1	1	1
Crew Leader	1	1	1
Water Systems Operator	1	1	1
Administrative Secretary	1	1	1
Maintenance Worker II	2	2	2
<b>Total</b>	<b>6.5</b>	<b>6.5</b>	<b>6.5</b>

## Department Narrative

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



Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Sound Infrastructure</li> <li>• Quality Development</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Maintain the physical integrity of utility infrastructure to maximize City investment</li> <li>• Provide safe water in adequate supply to meet citizens needs, in addition to water conservation materials and practices</li> <li>• Maintain responsiveness to new development needs and potential system expansion</li> <li>• Comply with rules and regulations as required by the TCEQ and the Clean Water Act</li> <li>• Expand employees knowledge through training, seminars, and certification programs</li> <li>• Reduce unaccounted for water through meter replacement, leak detection, and water line replacement</li> <li>• Protect the public safety and health through plan review, backflow cross connection inspections, and testing</li> <li>• Maintain, repair, and replace aging fire hydrants and valves to ensure optimum fire flows</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Full -Time Water Employees	4	4		4
Water Main Replacement	600 feet	200 feet		500 feet
Weekly Safety Meetings	52	52		52
Valves Operated	230	120		200
Commercial Backflow Notifications	391	391		400
Water Main Breaks	58	15		20
Water Service Repair	119	39		125
Leak Detection Survey	133	98		200
Loss Time Accidents	0	0		0
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 Target
Phone Inquires Responded to within 24 Hours	95%	95%		95%
Damaged Fire Hydrants Repaired within 48 Hours	75%	75%		80%
Reduction in Unaccounted Water Loss	2%	5%		5%
Backflow Inventory Logged	100%	100%		100%
Weekly Safety Classes Held	100%	100%		100%
Budget Summary	2017-2018 Actual	2018-2019		2019-2020 Budget
		Actual	Budget	
Personnel	424,013	363,401	457,340	489,243
Supplies	72,777	35,443	41,703	39,298
Maintenance	87,288	200,131	223,163	188,200
Other Services	197,748	173,003	141,799	132,471
Capital Outlay	-	1,073,281	1,066,386	895,000
<b>TOTAL</b>	<b>781,826</b>	<b>1,845,259</b>	<b>1,930,391</b>	<b>1,744,212</b>

# Water Operations

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

Fund 5 WATER AND SEWER FUND  
Department 21 WATER  
Program 0 WATER PRODUCTION/DISTRIBUTION

Account Object	Description	2017 Actual	2018 Actual	2019 YTD Actual	2019 Budget	2020 Proposed
101	SALARIES-REGULAR	\$ 262,531	\$ 266,317	\$ 219,777	\$ 269,090	\$ 328,663
103	SALARIES-OVERTIME	\$ 21,704	\$ 23,857	\$ 29,566	\$ 29,567	\$ 17,000
104	SALARIES-LONGEVITY	\$ 1,652	\$ 2,032	\$ 1,042	\$ 1,392	\$ 1,182
105	GROUP HEALTH INSURANCE	\$ 52,362	\$ 50,052	\$ 35,757	\$ 57,865	\$ 51,252
106	TMRS	\$ 42,252	\$ 41,821	\$ 36,327	\$ 46,914	\$ 48,377
107	FICA	\$ 22,503	\$ 22,282	\$ 19,702	\$ 25,530	\$ 26,144
109	SALARIES-WELL PAY	\$ 3,108	\$ 3,087	\$ 1,824	\$ 2,399	\$ 2,470
110	DENTAL INSURANCE	\$ 2,292	\$ 1,744	\$ 1,243	\$ 2,829	\$ 2,400
113	SALARIES-CAR ALLOWANCE	\$ 4,800	\$ 4,800	\$ 3,680	\$ 3,680	\$ 2,400
114	SALARIES-ASSIGNMENT PAY	\$ 7,800	\$ 2,711	\$ 9,336	\$ 9,336	\$ -
115	CERTIFICATION PAY	\$ 3,197	\$ 2,862	\$ 2,947	\$ 4,270	\$ 4,723
120	GROUP LIFE INSURANCE	\$ 316	\$ 303	\$ 238	\$ 765	\$ 765
130	WORKERS COMPENSATION	\$ 1,816	\$ 2,003	\$ 1,847	\$ 3,500	\$ 3,664
131	EAP EXPENSE	\$ 144	\$ 142	\$ 115	\$ 203	\$ 203
<b>Personnel Sub Total</b>		<b>\$ 426,475</b>	<b>\$ 424,013</b>	<b>\$ 363,401</b>	<b>\$ 457,340</b>	<b>\$ 489,243</b>
<b>Supplies</b>						
Account Object	Description	2017 Actual	2018 Actual	2019 YTD Actual	2019 Budget	2020 Proposed
201	OFFICE SUPPLIES	\$ 902	\$ 1,944	\$ 1,692	\$ 1,692	\$ 1,500
202	UNIFORMS AND CLOTHING	\$ 1,425	\$ 2,274	\$ 1,547	\$ 2,335	\$ 2,918
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 6,915	\$ 10,161	\$ 18,857	\$ 20,145	\$ 21,976
206	CHEMICALS	\$ 454	\$ 576	\$ -	\$ 600	\$ 600
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 858	\$ 662	\$ 601	\$ 900	\$ 900
211	OTHER OPERATIONAL SUPPLIES	\$ -	\$ -	\$ 1,575	\$ 1,575	\$ -
214	POSTAGE/SHIPPING/DELIVERY	\$ 97	\$ 79	\$ 1,210	\$ 1,561	\$ 1,200
216	MEDICAL SUPPLIES	\$ 171	\$ 325	\$ 460	\$ 461	\$ 100
218	FUEL & OIL	\$ 10,484	\$ 14,105	\$ 9,502	\$ 12,434	\$ 10,104
231	SOFTWARE	\$ 425	\$ 42,652	\$ -	\$ -	\$ -
<b>Supplies Sub Total</b>		<b>\$ 21,730</b>	<b>\$ 72,777</b>	<b>\$ 35,443</b>	<b>\$ 41,703</b>	<b>\$ 39,298</b>
<b>Maintenance</b>						
Account Object	Description	2017 Actual	2018 Actual	2019 YTD Actual	2019 Budget	2020 Proposed
302	MAINT-MOTOR VEHICLES	\$ (62)	\$ -	\$ -	\$ -	\$ -
304	MAINTENANCE-STREETS	\$ 27,173	\$ 20,309	\$ 30,432	\$ 30,432	\$ 30,000
306	MAINT-WATER MAINS	\$ 45,648	\$ 45,433	\$ 37,456	\$ 50,000	\$ 50,000
307	MAINT-INSTRUMENTS & APPARATUS	\$ -	\$ 1,052	\$ -	\$ 1,000	\$ 1,000
309	MAINT-METERS & SETTINGS	\$ 1,293	\$ -	\$ -	\$ -	\$ -
310	MAINT-STORAGE & DISTRBTN PUMPS	\$ 87,069	\$ 5,638	\$ 80,309	\$ 79,281	\$ 85,000
314	MAINT-RADIO EQUIPMENT	\$ 3,920	\$ 492	\$ 1,950	\$ 2,200	\$ 2,200
321	MAINT-HYDRANTS	\$ 15,400	\$ 14,364	\$ 49,984	\$ 60,250	\$ 20,000
<b>Maintenance Sub Total</b>		<b>\$ 180,440</b>	<b>\$ 87,288</b>	<b>\$ 200,131</b>	<b>\$ 223,163</b>	<b>\$ 188,200</b>
<b>Services</b>						
Account Object	Description	2017 Actual	2018 Actual	2019 YTD Actual	2019 Budget	2020 Proposed
401	TELEPHONE & COMMUNICATIONS	\$ -	\$ 197	\$ 570	\$ 570	\$ 480
402	RENTAL OF EQUIPMENT	\$ 2,694	\$ -	\$ 2,629	\$ 2,629	\$ 2,000
409	TRAVEL & EDUCATION	\$ 5,703	\$ 5,692	\$ 1,892	\$ 6,836	\$ 6,936
410	UTILITIES - ELECTRICITY	\$ 153,283	\$ 100,264	\$ 74,371	\$ 30,381	\$ 11,540
411	WATER PURCHASES	\$ 882	\$ -	\$ -	\$ -	\$ -
414	DUES & SUBSCRIPTIONS	\$ 36,627	\$ 37,668	\$ 39,888	\$ 41,437	\$ 45,203
416	OTHER/PROFESSIONAL SERVICES	\$ 19,458	\$ 26,334	\$ 50,907	\$ 50,907	\$ 58,452
421	PRINTING	\$ -	\$ 21	\$ 858	\$ 859	\$ 100
438	TESTING	\$ 5,593	\$ 4,197	\$ 943	\$ 5,600	\$ 5,600
462	CELLULAR TELEPHONE & PAGERS	\$ 1,665	\$ 1,850	\$ 944	\$ 2,580	\$ 2,160
473	DEPRECIATION EXPENSE	\$ 30,309	\$ 21,524	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 256,215</b>	<b>\$ 197,748</b>	<b>\$ 173,003</b>	<b>\$ 141,799</b>	<b>\$ 132,471</b>
<b>Capital</b>						
Account Object	Description	2017 Actual	2018 Actual	2019 YTD Actual	2019 Budget	2020 Proposed
604	CAPITAL-WATER MAINS	\$ -	\$ -	\$ 1,066,386	\$ 1,066,386	\$ 895,000
609	CAPITAL-MACHINERY & EQUIPMENT	\$ -	\$ -	\$ 6,895	\$ -	\$ -
<b>Capital Sub Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,073,281</b>	<b>\$ 1,066,386</b>	<b>\$ 895,000</b>
<b>Department Total</b>		<b>\$ 884,860</b>	<b>\$ 781,826</b>	<b>\$ 1,845,258</b>	<b>\$ 1,930,391</b>	<b>\$ 1,744,212</b>

# Water - Non-Departmental

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund**                    **5**  
**Department**        **22**  
**Program**             **0**

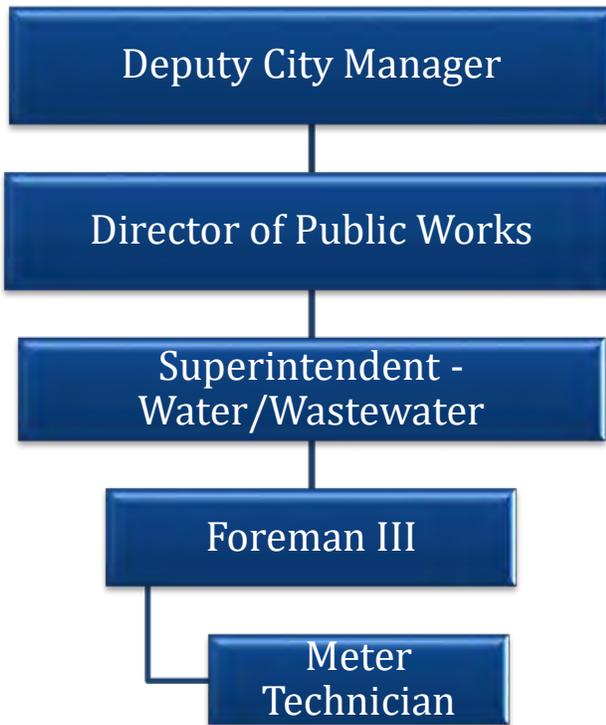
**WATER AND SEWER FUND  
NON-DEPARTMENTAL  
NON-DEPARTMENTAL EXPENSES**

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	104 SALARIES-LONGEVITY	\$ 1,039	\$ 33,815	\$ -	\$ -	\$ -
	135 OPEB EXPENSE	\$ -	\$ 7,317	\$ -	\$ -	\$ -
<b>Personnel Sub Total</b>		<b>\$ 1,039</b>	<b>\$ 41,132</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Account Object	Description	2017	2018	2019	2019	2020
	401 TELEPHONE & COMMUNICATIONS	\$ 40,504	\$ 20,735	\$ 13,875	\$ 26,542	\$ 34,257
	402 RENTAL OF EQUIPMENT	\$ 2,139	\$ 3,423	\$ -	\$ -	\$ 3,251
	414 DUES & SUBSCRIPTIONS	\$ -	\$ -	\$ -	\$ 5,184	\$ -
	416 OTHER/PROFESSIONAL SERVICES	\$ -	\$ 39,359	\$ -	\$ 3,540	\$ 3,836
	420 INTERNAL TRAINING	\$ 14,548	\$ 35,596	\$ 36,108	\$ 40,000	\$ 40,000
	421 PRINTING	\$ 506	\$ 252	\$ -	\$ -	\$ 867
	447 IMPACT FEE EXPENSE-WATER	\$ -	\$ -	\$ -	\$ 90,020	\$ -
	448 IMPACT FEES EXPENSE-WASTEWATER	\$ -	\$ -	\$ -	\$ 47,850	\$ -
	470 BAD DEBT EXPENSE	\$ 92,699	\$ 108,819	\$ -	\$ -	\$ -
	483 BOND ISSUANCE COSTS	\$ 22,238	\$ -	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 172,634</b>	<b>\$ 208,184</b>	<b>\$ 49,982</b>	<b>\$ 213,136</b>	<b>\$ 82,211</b>
<b>Department Total</b>		<b>\$ 173,673</b>	<b>\$ 249,316</b>	<b>\$ 49,982</b>	<b>\$ 213,136</b>	<b>\$ 82,211</b>



# Meter Reading

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
Meter Technician	2	2	2
<b>Total</b>	2	2	2

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Sound Infrastructure</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Serve the City of Lancaster's utility customers through courteous service, knowledgeable staff, and excellence</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Water Accounts	12,513	12,972		15,262
Wastewater Accounts	12,482	12,482		14,000
Cut-off for Non-Payment	2,613	3,543		1,000
Water Meter Register Replacement	2,900	1,000		1,000
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 Target
Accurate Meter Readings	95%	95%		95%
Data Log	15	18		30
Check for Leaks	162	133		200
Meter Box Replacement	277	98		300
Budget Summary	2017-2018 Actual	2018-2019		2019-2020 Budget
		Actual	Budget	
Personnel	109,413	75,778	107,881	104,679
Supplies	9,336	4,901	10,099	11,183
Maintenance	538,957	104,771	336,973	246,470
Other Services	847	587	1,260	1,040
<b>TOTAL</b>	<b>658,553</b>	<b>186,037</b>	<b>456,213</b>	<b>363,372</b>

# Meter Reading

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

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

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 35,541	\$ 62,566	\$ 45,886	\$ 64,456	\$ 66,390
103	SALARIES-OVERTIME	\$ 7,257	\$ 10,960	\$ 6,007	\$ 6,007	\$ 5,000
104	SALARIES-LONGEVITY	\$ 14	\$ 62	\$ 86	\$ 156	\$ 208
105	GROUP HEALTH INSURANCE	\$ 11,684	\$ 18,589	\$ 11,000	\$ 19,490	\$ 14,478
106	TMRS	\$ 5,938	\$ 10,151	\$ 7,118	\$ 9,490	\$ 9,843
107	FICA	\$ 3,103	\$ 5,511	\$ 4,017	\$ 5,363	\$ 5,547
109	SALARIES-WELL PAY	\$ -	\$ -	\$ 372	\$ 487	\$ 502
110	DENTAL INSURANCE	\$ 341	\$ 731	\$ 502	\$ 876	\$ 876
115	CERTIFICATION PAY	\$ -	\$ -	\$ 194	\$ 194	\$ 420
120	GROUP LIFE INSURANCE	\$ 34	\$ 77	\$ 55	\$ 306	\$ 306
130	WORKERS COMPENSATION	\$ 357	\$ 712	\$ 505	\$ 975	\$ 1,028
131	EAP EXPENSE	\$ 30	\$ 54	\$ 37	\$ 81	\$ 81
<b>Personnel Sub Total</b>		<b>\$ 64,299</b>	<b>\$ 109,413</b>	<b>\$ 75,778</b>	<b>\$ 107,881</b>	<b>\$ 104,679</b>
<b>Supplies</b>						
Account Object	Description					
202	UNIFORMS AND CLOTHING	\$ -	\$ 1,188	\$ 156	\$ 1,188	\$ 1,315
204	MINOR EQUIP AND METERS	\$ 436,489	\$ 101	\$ -	\$ 2,027	\$ 2,008
211	OTHER OPERATIONAL SUPPLIES	\$ 417	\$ 1,192	\$ 92	\$ 600	\$ 600
218	FUEL & OIL	\$ 4,380	\$ 6,856	\$ 4,653	\$ 6,284	\$ 7,260
<b>Supplies Sub Total</b>		<b>\$ 441,285</b>	<b>\$ 9,336</b>	<b>\$ 4,901</b>	<b>\$ 10,099</b>	<b>\$ 11,183</b>
<b>Services</b>						
Account Object	Description					
309	MAINT-METERS & SETTINGS	\$ -	\$ 532,207	\$ 101,521	\$ 333,473	\$ 246,470
342	MAINT-DATA PROCESSING EQUIP	\$ -	\$ 6,750	\$ 3,250	\$ 3,500	\$ -
<b>Services Sub Total</b>		<b>\$ -</b>	<b>\$ 538,957</b>	<b>\$ 104,771</b>	<b>\$ 336,973</b>	<b>\$ 246,470</b>
<b>Other</b>						
Account Object	Description					
409	TRAVEL & EDUCATION	\$ 1,197	\$ -	\$ 472	\$ 1,040	\$ 1,040
462	CELLULAR TELEPHONE & PAGERS	\$ 509	\$ 847	\$ 115	\$ 220	\$ -
<b>Services Sub Total</b>		<b>\$ 1,705</b>	<b>\$ 847</b>	<b>\$ 587</b>	<b>\$ 1,260</b>	<b>\$ 1,040</b>
<b>Department Total</b>		<b>\$ 507,290</b>	<b>\$ 658,553</b>	<b>\$ 186,037</b>	<b>\$ 456,213</b>	<b>\$ 363,372</b>



# Waste Water

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
<b>Foreman III</b>	1	1	1
<b>Crew Leader</b>	4	4	4
<b>Heavy Equipment Operator I</b>	1	1	1
<b>Maintenance Worker II</b>	4	4	4
<b>Total</b>	10	10	10

## Department Narrative

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



Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Sound Infrastructure</li> <li>• Quality Development</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Work to minimize inflow/infiltration and to continue inflow and infiltration studies, testing, and identification</li> <li>• Replace and repair aging mains in the sanitary sewer system (including sewer lift station upgrades)</li> <li>• Maintain the physical integrity of utility infrastructure to maximize City investment</li> <li>• Continue TCEQ Sanitary Sewer Overflow Outreach Initiative</li> <li>• Attend HOA and community meetings to educate citizens on the proper care of sewer lines</li> </ul>				
<b>Workload Indicators</b>	<b>17-18 Actual</b>	<b>18-19 Actual</b>		<b>2019-2020 Target</b>
Total Municipal Sewer Line	203 miles	203 miles		210 miles
Sewer Line Replacement	170 feet	1828 feet		2500 feet
Sewer Line Cleaned	647,215 feet	400,000 feet		700,000 feet
Grease Trap Pump out Reports Collected	50	50		50
Weekly Safety Meetings	52	52		52
<b>Performance Measurement</b>	<b>16-17 Actual</b>	<b>17-18 Actual</b>		<b>2018-2019 Target</b>
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)	90%	70%		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%
<b>Budget Summary</b>	<b>2016-2017 Actual</b>	<b>2017-2018</b>		<b>2018-2019 Budget</b>
		<b>Actual</b>	<b>Budget</b>	
Personnel	545,000	474,019	583,852	580,791
Supplies	37,804	30,183	37,742	47,997
Maintenance	87,070	103,363	113,652	122,998
Services	86,731	51,117	73,151	52,789
Capital Outlay	-	2,074,486	1,646,440	905,000
<b>TOTAL</b>	<b>756,605</b>	<b>2,733,168</b>	<b>2,454,837</b>	<b>1,709,575</b>

# Wastewater Operations

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

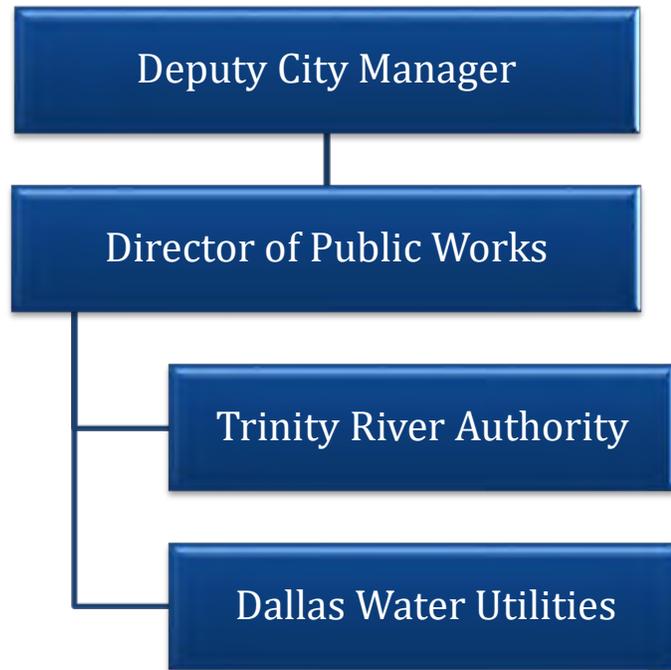
Fund            5    WATER AND SEWER FUND  
Department    30   WASTE WATER  
Program        0    SEWER COLLECTION & TREATMENT

