



ANNUAL BUDGET City of Cedar Hill, Texas **Fiscal Year 2013-2014**



We envision Cedar Hill as a premier city that retains its distinctive character; where families and businesses flourish in a safe and clean environment.



FY 2013-2014 Budget

This budget will raise more total property taxes than last year's budget by \$144,299 or (0.77%), and of that amount, \$84,231 is tax revenue to be raised from new property added to the tax roll this year.

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

- FOR: Franke, Haydin, Mc Cain, Swayze, Parvin, Mason, Shaw,
- AGAINST: None
- PRESENT and not voting: None
- ABSENT: None

Tax Rate	Proposed FY 2013-2014	Adopted FY 2012-2013
Property Tax Rate	\$0.69876	\$0.69569
Effective Rate	\$0.69876	\$0.69569
Effective M & O Tax Rate	\$0.51270	\$0.50963
Roll-Back Tax Rate	\$0.73888	\$0.73646
Debt Rate	\$0.18606	\$0.18606

The total amount of municipal debt obligation secured by property tax for the City of Cedar Hill is \$79,189,860.



**Annual Budget
for the
City of Cedar Hill, Texas**

Fiscal Year

October 1, 2012 through September 30, 2013

Presented to:

The City Council

Rob Franke	Mayor
Daniel C. Haydin, Jr.	Mayor Pro-Tem
Cory Spillman	Council Member
Wallace Swayze	Council Member
Chris Parvin	Council Member
Stephen Mason	Council Member
Clifford R. Shaw	Council Member

**Presented by:
The Budget Team:**

Alan E. Sims	City Manager
Greg Porter	Deputy City Manager
Melissa Valadez-Stephens	Assistant City Manager
Martin Avila	Finance Director
Tracey Tso	Human Resources Director
Kim Johnson	Accounting Manager
Greg Pervis	Budget Analyst



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Cedar Hill

For the Fiscal Year Beginning

October 1, 2012

Christopher P. Morrell *Jeffrey P. Evans*

President

Executive Director

TO THE HONORABLE MAYOR, CITY COUNCIL AND CITIZENS OF CEDAR HILL:

Presented herein is the Fiscal Year 2013-2014 approved operating budget. The budget represents the financial plan for providing various services for the year, as well as a policy document for the City. This budget concentrates on the goals set by the City Council and furthers the vision of Cedar Hill as a Premier City. In addition, it reflects the City's mission to deliver the highest quality municipal services to our citizens and customers, consistent with our community values as reflected in the Vision Statement, Mission Statement and Premier Statements.

BUDGET GOALS:

Vision Statement: We envision Cedar Hill as a Premier City that retains its distinctive character, where families and businesses flourish in a safe and clean environment.

Mission Statement: The mission of the City of Cedar Hill is to deliver the highest quality municipal services to our citizens and customers, consistent with our community values.

Premier Statements: Cedar Hill is safe.

Cedar Hill has Texas Schools of Choice.

Cedar Hill is clean.

Cedar Hill has vibrant parks and natural beauty.

Cedar Hill has a strong and diverse economy.

Cedar Hill has excellent, safe and efficient infrastructure.

Cedar Hill has distinctive character.

City Values:

Citizen Input and Participation

Accountability and Responsiveness

Diversity and Respect for Individual Differences

Highest Ethical Standards of Integrity

Teamwork and Regional Cooperation

Excellence and Continuous Improvement

The Vision, Mission and Premier Statements were not changed from the prior year; the FY 2013-2014 new theme is "Cedar Hill...Where opportunities grow naturally."

PRIORITIES/BUDGET FACTORS

In preparing the FY 2013-2014 Budget, the City was faced with the following three major budget factors:

- Improvement of Development Activity
- Stabilizing Property Tax Value
- Rising Health Care Costs

The budget factors in FY 2012-2013 were:

- Declining Property Tax Revenue
- Minimal Growth in Sales Tax
- Rising Health Care Costs

Property tax revenue, minimal growth in sales tax revenue and rising health care costs are common denominators in both years. A more comprehensive description is in the Executive Summary portion of this document.