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 326,193	\$ 322,926	\$ 273,646	\$ 333,654	\$ 376,112
102	SALARIES-PART TIME	\$ -	\$ -	\$ -	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 41,409	\$ 46,544	\$ 40,663	\$ 40,663	\$ 20,000
104	SALARIES-LONGEVITY	\$ 1,962	\$ 1,864	\$ 1,658	\$ 2,136	\$ 2,292
105	GROUP HEALTH INSURANCE	\$ 95,908	\$ 83,383	\$ 62,188	\$ 89,544	\$ 79,801
106	TMRS	\$ 51,981	\$ 51,460	\$ 45,466	\$ 53,742	\$ 54,992
107	FICA	\$ 27,638	\$ 27,729	\$ 24,779	\$ 30,369	\$ 30,996
109	SALARIES-WELL PAY	\$ 520	\$ 870	\$ 1,523	\$ 2,745	\$ 2,802
110	DENTAL INSURANCE	\$ 3,809	\$ 3,226	\$ 2,283	\$ 4,380	\$ 3,942
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ -	\$ 14,263	\$ 14,264	\$ -
115	CERTIFICATION PAY	\$ 4,737	\$ 3,901	\$ 4,034	\$ 6,930	\$ 3,975
118	CELL PHONE ALLOWANCE	\$ -	\$ -	\$ -	\$ -	\$ -
120	GROUP LIFE INSURANCE	\$ 373	\$ 369	\$ 315	\$ 1,122	\$ 1,122
130	WORKERS COMPENSATION	\$ 2,605	\$ 2,481	\$ 3,004	\$ 4,006	\$ 4,460
131	EAP EXPENSE	\$ 251	\$ 246	\$ 197	\$ 297	\$ 297
<b>Personnel Sub Total</b>		<b>\$ 557,386</b>	<b>\$ 545,000</b>	<b>\$ 474,019</b>	<b>\$ 583,852</b>	<b>\$ 580,791</b>
<b>Account Object                      Description</b>						
201	OFFICE SUPPLIES	\$ 547	\$ 429	\$ 171	\$ 550	\$ 550
202	UNIFORMS AND CLOTHING	\$ 4,900	\$ 2,843	\$ 4,311	\$ 4,803	\$ 5,863
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 4,598	\$ 16,874	\$ 12,245	\$ 14,032	\$ 20,810
206	CHEMICALS	\$ 2,420	\$ 2,638	\$ 3,791	\$ 5,000	\$ 5,000
216	MEDICAL SUPPLIES	\$ 195	\$ 190	\$ 294	\$ 294	\$ 150
218	FUEL & OIL	\$ 11,711	\$ 14,830	\$ 9,372	\$ 13,064	\$ 15,624
<b>Supplies Sub Total</b>		<b>\$ 24,370</b>	<b>\$ 37,804</b>	<b>\$ 30,183</b>	<b>\$ 37,742</b>	<b>\$ 47,997</b>
<b>Account Object                      Description</b>						
302	MAINT-MOTOR VEHICLES	\$ (89)	\$ -	\$ -	\$ -	\$ -
304	MAINTENANCE-STREETS	\$ 19,352	\$ 9,934	\$ 24,526	\$ 25,000	\$ 25,000
308	MAINT-SANITARY SEWER MAIN	\$ 46,050	\$ 26,821	\$ 59,457	\$ 60,000	\$ 60,000
312	MAINT-LIFT STATION	\$ 27,475	\$ 46,696	\$ 13,391	\$ 20,798	\$ 30,000
314	MAINT-RADIO EQUIPMENT	\$ 9,269	\$ 3,619	\$ 5,990	\$ 7,854	\$ 7,998
<b>Maintenance Sub Total</b>		<b>\$ 102,056</b>	<b>\$ 87,070</b>	<b>\$ 103,363</b>	<b>\$ 113,652</b>	<b>\$ 122,998</b>
<b>Account Object                      Description</b>						
401	TELEPHONE & COMMUNICATIONS	\$ 338	\$ 1,755	\$ -	\$ 1,198	\$ 120
402	RENTAL OF EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ 1,000
409	TRAVEL & EDUCATION	\$ 3,631	\$ 975	\$ 635	\$ 6,699	\$ 7,263
410	UTILITIES - ELECTRICITY	\$ 16,746	\$ 9,161	\$ 8,182	\$ 10,000	\$ 10,836
412	SEWAGE TREATMENT	\$ 13,553	\$ 9,036	\$ 8,979	\$ 10,000	\$ 10,000
413	SANITARY LAND FILL	\$ 650	\$ 598	\$ -	\$ -	\$ 3,000
414	DUES & SUBSCRIPTIONS	\$ 3,996	\$ 3,384	\$ 6,048	\$ 6,190	\$ 7,010
416	OTHER/PROFESSIONAL SERVICES	\$ 21,373	\$ 8,726	\$ 25,202	\$ 38,404	\$ 12,000
462	CELLULAR TELEPHONE & PAGERS	\$ 4,866	\$ 3,976	\$ 2,071	\$ 660	\$ 1,560
473	DEPRECIATION EXPENSE	\$ 49,506	\$ 49,121	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 114,659</b>	<b>\$ 86,731</b>	<b>\$ 51,117</b>	<b>\$ 73,151</b>	<b>\$ 52,789</b>
<b>Account Object                      Description</b>						
603	CAPITAL-SANITARY SEWER SYSTEM	\$ -	\$ -	\$ 2,050,236	\$ 1,646,440	\$ 905,000
609	CAPITAL-MACHINERY & EQUIPMENT	\$ -	\$ -	\$ 24,250	\$ -	\$ -
<b>Capital Sub Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,074,486</b>	<b>\$ 1,646,440</b>	<b>\$ 905,000</b>
<b>Department Total</b>		<b>\$ 798,471</b>	<b>\$ 756,604</b>	<b>\$ 2,733,168</b>	<b>\$ 2,454,837</b>	<b>\$ 1,709,575</b>



# 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 from Dallas Water Utilities and the treatment of wastewater by the Trinity River Authority.



# Wholesale Costs

BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT

Fund 5  
Department 42  
Program 0

WATER AND SEWER FUND  
WHOLESALE COSTS

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
411	WATER PURCHASES	\$ 2,951,150	\$ 3,198,015	\$ 2,006,056	\$ 2,360,921	\$ 2,436,471
412	SEWAGE TREATMENT	\$ 4,767,216	\$ 5,962,261	\$ 5,227,990	\$ 6,130,044	\$ 6,130,044
<b>Maintenance Sub Total</b>		<b>\$ 7,718,366</b>	<b>\$ 9,160,276</b>	<b>\$ 7,234,046</b>	<b>\$ 8,490,965</b>	<b>\$ 8,566,515</b>
<b>Department Total</b>		<b>\$ 7,718,366</b>	<b>\$ 9,160,276</b>	<b>\$ 7,234,046</b>	<b>\$ 8,490,965</b>	<b>\$ 8,566,515</b>

# **SPECIAL REVENUE FUNDS**



**HOTEL/MOTEL TAX  
FUND**

## HOTEL/MOTEL TAX FUND

REVENUES		2017	2018	2019		2020
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	HOTEL/MOTEL TAX	135,627	138,739	122,102	183,544	165,000
	MISCELLANEOUS	437	140	-	-	-
	INTEREST	3,890	10,783	14,999	4,000	18,429
	Total	\$ 139,955	\$ 149,662	\$ 137,101	\$ 187,544	\$ 183,429
<b>EXPENDITURES</b>						
EXPENDITURES		2017	2018	2019		2020
Department No		Actual	Actual	Year to Date	Budget	Proposed
	HOTEL/MOTEL	43	-	-	-	-
	Visitor Center	43,126	41,040	51,710	65,542	40,750
	Total	\$ 43,169	\$ 41,040	\$ 51,710	\$ 65,542	\$ 40,750
<b>BALANCES</b>						
BALANCES		2017	2018	2019		2020
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	96,785	108,622	85,390	122,002	142,679
	Beginning Balance	621,136	717,922	826,544	826,544	911,934
	Ending Balance	717,922	826,544	911,934	948,546	1,054,613
	Fund Balance (audited)	621,137	717,922			
	Ending Balance as % of Expenditures	1663.04%	2014.00%	1763.54%	1447.23%	2588.01%



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
PT Visitors Center Attendant	1	1	0
<b>Total</b>	<b>1</b>	<b>1</b>	<b>0</b>

## Department Narrative

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

Goals				
<b>City Council Goal</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Engaged Community</li> </ul>				
<b>Departmental Goal</b>				
<ul style="list-style-type: none"> <li>• Advertise State Auxiliary Museum &amp; Visitors Center in travel centers throughout state to increase visitors</li> <li>• Provide residents with historical perspective and heritage of Lancaster</li> <li>• Provide attendees with new exhibits via loan or deed of gift</li> <li>• Continually increase the number of visitors</li> <li>• Increase the participation of community organizations utilizing facility</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Part-Time Employees	2	0		0
Annual Visitors	325	325		350
Special Events	4	4		3
School Program Visits	2	2		5
New Exhibits Acquired	1	1		2
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 Target
Weekly museum tours	50%	50%		50%
Quarterly Special Events	25%	25%		25%
Budget Summary	2017-2018 Actual	2018-2019		2019-2020 Budget
		Actual	Budget	
Personnel	19,312	-	542	-
Supplies	32	-	1,775	1,775
Maintenance	239	28,111	28,611	9,945
Services	21,457	23,600	34,614	29,030
<b>TOTAL</b>	<b>41,040</b>	<b>51,711</b>	<b>65,542</b>	<b>40,750</b>

# Visitors Center and State Auxiliary Museum

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

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

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

	2017	2018	2019	2019	2020
Account Object                Description	Actual	Actual	YTD Actual	Budget	Adopted
102 SALARIES-PART TIME	\$ 20,074	\$ 17,665	\$ -	\$ -	\$ -
103 SALARIES-OVERTIME	\$ 689	\$ 232	\$ -	\$ -	\$ -
107 FICA	\$ 1,588	\$ 1,369	\$ -	\$ 542	\$ -
130 WORKERS COMPENSATION	\$ 54	\$ 11	\$ -	\$ -	\$ -
131 EAP EXPENSE	\$ 48	\$ 36	\$ -	\$ -	\$ -
<b>Personnel Sub Total</b>	<b>\$ 22,453</b>	<b>\$ 19,312</b>	<b>\$ -</b>	<b>\$ 542</b>	<b>\$ -</b>
Account Object                Description	Actual	Actual	YTD Actual	Budget	Adopted
201 SUPPLIES	\$ -	\$ 32	\$ -	\$ 1,000	\$ 1,000
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ -	\$ -	\$ 775	\$ 775
<b>Supplies Sub Total</b>	<b>\$ -</b>	<b>\$ 32</b>	<b>\$ -</b>	<b>\$ 1,775</b>	<b>\$ 1,775</b>
Account Object                Description	Actual	Actual	YTD Actual	Budget	Adopted
301 MAINT-BLDGS & STRUCTURES	\$ -	\$ 239	\$ 28,111	\$ 28,111	\$ 9,445
363 MAINT-LOCKS & KEYS	\$ -	\$ -	\$ -	\$ 500	\$ 500
<b>Maintenance Sub Total</b>	<b>\$ -</b>	<b>\$ 239</b>	<b>\$ 28,111</b>	<b>\$ 28,611</b>	<b>\$ 9,945</b>
Account Object                Description	Actual	Actual	YTD Actual	Budget	Adopted
401 TELEPHONE & COMMUNICATIONS	\$ 3,700	\$ 5,730	\$ 5,407	\$ 10,608	\$ 9,480
408 ADVERTISING	\$ 437	\$ 2,372	\$ 6,990	\$ 6,990	\$ 5,000
410 UTILITIES-ELECTRICITY	\$ 8,020	\$ 6,065	\$ 4,990	\$ 5,708	\$ 5,708
411 ALARM SERVICE	\$ 658	\$ 655	\$ 330	\$ 1,020	\$ 1,020
414 DUES & SUBSCRIPTIONS	\$ 315	\$ -	\$ -	\$ 1,442	\$ 1,192
416 OTHER/PROFESSIONAL SERVICES	\$ (220)	\$ 336	\$ 187	\$ 480	\$ -
434 SPECIAL EVENTS	\$ 500	\$ 1,997	\$ -	\$ 750	\$ -
543 JANITORIAL SERVICE	\$ 4,420	\$ 3,060	\$ 5,208	\$ 4,766	\$ 4,500
548 SPRINKLER SYSTEM CONTRACT	\$ 465	\$ -	\$ -	\$ 690	\$ 690
549 HVAC SERVICES CONTRACT	\$ 1,934	\$ 955	\$ -	\$ 1,440	\$ 1,440
554 PEST CONTROL	\$ 446	\$ 286	\$ 488	\$ 720	\$ -
<b>Services Sub Total</b>	<b>\$ 20,673</b>	<b>\$ 21,457</b>	<b>\$ 23,600</b>	<b>\$ 34,614</b>	<b>\$ 29,030</b>
<b>Department Total</b>	<b>\$ 43,126</b>	<b>\$ 41,040</b>	<b>\$ 51,710</b>	<b>\$ 65,542</b>	<b>\$ 40,750</b>

**4A LEDC  
FUND**

## SALES TAX 4A - ECONOMIC DEVELOPMENT FUND

REVENUES		2017	2018	2019		2020
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	SALES TAXES	1,233,648	1,432,034	899,016	1,323,571	1,323,571
	INTEREST	30,430	73,751	108,744	30,000	134,581
	TRANSFERS IN	-	1,128,838	14,063	18,750	18,750
	Total	\$ 1,264,079	\$ 2,634,623	\$ 1,021,822	\$ 1,372,321	\$ 1,476,902
EXPENDITURES		2017	2018	2019		2020
Department No		Actual	Actual	Year to Date	Budget	Proposed
	2 ECON DEV ADMINISTRATION	300,469	325,996	227,513	343,364	343,421
	50 4A DEBT SERVICE	453,517	227,750	170,512	227,350	212,350
	60 MARKETING AND ADVERTISING	50,879	41,872	79,517	121,955	34,170
	63 INCENTIVE PROGRAMS	-	375,000	434,228	833,450	817,800
	80 TRANSFERS OUT	56,480	56,480	42,360	56,480	58,175
	Total	\$ 861,344	\$ 1,027,098	\$ 954,130	\$ 1,582,599	\$ 1,465,916
BALANCES		2017	2018	2019		2020
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	402,734	1,607,525	67,693	(210,278)	10,986
	Beginning Balance	4,661,575	5,064,311	6,669,074	6,669,074	6,736,767
	Ending Balance	5,064,310	6,671,836	6,736,767	6,458,796	6,747,752
	Fund Balance (audited)	4,661,576	5,061,547			
	Ending Balance as % of Expenditures	587.95%	649.58%	706.06%	408.11%	460.31%



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
Director of Economic Development	1	1	1
Research & Business Dev. Manager	0	1	1
Marketing Manager	1	0	0
Administrative Secretary	0.25	0.25	0.25
<b>Total</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>

## Department Narrative

The Department of Economic Development provides for the recruitment of new business ventures, the expansion and retention 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 incentive requests is overseen by a five member board of directors. The Board reviews applications for Type A incentives and recommend projects for funding to the City Council for approval.

Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Quality Development</li> <li>• Healthy, Safe &amp; Vibrant Community</li> </ul>				
<b>Departmental Goals</b>				
Develop action oriented programs that create an interest in Lancaster by developers, commercial real estate brokers and companies looking to expand or relocate their operations creating an increased commercial tax base, new primary payroll jobs for Lancaster residents and growth in the community's daytime population				
<ul style="list-style-type: none"> <li>• Continue conducting quarterly business retention and expansion program BREP</li> <li>• Continue marketing and recruitment activities directed at locating a hotel-convention center to Lancaster</li> <li>• Continue marketing the development advantages of the Campus District to commercial projects</li> <li>• Continue direct marketing to retail and restaurant operations soliciting their evaluation of Lancaster for future locations with Retail Coach assistance</li> </ul>				
<b>Workload Indicators</b>	<b>17-18 Actual</b>	<b>18-19 Actual</b>		<b>2019-2020 Target</b>
Request For Proposals (RFP) for development projects	36	32		35
Meetings with DFW real estate brokers and developers	65	42		65
Marketing initiatives with economic development allies and sales missions recruiting business development and investment	3	2		3
<b>Performance Measurement</b>	<b>17-18 Actual</b>	<b>18-19 Actual</b>		<b>2019-2020 Target</b>
Request For Proposals (RFP) for development projects	36	32		35
Meetings with DFW real estate brokers and developers	65	42		65
Retention visits with existing industry	4	3		6
Business trade show participation	3	2		3
Direct marketing to retail and restaurants with Retail Coach	70	41		75
<b>Budget Summary</b>	<b>2017-2018 Actual</b>	<b>2018-2019</b>		<b>2019-2020 Budget</b>
		<b>Actual</b>	<b>Budget</b>	
Personnel	225,708	188,998	264,109	265,878
Supplies	7,456	2,311	10,300	21,300
Maintenance	-	-	-	-
Other Services	92,832	35,958	68,955	56,243
<b>TOTAL</b>	<b>325,996</b>	<b>227,267</b>	<b>343,364</b>	<b>343,421</b>

# LEDC Type 4A - Administration

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

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

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 166,232	\$ 157,756	\$ 139,321	\$ 193,940	\$ 197,170
103	SALARIES-OVERTIME	\$ 3,209	\$ 9,156	\$ 1,275	\$ 1,276	\$ -
104	SALARIES-LONGEVITY	\$ 126	\$ 42	\$ 70	\$ 123	\$ 207
105	GROUP HEALTH INSURANCE	\$ 11,880	\$ 16,687	\$ 12,927	\$ 20,177	\$ 19,579
106	TMRS	\$ 24,271	\$ 23,561	\$ 19,664	\$ 27,284	\$ 27,632
107	FICA	\$ 12,850	\$ 12,765	\$ 10,739	\$ 13,717	\$ 13,653
109	SALARIES-WELL PAY	\$ -	\$ -	\$ 446	\$ 1,400	\$ 1,413
110	DENTAL INSURANCE	\$ 458	\$ 582	\$ 430	\$ 876	\$ 876
113	SALARIES-CAR ALLOWANCE	\$ 5,400	\$ 4,800	\$ 3,800	\$ 4,800	\$ 4,800
120	GROUP LIFE INSURANCE	\$ 149	\$ 167	\$ 128	\$ 230	\$ 230
130	WORKERS COMPENSATION	\$ 126	\$ 137	\$ 157	\$ 225	\$ 257
131	EAP EXPENSE	\$ 44	\$ 53	\$ 41	\$ 61	\$ 61
<b>Personnel Sub Total</b>		<b>\$ 224,744</b>	<b>\$ 225,708</b>	<b>\$ 188,998</b>	<b>\$ 264,109</b>	<b>\$ 265,878</b>
<b>Account Object Description</b>						
201	OFFICE SUPPLIES	\$ 948	\$ 1,072	\$ 1,965	\$ 3,100	\$ 500
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 3,723	\$ -	\$ -	\$ -	\$ -
210	FOOD/BEVERAGES/ETC.-MEETINGS	\$ 502	\$ 5,882	\$ 207	\$ 5,200	\$ 20,500
214	POSTAGE	\$ 570	\$ 503	\$ 139	\$ 2,000	\$ 300
<b>Supplies Sub Total</b>		<b>\$ 5,743</b>	<b>\$ 7,456</b>	<b>\$ 2,311</b>	<b>\$ 10,300</b>	<b>\$ 21,300</b>
<b>Account Object Description</b>						
303	MAINT-EQUIP & MACHINERY	\$ 31	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 31</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Account Object Description</b>						
401	COMMUNICATIONS	\$ 1,761	\$ 902	\$ 575	\$ 1,168	\$ 1,168
402	RENTAL OF EQUIPMENT	\$ 506	\$ 1,580	\$ 1,948	\$ 2,700	\$ 1,300
409	TRAVEL AND EDUCATION	\$ 11,152	\$ 11,400	\$ 4,669	\$ 8,050	\$ 17,259
414	DUES AND SUBSCRIPTIONS	\$ 2,134	\$ 5,434	\$ 4,010	\$ 4,990	\$ 1,289
416	OTHER/PROFESSIONAL SERVICES	\$ 38,098	\$ 65,144	\$ 19,748	\$ 37,000	\$ 21,000
421	PRINTING	\$ 568	\$ 373	\$ 1,283	\$ 1,600	\$ 600
446	ATTORNEY FEES	\$ 416	\$ 7,595	\$ 3,335	\$ 12,907	\$ 12,907
462	CELLULAR TELEPHONE & PAGERS	\$ 484	\$ 405	\$ 390	\$ 540	\$ 720
559	CONTRACT/TEMPORARY LABOR	\$ 14,832	\$ -	\$ -	\$ -	\$ -
<b>Sub Total</b>		<b>\$ 69,950</b>	<b>\$ 92,832</b>	<b>\$ 35,958</b>	<b>\$ 68,955</b>	<b>\$ 56,243</b>
<b>Department Total</b>		<b>\$ 300,469</b>	<b>\$ 325,996</b>	<b>\$ 227,267</b>	<b>\$ 343,364</b>	<b>\$ 343,421</b>

Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>Quality Development</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>Develop action oriented programs that create an interest in Lancaster by developers, commercial real estate brokers and companies looking to expand or relocate their operations creating an increased commercial tax base, new primary payroll jobs for Lancaster residents and growth in the community's daytime population.</li> <li>Continue conducting quarterly the business retention and expansion program BREP</li> <li>Continue marketing and recruitment activities directed at locating a hotel-convention center to Lancaster</li> <li>Continue marketing the development advantages of the Campus District to commercial projects</li> <li>Working with The Retail Coach, recruit retail and restaurant operations to Lancaster</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Request For Proposals (RFP) for development projects	51	22		50
Meetings with DFW real estate brokers and developers	65	60		60
Retention visits with existing industry	4	3		6
Marketing initiatives with economic development allies and sales missions recruitment business development and investment	3	2		3
Sales calls on retail and restaurants with Retail Coach	70	43		70
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 Target
Request For Proposals (RFP) for development projects	36	22		32
Meetings with DFW real estate brokers and developers	65	60		60
Retention visits with existing industry	4	3		6
Business trade show participation	3	2		3
Sales calls on retail and restaurants with Retail Coach	70	37		70
Budget Summary	2017-2018 Actual	2018-2019		2019-2020 Budget
		Actual	Budget	
Services	41,872	79,517	121,995	34,170
<b>TOTAL</b>	<b>41,872</b>	<b>79,517</b>	<b>121,995</b>	<b>34,170</b>

# LEDC Type 4A - Marketing

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

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

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
416	OTHER/PROFESSIONAL SERVICES	\$ 15,756	\$ 27,438	\$ 54,189	\$ 58,000	\$ 10,775
901	TEXAS MARKETING TEAM CONF	\$ 237	\$ -	\$ -	\$ -	\$ -
902	BUSINESS DEVELOPMENT	\$ 23,796	\$ 36	\$ -	\$ -	\$ -
909	PROMOTIONAL ITEMS	\$ 995	\$ 10,485	\$ 23,540	\$ 39,620	\$ 18,095
911	EVENT SPONSORSHIPS	\$ 1,054	\$ 657	\$ 1,235	\$ 14,650	\$ 2,050
942	TRADE SHOWS	\$ 9,041	\$ 3,256	\$ 552	\$ 9,685	\$ 3,250
<b>Sub Total</b>		<b>\$ 50,879</b>	<b>\$ 41,872</b>	<b>\$ 79,517</b>	<b>\$ 121,955</b>	<b>\$ 34,170</b>
<b>Department Total</b>						
		<b>\$ 50,879</b>	<b>\$ 41,872</b>	<b>\$ 79,517</b>	<b>\$ 121,955</b>	<b>\$ 34,170</b>



# Economic Development Incentives



## Personnel Organization Chart

### Department Narrative

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

Goals				
<b>City Council Goals:</b>				
• Quality Development				
<b>Departmental Goals</b>				
• Efficiently utilize incentive grants to attract projects involving measurable value added capital investment to Lancaster				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Utilize funds to incentivize commitments on existing projects	375,000	954000		450,000
Budget Summary	2017-2018 Actual	2018-2019		2019-2020 Budget
Programs	375,000	Actual	Budget	
		434,228	883,450	817,800
<b>TOTAL</b>	<b>375,000</b>	<b>434,228</b>	<b>883,450</b>	<b>817,800</b>