I am pleased to report that this budget:

- ✓ Ensures that all debt requirements are met.
 - The current tax rate is adequate to satisfy the debt requirements and City operations.
- ✓ Funds each department adequately to continue services at existing levels.
 - The current budget is appropriately designed for all City departments to continue to provide services to our citizens.
 - The current budget provides a 4% merit increase for all general employees.

The following are highlights for the upcoming year and address the directive to make Cedar Hill a Premier City.

AD VALOREM TAX RATES

This budget is based upon the estimated effective tax rate of \$0.69876, which is a \$0.00307 increase to the tax rate to offset the loss in assessed valuation of existing property. The effective Maintenance & Operations (M&O) tax rate is estimated at \$0.51270 and the Interest and Sinking (I&S) tax rate is \$0.18606. Every year, the City receives the total value of all property in which taxes will be assessed from the Dallas and Ellis Central Appraisal Districts. The total taxable value this year is projected to increase by 0.17% from \$2,697,467,361 to \$2,702,074,018. The increase in taxable value totals \$4,606,657. New construction is estimated at \$12,054,420 and revaluations of existing property are estimated to decline \$7,447,763. General Fund property tax revenue for 2013-2014 is projected to increase by \$86,200 or 0.63% when compared to 2012-2013 budgeted revenues.

GENERAL FUND REVENUES

Revenue comparisons are last year's budgeted amounts versus this year's projected amounts, since last year's budgeted amounts were used to establish the level of services.

Total General Fund revenues are projected to decrease \$558,490 or 1.87%, primarily due to the lesser need for transfers between the 2012 – 2013 and 2013-2014 budgets. Included in the current year's revenues are transfers from the Street Construction Fund totaling \$351,730. Changes from the previous year's budget in General Fund revenues are discussed below.

Sales Tax – Fiscal Year 2013-2014 sales tax is estimated to increase by \$489,000 or 7.59% versus the 2012-2013 Budget. When the 2013-2014 budgeted sales tax of \$6,929,000 is compared to the current 2012-2013 estimate of \$6,664,685, it represents a 4% increase.

Franchise Taxes – Total franchise taxes are projected to increase by \$96,160 or 2.9% versus the 2012-2013 Budget.

Administrative Services Revenue – This revenue source is projected to increase by \$4,605 or 1.2% versus the 2012-2013 Budget.

Public Safety Revenue – This revenue source is projected to decrease by \$84,135 or 2.3% when compared to the 2012-2013 Budget. This decrease is primarily due to lower fines, forfeitures and grant revenue.

Community Development Revenues – These revenues are projected to decrease by \$25,050 or 3.7% when compared to the 2012-2013 Budget, primarily due to lower grant revenue.

Inter-fund Transfer – The proposed transfers of \$351,730 discussed above are needed to keep the General Fund's fund balance at or above the 25% fund balance policy.

COMPENSATION PLAN

The proposed budget includes funding for phase II of a market adjustment for sworn public safety personnel on October 1, 2013. The budget also includes a 4% merit increase for all general employees.

The City offers employees two medical plans, a PPO and a high deductible Health Savings Account (HSA) plan. Due to a high loss ratio, the City went out to bid to try to control costs. This process caused us to change carriers from *Blue Cross, Blue Shield of Texas* to *Aetna* and successfully reduced the potential increase from 19% to 11.81%. A majority of the increase is being passed on to the employees and the premium increase will depend on the plan selected.

GENERAL FUND EXPENDITURES

The General Fund is organized into four (4) major functions: Administrative Services, Public Safety, Community Development and Public Works. Each department or division is assigned to the appropriate major functional area. A description of each function is presented below.

ADMINISTRATIVE SERVICES

This function includes the Administration, Human Resources, Information Technology, Finance, Government Center and Nondepartmental Departments. The budget does not include any new programs for these departments. However, normal City operation will require equipment replacement, which will be purchased through the Equipment Fund.