# LEDC Type 4A - Incentives

BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT

Fund 16  
Department 63  
Program 0

SALES TAX 4A-ECONOMIC DEVLPMNT  
INCENTIVE PROGRAMS

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	977 INCENTIVE PROGRAMS	\$ -	\$ 375,000	\$ 434,228	\$ 833,450	\$ 817,800
	<b>Sub Total</b>	\$ -	\$ 375,000	\$ 434,228	\$ 833,450	\$ 817,800
	<b>Department Total</b>	\$ -	\$ 375,000	\$ 434,228	\$ 833,450	\$ 817,800



# **4B LRDC FUND**

## SALES TAX 4B - CULTURAL RECREATIONAL FUND

REVENUES		2017	2018	2019		2020
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	0 SALES TAXES	2,467,297	2,864,069	1,798,033	2,647,142	3,000,000
	56 RECREATION	533,859	488,123	410,377	473,500	489,084
	54 LIFE CENTER	76,161	75,716	114,896	83,300	100,736
	7 LIBRARY	99,811	41,550	27,033	32,200	34,892
	0 OTHER	149,035	15,775	118,224	13,000	500
	0 TRANSFERS IN	-	-	-	-	-
	0 INTEREST	7,772	23,542	39,108	6,000	45,695
	Total	\$ 3,333,935	\$ 3,508,775	\$ 2,507,672	\$ 3,255,142	\$ 3,670,906
EXPENDITURES		2017	2018	2019		2020
Department No		Actual	Actual	Year to Date	Budget	Proposed
	2 REC ADMINISTRATION	214,002	276,495	195,592	252,009	257,363
	7 LIBRARY	506,884	466,405	397,587	531,791	537,796
	13 PARKS AND RECREATION	8,500	-	-	-	-
	16 NON-DEPARTMENTAL	100,052	58,171	38,267	71,982	77,557
	50 4B DEBT SERVICE	-	-	829,506	924,150	921,000
	54 SENIOR LIFE CENTER	239,910	242,596	231,153	298,569	299,714
	56 RECREATION CENTER	1,023,757	1,009,207	730,513	1,066,711	1,212,055
	56 DAY CAMP	56,168	52,535	42,694	56,859	61,681
	57 COMMUNITY PARK	17,257	31,547	7,931	12,226	18,192
	80 TRANSFERS OUT	757,900	1,079,799	173,991	231,988	344,340
	Total	\$ 2,924,430	\$ 3,216,755	\$ 2,647,234	\$ 3,446,284	\$ 3,729,699
BALANCES		2017	2018	2019		2020
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	409,505	292,020	(139,562)	(191,142)	(58,792)
	Beginning Balance	840,442	1,249,947	1,416,066	1,416,066	1,276,504
	Ending Balance	1,249,947	1,541,966	1,276,504	1,224,924	1,217,712
	Fund Balance (audited)	840,442	1,249,947			
	Ending Balance as % of Expenditures	42.74%	47.94%	48.22%	35.54%	32.65%



### Personnel Organization Chart



### Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
Managing Director of Quality of Life & Cultural Services	1	1	1
Administrative Secretary	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>

### Department Narrative

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

Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Healty, Safe &amp; Engaged Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Monitor, coordinate, and provide direction for operation of Parks, Recreation, &amp; Library Services</li> <li>• Staff liaison and oversight of council appointed LRDC (4B) Board, Park and Recreation Advisory Board, Library Advisory Board, and Youth Advisory Committee</li> <li>• Seek and apply for Alternative Funding/ Grant Opportunities for Recreation, Leisure &amp; Cultural Programs, Activities, Facilities and future development projects</li> <li>• Implement the LISD/ CoL "Village 20/20" strategic plan involving all respective divisions of QL&amp;CS</li> <li>• Develop Departmental Capital Improvement Project list for future bond considerations</li> <li>• Complete Update of Parks, Recreation and Open Space Master plan in conjunction with Comprehensive plan recommendations</li> <li>• Provide and submit nominations for local, state and national awards and recognition of programs and employees</li> <li>• Attain CAPRA "Commission for Accreditation of Park and Recreation Agencies" via NRPA (National Recreation and Park Association)</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Funded projects completed by Fiscal Year End	100%	100%		100%
Tree City USA Designation	Retained	Retained		Retained
Playful City USA Designation	Retained	Retained		Retained
Recreation Revenues	\$527,000	\$507,000		\$507,000
Total Parks, Recreation, Library, Visitors staff	66	68		68
Total Department Buildings	5	5		5
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 Target
Funded Projects completed by FY end	100%	100%		100%
Tree City USA Designation	100%	100%		100%
Playful City USA Designation	100%	100%		100%
% of Recreation Revenue Goal Obtained	100%	100%		100%
Budget Summary	2017-2018 Actual	2018-2019		2019-2020 Budget
		Actual	Budget	
Personnel	227,107	183,421	224,741	228,867
Supplies	7,358	4,102	4,810	5,034
Services	42,029	8,069	22,458	23,462
<b>TOTAL</b>	<b>276,494</b>	<b>195,592</b>	<b>252,009</b>	<b>257,363</b>

# Parks and Recreation Administration

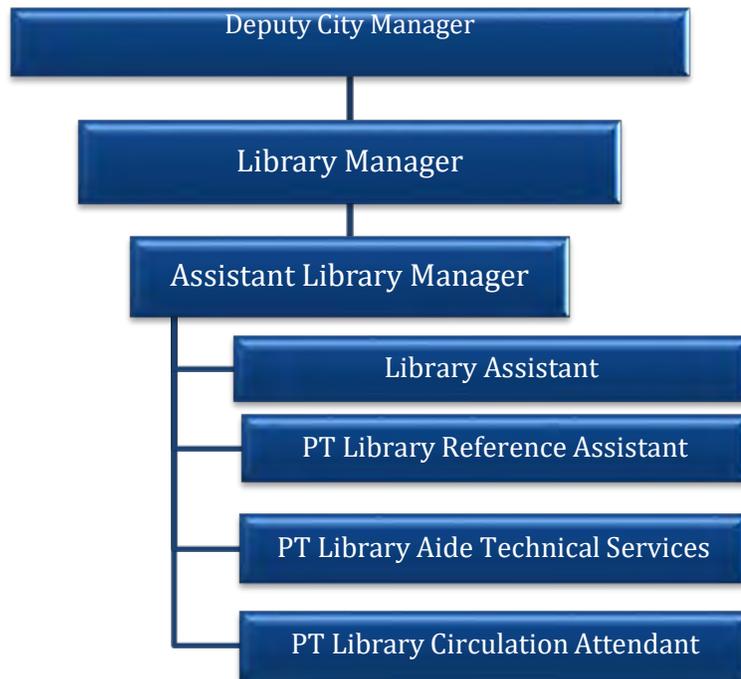
	Fund	17	SALES TAX 4B-CULTURAL/RECRTNL
BUDGET REPORT	Department	2	REC ADMINISTRATION
LINE ITEM DETAIL	Program	0	ADMINISTRATION
BY DEPARTMENT			

	2017	2018	2019	2019	2020
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 147,649	\$ 162,599	\$ 135,272	\$ 167,473	\$ 172,499
102 SALARIES-PART TIME	\$ -	\$ 6,399	\$ -	\$ -	\$ -
103 SALARIES-OVERTIME	\$ 1,111	\$ 1,113	\$ 1,047	\$ 1,347	\$ 600
104 SALARIES-LONGEVITY	\$ 304	\$ 374	\$ 362	\$ 468	\$ 564
105 GROUP HEALTH INSURANCE	\$ 12,384	\$ 13,361	\$ 10,170	\$ 12,720	\$ 12,216
106 TMRS	\$ 21,475	\$ 23,312	\$ 19,284	\$ 23,631	\$ 24,391
107 FICA	\$ 11,866	\$ 12,631	\$ 10,643	\$ 10,905	\$ 11,057
109 SALARIES-WELL PAY	\$ 1,387	\$ 1,429	\$ 1,932	\$ 1,933	\$ 1,245
110 DENTAL INSURANCE	\$ 670	\$ 731	\$ 578	\$ 876	\$ 876
113 SALARIES-CAR ALLOWANCE	\$ 4,800	\$ 4,800	\$ 3,800	\$ 4,800	\$ 4,800
120 GROUP LIFE INSURANCE	\$ 147	\$ 167	\$ 133	\$ 306	\$ 306
130 WORKERS COMPENSATION	\$ 130	\$ 138	\$ 157	\$ 201	\$ 232
131 EAP EXPENSE	\$ 55	\$ 54	\$ 43	\$ 81	\$ 81
<b>Personnel Sub Total</b>	<b>\$ 201,979</b>	<b>\$ 227,107</b>	<b>\$ 183,421</b>	<b>\$ 224,741</b>	<b>\$ 228,867</b>
<b>Account Object</b>	<b>Description</b>				
201 MISC OFFICE SUPPLIES	\$ 1,625	\$ 6,577	\$ 3,401	\$ 4,000	\$ 4,334
210 FOOD/BEVERAGES/ETC-MEETINGS	\$ 282	\$ 650	\$ 610	\$ 610	\$ 500
214 POSTAGE	\$ 222	\$ 131	\$ 91	\$ 200	\$ 200
<b>Supplies Sub Total</b>	<b>\$ 2,130</b>	<b>\$ 7,358</b>	<b>\$ 4,102</b>	<b>\$ 4,810</b>	<b>\$ 5,034</b>
<b>Account Object</b>	<b>Description</b>				
401 TELEPHONE & COMMUNICATIONS	\$ 425	\$ -	\$ -	\$ -	\$ -
409 TRAVEL AND EDUCATION	\$ 3,956	\$ 3,956	\$ 466	\$ 2,720	\$ 3,200
414 DUES & SUBSCRIPTIONS	\$ 491	\$ 395	\$ 100	\$ 475	\$ 542
416 OTHER/PROFESSIONAL SERVICES	\$ -	\$ 32,611	\$ 2,242	\$ 10,943	\$ 12,000
462 CELLULAR TELEPHONE & PAGERS	\$ 761	\$ 1,167	\$ 840	\$ 1,320	\$ 720
482 CREDIT CARD PROCESSING FEES	\$ 4,261	\$ 3,900	\$ 4,422	\$ 7,000	\$ 7,000
<b>Service Sub-Total</b>	<b>\$ 9,894</b>	<b>\$ 42,029</b>	<b>\$ 8,069</b>	<b>\$ 22,458</b>	<b>\$ 23,462</b>
<b>Department Total</b>	<b>\$ 214,002</b>	<b>\$ 276,495</b>	<b>\$ 195,592</b>	<b>\$ 252,009</b>	<b>\$ 257,363</b>



# Veterans Memorial Library

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
Library Manager	1	1	1
Assistant Library Manager	1	1	1
Library Assistant	1	1	1
PT Library Reference Assistant (.5)	1.5	1.5	1.5
PT Library Aide Technical Services (.5)	1.5	1.5	1.5
PT Library Circulation Attendant (.5)	1.5	1.5	1.5
PT Library Circulation Attendant (.25)	0.25	0.25	0.25
<b>Total</b>	<b>7.75</b>	<b>7.75</b>	<b>7.75</b>

## Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Engaged Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Keep abreast of library service trends and changes and provide training for staff to strengthen skills.</li> <li>• Expand and strengthen the library's print and non-print resources</li> <li>• Provide on-line access to subscription databases, indexes, and full-text magazines and newspaper articles not otherwise available to internet users</li> <li>• Select, acquire, and organize access to the most current information and ideas in the most effective setting for Lancaster citizens and local library users</li> <li>• Offer library sponsored events to support literacy and lifelong learning for all ages</li> <li>• Implement opportunities of cultural and educational programming, such as weekly preschool story times, ethnic appreciation special events, reading incentives, and special interest programs such as genealogy and art</li> <li>• Provide outreach programs that offer cultural and educational opportunities for Seniors and City Employees through Lancaster University, LISD staff and citizens seeking technology skills advancement</li> <li>• Develop and implement promotional tools, in-house training and out reach to familiarize students, parents and teachers with library's educational-focused databases</li> <li>• Initiate development of Long Range Strategic plan for library</li> <li>• Research and identify initiatives to collect past due fines and fees</li> <li>• Increase workforce development by offering useful resources for the unemployed and underemployed community</li> <li>• Engage in collaborative partnerships with local schools and businesses</li> </ul>				
• Develop and implement standards set by the Texas Municipal Library Directors Association to achieve Library Excellence Award.				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Hours Open	2,825	2,825		2,825
Hours Staffed	3,314	3,379		3,379
Volunteer Hours	1,316	492		600
Patron Visits	72,589	79,847		87,832
New Youth Cards	450	500		550
New Adult Cards	1,097	1,241		1,400
New Nonresident Cards	54	70		100
Adult Books Circulation	15,135	16,595		18,000
Juvenile Books Circulation	18,378	20,379		22,000
Videos Circulation	8,527	9,338		10,000
Total Circulation	47,576	51,091		52,000
PC Reservation Usage	20,787	22,866		25,153
Reference Usage	36,294	39,923		43,916
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 Target
Increase Summer reading program participation by 25%	100%	N/A		N/A
Replace worn information Technology Items	100%	50%		50%
Increase overall program offerings and attendance by 25%	99%	99%		99%
Implement monthly (1) outreach initiative utilizing the Mobile Outreach Library and Tech Center	Completed	Completed		100%
Submit applications for TSLAC Grant and secure one annually	100	100		100%
Budget Summary	2017-2018 Actual	2018-2019		2019-2020 Budget
		Actual	Budget	
Personnel	300,555	256,534	360,075	370,941
Supplies	69,270	77,770	84,920	78,386
Maintenance	30,988	34,055	36,244	31,036
Other Services	65,592	29,228	50,552	57,432
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>466,405</b>	<b>397,587</b>	<b>531,791</b>	<b>537,795</b>

# 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	2017 Actual	2018 Actual	2019 YTD Actual	2019 Budget	2020 Proposed
101	SALARIES-REGULAR	\$ 154,214	\$ 140,977	\$ 132,681	\$ 167,821	\$ 169,412
102	SALARIES-PART TIME	\$ 93,150	\$ 106,833	\$ 76,361	\$ 113,319	\$ 120,936
103	SALARIES-OVERTIME	\$ 1,247	\$ 175	\$ 215	\$ 216	\$ 100
104	SALARIES-LONGEVITY	\$ 700	\$ 528	\$ 202	\$ 260	\$ 408
105	GROUP HEALTH INSURANCE	\$ 13,884	\$ 11,555	\$ 11,491	\$ 13,785	\$ 14,478
106	TMRS	\$ 21,742	\$ 19,528	\$ 18,070	\$ 38,333	\$ 39,636
107	FICA	\$ 18,910	\$ 18,893	\$ 15,900	\$ 21,662	\$ 22,340
109	SALARIES-WELL PAY	\$ 331	\$ 341	\$ 234	\$ 1,179	\$ 1,187
110	DENTAL INSURANCE	\$ 798	\$ 578	\$ 563	\$ 1,314	\$ 876
115	CERTIFICATION PAY	\$ -	\$ -	\$ 194	\$ 194	\$ -
118	CELL PHONE ALLOWANCE	\$ 150	\$ 520	\$ 120	\$ 480	\$ -
120	GROUP LIFE INSURANCE	\$ 177	\$ 162	\$ 152	\$ 893	\$ 893
130	WORKERS COMPENSATION	\$ 150	\$ 131	\$ 106	\$ 374	\$ 434
131	EAP EXPENSE	\$ 315	\$ 334	\$ 244	\$ 245	\$ 241
<b>Salaries Sub Total</b>		<b>\$ 305,770</b>	<b>\$ 300,555</b>	<b>\$ 256,534</b>	<b>\$ 360,075</b>	<b>\$ 370,941</b>
<hr/>						
<b>Account Object Description</b>						
201	MISC OFFICE SUPPLIES	\$ 4,564	\$ 7,288	\$ 7,596	\$ 10,995	\$ 7,150
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 634	\$ -	\$ 400	\$ 5,100	\$ 1,817
205	JANITORIAL & CLEANING SUPPLIES	\$ -	\$ -	\$ -	\$ -	\$ 271
207	BOOKS, SUBSCRIPTIONS, ETC.	\$ 69,297	\$ 57,862	\$ 65,917	\$ 63,400	\$ 65,000
210	FOOD/BEVERAGES/ETC-MEETINGS	\$ -	\$ 42	\$ 241	\$ 250	\$ 300
214	POSTAGE	\$ 183	\$ 109	\$ 93	\$ 200	\$ 200
219	COMPUTER SUPPLIES	\$ -	\$ 322	\$ 174	\$ 175	\$ 300
231	SOFTWARE	\$ 2,030	\$ 3,648	\$ 3,349	\$ 4,800	\$ 3,349
<b>Supplies Sub Total</b>		<b>\$ 76,708</b>	<b>\$ 69,270</b>	<b>\$ 77,770</b>	<b>\$ 84,920</b>	<b>\$ 78,386</b>
<hr/>						
<b>Account Object Description</b>						
313	MAINT-FURN & FIXTURES	\$ -	\$ 7,748	\$ 6,841	\$ 6,841	\$ 581
318	MAINT-OFFICE EQUIPMENT	\$ 4,254	\$ 13,420	\$ 17,395	\$ 18,465	\$ 16,979
342	MAINT. DATA PROCESSING EQUIP	\$ 9,533	\$ 9,819	\$ 9,819	\$ 10,937	\$ 13,477
346	MAINT-HEATING & COOLING SYSTEM	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 13,787</b>	<b>\$ 30,988</b>	<b>\$ 34,055</b>	<b>\$ 36,244</b>	<b>\$ 31,036</b>
<hr/>						
<b>Account Object Description</b>						
401	TELEPHONE & COMMUNICATIONS	\$ 13,375	\$ 19,940	\$ 7,186	\$ 18,000	\$ 18,000
407	SPECIAL SERVICES	\$ 3,684	\$ 3,729	\$ 2,905	\$ 2,920	\$ 5,800
409	TRAVEL AND EDUCATION	\$ 940	\$ -	\$ -	\$ 30	\$ 2,000
410	UTILITIES-ELECTRICITY	\$ 43,387	\$ 26,781	\$ 15,033	\$ 22,750	\$ 24,652
411	ALARM SERVICE	\$ 747	\$ 1,756	\$ 628	\$ 1,752	\$ 1,378
414	DUES & SUBSCRIPTIONS	\$ 157	\$ 325	\$ 164	\$ 600	\$ 610
416	OTHER/PROFESSIONAL SERVICES	\$ 1,494	\$ 9,650	\$ -	\$ -	\$ -
421	PRINTING	\$ 872	\$ -	\$ -	\$ 1,100	\$ 1,192
434	SPECIAL EVENTS	\$ 187	\$ -	\$ -	\$ -	\$ -
482	CREDIT CARD PROCESSING FEES	\$ 80	\$ 364	\$ 386	\$ -	\$ 400
498	UTILITIES-GAS	\$ 2,714	\$ 2,189	\$ 2,926	\$ 3,400	\$ 3,400
548	FIRE SYSTEM INSPECTION CONTRAC	\$ 1,307	\$ 858	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 68,943</b>	<b>\$ 65,592</b>	<b>\$ 29,228</b>	<b>\$ 50,552</b>	<b>\$ 57,432</b>
<hr/>						
<b>Account Object Description</b>						
609	CAPITAL-MACH & EQUIP	\$ 41,676	\$ -	\$ -	\$ -	\$ -
<b>Capital Sub Total</b>		<b>\$ 41,676</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<hr/>						
<b>Total</b>		<b>\$ 506,884</b>	<b>\$ 466,405</b>	<b>\$ 397,587</b>	<b>\$ 531,791</b>	<b>\$ 537,796</b>

# Recreation Center - Non-Departmental

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

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
401	TELEPHONE & COMMUNICATIONS	\$ 88,053	\$ 45,077	\$ 28,731	\$ 57,697	\$ 64,000
402	RENTAL OF EQUIPMENT	\$ 6,234	\$ 6,317	\$ 4,071	\$ 8,820	\$ 9,557
421	PRINTING	\$ 5,765	\$ 6,777	\$ 5,464	\$ 5,465	\$ 4,000
<b>Other Sub Total</b>		<b>\$ 100,052</b>	<b>\$ 58,171</b>	<b>\$ 38,267</b>	<b>\$ 71,982</b>	<b>\$ 77,557</b>
<b>Department Total</b>		<b>\$ 100,052</b>	<b>\$ 58,171</b>	<b>\$ 38,267</b>	<b>\$ 71,982</b>	<b>\$ 77,557</b>



# Senior Life Center

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
Senior Life Center Supervisor	1	1	1
Senior Van Driver	1	1	1
Senior Life Attendant	0	1	1
<b>Total</b>	<b>2</b>	<b>3</b>	<b>3</b>

## Department Narrative

The Senior Life Center is a full service facility serving adults age 50 and older, in addition to being a rental facility for corporate meetings, weddings, and banquets. The Senior Life Center also features an Arts and Crafts Room, Fitness Room, Game Room, Pool Table, Shuffle Board Table, and many other activities. Transportation is provided to and from the Senior Life Center for Lancaster residents only.



Goals				
<b>City Council Goal</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Engaged Community</li> </ul>				
<b>Departmental Goal</b>				
<ul style="list-style-type: none"> <li>• Develop and implement mentoring program for seniors with LISD students as part of the "Village 20/20 initiative.</li> <li>• Provide and maintain a meal program for seniors that enables them to receive at least one nutritious meal daily.</li> <li>• Provide and maintain transportation to enable seniors to participate regularly in programming and special events.</li> <li>• Develop a user agreement with neighboring cities to increase recreation programming opportunities and revenues.</li> <li>• Partnership with Recreation Center and Library Services to develop a comprehensive Wellness strategy.</li> <li>• Develop adaptive recreation opportunities for seniors (i.e. Croquet Course, Trail Walking, Cooking Classes, etc.).</li> <li>• Continue to increase the number and type of recreational programs offered to seniors.</li> <li>• Develop partnership with local business establishments and organizations.</li> <li>• Develop partnership agreement with employment agencies to meet staffing needs for program delivery</li> <li>• Identify unmet educational needs of aging services by developing a training plan.</li> <li>• Increase the ability for seniors to remain active and healthy to live independently.</li> </ul>				
<b>Workload Indicators</b>		<b>17-18 Actual</b>	<b>18-19 Actual</b>	<b>2019-2020 Target</b>
Full-Time Employees		2	3	3
Annual Memberships Purchased		525	550	575
Special Events		12	12	12
Outings		40	40	40
Senior Program Participation		650	675	700
Recreation Programs Offered		35	40	45
Meals Served		14,100	14,200	14,300
% Budget Revenues Collected		100%	100%	100%
<b>Performance Measurement</b>		<b>17-18 Actual</b>	<b>18-19 Actual</b>	<b>2019-2020 Target</b>
Congregate Meal Program		25	25	25%
Recreational Programming		50	50	50%
Special Events		15	15	15%
Transportation		10	10	10%
<b>Budget Summary</b>		<b>2017-2018 Actual</b>	<b>2018-2019</b>	
			<b>Actual</b>	<b>Budget</b>
Personnel		128,411	117,066	166,155
Supplies		86,138	95,069	99,990
Maintenance		137	-	-
Services		27,910	19,019	32,424
<b>TOTAL</b>		<b>242,596</b>	<b>231,154</b>	<b>298,569</b>
				<b>299,714</b>





# Recreation Center

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
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	3
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 Recreation Attendant (.50)	4	3.5	3.5
<b>Total</b>	<b>19.25</b>	<b>18.75</b>	<b>20.75</b>

## Department Narrative

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



Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Engaged Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Develop a fine arts program for implementation throughout the parks &amp; recreation facilities.</li> <li>• Increase the Youth Advisory Committee membership utilizing LISD student council participants</li> <li>• Develop comprehensive wellness strategy to impliment healthy programs for Seniors.</li> <li>• Increase outdoor recreation programming at Bear Creek Nature park</li> <li>• Implement Silver Sneakers program</li> <li>• Increase number and type of recreational program offerings</li> <li>• Increase number of Recreation Center annual memberships</li> <li>• Initiate development of adaptive recreation program plan for citizens with disabilities.</li> <li>• Increase participation in aquatic and athletic programming</li> <li>• Plan, implement, coordinate and promote Citywide Special Events &amp; Festivals</li> <li>• Attain CAPRA "Commission for Accreditation of Park and Recreation Agencies"</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Outdoor Facility Rentals	189	215		225
Indoor Facility Rentals	804	900		950
Recreation ID Cards Purchased	3,203	3,300		3400
Fitness memberships Purchased	181	221		225
Open Swim Admissions	6800	6,900		7000
Full-Time Employees	6	6		6
Special Events	17	18		18
Adult Program Participants	980	1000		1100
Athletic Program Participants	1211	1500		1600
Youth Program Participants	3200	3,300		3400
Aquatic Program Participants	2788	3,173		3,400
Recreation Programs Offered	65	81		85
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 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	2017-2018 Actual	2018-2019		2019-2020 Budget
		Actual	Budget	
Personnel	671,410	532,714	762,401	866,513
Supplies	25,888	23,778	30,000	39,621
Maintenance	14,151	2,029	4,060	-
Other Services	297,759	171,992	270,250	305,921
<b>TOTAL</b>	<b>1,009,208</b>	<b>730,513</b>	<b>1,066,711</b>	<b>1,212,055</b>

# Recreation Center

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

Account Object	Description	2017 Actual	2018 Actual	2019 YTD Actual	2019 Budget	2020 Proposed
101	SALARIES-REGULAR	\$ 301,763	\$ 330,372	\$ 273,052	\$ 363,548	\$ 432,178
102	SALARIES-PART TIME	\$ 187,994	\$ 196,078	\$ 133,691	\$ 223,807	\$ 233,098
103	SALARIES-OVERTIME	\$ 3,390	\$ 2,915	\$ 6,153	\$ 6,153	\$ 1,000
104	SALARIES-LONGEVITY	\$ 486	\$ 700	\$ 598	\$ 1,000	\$ 1,000
105	GROUP HEALTH INSURANCE	\$ 47,779	\$ 46,969	\$ 42,202	\$ 51,673	\$ 69,520
106	TMRS	\$ 42,799	\$ 45,675	\$ 37,813	\$ 54,721	\$ 62,236
107	FICA	\$ 37,841	\$ 40,481	\$ 31,328	\$ 46,566	\$ 51,387
109	SALARIES-WELL PAY	\$ 2,301	\$ 809	\$ 600	\$ 2,668	\$ 3,042
110	DENTAL INSURANCE	\$ 2,433	\$ 2,192	\$ 1,781	\$ 3,039	\$ 3,897
118	CELL PHONE ALLOWANCE	\$ 860	\$ 520	\$ 680	\$ 2,340	\$ 1,440
120	GROUP LIFE INSURANCE	\$ 355	\$ 382	\$ 315	\$ 911	\$ 1,065
130	WORKERS COMPENSATION	\$ 3,341	\$ 3,644	\$ 4,060	\$ 5,460	\$ 6,091
131	EAP EXPENSE	\$ 643	\$ 673	\$ 441	\$ 515	\$ 559
<b>Personnel Sub Total</b>		<b>\$ 631,985</b>	<b>\$ 671,410</b>	<b>\$ 532,714</b>	<b>\$ 762,401</b>	<b>\$ 866,513</b>
<b>Supplies</b>						
201	MISC OFFICE SUPPLIES	\$ 982	\$ (1,118)	\$ (280)	\$ 2,878	\$ -
202	CLOTHING-UNIFORMS	\$ 1,311	\$ 951	\$ 867	\$ 1,345	\$ 1,954
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 5,855	\$ -	\$ 800	\$ 800	\$ 9,334
205	JANITORIAL & CLEANING SUPPLIES	\$ 3,238	\$ 6,921	\$ 4,524	\$ 4,524	\$ 4,800
206	CHEMICALS	\$ 12,484	\$ 12,592	\$ 9,927	\$ 9,700	\$ 12,500
208	RECREATIONAL SUPPLIES	\$ 6,154	\$ 3,613	\$ 4,717	\$ 6,484	\$ 7,737
209	BOT & AGR SUPPLIES	\$ -	\$ -	\$ -	\$ 13	\$ -
210	FOOD/BEVERAGES/ETC-MEETINGS	\$ 491	\$ 99	\$ 186	\$ 186	\$ 150
214	POSTAGE	\$ 13	\$ -	\$ -	\$ 50	\$ 50
216	MEDICAL SUPPLIES	\$ 587	\$ 351	\$ 408	\$ 408	\$ 288
218	FUEL & OIL	\$ 1,738	\$ 2,479	\$ 1,436	\$ 2,048	\$ 2,808
219	COMPUTER SUPPLIES	\$ -	\$ -	\$ 1,193	\$ 1,564	\$ -
<b>Supplies Sub Total</b>		<b>\$ 32,853</b>	<b>\$ 25,888</b>	<b>\$ 23,778</b>	<b>\$ 30,000</b>	<b>\$ 39,621</b>
<b>Maintenance</b>						
301	MAINT-BLDG & STRUCTURES	\$ -	\$ 49	\$ -	\$ -	\$ -
345	MAINT-ATH FIELDS/POOL FACILITY	\$ 3,823	\$ 13,990	\$ 2,029	\$ 4,060	\$ -
346	MAINT-HEATING & COOLING SYSTEM	\$ 2,000	\$ -	\$ -	\$ -	\$ -
363	MAINT-LOCKS & KEYS	\$ 165	\$ 112	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 5,988</b>	<b>\$ 14,151</b>	<b>\$ 2,029</b>	<b>\$ 4,060</b>	<b>\$ -</b>
<b>Other</b>						
402	RENTAL OF EQUIPMENT	\$ 1,440	\$ -	\$ -	\$ -	\$ -
408	ADVERTISING	\$ 4,957	\$ 6,184	\$ 1,609	\$ 3,490	\$ 5,400
409	TRAVEL AND EDUCATION	\$ 6,928	\$ 5,202	\$ 6,901	\$ 8,240	\$ 16,440
410	UTILITIES-ELECTRICITY	\$ 170,411	\$ 108,706	\$ 61,292	\$ 104,000	\$ 104,000
411	ALARM SERVICE	\$ 5,398	\$ 4,665	\$ 5,477	\$ 7,228	\$ 4,500
414	DUES & SUBSCRIPTIONS	\$ 475	\$ 837	\$ 15	\$ 800	\$ 800
416	OTHER/PROFESSIONAL SERVICES	\$ 5,702	\$ 11,657	\$ 7,560	\$ 6,910	\$ 5,250
434	SPECIAL EVENTS	\$ 50,040	\$ 58,185	\$ 29,447	\$ 32,800	\$ 60,000
442	COMPUTER PROFESSIONAL SERVICES	\$ 8,511	\$ 18,871	\$ 11,985	\$ 11,997	\$ 11,999
462	CELLULAR TELEPHONE & PAGERS	\$ 700	\$ 1,132	\$ 570	\$ 480	\$ 1,560
479	ACTIVITY/ATH SPECIAL EVENTS	\$ 8,949	\$ 8,491	\$ 9,005	\$ 9,005	\$ 9,000
498	UTILITIES-GAS	\$ 15,569	\$ 19,348	\$ 13,105	\$ 20,000	\$ 21,672
548	FIRE SYSTEM INSPECTION CONTRAC	\$ 3,510	\$ 0	\$ -	\$ -	\$ -
559	CONTRACT/TEMPORARY LABOR	\$ 70,342	\$ 54,480	\$ 25,026	\$ 65,300	\$ 65,300
<b>Other Sub Total</b>		<b>\$ 352,931</b>	<b>\$ 297,759</b>	<b>\$ 171,992</b>	<b>\$ 270,250</b>	<b>\$ 305,921</b>
<b>Department Total</b>		<b>\$ 1,023,757</b>	<b>\$ 1,009,207</b>	<b>\$ 730,513</b>	<b>\$ 1,066,711</b>	<b>\$ 1,212,055</b>



# Youth Programs

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
PT Youth Program Leaders (.50)	2	2	2
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Department Narrative

The Recreation Department's Youth Day Camp is a full cost recovery program that provides after school enrichment and summer day camp programs for school age youth. Revenues for this are generated through participant registration which covers the cost of staff, supplies, transportation, field trips and nutritional snacks. This program is in alignment with the City Council strategic goal of a Healthy, Safe and Engaged community.



Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Healthy, Safe &amp; Engaged Community</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Maintain number of youth registered in After School Program in compliance with Standards of Care ratios and budget staff</li> <li>• Maintain number of youth registered in Summer Day Camp in compliance with Standards of Care ratios and budget staff</li> <li>• Increase number of youth participating in specialty recreation programs (outside of After School and Summer Camp)</li> <li>• Increase participation of youth in athletic programming (outside of After School and Summer Camp)</li> <li>• Plan, promote, coordinate and implement holiday special events for summer and afterschool participants</li> <li>• Research and Develop a implementation plan to open a satilite site for LRC Summer Adventure Camp @LISD campus</li> <li>• Increase number of STEAM programs offered to youth</li> <li>• Attain CAPRA "Commission for Accreditation of Park and Recreation Agencies"</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 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	8		9
Number of Field Trips offered in Summer	8	10		10
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 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	2017-2018	2018-2019		2019-2020
	Actual	Actual	Budget	Budget
Personnel	38,803	30,932	45,076	49,964
Supplies	1,716	1,478	1,783	1,717
Services	12,016	10,284	10,000	10,000
<b>TOTAL</b>	<b>52,535</b>	<b>41,357</b>	<b>56,859</b>	<b>61,681</b>

# Recreation Center - Summer Day Camp

	17	SALES TAX 4B-CULTURAL/RECRTNL	
<b>BUDGET REPORT</b>	Department 56		RECREATION CENTER
<b>LINE ITEM DETAIL</b>	Program 1		SUMMER DAY CAMP
<b>BY DEPARTMENT</b>			

	2017	2018	2019	2019	2020
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
102 SALARIES-PART TIME	\$ 44,727	\$ 35,636	\$ 28,398	\$ 41,407	\$ 45,888
103 SALARIES-OVERTIME	\$ -	\$ 98	\$ -	\$ -	\$ -
107 FICA	\$ 3,389	\$ 2,734	\$ 2,172	\$ 3,168	\$ 3,508
130 WORKERS COMPENSATION	\$ 313	\$ 251	\$ 293	\$ 432	\$ 512
131 EAP EXPENSE	\$ 105	\$ 86	\$ 69	\$ 69	\$ 56
<b>Personnel Sub Total</b>	<b>\$ 48,534</b>	<b>\$ 38,803</b>	<b>\$ 30,932</b>	<b>\$ 45,076</b>	<b>\$ 49,964</b>
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
208 RECREATIONAL SUPPLIES	\$ 80	\$ 1,588	\$ 1,440	\$ 1,583	\$ 1,500
217 CONCESSIONS	\$ 5	\$ 128	\$ 38	\$ 200	\$ 217
<b>Supplies Sub Total</b>	<b>\$ 85</b>	<b>\$ 1,716</b>	<b>\$ 1,478</b>	<b>\$ 1,783</b>	<b>\$ 1,717</b>
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
434 SPECIAL EVENTS	\$ 7,549	\$ 11,288	\$ 10,284	\$ 10,000	\$ 10,000
559 CONTRACT/TEMPORARY LABOR	\$ -	\$ 728	\$ -	\$ -	\$ -
<b>Services Sub Total</b>	<b>\$ 7,549</b>	<b>\$ 12,016</b>	<b>\$ 10,284</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
<b>Department Total</b>	<b>\$ 56,168</b>	<b>\$ 52,535</b>	<b>\$ 42,694</b>	<b>\$ 56,859</b>	<b>\$ 61,681</b>

# Community Park

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

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

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
209	BOT & AGR SUPPLIES	\$ -	\$ -	\$ 625	\$ 752	\$ 542
226	SEED	\$ -	\$ 584	\$ -	\$ 474	\$ 650
<b>Supplies Sub Total</b>		<b>\$ -</b>	<b>\$ 584</b>	<b>\$ 625</b>	<b>\$ 1,226</b>	<b>\$ 1,192</b>
<hr/>						
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ -	\$ 20,652	\$ -	\$ -	\$ -
345	MAINT-ATH FIELDS/POOL FACILITY	\$ -	\$ 4,310	\$ 1,356	\$ 5,000	\$ 11,000
<b>Maintenance Sub Total</b>		<b>\$ -</b>	<b>\$ 24,962</b>	<b>\$ 1,981</b>	<b>\$ 5,000</b>	<b>\$ 11,000</b>
<hr/>						
Account Object	Description					
416	OTHER/PROFESSIONAL SERVICES	\$ 17,257	\$ 6,000	\$ 5,950	\$ 6,000	\$ 6,000
<b>Sub Total</b>		<b>\$ 17,257</b>	<b>\$ 6,000</b>	<b>\$ 5,950</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>
<hr/>						
<b>Department Total</b>		<b>\$ 17,257</b>	<b>\$ 31,547</b>	<b>\$ 7,931</b>	<b>\$ 12,226</b>	<b>\$ 18,192</b>

# **STORMWATER FUND**

## STORM WATER FUND

REVENUES		2017	2018	2019		2020
		Actual	Actual	Year to Date	Budget	Proposed
Department No	Revenue Source					
	0 Bond Premium	9,689	-	-	-	-
	0 Drainage Fee	1,643,490	1,734,547	1,468,038	1,600,000	1,600,000
	0 Other Revenue	143,649	48,892	57,158	12,000	42,000
	Total	\$ 1,796,829	\$ 1,783,439	\$ 1,525,197	\$ 1,612,000	\$ 1,642,000
<b>EXPENDITURES</b>						
EXPENDITURES		2017	2018	2019		2020
		Actual	Actual	Year to Date	Budget	Proposed
Department No						
	2 ADMINISTRATION	18	-	-	-	-
	4 STORMWATER OPERATIONS	1,077,270	1,045,487	892,859	1,452,265	1,504,167
	22 NON-DEPARTMENTAL	40,497	40,918	5,172	10,395	11,264
	50 STORM WATER DEBT SERVICE	184,513	44,850	42,208	49,200	43,150
	80 TRANSFERS OUT	64,547	64,547	48,410	64,547	61,460
	Total	\$ 1,366,846	\$ 1,195,801	\$ 988,649	\$ 1,576,407	\$ 1,620,041
<b>BALANCES</b>						
BALANCES		2017	2018	2019		2020
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	429,983	587,638	536,547	35,593	21,959
	Beginning Balance	2,067,582	2,497,565	3,085,203	3,085,203	3,621,750
	Ending Balance	2,497,565	3,085,203	3,621,750	3,120,796	3,643,709
	Fund Balance	2,067,582	2,497,565			
10/13/2011(10 am)	Ending Balance as % of Expenditures	182.72%	258.00%	366.33%	197.97%	224.91%



TREE CITY USA

# Stormwater

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
Director of Public Works	0.5	0.5	0.5
Superintendent - Streets/Stormwater	1	1	1
GIS Coordinator	0.25	0.25	0.25
Foreman II	1	1	1
Heavy Equip. Operator II	1	1	1
Heavy Equip. Operator I	2	2	2
Light Equip. Operator	3	3	3
Maintenance Worker II	4	4	4
<b>Total</b>	<b>12.75</b>	<b>12.75</b>	<b>12.75</b>

## Department Narrative

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



Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Sound Infrastructure</li> <li>• Quality Development</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>• Identify drainage problem areas for more efficient maintenance</li> <li>• Monitor the condition of drainage systems, schedule maintenance, and perform routine clearing of debris blockages to ensure appropriate flow of rainwater</li> <li>• Identify and correct erosion of embankments</li> <li>• Ensure contaminants are contained, and assist the Engineering Division in the compliance with State and Federal mandated storm-water pollution prevention requirements</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 Target
Creeks Within City Boundaries (Linear Feet)	267,423	267,423		267,423
Bridges and Adjacent 50 Foot Easements	62	62		62
Utility Crossing Support Structures Maintained	59	59		59
Open Channel Drainage Easements Maintained (Linear Ft)	491,552	491,552		491,552
Roadside Ditches Maintained (Linear Feet)	917,342	917,342		917,342
Stormwater Flumes Maintained	200	200		200
Catch Basins Maintained	4	4		4
Headwalls Maintained	40	40		40
Stormwater Mains, Laterals, and Inlets Maintained	600	600		600
Debris Removal (Storm and Flood Recovery)	1,800 cu yd	2,000 cu yd		2,200 cu yd
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 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	2017-2018	2018-2019		2019-2020
	Actual	Actual	Budget	Budget
Personnel	660,073	562,232	712,961	819,828
Supplies	14,005	15,938	21,301	20,758
Maintenance	573	1,453	5,500	11,336
Services	327,251	230,192	629,456	652,245
Capital Outlay	43,584	83,045	83,047	-
<b>TOTAL</b>	<b>1,045,486</b>	<b>892,860</b>	<b>1,452,265</b>	<b>1,504,167</b>

# Storm Water

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

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

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 408,060	\$ 446,639	\$ 376,266	\$ 458,682	\$ 548,540
103	SALARIES-OVERTIME	\$ 9,392	\$ 9,325	\$ 9,038	\$ 11,000	\$ 11,000
104	SALARIES-LONGEVITY	\$ 2,956	\$ 3,346	\$ 2,862	\$ 3,803	\$ 3,989
105	HEALTH INSURANCE	\$ 83,761	\$ 87,859	\$ 74,739	\$ 95,709	\$ 104,172
106	TMRS	\$ 58,481	\$ 63,547	\$ 53,154	\$ 75,090	\$ 78,112
107	FICA	\$ 31,295	\$ 34,300	\$ 28,775	\$ 41,452	\$ 42,904
109	SALARIES-WELL PAY	\$ 659	\$ 1,576	\$ 873	\$ 873	\$ 3,975
110	DENTAL INSURANCE	\$ 3,942	\$ 3,721	\$ 3,197	\$ 5,585	\$ 5,585
113	SALARIES-CAR ALLOWANCE	\$ -	\$ -	\$ -	\$ 2,400	\$ 2,400
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ 2,126	\$ 2,233	\$ 2,764	\$ 2,764
115	CERTIFICATION PAY	\$ -	\$ -	\$ 1,153	\$ 2,100	\$ 2,853
120	LIFE INSURANCE	\$ 475	\$ 498	\$ 532	\$ 1,403	\$ 1,403
130	WORKERS COMPENSATION	\$ 6,156	\$ 6,852	\$ 9,171	\$ 11,728	\$ 11,759
131	EAP EXPENSE	\$ 279	\$ 283	\$ 241	\$ 372	\$ 372
<b>Personnel Sub Total</b>		<b>\$ 605,456</b>	<b>\$ 660,073</b>	<b>\$ 562,232</b>	<b>\$ 712,961</b>	<b>\$ 819,828</b>
<b>Supplies</b>						
Account Object	Description	2017	2018	2019	2019	2020
201	OFFICE SUPPLIES	\$ 698	\$ 204	\$ 662	\$ 700	\$ 700
202	UNIFORMS AND CLOTHING	\$ 2,256	\$ 2,372	\$ 2,459	\$ 3,375	\$ 3,071
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 2,067	\$ 520	\$ 5,209	\$ 5,210	\$ 4,205
206	CHEMICALS	\$ 49	\$ -	\$ 218	\$ 358	\$ 388
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ 80	\$ -	\$ -	\$ 278
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ -	\$ -	\$ 50	\$ 50
216	MEDICAL SUPPLIES	\$ -	\$ 147	\$ 150	\$ 150	\$ 150
218	FUEL AND OIL	\$ 9,237	\$ 10,681	\$ 7,240	\$ 11,458	\$ 11,916
<b>Supplies Sub Total</b>		<b>\$ 14,307</b>	<b>\$ 14,005</b>	<b>\$ 15,938</b>	<b>\$ 21,301</b>	<b>\$ 20,758</b>
<b>Maintenance</b>						
Account Object	Description	2017	2018	2019	2019	2020
302	MAINT-MOTOR VEHICLES	\$ (25)	\$ -	\$ -	\$ -	\$ -
305	MAINT-DRAINAGE, BRIDGES, ETC	\$ 2,811	\$ 267	\$ 1,195	\$ 5,000	\$ 10,836
307	MAINT-INSTRUMENTS & APPARATUS	\$ 200	\$ 307	\$ 258	\$ 500	\$ 500
318	MAINT-OFFICE EQUIPMENT	\$ 312	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 3,298</b>	<b>\$ 573</b>	<b>\$ 1,453</b>	<b>\$ 5,500</b>	<b>\$ 11,336</b>
<b>Services</b>						
Account Object	Description	2017	2018	2019	2019	2020
402	RENTAL OF EQUIPMENT	\$ 362	\$ 441	\$ 561	\$ 600	\$ 2,500
409	TRAVEL & EDUCATION	\$ 552	\$ 1,379	\$ 295	\$ 3,018	\$ 2,980
410	UTILITIES-ELECTRICITY	\$ 6,642	\$ 5,638	\$ 3,275	\$ 3,500	\$ 3,500
413	SANITARY LANDFILL	\$ 8,087	\$ 5,096	\$ 8,141	\$ 8,142	\$ 5,500
414	MEMBERSHIP DUES & SUBSCRIPTION	\$ 4,004	\$ 4,156	\$ 5,871	\$ 5,871	\$ 6,205
416	OTHER/PROFESSIONAL SERVICES	\$ 25,405	\$ 9,899	\$ 1,050	\$ 23,259	\$ 30,000
421	PRINTING	\$ 50	\$ 252	\$ 159	\$ 160	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 6,244	\$ 6,536	\$ 2,553	\$ 5,160	\$ 1,560
565	CONTRACT MOWING SERVICE	\$ 372,009	\$ 293,855	\$ 208,287	\$ 579,746	\$ 600,000
<b>Services Sub Total</b>		<b>\$ 423,354</b>	<b>\$ 327,251</b>	<b>\$ 230,192</b>	<b>\$ 629,456</b>	<b>\$ 652,245</b>
<b>Capital</b>						
Account Object	Description	2017	2018	2019	2019	2020
601	LAND	\$ -	\$ -	\$ 19,105	\$ 19,106	\$ -
602	CAPITAL-BLDG & STRUCTURE	\$ 30,855	\$ 43,584	\$ 63,940	\$ 63,941	\$ -
<b>Capital Sub Total</b>		<b>\$ 30,855</b>	<b>\$ 43,584</b>	<b>\$ 83,045</b>	<b>\$ 83,047</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 1,077,270</b>	<b>\$ 1,045,487</b>	<b>\$ 892,859</b>	<b>\$ 1,452,265</b>	<b>\$ 1,504,167</b>