The **Information Technology Department's** budget includes replacing 55 desktop computers, eight laptops and three tablets and fiber optic expansions.

PUBLIC SAFETY

This function includes the Police, Animal Control, Fire, Emergency Management, Municipal Court, Code Enforcement and Animal Shelter Departments. No new programs are recommended for these departments. However, normal City operation will require equipment replacement to be purchased through the Equipment Fund.

The **Police Department's** budget includes the transferring of the PACT unit to the Crime Control and Prevention District as approved by the voters. This year's budget includes replacing four patrol vehicles.

The **Fire Department's** budget includes replacing an ambulance, stretcher, three stair chairs and an SUV.

The **Emergency Management Department's** budget includes the replacement of an outdoor warning tornado siren at Fire Station 2.

The **Municipal Court's** budget includes replacing a mobile data terminal computer and E-court software.

The **Animal Shelter Department's** budget includes replacing an animal transport van.

COMMUNITY DEVELOPMENT

This function includes the Parks, Recreation, Library, Neighborhood Services and Planning Departments. Normal City operation will require equipment replacement, which is included in the Equipment Fund's budget.

The **Parks Department's** budget includes replacing a pickup truck, three zero-turning-radius mowers, two automatic external defibrillators and the addition of a Landscape Beautification Crew.

PUBLIC WORKS

This function includes the Street and Fleet Maintenance Departments. Normal City operation will require equipment replacement, which is included in the Equipment Fund's budget.

The **Fleet Maintenance Department's** budget includes updating their fleet inventory software.

WATER AND SEWER FUND

Revenues - The minimum charge for water increased by \$0.55 per \$1,000 gallons. The minimum charge for sewer increased \$0.74 per 1,000 gallons. This increase is the result of increased operating cost and lower average customer consumption.

Expenditures - The departments funded by the Water and Sewer Fund include Public Works Administration/Engineering, Water and Sewer Operations, Utility Billing, Information Technology and Nondepartmental. No programs are recommended for these departments.

EQUIPMENT FUND

A total of \$992,670 of replacement equipment is included in the budget.

SIGNIFICANT ACCOMPLISHMENTS FROM PRIOR YEAR

Clean - The City installed solar street lights in various subdivisions to continue Green initiatives.

Distinguished Budget Awards - The Finance Department received an award for providing a distinguished budget.

Mothers Against Drunk Drivers (MADD) - A Cedar Hill Police Officer received an award from MADD for a third year.

Operation Clean Sweep - The Code Enforcement Department continued to educate the public on code enforcement issues, resulting in fewer City code violations.

Parks - Adopted a Parks and Open Space Master Plan.

Police - The Police Department received a second renewal of Texas Recognized Agency for best practices.

Public Works - Completed 257 miles of water distribution line leak detection.

Texas Municipal League Library of Excellence Award - The Library received this award for superior library services provided to our patrons.

Tree City USA Designation - The Parks and Recreation Department received this award for distinguished efforts in tree preservation and beautification.

Utility Billing - The Utility Billing Department facilitated a public/private partnership for the Automatic Meter Infrastructure (AMI) project.

The content of the budget is a direct response to the Cedar Hill City Council's current and ongoing vision, values and directives to management. Various goals, along with specific objectives, meet those established by management and staff in formulating the FY 2014 Budget. I am confident this budget reflects the policy and direction established by the City Council.