# Storm Water Non-Departmental

BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT

Fund 53  
Department 22  
Program 0

STORM WATER DRAINAGE  
NON-DEPARTMENTAL  
NON-PROGRAM

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
401	TELEPHONE & COMMUNICATIONS	\$ 15,849	\$ 8,114	\$ 5,172	\$ 10,395	\$ 11,264
470	BAD DEBT EXPENSE	\$ 24,648	\$ 32,804	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 40,497</b>	<b>\$ 40,918</b>	<b>\$ 5,172</b>	<b>\$ 10,395</b>	<b>\$ 11,264</b>
<b>Department Total</b>		<b>\$ 40,497</b>	<b>\$ 40,918</b>	<b>\$ 5,172</b>	<b>\$ 10,395</b>	<b>\$ 11,264</b>

**E911  
FUND**

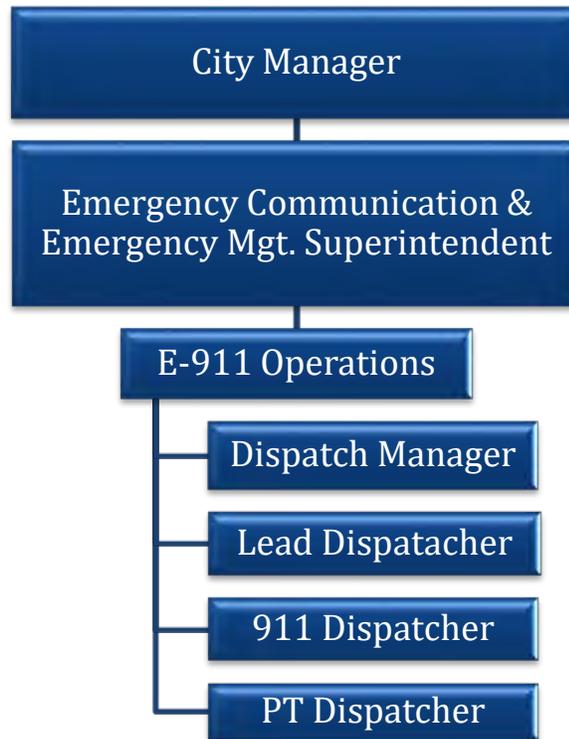
## E-911 FUND

REVENUES		2017	2018	2019		2020
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	E911 INCOME	279,483	278,558	200,868	215,000	217,000
	INTEREST	4,946	13,952	18,696	3,800	22,985
	Total	\$ 284,429	\$ 292,509	\$ 219,564	\$ 218,800	\$ 239,985
EXPENDITURES		2017	2018	2019		2020
Department No		Actual	Actual	Year to Date	Budget	Proposed
	47 9-1-1-E	116,341	186,641	212,145	213,028	287,227
	Total	\$ 116,341	\$ 186,641	\$ 212,145	\$ 213,028	\$ 287,227
BALANCES		2017	2018	2019		2020
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	168,088	105,868	7,419	5,772	(47,242)
	Beginning Balance	777,087	945,176	1,051,044	1,051,044	1,058,462
	Ending Balance	945,176	1,051,044	1,058,462	1,056,816	1,011,220
	Fund Balance (audited)	777,087	945,176			
	Ending Balance as % of Expenditures	812.42%	563.14%	498.93%	496.09%	352.06%



# 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 and equipment.

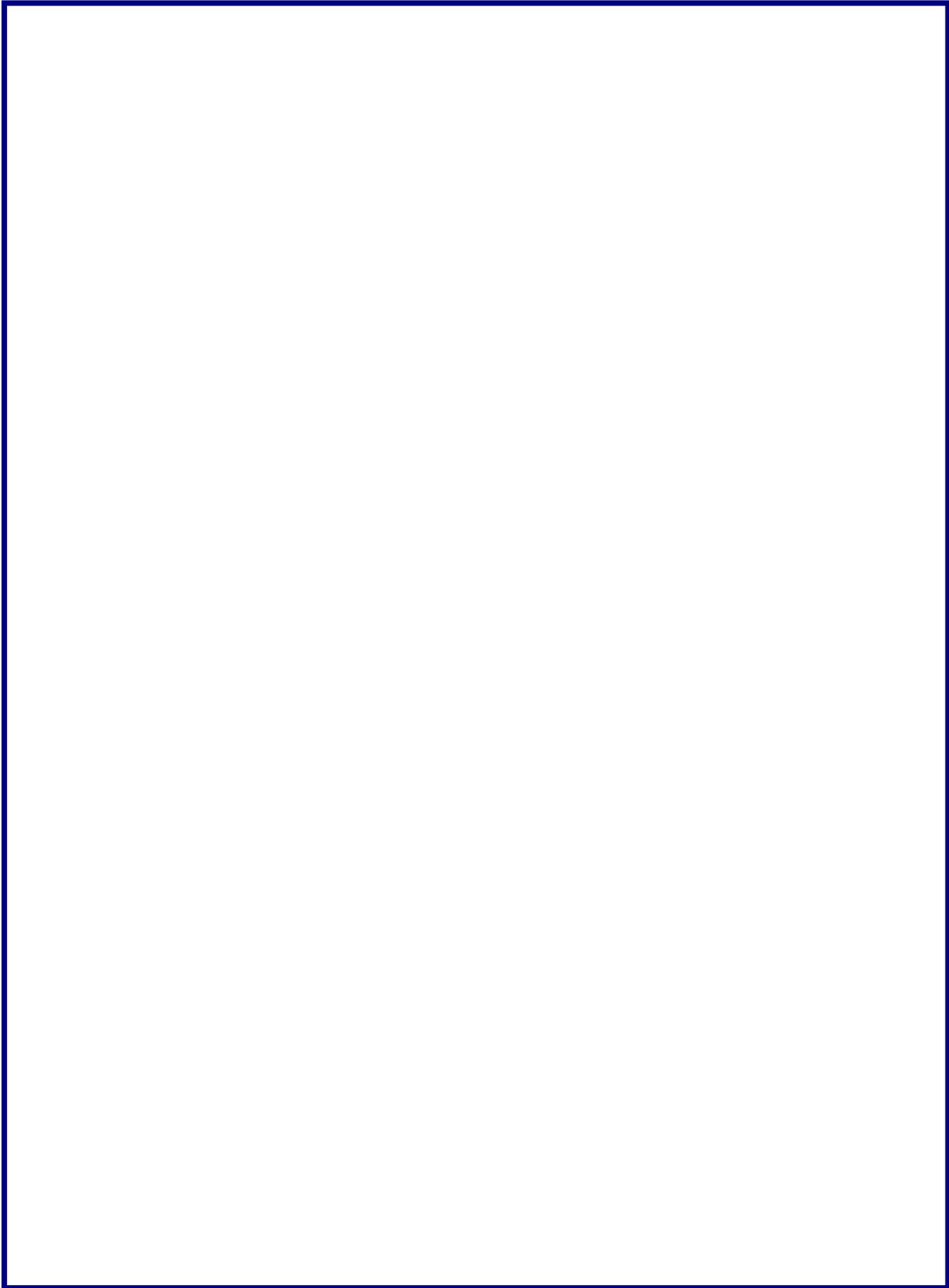


# E-911

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

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

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	303 MAINT EQUIP & MACHINERY	\$ 114,284	\$ 122,194	\$ 149,532	\$ 129,703	\$ 199,383
	314 MAINT-RADIO EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ 2,000
	371 MAINT-HARDWARE	\$ -	\$ 13,740	\$ 14,412	\$ 13,500	\$ 15,444
	<b>Maintenance Sub Total</b>	<b>\$ 114,284</b>	<b>\$ 135,934</b>	<b>\$ 163,944</b>	<b>\$ 143,203</b>	<b>\$ 216,827</b>
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	414 DUES & SUBSCRIPTIONS	\$ -	\$ -	\$ -	\$ 225	\$ 700
	416 OTHER/PROFESSIONAL SERVICES	\$ 975	\$ 2,795	\$ 2,066	\$ 2,100	\$ 2,200
	450 ADMINISTRATIVE FEES	\$ -	\$ 1,081	\$ 1,081	\$ 1,100	\$ 1,100
	451 COST RECOVERY, WIRELESS 9-1-1	\$ 1,081	\$ -	\$ -	\$ 8,400	\$ 8,400
	461 E911 SERVICE PAYMENT AT&T	\$ -	\$ 46,830	\$ 45,053	\$ 58,000	\$ 58,000
	<b>Services Sub Total</b>	<b>\$ 2,056</b>	<b>\$ 50,707</b>	<b>\$ 48,201</b>	<b>\$ 69,825</b>	<b>\$ 70,400</b>
<b>Department Total</b>		<b>\$ 116,341</b>	<b>\$ 186,641</b>	<b>\$ 212,145</b>	<b>\$ 213,028</b>	<b>\$ 287,227</b>



# OTHER FUNDS

## STREET MAINTENANCE FUND

REVENUES		2017	2018	2019		2020
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	PROPERTY TAX	-	-	-	-	765,122
	Total	\$ -	\$ -	\$ -	\$ -	\$ 765,122
EXPENDITURES		2017	2018	2019		2020
Department No		Actual	Actual	Year to Date	Budget	Proposed
	12 STREET	-	-	-	-	944,000
	Total	\$ -	\$ -	\$ -	\$ -	\$ 944,000
BALANCES		2017	2018	2019		2020
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	-	-	-	-	(178,878)
	Beginning Balance	-	-	-	-	200,000
	Ending Balance	-	-	200,000	-	21,122
	Fund Balance (audited)	-	-			
	Ending Balance as % of Expenditures					2.24%

# STREET MAINTENANCE

BUDGET REPORT  
 LINE ITEM DETAIL  
 BY DEPARTMENT

Fund                    4        STREET MAINTENANCE  
 Department        12       STREET  
 Program            0        STREET

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
606	CAPITAL-STREET & DRAINAGE	\$ -	\$ -	\$ -	\$ -	\$ 944,000
	<b>Capital Sub Total</b>	\$ -	\$ -	\$ -	\$ -	\$ 944,000
<b>Department Total</b>		\$ -	\$ -	\$ -	\$ -	\$ 944,000



# **AIRPORT FUND**

## AIRPORT FUND

REVENUES		2017	2018	2019		2020
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Airport Operations	189,777	237,075	188,440	290,000	330,000
	Net Fuel Sale	155,838	97,446	106,709	83,000	122,000
	Other Revenue	77,881	70,510	53,245	59,600	63,700
	Transfers In	-	-	-	-	-
	Grant Revenue	71,114	9,359	-	50,000	50,000
	<b>Total</b>	<b>\$ 494,610</b>	<b>\$ 414,390</b>	<b>\$ 348,394</b>	<b>\$ 482,600</b>	<b>\$ 565,700</b>
EXPENDITURES		2017	2018	2019		2020
Departments No		Actual	Actual	Year to Date	Budget	Proposed
	0 Non-Departmental	-	-	-	-	-
	40 AIRPORT	513,897	439,561	261,171	349,319	362,684
	40 AIRPORT RAMP GRANT	63,800	18,356	16,815	56,710	81,000
	50 DEBT SERVICE	(2,942)	1,867	6,287	7,400	12,050
	80 TRANSFERS OUT	(750,000)	23,663	31,810	42,413	43,123
	<b>Total</b>	<b>\$ (175,245)</b>	<b>\$ 483,447</b>	<b>\$ 316,083</b>	<b>\$ 455,842</b>	<b>\$ 498,857</b>
BALANCES		2017	2018	2019		2020
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	669,855	(69,057)	32,311	26,758	66,843
	Beginning Balance	414,897	1,084,752	251,718	251,718	284,030
	Ending Balance	1,084,752	1,015,694	284,030	278,476	350,873
	Fund Balance (audited)	(979,790)	(1,697,057)			
	Ending Balance as % of Expenditures	-618.99%	210.09%	89.86%	61.09%	70.34%



### Personnel Organization Chart



### Personnel Summary

Position	Adopted '17-18	Adopted '18-19	Proposed '19-20
Airport Manager	1	1	1
Airport Operations Supervisor	0	0	1
Airport Operations Agent	2	2	1
PT Airport Labor	2	2	1.5
<b>Total</b>	<b>5</b>	<b>5</b>	<b>4.5</b>

### Department Narrative

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



Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>Quality Development</li> </ul>				
<b>Departmental Goals</b>				
<ul style="list-style-type: none"> <li>Position Lancaster Regional Airport as a reputable fixed base operator</li> <li>Provide enhanced staff training on operations and customer service</li> <li>Construct terminal building adjacent to newly completed south ramp and 12,000 gallon self-serve fuel facility</li> <li>Expand/improve/reconstruct north and south parking lots, and terminal access road</li> </ul>				
Workload Indicators	17-18 Actual	18-19 Actual		2019-2020 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	3	3		3
Aircraft Based from Lancaster Airport	190	195		200
Major Aviation Related Businesses	5	9		10
Aviation Museums	2	1		1
Number of Hangars (99 city owned)	177	177		178
Annual Operations (Take-offs and Landings)	58,000	60,000		60,000
Fuel Sales (gallons)	90,000	95,000		100,000
Aboveground Self-Serve fuel Storage (1,000 gallon)	1	1		1
Aboveground Self-Serve fuel Storage (12,000 gallon)	1	1		1
Performance Measurement	17-18 Actual	18-19 Actual		2019-2020 Target
Increase in Gallons of Fuel Sold	-6%	6%		5%
Increase in Annual Take-offs and Landings	0%	3%		5%
Budgeted Revenues Collected	81%	90%		100%
Budget Summary	2017-2018	2018-2019		2019-2020
	Actual	Actual	Budget	Budget
Personnel	232,280	193,752	266,417	270,207
Supplies	10,487	5,779	6,366	6,000
Maintenance	21,544	22,678	62,500	85,250
Other Services	193,606	55,777	70,746	77,227
Capital Outlay	-	-	-	5,000
<b>TOTAL</b>	<b>457,917</b>	<b>277,986</b>	<b>406,029</b>	<b>443,684</b>

# Regional Airport

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

Fund 9 AIRPORT FUND  
 Department 40 AIRPORT  
 Program 0 AIRPORT

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 141,895	\$ 129,179	\$ 112,913	\$ 139,799	\$ 155,884
102	SALARIES-PART TIME	\$ 35,825	\$ 29,659	\$ 30,048	\$ 54,576	\$ 42,218
103	SALARIES-OVERTIME	\$ 802	\$ 227	\$ 59	\$ 1,000	\$ 1,000
104	SALARIES-LONGEVITY	\$ (336)	\$ 6,176	\$ 616	\$ 980	\$ 1,124
105	HEALTH INSURANCE	\$ 17,121	\$ 24,682	\$ 21,976	\$ 24,307	\$ 23,486
106	TMRS	\$ 20,874	\$ 18,483	\$ 15,402	\$ 26,715	\$ 27,324
107	FICA	\$ 14,270	\$ 12,045	\$ 10,509	\$ 15,094	\$ 15,402
109	SALARIES-WELL PAY	\$ 1,641	\$ -	\$ 222	\$ 661	\$ 1,099
110	DENTAL INSURANCE	\$ 764	\$ 700	\$ 578	\$ 1,314	\$ 876
114	SALARIES ASSIGNMENT PAY	\$ -	\$ 7,285	\$ -	\$ -	\$ -
120	LIFE INSURANCE	\$ 163	\$ 155	\$ 134	\$ 612	\$ 561
130	WORKERS COMPENSATION	\$ 1,011	\$ 938	\$ 1,194	\$ 1,195	\$ 1,083
131	EAP EXPENSE	\$ 145	\$ 131	\$ 101	\$ 164	\$ 150
133	PENSION EXPENSE	\$ 10,571	\$ 1,575	\$ -	\$ -	\$ -
135	OPEB EXPENSE	\$ -	\$ 1,046	\$ -	\$ -	\$ -
<b>Personnel Sub Total</b>		<b>\$ 244,746</b>	<b>\$ 232,280</b>	<b>\$ 193,752</b>	<b>\$ 266,417</b>	<b>\$ 270,207</b>
<hr/>						
201	OFFICE SUPPLIES	\$ 1,270	\$ 452	\$ 149	\$ 250	\$ 350
202	UNIFORMS AND CLOTHING	\$ 384	\$ -	\$ -	\$ -	\$ 350
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 833	\$ 425	\$ 120	\$ 250	\$ 250
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 75	\$ 40	\$ -	\$ -	\$ -
211	OTHER OPERATIONAL SUPPLIES	\$ 1,165	\$ 890	\$ -	\$ -	\$ -
214	POSTAGE/SHIPPING/DELIVERY	\$ 316	\$ 486	\$ 248	\$ 350	\$ 350
218	FUEL	\$ 2,285	\$ 576	\$ 307	\$ 1,516	\$ 700
221	AVIATION RESALE ITEMS	\$ 6,394	\$ 7,618	\$ 4,956	\$ 4,000	\$ 4,000
231	SOFTWARE	\$ 335	\$ -	\$ -	\$ -	\$ -
<b>Supplies Sub Total</b>		<b>\$ 13,055</b>	<b>\$ 10,487</b>	<b>\$ 5,779</b>	<b>\$ 6,366</b>	<b>\$ 6,000</b>
<hr/>						
301	MAINT-BLDG & STRUCTURES	\$ 64,193	\$ 17,770	\$ 18,403	\$ 57,550	\$ 80,950
302	MAINT-MOTOR VEHICLES	\$ 341	\$ 834	\$ 1,082	\$ 1,650	\$ 1,000
303	MAINT-EQUIP & MACHINERY	\$ 2,845	\$ 2,941	\$ 3,193	\$ 3,300	\$ 3,300
<b>Maintenance Sub Total</b>		<b>\$ 67,379</b>	<b>\$ 21,544</b>	<b>\$ 22,678</b>	<b>\$ 62,500</b>	<b>\$ 85,250</b>
<hr/>						
401	TELEPHONE & COMMUNICATIONS	\$ 8,805	\$ 4,508	\$ 2,728	\$ 5,782	\$ 10,800
402	RENTAL OF EQUIPMENT	\$ 20,110	\$ 19,200	\$ 16,911	\$ 19,200	\$ 20,940
407	SPECIAL SERVICES	\$ 872	\$ 533	\$ 365	\$ 371	\$ 700
408	ADVERTISING	\$ 765	\$ 779	\$ 794	\$ 794	\$ 810
409	TRAVEL & EDUCATION	\$ 239	\$ 231	\$ 295	\$ 300	\$ 400
410	UTILITIES - ELECTRICITY	\$ 35,739	\$ 28,409	\$ 18,084	\$ 25,560	\$ 25,560
411	ALARM SERVICE	\$ 360	\$ 360	\$ 300	\$ 360	\$ -
414	DUES & SUBSCRIPTIONS	\$ 1,043	\$ 568	\$ -	\$ 843	\$ 843
416	OTHER/PROFESSIONAL SERVICES	\$ 5,506	\$ 388	\$ 791	\$ 792	\$ 550
423	CONTRACT MOWING	\$ 38,610	\$ -	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 761	\$ 1,030	\$ 681	\$ 1,368	\$ 1,248
473	DEPRECIATION EXPENSE	\$ 120,959	\$ 120,959	\$ -	\$ -	\$ -
482	CREDIT CARD PROCESSING FEES	\$ 7,801	\$ 8,685	\$ 7,149	\$ 7,000	\$ 7,000
543	JANITORIAL CONTRACT	\$ 7,800	\$ 7,680	\$ 7,255	\$ 7,800	\$ 7,800
544	PEST CONTROL SERVICES	\$ 385	\$ 276	\$ 422	\$ 276	\$ 276
546	REFUNDS	\$ (1)	\$ -	\$ -	\$ -	\$ -
547	4A REIMBURSEMENT	\$ 2,764	\$ -	\$ -	\$ 300	\$ 300
<b>Service Sub-Total</b>		<b>\$ 252,518</b>	<b>\$ 193,606</b>	<b>\$ 55,777</b>	<b>\$ 70,746</b>	<b>\$ 77,227</b>
<hr/>						
602	CAPITAL-BLDGS & STRUCTURES	\$ -	\$ -	\$ -	\$ -	\$ 5,000
<b>Capital Sub total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>
<hr/>						
<b>Department Total</b>		<b>\$ 577,697</b>	<b>\$ 457,917</b>	<b>\$ 277,986</b>	<b>\$ 406,029</b>	<b>\$ 443,684</b>



# **GOLF COURSE FUND**

## GOLF COURSE FUND

REVENUES		2017	2018	2019		2020
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	GOLF COURSE REVENUE	114,785	420,420	422,871	686,506	646,977
	Total	\$ 114,785	\$ 420,420	\$ 422,871	\$ 686,506	\$ 646,977
<b>EXPENDITURES</b>						
EXPENDITURES		2017	2018	2019		2020
Department No		Actual	Actual	Year to Date	Budget	Proposed
39	GOLF COURSE	116,867	1,038,283	775,664	718,656	795,628
44	NON-DEPARTMENTAL EXPENSES	-	-	-	-	-
50	DEBT SERVICE	56,000	23,333	-	-	-
80	TRANSFERS OUT	7,000	7,000	5,250	7,000	7,000
	Total	\$ 179,867	\$ 1,068,617	\$ 780,914	\$ 725,656	\$ 802,628
<b>BALANCES</b>						
BALANCES		2017	2018	2019		2020
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	(65,082)	(648,196)	(358,043)	(39,150)	(155,651)
	Beginning Balance	(276,742)	(341,824)	(990,020)	(990,020)	(1,348,063)
	Ending Balance	(341,824)	(990,020)	(1,348,063)	(1,029,170)	(1,503,714)
	Fund Balance (audited)	182,538	191,980			
	Ending Balance as % of Expenditures	-190.04%	-92.65%	-172.63%	-141.83%	-187.35%



# Country View Golf Course



## Personnel Organization Chart



## Personnel Summary

There is no personnel for this program.

## Department Narrative

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

Goals				
<p><b>City Council Goals:</b></p> <ul style="list-style-type: none"> <li>• Quality Development</li> <li>• Healthy, Safe &amp; Vibrant Community</li> </ul> <p><b>Departmental Goals</b></p> <ul style="list-style-type: none"> <li>• Develop and implement land acquisition plan to acquire needed parcels of golf course property</li> <li>• Maintain course on a level greater than or equal to surrounding municipal courses</li> <li>• Increase awareness of the course through effective marketing</li> <li>• Make the golf course a pleasurable experience for the entire family and Lancaster residents</li> <li>• Initiate more golf programming for youth, beginner golfers, and women golfers</li> </ul>				
Budget Summary	2017-2018	2018-2019		2019-2020
	Actual	Actual	Budget	Budget
Personnel	178,822	-	-	-
Supplies	124,929	49,031	80,754	99,327
Maintenance	106,044	15,100	36,195	20,700
Other Services	628,487	711,533	554,207	675,601
Capital Outlay	-	-	47,500	-
<b>TOTAL</b>	<b>1,038,282</b>	<b>775,664</b>	<b>718,656</b>	<b>795,628</b>





# **SANITATION FUND**

## SANITATION FUND

REVENUES		2017	2018	2019		2020
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Garbage Collection	2,554,949	2,549,198	2,144,626	2,279,078	2,467,463
	Interest	3,625	19,426	35,281	2,200	44,892
	NCTCOG Grants	140,385	-	40,371	40,371	-
	<b>Total</b>	<b>\$ 2,698,959</b>	<b>2,568,625</b>	<b>\$ 2,220,278</b>	<b>\$ 2,321,649</b>	<b>\$ 2,512,355</b>
EXPENDITURES		2017	2018	2019		2020
Department No		Actual	Actual	Year to Date	Budget	Proposed
	2 ADMINISTRATION	9,163	12,862	11,104	12,180	15,050
	11 REFUSE SERVICE	1,419,904	1,461,287	1,102,746	1,247,888	1,587,188
	12 STREET MAINTENANCE	92,583	20,972	-	250,000	250,000
	43 NON-DEPARTMENTAL	9,437	10,731	53,326	86,026	35,000
	80 TRANSFERS OUT	150,000	150,000	112,500	150,000	154,500
	<b>Total</b>	<b>\$ 1,681,087</b>	<b>\$ 1,655,851</b>	<b>\$ 1,279,676</b>	<b>\$ 1,746,094</b>	<b>2,041,738</b>
BALANCES		2017	2018	2019		2020
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	1,017,871	912,773	940,602	575,555	470,617
	Beginning Balance	221,881	1,239,752	2,152,525	2,152,525	3,093,127
	Ending Balance	1,239,752	2,152,525	3,093,127	2,728,080	3,563,744
	Fund Balance (audited)	118,785	888,382			
	Ending Balance as % of Expenditures	73.75%	130.00%	241.71%	156.24%	174.54%



# 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

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
434	SPECIAL EVENTS	\$ 9,163	\$ 12,862	\$ 11,104	\$ 10,676	\$ 15,050
494	MISC EXPENSE	\$ -	\$ -	\$ -	\$ 1,504	\$ -
<b>Services Sub Total</b>		<b>\$ 9,163</b>	<b>\$ 12,862</b>	<b>\$ 11,104</b>	<b>\$ 12,180</b>	<b>\$ 15,050</b>
<b>Department Total</b>		<b>\$ 9,163</b>	<b>\$ 12,862</b>	<b>\$ 11,104</b>	<b>\$ 12,180</b>	<b>\$ 15,050</b>

# Sanitation - Refuse Service

<b>BUDGET REPORT LINE ITEM DETAIL BY DEPARTMENT</b>	<b>Fund</b> <b>Department</b> <b>Program</b>	<b>19</b> <b>11</b> <b>0</b>	<b>TRASH &amp; RECYCLING SERVICE FUND</b> <b>REFUSE SERVICE</b>
---	--	------------------------------------	--

	2017	2018	2019	2019	2020
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
468 REFUSE SERVICES	\$ 1,401,255	\$ 1,442,896	\$ 1,102,746	\$ 1,247,888	\$ 1,587,188
470 BAD DEBT EXPENSE	\$ 18,649	\$ 18,391	\$ -	\$ -	\$ -
<b>Services Sub Total</b>	<b>\$ 1,419,904</b>	<b>\$ 1,461,287</b>	<b>\$ 1,102,746</b>	<b>\$ 1,247,888</b>	<b>\$ 1,587,188</b>
<b>Department Total</b>					
	<b>\$ 1,419,904</b>	<b>\$ 1,461,287</b>	<b>\$ 1,102,746</b>	<b>\$ 1,247,888</b>	<b>\$ 1,587,188</b>

# Sanitation - Street Maintenance

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund**                    **19**            **TRASH & RECYCLING SERVICE FUND**  
**Department**        **12**            **STREET MAINTENANCE**  
**Program**                **0**

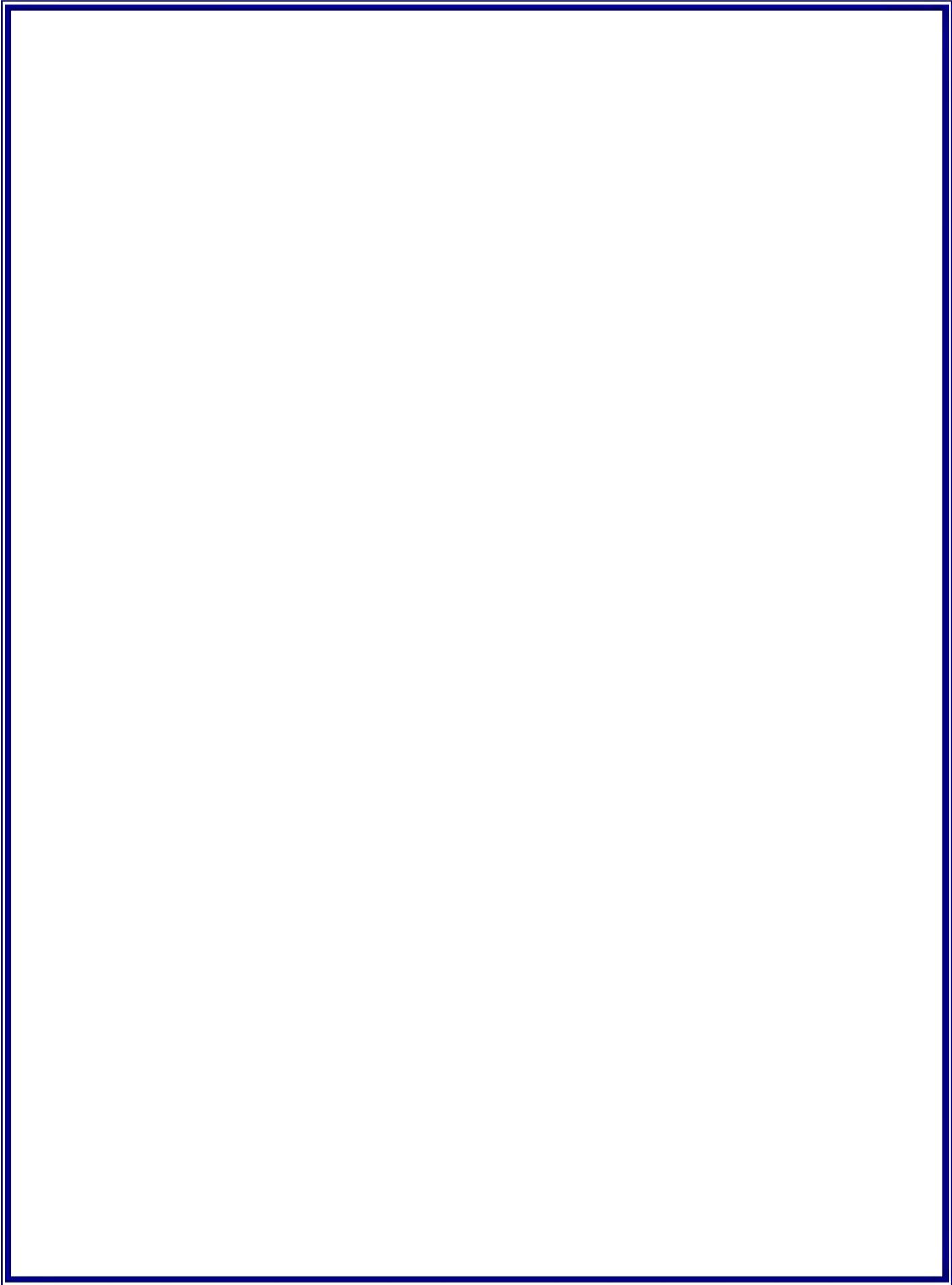
		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
304 MAINT-STREETS		\$ 90,689	\$ -	\$ -	\$ 250,000	\$ 250,000
473 DEPRECIATION EXPENSE		\$ 1,895	\$ 20,972	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 92,584</b>	<b>\$ 20,972</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>
Account Object	Description					
606 STREETS & DRAINAGE		\$ (1)	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ (1)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 92,583</b>	<b>\$ 20,972</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>

# Sanitation - Non Departmental

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund 19 TRASH & RECYCLING SERVICE FUND  
Department 43 NON-DEPARTMENTAL  
Program 0**

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
449	GRANT EXPENSE	\$ -	\$ -	\$ 15,795	\$ 51,026	\$ -
468	REFUSE SERVICES	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000
469	STORM DEBRIS PICKUP	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
473	DEPRECIATION EXPENSE	\$ 9,437	\$ 10,731	\$ -	\$ -	\$ -
610	CAPITAL-MOTOR VEHICLES	\$ -	\$ -	\$ 37,531	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 9,437</b>	<b>\$ 10,731</b>	<b>\$ 53,326</b>	<b>\$ 86,026</b>	<b>\$ 35,000</b>
<b>Department Total</b>		<b>\$ 9,437</b>	<b>\$ 10,731</b>	<b>\$ 53,326</b>	<b>\$ 86,026</b>	<b>\$ 35,000</b>



# **DEBT SERVICE FUND**

## DEBT SERVICE FUND

REVENUES		2017	2018	2019		2020
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Property Taxes	5,955,958	6,161,854	6,885,554	5,588,373	7,607,074
	Interest	7,895	42,696	41,552	6,500	25,552
	Transfers In	6,438,217	1,395,458	170,512	227,750	-
	Other Revenue	6,208	-	-	-	-
	<b>Total</b>	<b>\$ 12,408,278</b>	<b>\$ 7,600,008</b>	<b>\$ 7,097,618</b>	<b>\$ 5,822,623</b>	<b>\$ 7,632,626</b>
EXPENDITURES		2017	2018	2019		2020
Department No		Actual	Actual	Year to Date	Budget	Proposed
	50 Debt Service	11,467,210	6,271,603	4,486,194	4,887,248	5,591,820
	80 Transfers Out	-	1,128,838	-	-	-
	<b>Total</b>	<b>\$ 11,467,210</b>	<b>\$ 7,400,441</b>	<b>\$ 4,486,194</b>	<b>\$ 4,887,248</b>	<b>\$ 5,591,820</b>
BALANCES		2017	2018	2019		2020
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	941,067	199,567	2,611,424	935,375	2,040,806
	Beginning Balance	808,823	1,749,892	1,949,459	1,949,459	4,560,883
	Ending Balance	1,749,891	1,949,459	4,560,883	2,884,834	6,601,689
	Ending Balance as % of Expenditures	15.26%	26.34%	101.66%	59.03%	118.06%

# Debt Service

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund**                    **2**                    **DEBT SERVICE FUND**  
**Department**        **50**                    **DEBT SERVICE**  
**Program**              **0**                    **DEBT SERVICE**

#NAME?	Description	2017	2018	2019	2019	2020
		Actual	Actual	YTD Actual	Budget	Proposed
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ -	\$ -	\$ 3,500	\$ 3,793
483	BOND ISSUANCE COSTS	\$ 92,884	\$ -	\$ -	\$ -	\$ -
502	PRINCIPAL RETIREMENT	\$ 2,805,000	\$ 2,978,170	\$ 2,795,000	\$ 2,240,000	\$ 2,685,000
503	INTEREST EXPENSE-BOND	\$ 3,511,089	\$ 3,725,454	\$ 1,696,153	\$ 3,073,154	\$ 3,263,865
504	BAB-REFUNDABLE INTEREST CREDIT	\$ (621,076)	\$ (610,214)	\$ (303,097)	\$ (607,601)	\$ (582,393)
505	PAYING AGENT FEES	\$ 5,497,675	\$ 3,000	\$ 3,750	\$ 3,000	\$ 3,000
508	PRINCIPAL-EQUIP LEASE/PURCHASE	\$ 6,422	\$ -	\$ -	\$ -	\$ -
509	INTEREST-EQUIP LEASE/PURCHASE	\$ 23	\$ -	\$ -	\$ -	\$ -
512	PRINCIPAL CHASE LEASE 2014	\$ 155,902	\$ 159,144	\$ 258,522	\$ 162,455	\$ 189,507
513	INTEREST CHASE LEASE 2014	\$ 19,291	\$ 16,049	\$ 35,866	\$ 12,740	\$ 29,048
<b>Services Sub Total</b>		<b>\$ 11,467,210</b>	<b>\$ 6,271,603</b>	<b>\$ 4,486,194</b>	<b>\$ 4,887,248</b>	<b>\$ 5,591,820</b>
<b>Department Total</b>		<b>\$ 11,467,210</b>	<b>\$ 6,271,603</b>	<b>\$ 4,486,194</b>	<b>\$ 4,887,248</b>	<b>\$ 5,591,820</b>

# 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**

#NAME?	Description	2017 Actual	2018 Actual	2019 YTD Actual	2019 Budget	2020 Proposed
502	PRINCIPAL RETIREMENT	\$ -	\$ -	\$ 145,000	\$ 475,000	\$ 480,000
503	INTEREST ON BONDS	\$ 264,822	\$ 235,106	\$ 109,374	\$ 217,506	\$ 205,907
505	PAYING AGENT FEES	\$ 1,250	\$ 2,750	\$ 1,250	\$ 2,000	\$ 2,000
510	BOND INTEREST EXPENSE	\$ 21,021	\$ -	\$ -	\$ -	\$ -
525	AMORTIZATION EXPENSE	\$ (16,774)	\$ (6,166)	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 270,319</b>	<b>\$ 231,690</b>	<b>\$ 255,624</b>	<b>\$ 694,506</b>	<b>\$ 687,907</b>
<b>Department Total</b>		<b>\$ 270,319</b>	<b>\$ 231,690</b>	<b>\$ 255,624</b>	<b>\$ 694,506</b>	<b>\$ 687,907</b>

# Regional Airport

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

**Fund 9 AIRPORT FUND  
Department 50 DEBT SERVICE  
Program 0**

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
502	PRINCIPAL ON BONDS	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 10,000
503	PRIN & INT BOND PAYMENTS	\$ 2,900	\$ 2,650	\$ 1,287	\$ 2,400	\$ 2,050
525	AMORTIZATION EXPENSE	\$ (5,842)	\$ (783)	\$ -	\$ -	\$ -
<b>Sub Total</b>		<b>\$ (2,942)</b>	<b>\$ 1,867</b>	<b>\$ 6,287</b>	<b>\$ 7,400</b>	<b>\$ 12,050</b>
<b>Total</b>		<b>\$ (2,942)</b>	<b>\$ 1,867</b>	<b>\$ 6,287</b>	<b>\$ 7,400</b>	<b>\$ 12,050</b>

# 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**

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
502	PRINCIPAL RETIREMENT	\$ -	\$ -	\$ -	\$ -	\$ 150,000
503	INTEREST ON BONDS	\$ -	\$ -	\$ -	\$ -	\$ 62,350
<b>Services Sub Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 212,350</b>
Account Object	Description					
702	TRANS TO PRIMARY GOV DSF	\$ 453,517	\$ 227,750	\$ 170,512	\$ 227,350	\$ -
<b>Transfer Sub Total</b>		<b>\$ 453,517</b>	<b>\$ 227,750</b>	<b>\$ 170,512</b>	<b>\$ 227,350</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 453,517</b>	<b>\$ 227,750</b>	<b>\$ 170,512</b>	<b>\$ 227,350</b>	<b>\$ 212,350</b>

# Parks, Recreation, Library - Debt Services

**BUDGET REPORT** Fund 17 SALES TAX 4B-CULTURAL/RECRTNL  
**LINE ITEM DETAIL** Department 50 4B DEBT SERVICE  
**BY DEPARTMENT** Program 0

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
502	PRINCIPAL ON BONDS	\$ -	\$ -	\$ 720,000	\$ 720,000	\$ 750,000
503	INTEREST ON BONDS	\$ -	\$ -	\$ 109,506	\$ 204,150	\$ 171,000
<b>Services Sub Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 829,506</b>	<b>\$ 924,150</b>	<b>\$ 921,000</b>
<b>Department Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 829,506</b>	<b>\$ 924,150</b>	<b>\$ 921,000</b>

# Storm Water - Debt Service

**BUDGET REPORT  
LINE ITEM DETAIL  
BY DEPARTMENT**

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

		2017	2018	2019	2019	2020
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
483	BOND ISSUANCE COSTS	\$ 2,322	\$ -	\$ -	\$ -	\$ -
502	PRINCIPAL RETIREMENT	\$ 30,000	\$ 30,000	\$ 35,000	\$ 35,000	\$ 30,000
503	INTEREST ON BONDS	\$ 14,824	\$ 14,850	\$ 7,208	\$ 14,200	\$ 13,150
505	PAYING AGENT FEES	\$ 137,367	\$ -	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 184,513</b>	<b>\$ 44,850</b>	<b>\$ 42,208</b>	<b>\$ 49,200</b>	<b>\$ 43,150</b>
<b>Department Total</b>		<b>\$ 184,513</b>	<b>\$ 44,850</b>	<b>\$ 42,208</b>	<b>\$ 49,200</b>	<b>\$ 43,150</b>

**City of Lancaster, Texas**  
**Notes to Basic Financial Statements**  
**September 30, 2018**

**Note 7: Long-term Liabilities**

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

	Beginning Balance (as restated)	Additions	Retirements	Ending Balance	Due Within One Year
<b>Governmental Activities</b>					
General obligation bonds	\$ 55,160,017	\$ -	\$ (2,690,000)	52,470,017	\$ 2,780,000
Certificates of obligation	14,340,000	-	(365,000)	13,975,000	375,000
Notes payable	3,716,561	-	(577,616)	3,138,945	618,049
Premiums on bond debt	2,579,060	-	(364,973)	2,214,087	-
Compensated absences	2,617,349	3,293,375	(2,617,349)	3,293,375	329,338
Capital leases	771,598	431,500	(159,144)	1,043,954	258,521
Total governmental activities	<u>\$ 79,184,585</u>	<u>\$ 3,724,875</u>	<u>\$ (6,774,082)</u>	<u>\$ 76,135,378</u>	<u>\$ 4,360,908</u>
<b>Business-type Activities</b>					
General obligation bonds	\$ 2,509,983	\$ -	\$ (940,000)	\$ 1,569,983	\$ 150,000
Certificates of obligation	5,815,000	-	(320,000)	5,495,000	330,000
Premiums on bond debt	170,722	-	(24,200)	146,522	-
Compensated absences	79,461	118,711	(79,461)	118,711	51,823
Total business-type activities	<u>\$ 8,575,166</u>	<u>\$ 118,711</u>	<u>\$ (1,363,661)</u>	<u>\$ 7,330,216</u>	<u>\$ 531,823</u>
<b>Discretely Presented Component Units</b>					
Notes payable to primary government	<u>\$ 8,010,000</u>	<u>\$ -</u>	<u>\$ (845,000)</u>	<u>\$ 7,165,000</u>	<u>\$ 880,000</u>
Total discretely presented component units	<u>\$ 8,010,000</u>	<u>\$ -</u>	<u>\$ (845,000)</u>	<u>\$ 7,165,000</u>	<u>\$ 880,000</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.

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

**City of Lancaster, Texas**  
**Notes to Basic Financial Statements**  
**September 30, 2018**

General obligation bonds, revenue bonds, certificates of obligation, notes payable and capital leases outstanding at September 30, 2018, consist of the following:

	<u>Governmental Activities</u>	<u>Water and Sewer</u>	<u>Airport</u>	<u>Total Primary Government</u>
<b><u>General Obligation Bonds</u></b>				
\$22,995,000, 2010 General Obligation Build America Bonds, due in annual installments through February 15, 2040, 1.82% – 6.53%	\$ 19,395,000	\$ -	\$ -	\$ 19,395,000
\$12,240,000, 2012 General Obligation Refunding Bonds, due in annual installments through February 15, 2024, 2.00% – 5.00%	7,570,000	190,000	55,000	7,815,000
\$22,530,000, 2015 General Obligation Refunding Bonds, due in annual installments through February 15, 2035, 2.00% – 3.75%	21,315,017	1,014,983	-	22,330,000
\$6,575,000, 2016 General Obligation Refunding Bonds, due in annual installments through February 15, 2032, 2.00% – 4.00%	<u>4,190,000</u>	<u>310,000</u>	<u>-</u>	<u>4,500,000</u>
	<u>\$ 52,470,017</u>	<u>\$ 1,514,983</u>	<u>\$ 55,000</u>	<u>\$ 54,040,000</u>
<b><u>Certificates of Obligation</u></b>				
\$12,000,000, 2010 Certificate of Obligation Build America Bonds, due in annual installments through February 15, 2040, 1.82% – 6.53%	\$ 10,135,000	\$ -	\$ -	\$ 10,135,000
\$7,585,000, 2011 Certificate of Obligation Bonds, due in annual installments through August 15, 2031, 2.00% – 3.50%	-	5,495,000	-	5,495,000
\$4,080,000, 2015 Certificate of Obligation Bonds, due in annual installments through February 15, 2035, 2.00% – 3.75%	<u>3,840,000</u>	<u>-</u>	<u>-</u>	<u>3,840,000</u>
	<u>\$ 13,975,000</u>	<u>\$ 5,495,000</u>	<u>\$ -</u>	<u>\$ 19,470,000</u>

**City of Lancaster, Texas**  
**Notes to Basic Financial Statements**  
**September 30, 2018**

The city has pledged future water customer revenues, net of specified operating expenses, to repay \$7.6 million in water system revenue bonds issued in 2011. Proceeds from the bonds provided financing for the improvement to the Airport. The bonds are payable solely from water customer net revenues and are payable through 2032. Annual principal and interest payments on the bonds are expected to require less than 25 percent of net revenues. The total principal and interest remaining to be paid on the bonds is \$6,800,613. Principal and interest paid for the current year and total customer net revenues were \$491,056 and \$3,025,564, respectively.

<u>Note Payable</u>	<u>Governmental Activities</u>	<u>Total Primary Government</u>	<u>Discretely Presented Component Units</u>
\$11,650,000 note payable, due in annual installments through February 15, 2024; 3.00% – 4.50%	\$ -	\$ -	\$ 5,600,000
\$1,125,000 note payable, due in annual installments through February 15, 2027; 2.00% – 3.75%	-	-	1,565,000
\$5,690,000 note payable, due in annual installments beginning October 2013 through October 2022; 7.00%	<u>3,138,945</u>	<u>3,138,945</u>	<u>-</u>
	<u>\$ 3,138,945</u>	<u>\$ 3,138,945</u>	<u>\$ 7,165,000</u>

**Capital Leases**

\$1,250,000 Lease Purchase Agreement due in monthly installments through January 15, 2024; 2.08%	\$ 612,454	\$ 612,454	\$ -
\$431,500 Lease Purchase Agreement due in bi-annual installments through May 25, 2025; 3.55%	<u>431,500</u>	<u>431,500</u>	<u>-</u>
	<u>\$ 1,043,954</u>	<u>\$ 1,043,954</u>	<u>\$ -</u>

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

**City of Lancaster, Texas**  
**Notes to Basic Financial Statements**  
**September 30, 2018**

As of September 30, 2018, property and equipment under capital leases is carried at \$3,114,667, with \$1,408,340 in estimated accumulated depreciation, included in fixed assets. Amortization of these assets is included with depreciation expense.