Respectfully submitted,

Alan E. Sims
City Manager

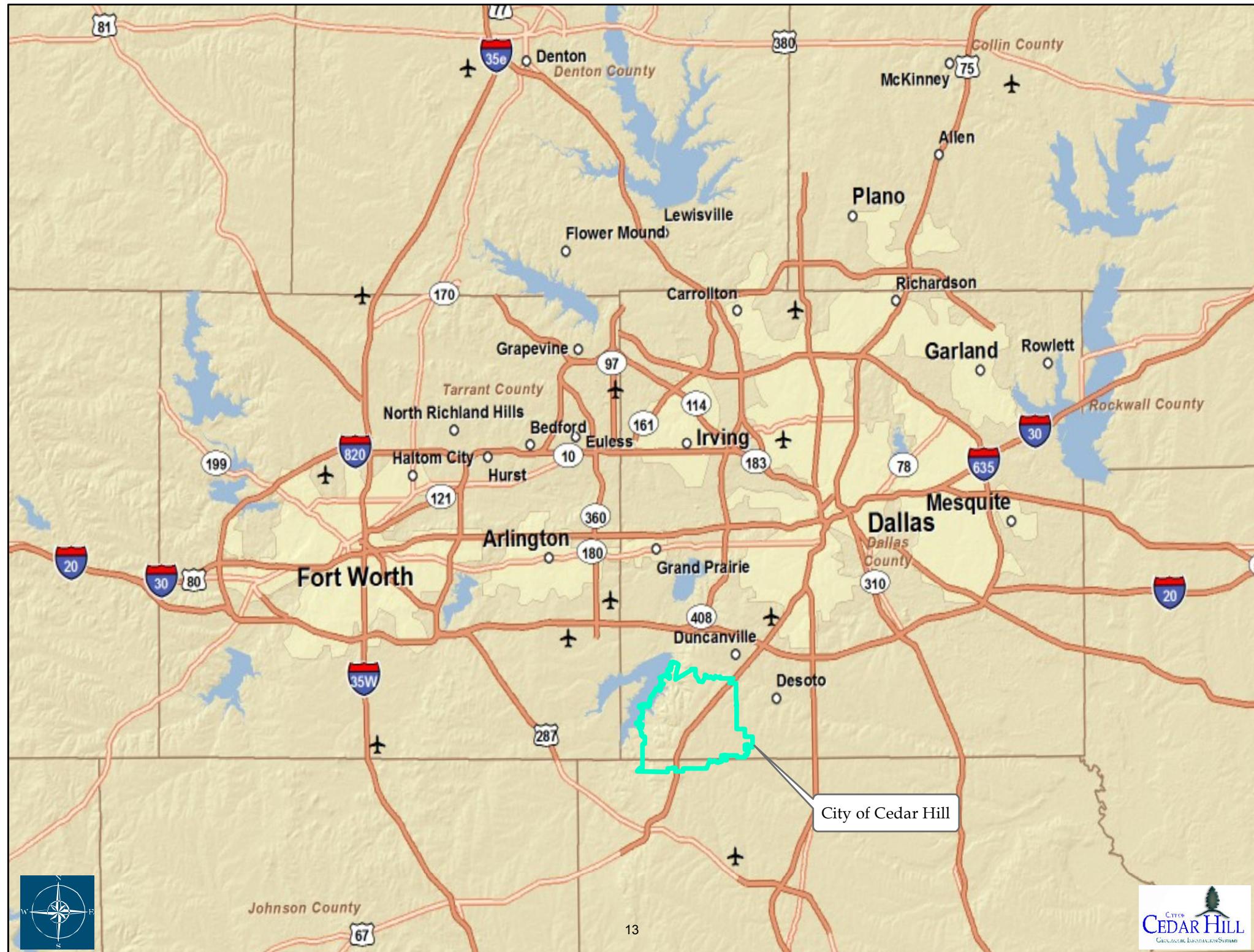
Vision Statement

We envision Cedar Hill as a Premier City that retains its distinctive character; where families and businesses flourish in a safe and clean environment.



Mission Statement

The mission of the City of Cedar Hill is to deliver the highest quality municipal services to our citizens and customers consistent with our community values.



Community Profile

Cedar Hill is located in southwestern Dallas County. This area, also known as "The Best Southwest" region, includes the surrounding cities of Duncanville, DeSoto and Lancaster. With easy access to I-20 and US Highway 67, Cedar Hill is home to many residents who commute to and from employment in Dallas and Fort Worth. Overlooking Joe Pool Lake and Cedar Hill State Park, the City offers its residents "hill country" scenery and hometown character only minutes away from big city activities. Approximately 50% of the City's 36 square miles is developed, which allows ample room for commercial and residential growth.