The annual requirements to amortize the long-term debt as of September 30, 2018, are as follows:

<b>General Obligation Bonds</b>						
<b>Fiscal Year</b>	<b>Governmental Activities</b>			<b>Business-type Activities</b>		
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2019	\$ 2,780,000	\$ 2,599,509	\$ 5,379,509	\$ 150,000	\$ 58,850	\$ 208,850
2020	2,870,000	2,481,830	5,351,830	150,000	53,500	203,500
2021	3,005,000	2,337,831	5,342,831	150,000	46,450	196,450
2022	3,155,000	2,185,511	5,340,511	155,000	39,225	194,225
2023	3,295,000	2,031,821	5,326,821	170,000	31,775	201,775
2024-2028	13,730,017	8,006,812	21,736,829	794,983	55,350	850,333
2029-2033	13,510,000	4,643,772	18,153,772	-	-	-
2034-2038	7,540,000	1,864,608	9,404,608	-	-	-
2039-2040	2,585,000	170,544	2,755,544	-	-	-
<b>Total</b>	<b>\$ 52,470,017</b>	<b>\$ 26,322,238</b>	<b>\$ 78,792,255</b>	<b>\$ 1,569,983</b>	<b>\$ 285,150</b>	<b>\$ 1,855,133</b>

<b>Certificates of Obligation</b>						
<b>Fiscal Year</b>	<b>Governmental Activities</b>			<b>Business-type Activities</b>		
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2019	\$ 375,000	\$ 759,345	\$ 1,134,345	\$ 330,000	\$ 161,056	\$ 491,056
2020	385,000	742,459	1,127,459	340,000	154,456	494,456
2021	395,000	723,744	1,118,744	355,000	147,656	502,656
2022	410,000	702,965	1,112,965	370,000	140,556	510,556
2023	420,000	681,265	1,101,265	385,000	129,456	514,456
2024-2028	2,785,000	3,015,179	5,800,179	2,165,000	464,881	2,629,881
2029-2033	3,770,000	2,159,519	5,929,519	1,550,000	107,550	1,657,550
2034-2038	4,085,000	978,570	5,063,570	-	-	-
2039-2040	1,350,000	89,107	1,439,107	-	-	-
<b>Total</b>	<b>\$ 13,975,000</b>	<b>\$ 9,852,152</b>	<b>\$ 23,827,152</b>	<b>\$ 5,495,000</b>	<b>\$ 1,305,612</b>	<b>\$ 6,800,612</b>

<b>Note Payable</b>			
<b>Fiscal Year</b>	<b>Governmental Activities</b>		
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2019	\$ 618,049	\$ 192,087	\$ 810,137
2020	661,313	148,824	810,137
2021	707,605	102,532	810,137
2022	704,137	53,000	757,137
2023	447,841	53,000	500,841
<b>Total</b>	<b>\$ 3,138,945</b>	<b>\$ 549,443</b>	<b>\$ 3,688,388</b>

**City of Lancaster, Texas**  
**Notes to Basic Financial Statements**  
**September 30, 2018**

<b>Note Payable</b>			
<b>Fiscal Year</b>	<b>Discretely Presented Component Units</b>		
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2019	\$ 880,000	\$ 271,500	\$ 1,151,500
2020	900,000	233,350	1,133,350
2021	945,000	187,925	1,132,925
2022	1,000,000	140,000	1,140,000
2023	1,040,000	94,050	2,494,675
2024-2028	<u>2,400,000</u>	<u>94,675</u>	<u>-</u>
Total	<u>\$ 7,165,000</u>	<u>\$ 1,021,500</u>	<u>\$ 7,052,450</u>

<b>Capital Leases</b>			
<b>Fiscal Year</b>	<b>Governmental Activities</b>		
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2019	\$ 223,649	\$ 35,866	\$ 259,515
2020	154,632	29,048	183,680
2021	158,193	23,614	181,807
2022	161,883	18,052	179,935
2023	165,704	12,359	178,063
2024-2025	<u>179,893</u>	<u>9,015</u>	<u>188,908</u>
Total	<u>\$ 1,043,954</u>	<u>\$ 127,954</u>	<u>\$ 1,171,908</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 0.95% and 4.42%, respectively. There were no significant changes in the component unit's proportion to the plan during fiscal year 2018.

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



# APPENDIX

# **RESOLUTIONS & ORDINANCES**

**ORDINANCE NO. 2019-09-31**

**AN ORDINANCE OF THE CITY OF LANCASTER, TEXAS, ESTABLISHING CURRENT 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 have, and has, the authority to 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, 2019 and ending September 30, 2020; and

**WHEREAS**, such budget contains a program of planned expenditures and establishes authorized positions within the police and fire departments, to effect economy in operations and betterment of municipal services, which includes intended and planned changes to the operations and staffing 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 at sixty-five (65) effective October 1, 2019 and the total number of authorized positions within the Lancaster Police Department remain at sixty-five (65) effective October 1, 2019; and

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

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

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

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

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

<u>Classification</u>	<u>POLICE</u> <u>Authorized</u> <u>No. of Positions as of</u> <u>10/01/2019</u>
Assistant Chief	2
Police Lieutenant	6
Police Sergeant	7
Police Officer	50
<hr/> Total	<hr/> 65

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

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

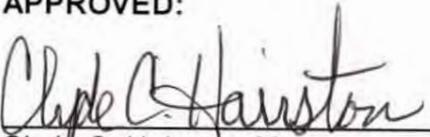
**SECTION 5.** This ordinance shall take effect on October 1, 2019.

**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 16<sup>th</sup> day of September, 2019.

**ATTEST:**

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

**APPROVED:**

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

**APPROVED AS TO FORM:**

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

**ORDINANCE NO. 2019-09-32**

**AN ORDINANCE OF THE CITY OF LANCASTER, TEXAS, ESTABLISHING CIVIL SERVICE ASSIGNMENT PAY WITHIN THE POLICE DEPARTMENT; ESTABLISHING CERTIFICATION PAY FOR THE POLICE AND FIRE DEPARTMENTS; PRESCRIBING THE DESCRIPTION AND RATES OF PAY FOR EACH SPECIALIZED ASSIGNMENT AND/OR CERTIFICATION; 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 assignment pay and shall prescribe the rate of pay 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, 2019 and ending September 30, 2020; 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; and

**WHEREAS**, it is the express intent of the City Council that the city provide for civil service assignment pay for special assignments made by the Department Head and approved by the City Manager; and

**WHEREAS**, § 143.042 of the Texas Local Government Code states that the governing body of a municipality may authorize assignment pay for fire fighters or police officers who perform specialized functions in the Fire or Police Department; and,

**WHEREAS**, § 143.042 (c) of the Texas Local Government Code requires that the governing body must set forth in an ordinance the amount of assignment pay and the conditions under which it is to be payable to members of the Fire and Police Departments; and,

**WHEREAS**, § 143.043 of the Texas Local Government Code permits municipalities to authorize assignment pay for members of the Police Department who perform the duties and responsibilities of the field training officer program; and

**WHEREAS**, §143.044(b) of the Texas Local Government Code permits municipalities to authorize certification pay for fire fighters and police officers who possess certifications, and the governing body must set forth in an ordinance the amount of certification pay and the certifications for which it is to be payable to members of the Fire and Police Department; and

**WHEREAS**, such budget contains a program of planned expenditures and for authorized assignment pay 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 assignment pay within each classification for the police department is set forth as follows:

A) The assignment of "Criminal Investigator-Detective" is a specialized function within the Lancaster Police Department and that assignment involves investigating higher grade misdemeanors and felonies for prosecution in County and District Court. When a member is designated by the Police Chief or his designee to serve as "Criminal Investigator—Detective" for the Department, that member is entitled to receive \$80.00 per pay period as "CID" assignment pay.

B) The assignment of "Field Training Officer" is a specialized assignment within the Lancaster Police Department. The assignment of "Field Training Officer" involves training and evaluating police recruits on the policies, practices, and procedures of the Lancaster Police Department. The Police Chief or his designee assigns capable Police personnel to this position of responsibility in accordance with his or her demonstrated knowledge and familiarity with the Field Training Officers Program. Because the assignment of "Field Training Officer" requires additional and specialized duties, when a member holds the appropriate certifications AND is designated in writing by the Police Chief or his designee to serve as a "Field Training Officer," that member is entitled to receive an additional \$80.00 per pay period as "FTO Assignment Pay."

C) The assignment of "Canine Officer" is a specialized function/assignment within the Lancaster Police Department and that assignment involves training and utilizing Canine officers. When a member is designated by the Police Chief or his designee to serve as "Canine Officer" for the Department, that member is entitled to receive \$80.00 per pay period as "K9" assignment pay.

D) The assignment of "Community Relations Officer" is a specialized assignment within the Lancaster Police Department and that assignment involves engaging the community outside of a normal assigned schedule to provide a direct link with the Lancaster Police Department. When a member of the Lancaster Police Department is designated by the Police Chief or his designee in writing to serve as "Community Relations Officer" for the Department, that member is entitled to receive \$80.00 per pay period as "CR" assignment pay.

**SECTION 2:** That City Council hereby establishes the paramedic pay within each classification for the fire department is set forth as follows:

A) The assignment of "Paramedic Pay" is a specialized function within the Lancaster Fire Department and that assignment involves providing advanced emergency medical care. Members certified by the Texas Department of State Health Services (TDSHS) is entitled to receive \$80.79 per pay period as "PII" certificate pay.

**SECTION 3:** That City Council hereby establishes the certification pay within each classification for the fire and police department is set forth as follows:

A) The assignment of "Language Skills Assignment Pay" to Police Officers and Fire Fighters who have demonstrated through a validated third party verification process the ability to communicate in a foreign language beneficial to the Citizens of Lancaster as identified through the most recent U.S. Census as well as American Sign Language; and whose assignment requires that he or she utilize those skills, is entitled to receive \$32.31 per pay period for Language Skills 2 "LS2" assignment pay for verbal, reading and writing; or \$16.51 per pay period for Language Skills 1 "LS1" verbal assignment pay.

B) The assignment of Certificate Pay for Police Officers and Fire Fighters with a current certification issued by the Texas Commission on Law Enforcement (TCOLE) or Texas Commission on Fire Protection (TCFP) that member is entitled to receive \$23.25 per pay period for intermediate certificate, or \$46.25 per pay period for advanced certificate, or \$69.25 for master certificate.

**SECTION 4:** That City Council hereby establishes that terms of this ordinance and/or any payment of "assignment pay" do not apply to a member who is performing any of these duties on a "step-up," "acting" or any other temporary basis.

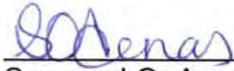
**SECTION 5. Severability:** If any provision, section, clause, sentence, unenforceable or phrase of this ordinance is for any reason held to be unconstitutional, void, invalid, or the validity of the remainder of this ordinance or its application shall not be affected, it being the intent of the City Council in adopting 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 6. 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 expressly repealed or amended as indicated.

**SECTION 7.** This ordinance shall take effect on October 1, 2019.

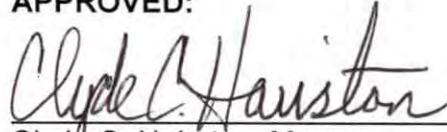
**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 16<sup>th</sup> day of September, 2019.

**ATTEST:**



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

**APPROVED:**



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

**APPROVED AS TO FORM:**



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

**ORDINANCE NO. 2019-09-34**

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS, APPROVING AND ADOPTING A BUDGET FOR PROCEEDS OF SEIZED PROPERTY FOR THE LANCASTER POLICE DEPARTMENT FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2019 AND ENDING SEPTEMBER 30, 2020; 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 2019-2020; 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, 2019 and ending September 30, 2020, is hereby approved as the adopted budget for proceeds of seized property on behalf of the Lancaster Police Department; and, the Lancaster Police Department shall expend 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, 2019, and ending September 30, 2020, for the various funds and purposes of the Lancaster Police Department, which is attached hereto and incorporated herein as Exhibit A and B and is summarized as follows:

<u>Exhibit "A"</u>	2019-2020
	Budget
<u>Fund</u>	<u>Expenditures</u>
Police Seized Funds – State	\$22,342.00

<u>Exhibit "B"</u>	
Police Seized Funds – Federal	\$37,592.00
<u>Total</u>	<u>\$59,934.00</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.

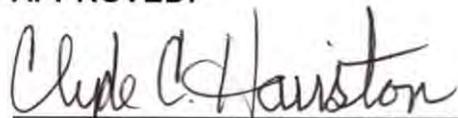
**SECTION 5.** That should any sentence, paragraph, subdivision, clause, phase or section of this ordinance be adjudged or held to be unconstitutional, illegal, or invalid, the same shall not affect the validity of this ordinance as a whole, or any part or provision thereof other than the part so decided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

**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 16<sup>th</sup> day of September, 2019

**ATTEST:**

  
 Sorangel O. Arenas, City Secretary

**APPROVED:**

  
 Clyde C. Hairston, Mayor

**APPROVED AS TO FORM:**

  
 David T. Ritter, City Attorney

# Police Seized Funds - State

BUDGET REPORT LINE ITEM DETAIL BY DEPARTMENT	Fund            11    POLICE SEIZED FUNDS - STATE Department    14    POLICE Program        0     POLICE DEPARTMENT
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Account Object	Description	2017	2018	2019	2019	2020
		Actual	Actual	YTD Actual	Budget	Proposed
202	UNIFORMS AND CLOTHING	\$ 3,510	\$ 195	\$ -	\$ -	\$ 11,171
204	MINOR EQUIPMENT	\$ 2,655	\$ 1,292	\$ -	\$ -	\$ -
211	OTHER OPERATIONAL SUPPLIES	\$ -	\$ -	\$ 445	\$ -	\$ -
<b>Supplies Sub Total</b>		<b>\$ 6,165</b>	<b>\$ 1,487</b>	<b>\$ 445</b>	<b>\$ -</b>	<b>\$ 11,171</b>
<hr/>						
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ -	\$ -	\$ 29	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 29</b>	<b>\$ -</b>	<b>\$ -</b>
<hr/>						
Account Object	Description					
405	DISTRICT ATTORNEY	\$ 419	\$ 3,307	\$ 2,093	\$ -	\$ -
409	TRAVEL & EDUCATION	\$ -	\$ -	\$ -	\$ -	\$ 11,171
450	ADMINISTRATIVE FEES	\$ 453	\$ -	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 872</b>	<b>\$ 3,307</b>	<b>\$ 2,093</b>	<b>\$ -</b>	<b>\$ 11,171</b>
<hr/>						
<b>Department Total</b>		<b>\$ 7,037</b>	<b>\$ 4,794</b>	<b>\$ 2,567</b>	<b>\$ -</b>	<b>\$ 22,342</b>

# Police Seized Funds - Federal

BUDGET REPORT LINE ITEM DETAIL BY DEPARTMENT	Fund                    12    POLICE SEIZED FUNDS - FEDERAL Department            14    POLICE DEPARTMENT Program                 0    POLICE DEPT EXPENDITURES
--	---

	2017	2018	2019	2019	2020
Description	Actual	Actual	YTD Actual	Budget	Proposed
202 UNIFORMS AND CLOTHING	\$ -	\$ -	\$ -	\$ -	\$ 18,796
204 MINOR EQUIPMENT	\$ 32,298	\$ 21,214	\$ 6,470	\$ -	\$ -
<b>Supplies Sub Total</b>	<b>\$ 32,298</b>	<b>\$ 21,214</b>	<b>\$ 6,470</b>	<b>\$ -</b>	<b>\$ 18,796</b>
<b>Account Object                    Description</b>					
421 PRINTING	\$ 415	\$ 10,126	\$ 21,875	\$ -	\$ -
434 SPECIAL PROJECTS	\$ -	\$ -	\$ -	\$ -	\$ 18,796
<b>Services Sub Total</b>	<b>\$ 415</b>	<b>\$ 10,126</b>	<b>\$ 21,875</b>	<b>\$ -</b>	<b>\$ 18,796</b>
<b>Department Total</b>	<b>\$ 32,713</b>	<b>\$ 31,339</b>	<b>\$ 28,345</b>	<b>\$ -</b>	<b>\$ 37,592</b>

**ORDINANCE NO. 2019-09-35**

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS, AMENDING LANCASTER CODE OF ORDINANCES CHAPTER 18: STREETS AND PUBLIC PLACES; ARTICLE 18.02 (ASSESSMENTS FOR STREET IMPROVEMENTS), BY REORGANIZING THE EXISTING ARTICLES UNDER THE HEADING OF DIVISION 1 (PETITION FOR IMPROVEMENT) AND ESTABLISHING A NEW DIVISION 2 (STREET MAINTENANCE FUND); ESTABLISHING A NEW STREET MAINTENANCE FUND IN THE AMOUNT OF \$.025 FOR EVERY \$1.00 RECIEVED FROM THE MAINTENANCE AND OPERATIONS PORTION OF THE CITY TAX REVENUE; PROVIDING FOR A REPEALER CLAUSE; PROVIDING A SAVINGS CLAUSE; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, the City Council of the City of Lancaster, Texas is a home rule city under its Charter adopted by the electorate pursuant to Article XI, Section 5 of the Texas Constitution and Chapter 9 of the Texas Local Government Code; and

**WHEREAS**, the City Council of the City of Lancaster deems the continued operation, functionality, and improvement of the City's transportation infrastructure to be of vital importance to the protection of the public health, safety, and welfare of its citizens; and

**WHEREAS**, the City Council of the City of Lancaster has determined in order to provide for a properly maintained public road system, it is advisable, necessary, and in the best interest of public health and safety to establish a Street Maintenance Fund; and

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

**Section 1.** The above recitals are incorporated into the body of this Ordinance as if copied herein in their entirety;

**Section 2.** That Chapter 18: Streets and Public Places, Article 18.02 (Assessments for Street Improvements) of the Code of Ordinances, City of Lancaster, Texas, be amended as follows:

1. Existing Sections 18.02.001 through 18.02.003 shall be designated with the new caption: "Division 1. Petition for Improvement"
2. The following sections and new division shall be added:

**"Division 2. Street Maintenance Fund**

**18.02.004. Creation of Street Maintenance Fund**

A separate fund, within the City's fund structure, shall be created as of the effective date of the ordinance, known as the Street Maintenance Fund, for the purpose of maintenance of the City's transportation system.

**18.02.005 Source of Funds**

The source of funds for the Street Maintenance Fund shall be the City's Maintenance and Operations (M&O) tax revenue. For each \$1.00 collected from the City's M&O tax revenue in a given tax year, \$.025 shall be appropriated to the Street Maintenance Fund. Should any conflict arise between this section and the City's duly adopted annual budget in any given tax year, the adopted budget shall control.

**18.02.006 Administration**

Street Maintenance Fund revenue shall be used only for maintenance and operations costs of the City's transportation infrastructure. Funds from sources other than the designated portion of the M&O tax revenue may be deposited into the Street Maintenance Fund."

\* \* \* \* \*

**Section 3.** All ordinances or resolutions or parts of ordinances or resolutions in conflict with the provisions of this Ordinance are hereby repealed to the extent of such conflict.

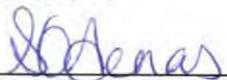
**Section 4.** Should any sentence, paragraph, subdivision, clause, phrase or section of this ordinance be adjudged to held to be unconstitutional, illegal, or invalid, the same shall not affect the validity of this Ordinance as a whole, or any part or provision thereof other than the part decided to be invalid, illegal, or unconstitutional.

**Section 5.** The Code of Ordinances, City of Lancaster, Texas shall remain in full force and effect, save and except as amended by this ordinance.

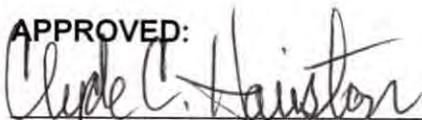
**Section 6.** This Ordinance shall become effective from and after its passage.

**DULY PASSED** by the City Council of the City of Lancaster, Texas, on the 16<sup>th</sup> day of September, 2019.

**ATTEST:**

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

**APPROVED:**

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

**APPROVED AS TO FORM:**

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

**ORDINANCE NO. 2019-09-36**

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS, APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2019 AND ENDING SEPTEMBER 30, 2020; 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 2019-2020; 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 \$3,476,081 OR 15.42%, AND OF THAT AMOUNT, \$1,909,851 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, 2019 and ending September 30, 2020, 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, 2019 and ending September 30, 2020 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, 2019, and ending September 30, 2020, for the various funds and purposes of the City of Lancaster, which is attached hereto and incorporated herein as Exhibit A.

**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.

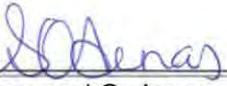
**SECTION 4.** That all notices and public hearings required by law have been duly completed.

**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.

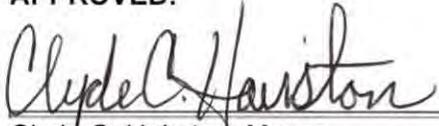
**SECTION 6.** That should any sentence, paragraph, subdivision, clause, phase or section of this ordinance be adjudged or held to be unconstitutional, illegal, or invalid, the same shall not affect the validity of this ordinance as a whole, or any part or provision thereof other than the part so decided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

**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 16th day of September, 2019.

**ATTEST:**

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

**APPROVED:**

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

**APPROVED AS TO FORM:**

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

## CITY-WIDE OPERATING FUND TOTALS

Fund Summary as of: 8/3/2019

TOTAL REVENUES		2017	2018	2019		2020
Fund Number	Fund	Actual	Actual	Year to Date	Budget	Proposed
1	General Fund	27,033,240	29,649,178	25,783,694	29,032,709	31,206,246
2	G.O. Debt Service	12,408,278	7,600,008	7,097,618	5,822,623	7,632,626
4	Street Maintenance	-	-	-	-	765,122
5	WaterWastewater	17,950,222	17,394,697	14,866,310	16,499,447	17,598,657
9	Airport	494,610	414,390	348,394	482,600	565,700
14	HotelMotel	139,955	149,662	137,101	187,544	183,429
16	LEDC/4A	1,264,079	2,634,623	1,021,822	1,372,321	1,476,902
17	LRDC/4B	3,333,935	3,508,775	2,507,672	3,255,142	3,670,906
18	Golf Course	114,785	420,420	422,871	686,506	646,977
19	Sanitation	2,698,959	2,568,625	2,220,278	2,321,649	2,512,355
21	E911	284,429	292,509	219,564	218,800	239,985
53	Stormwater	1,796,829	1,783,439	1,525,197	1,612,000	1,642,000
Total		\$ 67,519,320	\$ 66,416,326	\$ 56,150,520	\$ 61,491,341	\$ 68,140,906
TOTAL EXPENDITURES		2017	2018	2019		2020
Fund Number	Fund	Actual	Actual	Year to Date	Budget	Proposed
1	General Fund	24,807,289	25,560,465	21,931,057	29,029,718	31,421,288
2	G.O. Debt Service	11,467,210	7,400,441	4,486,194	4,887,248	5,591,820
4	Street Maintenance	-	-	-	-	944,000
5	WaterWastewater	14,282,254	16,086,124	14,425,679	17,021,398	16,100,832
9	Airport	(175,245)	483,447	316,083	455,842	498,857
14	HotelMotel	43,169	41,040	51,710	65,542	40,750
16	LEDC/4A	861,344	1,027,098	953,884	1,582,599	1,465,916
17	LRDC/4B	2,924,430	3,216,755	2,647,234	3,446,284	3,729,699
18	Golf Course	179,867	1,068,617	780,914	725,656	802,628
19	Sanitation	1,681,087	1,655,851	1,279,676	1,746,094	2,041,738
21	E911	116,341	186,641	212,145	213,028	287,227
53	Stormwater	1,366,846	1,195,801	988,649	1,576,407	1,620,041
Total		\$ 57,554,592	\$ 57,922,281	\$ 48,073,225	\$ 60,749,816	\$ 64,544,796
BALANCES		2017	2018	2019		2020
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	9,964,728	8,494,045	8,077,294	741,525	3,596,110
	Beginning Balance	9,167,699	19,132,427	27,626,472	35,703,766	35,703,766
	Ending Balance	19,132,427	27,626,472	35,703,766	36,445,291	39,299,876
	Fund Balance (audited)	27,844,362	23,006,965			
	Ending Balance as % of Expenditures	33.24%	47.70%	74.27%	59.99%	60.89%

ORDINANCE NO. 2019-09-37

**AN ORDINANCE OF THE CITY OF LANCASTER, TEXAS LEVYING AD VALOREM TAXES FOR FISCAL YEAR 2019/2020 AT \$0.840925 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:**

**SECTION 1.** There be and is hereby levied for the fiscal year 2019/2020 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 \$0.840925 on each \$100.00 assessed value of taxable property, and shall be apportioned and distributed as follows: \$0.5952 for the purpose of paying maintenance and operation, and defraying the expenses of current operations, and \$0.245725 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 7.10 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$-6.00.

**SECTION 4.** All 2019/2020 ad valorem taxes shall become due and payable on October 1, 2019, and shall become delinquent after January 31, 2020. If any person fails to pay the ad valorem taxes on or before the 31st day of January 2020, 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, 2020 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.

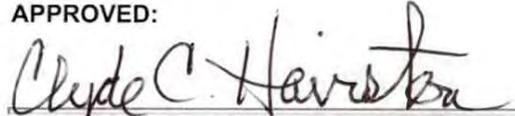
**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 16th day of September, 2019

**ATTEST:**



Sorangel O. Arenas, City Secretary

**APPROVED:**



Clyde C. Hairston, Mayor

**APPROVED AS TO FORM:**



David T. Ritter, City Attorney

RESOLUTION NO. 2019-09-60

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS, RATIFYING THE BUDGET FOR THE FISCAL YEAR 2019/2020 THAT RESULTS IN AN INCREASE OF REVENUES BY 7.10% FROM PROPERTY TAXES THAN THE PREVIOUS YEAR; 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 2019/2020; 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 year.

**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 2019/2020 which results in an increase of revenues from property taxes than the previous year.

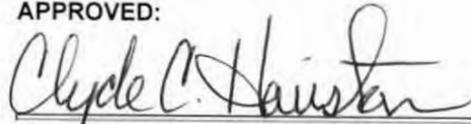
**SECTION 2.** This Resolution shall become effective immediately from and after its passage, as the law and charter in such cases provides.

**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 16th day of September, 2019.

**ATTEST:**

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

**APPROVED:**

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

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

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

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

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

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

**ADA:** Americans with Disabilities Act.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**CAFR:** Comprehensive Annual Financial Report.

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

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

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

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

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

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

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

**CIP:** Construction In Process.

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

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

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

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

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

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

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

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

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

**Current Taxes:** Taxes levied and due within one year.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**EMS:** Emergency Medical Services.

**EMT:** Emergency Medical Technician.

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

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

**EPA:** Environmental Protection Agency.

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

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

**FAA:** Federal Aviation Administration.

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

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

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

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

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

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

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

**FLSA:** Fair Labor Standards Act.

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

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

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

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

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

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

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

**FY:** Fiscal Year.

**GASB:** Governmental Accounting Standards Board.

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

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

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

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

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

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

**GIS:** Geographic Information System.

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

**G.O. Debt:** General Obligation Debt.

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

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

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

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

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

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

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

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

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

the parameters the bidders must work within are less stringent.

**Infrastructure:** The underlying permanent foundation or basic framework.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Line Items:** See Account Numbers (Codes).

**LISD:** Lancaster Independent School District.

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

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

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

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

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

**NCTCOG:** North Central Texas Council of Governments.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**ROW:** Rights-of-Way.

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

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

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

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

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

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

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

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

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

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

**TMRS:** Texas Municipal Retirement System.

**TNRCC:** Texas Natural Resources Conservation Commission.

**TRA:** Trinity River Authority.

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

**TXDOT:** Texas Department of Transportation.

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

**W & S:** Water and Sewer.

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

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

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

RESOLUTION NO. 2019-09-50

**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 "A," is hereby adopted as the investment policy of the City effective September 9, 2019;

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

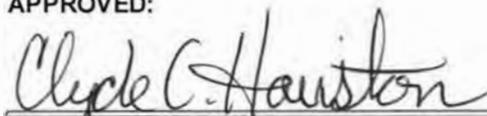
**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 9th day of September, 2019.

**ATTEST:**



Sorangel O. Arenas, City Secretary

**APPROVED:**



Clyde C. Hairston, Mayor

**APPROVED AS TO FORM:**



David T. Rre, City Attorney

Exhibit "A"

City of Lancaster, Texas  
INVESTMENT POLICY  
September 9, 2019



**Lancaster**



## **City of Lancaster, Texas Investment Policy**

### **I. Purpose**

The purpose of this document is to set forth specific investment policy and strategy guidelines for the City of Lancaster, Texas, the Lancaster Economic Development Corporation (LEDC), and the Lancaster Recreation Development Corporation (LRDC) in order to achieve the objectives in order of priority; safety, public trust, liquidity, diversification, and yield for all investment activity. This policy ensures compliance with Chapter 2256, Public Funds Investment Act of the Texas Government Code to define, adopt and annually review the investment policy of the city.

### **II. Policy Statement**

It is the policy of the City of Lancaster that the administration of its funds and the investment of those funds shall be handled as its highest public trust. Investments shall be made in a manner which will provide the maximum security of principal invested through limitations and diversification while meeting the daily cash flow needs of the City and conforming to all applicable state statutes governing the investment of public funds.

The receipt of a market rate of return will be secondary to the requirements for safety and liquidity. It is the intent of the City to be in complete compliance with local law and the Texas Public Funds Investment Act ("The Act"). The earnings from investment will be used in a manner that best serves the interest of the City.

### **III. Scope**

This investment policy applies to all the financial assets and funds of the City. The City commingles its funds into one pooled investment fund for investment purposes for efficiency and maximum investment opportunity. These funds shall be defined in the City's Annual Financial Report and any new funds created by the City unless specifically exempted by the City Council and this policy.

### **IV. Objective and Strategy**

The City shall manage and invest with five primary objectives, listed in order of priority: safety, public trust, liquidity, diversification and yield. Investments are to be chosen in a manner which promotes diversity by market sector, credit and maturity. The choice of high-grade government investments and high-grade money market instruments is designed to assure the marketability of those investments should liquidity needs arise. To match anticipated cash flow requirements the maximum

weighted average maturity of the overall portfolio may not exceed six months.

**A. Safety**

Safety of principal is the foremost objective of the City. Investments of the City shall be undertaken in a manner that seeks to insure the preservation of capital in the overall portfolio.

**B. Public Trust**

All parties of the City's investment process shall seek to act responsibly as custodians of the public trust. Investment advisors and officials shall avoid any transaction that might impair public confidence in the City's ability to govern effectively and maintain a sound, sustainable city government.

**C. Liquidity**

The City's investment portfolio will be based on a cash flow analysis of needs and will remain sufficiently liquid to enable it to meet all operating and debt/bond requirements which might be reasonably anticipated.

**D. Diversification**

Diversification of the portfolio will include diversification by maturity and market sector and will include the use of a number of broker/dealers for diversification and market coverage. Competitive bidding will be used on each sale and purchase.

**E. Yield**

The City's investment portfolio shall be designed with the objective of attaining a market rate of return, taking into account the City's risk constraints and the cash flow needs of the portfolio. "Market rate of return" may be defined as the average yield of the current six month U.S. Treasury bill.

Additional priorities are: (1) understanding of the suitability of the investment to the financial requirements of the city; and (2) marketability of the investment if the need arises to liquidate the investment before maturity.

Effective cash management is recognized as essential to good fiscal management. Cash management is defined as the process of managing monies in order to ensure maximum cash availability. The City shall

maintain a comprehensive cash management program which includes collection of accounts receivable, prudent investment of its available cash, disbursement of payments in accordance with invoice terms and the management of banking services.

**V. Legal limitations, Responsibilities and Authority**

Direct specific investment parameters for the investment of public funds in Texas are found in the Public Funds Investment Act, Chapter 2256, Texas Government Code, (the "Act"). The Public Funds Collateral Act, Chapter 2257, Texas Government Code, specifies collateral requirements for all public funds deposits. All investments will be made in accordance with these statutes.

**VI. Standards of Care**

**A. Delegation of Investment Authority**

The Chief Financial Officer, acting on behalf of the City is designated as the Investment Officer of the City and is responsible for investment management decisions and activities. The Director of Finance is designated as the Chief Financial Officer for the City of Lancaster. The Chief Financial Officer is also responsible for considering the quality and capability of staff, investment advisors, and consultants involved in the investment management and procedures. All participants in the investment process shall seek to act as a prudent person as custodian of the public trust.

The Investment Officer shall develop and maintain written administrative procedures for the operation of the investment program which are consistent with this policy. The Procedures will include reference to safekeeping, require and include the "Bond Market Master Repurchase Agreements" (as applicable), wire transfer agreements, banking services contracts, and other investment related activities.

The Investment Officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials and staff. The Investment Officer shall designate a staff person as a liaison/deputy in the event circumstances require timely action and the Investment Officer is unavailable.

No officer or designee may engage in an investment transaction except as provided under the terms of this policy.

**Authorization Resolution**

A Trading Resolution shall be established authorizing the Investment Officer to engage in investment transactions on behalf of the City. The persons authorized by the Resolution to transact business for the City must also be authorized to approve wire transfers used in the process of investing.

**B. Prudence**

The standard prudence to be used in the investment function shall be the "prudent person" standard and shall be applied in the context of managing the overall portfolio. This standard states: "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the expected income to be derived."

**Limitation of Personal Liability**

The Investment Officer and those delegated investment authority under this Policy, when acting in accordance with the written procedures and this Policy and in accord with the Prudent Person Rule, shall be relieved of personal liability in the management of the portfolio provided that deviations from expectations for a specific security's credit risk or market price change or portfolio shifts are reported in a timely manner and the appropriate action is taken to control adverse market effects.

**C. Internal Controls**

The Director of Finance is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the entity are protected from loss, theft, or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (a) the cost of a control should not exceed the benefits likely to be derived and (b) the valuation of costs and benefits requires estimates and judgments by management. Therefore,

The Director of Finance shall establish a process for annual independent review by an external auditor to assure compliance with

policies and procedures. Quarterly Investment Reports must be formally reviewed at least annually by the independent auditor and reported to the City Council.

A compliance audit of management controls on investments and adherence to the City's established investment policies will be conducted in conjunction with the City's annual audit by the independent auditor.

#### **Cash Flow Forecasting**

Cash Flow forecasting is designed to protect and sustain cash flow requirements of the City. Supplemental to the financial and budgetary systems, the Investment Officer will maintain a cash flow forecasting process designed to monitor and forecast cash positions for investment purposes.

#### **D. Ethics and Conflicts of Interest**

City employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair the ability to make impartial investment decisions. City staff shall properly disclose to the City Manager and City Secretary any material financial interest in a financial institution that conducts business with the City.

An investment officer or City Council member of the City who has a personal business relationship with an organization seeking to sell an investment to the City shall file a disclosure statement disclosing that personal business interest. An investment officer who is related within the second degree by affinity or consanguinity to an individual seeking to sell an investment to the City shall file a state with the Texas Ethics commission and the City Council disclosing that relationship.

#### **E. Training**

Investment officials must complete at least 10 hours of investment training within 12 months of taking office or assuming duties, and shall attend an investment training session not less than once in a two year period and receive not less than 10 hours of instruction relating to

investment responsibilities. The City shall provide the training through courses and seminars offered by professional organizations and associations in order to insure the quality and capability of the City's investment personnel making investment decisions in compliance with Public Funds Investment Act (PFIA). Professional organizations and associations that may provide investment training included the Government Treasurer's Organization of Texas, the University of North Texas, the Government Finance Officers Association of Texas, or the Texas Municipal League.

## **VII. Authorizations**

### **A. Authorized Investments**

Acceptable investments under this policy shall be limited to the instruments listed below and as further described by the Public Funds Investment Act.

1. Obligations of the United States Government, its agencies and instrumentalities and government sponsoring enterprises, not to exceed two years to stated maturity, excluding collateralized mortgage obligations (CMOs);
2. Fully insured or collateralized certificates of deposit from a bank doing business in the State of Texas and under the terms of a written depository agreement with the bank, not to exceed one year to stated maturity;
3. Repurchase agreement and reverse repurchase agreements as defined by the Act, not to exceed 180 days to stated maturity, provided an executed Bond Market Master Repurchase Agreement is on file with the City and the counterparty bank or primary dealer. Flex repurchase agreements used specifically for capital projects may extend beyond two years but only to match the expenditure plan of the projects;
4. No-load, SEC registered money market funds, each approved specifically before use by the City;

5. Constant dollar Texas Local Government Investment Pools as defined by the Public Funds Investment Act; and

If additional types of securities are approved for investment by public funds by state statute, they will not be eligible for investment by the City until this policy has been amended and the amended version is approved by the City Council.

**B. Competitive Bidding Requirement**

All securities, including certificates of deposit, will be purchased or sold after three (3) offers/bids are taken to verify that the City is receiving fair market value/price for the investment.

**C. Delivery versus Payment**

All security transactions, including collateral for repurchase agreements, entered into by the City, shall be conducted on a delivery versus payment (DVP) basis.

**D. Exemption for Existing Investments**

Any investment currently held that does not meet the guidelines of this policy, but are authorized investments at the time of purchase, shall be exempted from the requirements of this policy and is not required to be liquidated. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.

**E. Authorized Financial Dealer and Institutions**

All investments made by the City will be made through either the City's banking services bank or a primary dealer. The Investment Officer will review the list of authorized broker/dealers annually. A list of at least three broker/dealers will be maintained in order to assure competitive bidding. The City Council must review, approve and adopt the Authorized List of Brokers on at least an annual basis.

Securities broker/dealers must meet certain criteria as determined by the Investment Officer. The following criteria must be met by those firms on the list:

- Provision of an audited financial statement each year
- Proof of certification by the National Association of Securities Dealers (NASD) and provision of CRM number
- Proof of current registration with the State Securities Commission

Every broker/dealer and bank the City transacts business with will be provided a copy of this Investment Policy to assure that they are familiar with the goals and objectives of the investment program. A representative of the firm will be required to return a signed certification stating that the Policy has been received and reviewed and that controls are in place to assure that only authorized securities are sold to the City.

**VIII. Diversification and Maturity Limitations**

It is the policy of the City to diversify its investment portfolio. Invested funds shall be diversified to minimize risk or loss resulting from over-concentration of assets in a specific maturity, specific issuer, or specific class of securities. Diversification strategies shall be established and periodically reviewed. At a minimum, diversification standards by security type and issuer shall be:

Security Type	Max% of Portfolio
U.S. Treasury obligations	100%
U.S. Government agencies and instrumentalities	Not to exceed 50%
Fully insured or collateralized CDs	100%
Repurchase agreements	100%
Money Market funds	80%
For Bond funds	
Local Government Investment Pools	100%
Liquidity Pools	Not to exceed 20%
Maximum percent ownership of pool 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.

In order to anticipate market changes and provide a level of additional security for all funds, the collateralization level required will be 102% of the market value of the principal and accrued interest. Collateral will be held by an independent third party safekeeping agent.

Securities pledged as collateral will be held in the City's name by an independent third party with whom the City has a current custodial agreement. The Investment Officer is responsible for entering into collateralization agreements with third party custodians in compliance with this Policy. The agreements are to specify the acceptable investment securities for collateral, including provisions in relation to possession of the collateral, the substitution or release of investment securities,

ownership of securities, and the method of valuation of securities. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the City and retained. Collateral shall be reviewed at least quarterly to assure that the market value of the pledged securities is adequate.

## **X. Performance Evaluation and Reporting**

### **A. Methods**

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

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

### **B. Performance Standards**

The investment portfolio shall be managed in accordance with the objectives specified in this policy (safety, public trust, liquidity, diversification, and yield). The portfolio should obtain a market average rate of return during a market/economic environment of stable interest rates. The investment officer shall determine whether market yields are being achieved by comparing the portfolio market yield to the three (3) month U.S. Treasury Bill, the six (6) month U.S. Treasury Bill and the two (2) year U.S. Treasury Note.

### **C. Marking to Market**

The market value of the portfolio shall be calculated at least quarterly and a statement of the market value of the portfolio shall be issued at least quarterly. The market value of each investment shall be obtained from a source such as the Wall Street Journal, a reputable brokerage firm or security pricing service and reported on the investment reports.

**XI. Depositories**

The City will designate one banking institution through a competitive process as its central banking services provider at least every three years. This institution will be used for normal banking services including disbursements, collections, and safekeeping of securities. Other banking institutions from which the City may purchase certificates of deposit will also be designated as a depository after they provide their latest audited financial statements to the City.

**XII. Investment Policy Adoption by City Council**

The City's Investment Policy shall be adopted annually by the City Council. The policy and strategies shall be reviewed on an annual basis prior to adoption. A written resolution approving the review and changes to the policy will be passed and recorded by the City Council.

**City of Lancaster, Texas  
Authorized Investment Officials**

Opal Mauldin-Jones, City Manager

Sharon Jungman, Assistant Director of Finance

**City of Lancaster, Texas**  
**Statement of Ethics and Conflicts of Interest**

Investment officials for the City of Lancaster shall refrain from personal business relationships with business organizations that could conflict with the proper execution of the investment program, or which could impair their ability to make partial investment decisions. This would only apply to personal business relationships with business organizations that have been approved by City Council to conduct investment transactions with the City of Lancaster.

An investment official is considered to have a personal business relationship with a business organization if:

- (1) The investment official owns 10 percent or more of the voting stock or shares of the business organization or owns \$5,000 or more of the fair market value of the business.
- (2) Funds received by the investment official from the business organization exceed 10 percent of the investment official's gross income for the previous year.
- (3) The investment official has acquired from the business organization during the previous year investments with a book value of \$2,500 or more for the personal account of the investment official.

I do hereby certify that I do not have a personal business relationship with any business organization approved to conduct investment transactions with the City of Lancaster, nor am I related within the second degree by affinity or consanguinity, as determined under Chapter 573, to an individual seeking to sell an investment to the City of Lancaster as of the date of this statement.

City of Lancaster  
Investment Officials

  
Opal Mauldin-Jones, City Manager

9 Sept. 2019  
Date

  
Sharon Jungman, Assistant Director of Finance

9/16/2019  
Date

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

**Broker/Dealers**

Hilltop Securities Inc.

**Public Depositories**

JP Morgan Chase, NA  
(Primary)

**Investment Pools**

TexPool

LOGIC

Texas Class

**City of Lancaster, Texas  
Certification by Business Organization**

*(date)*

City of Lancaster, Texas  
*(Attn: Designated Investment official)*  
211 N. Henry Street  
Lancaster, TX 75146  
Dear Mr./s. *(investment official)*:

This certification is executed on behalf of the City of Lancaster, Texas (the Investor) and \_\_\_\_\_ (the Business Organization), pursuant to the Public Funds Investment Act, Chapter 2256, Texas Government Code, (the Act) in connection with investment transactions conducted between the Investor and Business Organization.

The undersigned Registered Principal of the Business Organization hereby certifies on behalf of the Business Organization that:

1. The undersigned is a Registered Principal of the Business Organization offering to enter an investment transaction with the Investor (Note: as such terms are used in the Public Funds Investment Act, chapter 2256, Texas Local Government Code) and;
2. The Registered Principal of the Business Organization has received and reviewed the Investment Policy furnished by the Investor and;
3. The Registered Principal of the Business Organization has implemented reasonable procedures and controls in an effort to preclude investment transactions conducted between the Business Organization and the Investor that are not authorized by the Investor's investment policy, except to the extent that this authorization is dependent on an analysis of the makeup of the investor's entire portfolio or requires and interpretation of the subjective investment standards.

**Registered Principal**

**Broker Assigned to the Account**

Signed By: \_\_\_\_\_

\_\_\_\_\_

Printed Name: \_\_\_\_\_

\_\_\_\_\_

Title: \_\_\_\_\_

\_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_

# **CITY FACILITY INFORMATION**

# City of Lancaster

## Facilities

P. O. Box 940 Lancaster, Texas 75146

Web Site: [www.lancaster-tx.com](http://www.lancaster-tx.com)

Request City Services: [www.lancaster-tx.com](http://www.lancaster-tx.com)

### **Municipal Center • 211 North Henry Street • Lancaster, TX 75146**

Department	Office	Fax
Administration/City Manager	972-218-1300	972-275-0917
Community Relations	972-218-1300	972-218-1399
City Secretary	972-218-1311	972-275-0923
Planning & Development	972-218-1315	972-275-1862
Finance	972-218-1333	972-275-0913
Utility Administration	972-218-1328	972-275-3695
Purchasing	972-218-1329	972-218-3621
Economic Development	972-218-1300	972-218-3684
Building Services	972-218-3707	

### **Development Service Center • 700 East Main Street • Lancaster, TX 75146**

Department	Office	Fax
Animal Services	972-218-1210	972-227-7220
Code Compliance	972-218-1200	972-227-7220
Building Inspections	972-218-1200	972-227-7220
Streets/Stormwater	972-218-1200	972-227-7220
Parks	972-218-2306	972-218-3655
Engineering	972-218-1200	972-227-7220

### **Public Safety Building • 100 Craig Shaw Memorial Parkway • 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

### **Municipal Court • 220 West Main • Lancaster, TX 75146**

Department	Office	Fax
City Marshal	972-218-1340	972-223-8554
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 • 631 East Third Street • Lancaster, TX 75146**

Department	Office	Fax
Fleet Services	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	972-218-1300	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

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972-218-1305 [cneal@lancaster-tx.com](mailto:cneal@lancaster-tx.com)