History

Cedar Hill is the oldest organized community in Dallas County and was once the temporary county seat. Located along the Old Chisholm Trail, the town was one of the first in north central Texas to be serviced by railroad. The City became a center of commercial activity for early settlers, cowboys and nearby farming households.

Settlement began in 1841 when the Congress of the Republic of Texas authorized W.S. Peters to locate colonists in the north central part of the Republic. In 1845, new settlers from Illinois came to Peters' Colony and settled in southwest Dallas County. This area provided the settlers with cooler temperatures than neighboring Dallas as it was the highest point between the Red River and the Gulf Coast. Because of the elevation and nearby cedar brakes, the settlers named the area Cedar Hill.

Growth and Development

For decades, Cedar Hill was nearly self-sufficient. Goods not produced in the area were shipped in via railroad. With the invention of the automobile, Cedar Hill experienced an economic decline as local citizens drove to Dallas to purchase goods from a greater variety of stores. However, in the 1940s, Cedar Hill experienced an influx of newcomers, and the town responded accordingly with expanded city services.

The estimated population of Cedar Hill is 46,829. There continues to be marked increase in retail development with the Lifestyle Center. Cedar Hill has industrial parks and sufficient acreage zoned for needed commercial and retail services. The City has carefully planned multi-use developments, attractive homes and open space for recreational and cultural activities.

Government

In 1938, Cedar Hill incorporated as a City, and in 1975, the City adopted a Home Rule Charter. Cedar Hill uses a Council-City Manager form of government. The City Council is comprised of an elected Mayor and six elected at-large Council Members. The City Manager is appointed by the City Council and acts as policy advisor to the Council and implements Council directives.

**CITY OF CEDAR HILL
STATISTICAL INFORMATION**

FORM OF GOVERNMENT	Home Rule Charter, Council/Manager
YEAR OF INCORPORATION	1938
YEAR CITY CHARTER ADOPTED	1975
LAND AREA	36 square miles
STREETS and ALLEYS (maintained by City).....	259 miles
R-O-W and MEDIANs MOWED.....	191 acres
MUNICIPAL WATER SYSTEM:	
• Water System Capacity	18 mgd
• Daily Average Consumption	7.9 mgd
• Number of Consumers	15,438
• Number of Sewer Connections.....	13,956
• Number of Fire Hydrants.....	2,339
• Miles of Water Mains.....	278
• Miles of Sewer Mains.....	215
FIRE STATIONS.....	4
ANNUAL LIBRARY SERVICES:	
• Circulation	133,749
• Volumes	73,823
PARKS ACREAGE	692
RECREATION SERVICES:	
• Bleachers	142
• Picnic Tables.....	101
• Benches.....	74
• Barbeque Grills.....	39
• Parks (approximately 672 acres)	30
• Practice Fields (baseball/softball/soccer/football).....	27
• Play Structures	24
• Drinking Fountains	19
• Soccer Fields (3 lighted)	18
• Baseball Fields	15
• Pavilions.....	13
• Basketball Courts.....	10
• Concession Stands.....	9

RECREATION SERVICES (continued):

• Softball Fields	8
• Ponds.....	8
• Thor Guards (lightning prediction system)	7
• Tennis Courts (2 lighted)	6
• Fountains (aerator)	6
• Football Fields (2 lighted)	4
• Walking Bridges	4
• Exercise Courses.....	4
• Gazebos.....	2
• Fishing Pier.....	1
• Outdoor Amphitheater	1
• Senior Citizens Center.....	1
• Outdoor Swimming Facility	1
• Recreation Center	1
• Disc Golf.....	1
• Swimming Pools.....	1
• Historical Marker.....	1
• Wishing Well	1

EDUCATION (Public Schools):

• Number of Facilities	15
• Number of Teachers.....	481
• Number of Registered Students	7,868
• Number of District Employees	1,017
• Average Daily Attendance	96.75%
• Total Education Tax Rate	\$1.525 per \$100 Valuation

Source: *Cedar Hill Independent School District*

DEMOGRAPHICS:

• Population.....	46,829
• Family Household Type	81.3%
• Non-Family Household Type	18.7%
• Number of Housing Units	16,142
• Average Household Income*	\$73,194
• Per Capita Income*	\$25,328
• Average Household Size*	2.88
• Average Market Value (Single Family Resident)**	\$127,285

Source: *Claritas Site Reports, 2012**

Source: *Dallas Central Appraisal District***

BOND RATINGS:

Rating Agency	General Obligation	Water and Sewer Revenue	Sales Tax Revenue
Moody's	Aa2	Aa2	Aa3
Standard and Poor's	AA	AA-	A

MAJOR BUSINESS INDUSTRY

The City of Cedar Hill has a diversified economic base. An excellent trainable labor force is available in the area, including northern Ellis County. City employment continues to benefit from employment in the traditional areas of education and government. Additional employment has been created by the growth of retail trade, service establishments and industry in the area. Below is a table of the top employers in Cedar Hill (50 employee minimum).

COMPANY	BUSINESS TYPE	NUMBER OF EMPLOYEES
Cedar Hill Independent School District	Public School District	1,025
Wal-Mart	Discount Retail Store	436
J. C. Penney	Distribution Center	425
City of Cedar Hill	Municipal Government	360
Super Target	Retail Store	180
DMI Corporation	Mechanical Contractor	150
Western Cabinets	Cabinet Products Manufacturer	125
Home Depot	Home Improvement Center	125
Dillard's	Department Store	125
J. C. Penney	Department Store	120
Crestview Court	Nursing and Rehabilitation Facility	120
Babe's Chicken	Restaurant	115
Northwood University	Private University	102
Albertson's	Grocery Store	95
Kroger	Grocery Store	90
P & W Quality Machines	Sheet Metal Fabrication	90
Kohl's	Department Store	86
Best Buy	Retail Store	80
MJB Wood Group, Inc.	Wood Products Manufacturer	80
Saltgrass Steak House	Restaurant	80
Sampco	Sample Board Manufacturer	70
Crescent Point	Assisted Living and Nursing Home	70
Sprouts Farmer's Market	Grocery Store	65
24 Hours Fitness	Fitness Facility	60
Trinity Christian School	Private School	55
Burger King	Restaurant	55
Johnston Metal Products	Metal Distribution	54
Old Navy	Retail Store	54
Central States Manufacturing	Metal Components Manufacturer	52
Dick's Sporting Goods	Sporting Goods Retailer	50
Masco Quality Doors	Manufacturer of Wooden Doors	50
Razoo's	Restaurant	50
Pep Wear	Custom Garment Manufacturer	50

*Source: Cedar Hill Economic Development Office

STATUTORY REQUIREMENTS

A very important financial resource for the City is the ad-valorem tax, better known as the property tax. It is important for all citizens to fully understand the makeup of the taxes levied on their properties. The following synopsis provides a basic working knowledge of property taxes and how they are determined.

The State of Texas determines which cities, school districts, counties and special districts are allowed to levy for property taxes. Several years ago, the State Legislature provided for the establishment of county appraisal districts. The purpose of appraisal districts is to determine the fair market value of all taxable property within a specific county. The taxable value of property is determined as of January 1st of each year.

The appraisal district notifies taxpayers of their assessed property valuations in March and allows the valuations to be challenged if the valuations are believed to be in error. A Tax Appraisal Review Board hears all tax protests and determines if the original valuation is correct or in error. On May 15th of each year, the appraisal district provides an estimate of total appraised property value to all taxing authorities. This preliminary estimate is used by the City to help project what revenues will be available in the next fiscal year. The preliminary estimate, while providing indications of an increasing or decreasing tax roll, is subject to fluctuations because of possible tax protests mentioned above.

The most important date relating to the appraisal district is July 25th. On or about that date, a certified appraisal roll must be provided to all taxing authorities. This certified roll provides a basis upon which a tax rate may be determined in order to produce the necessary revenues to operate City services. Upon receipt of the certified appraisal roll, the City must calculate the effective tax rate, the rollback tax rate and the proposed tax rate.

Calculation and Publication of the Effective Tax Rate - The effective tax rate produces the same tax revenue for the upcoming budget year as the prior year when properties taxed in both years are compared. The objective of the effective tax rate is to generate equal tax revenues, using taxable valuations from different years. State law requires that the effective tax rate be published in the newspaper, using a one-quarter page ad.

Calculation and Publication of the Rollback Tax Rate - State law allows the City to assess and collect up to 8% more revenue than what the effective tax rate would produce. If a taxing authority imposes a tax rate that produces revenue in excess of 8% over what the effective tax rate will produce, taxpayers may roll back the adopted rate to the 8% level. Generally, this involves a petition of eligible voters and a rollback election. State law requires that the rollback tax rate be published in the newspaper, using a one-quarter page ad.

Calculation and Publication of the Proposed Tax Rate - The tax rate, when applied to the certified appraisal roll, will produce adequate revenue to fund City services and bonded debt payments for the upcoming fiscal year. State law requires that the proposed tax rate be published in the newspaper, using a one-quarter page ad. If the proposed tax rate raises more revenue than the amount raised in the previous year, then the notice-and-hearing provisions apply as required by state law. Cedar Hill officials elected to adopt a tax rate of \$0.69876 for FY 2013-2014. A record vote was taken, and the City Council set the public hearing on the Budget on September 10th. The Annual Budget was also adopted on September 10, 2013.

The City Charter states, in part, that the City Council is authorized to levy an ad-valorem tax on all real, personal or mixed property within the territorial limits of Cedar Hill. State law provides that the ad-valorem tax rate is not to exceed a total of \$2.50 per each \$100 of assessed valuation of said property.

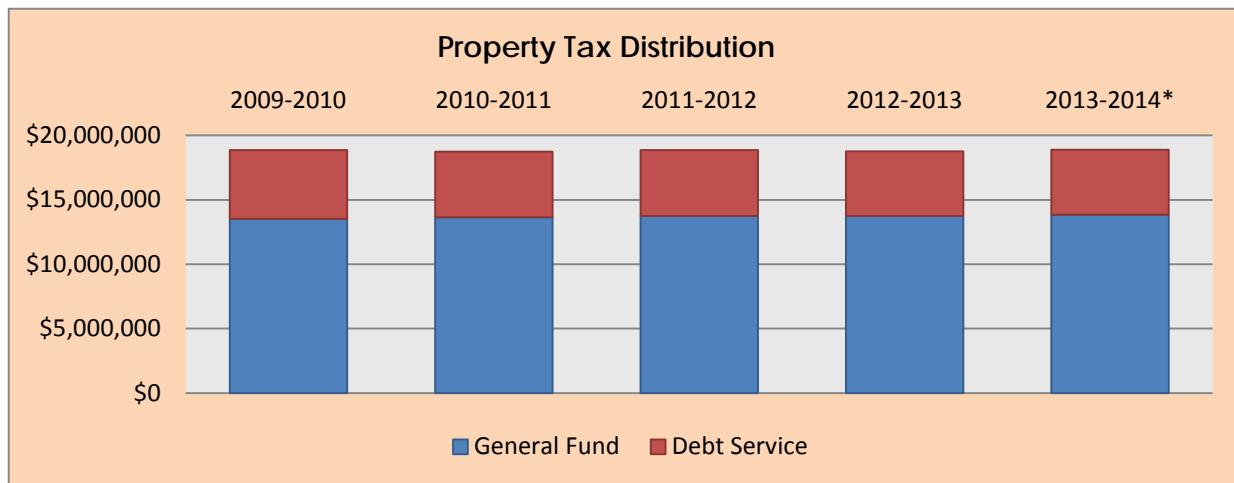
PROPERTY TAX RATE

There are two components of the property tax rate. The first component is for maintenance and operations while the second component relates to debt service requirements. When the City issues long-term debt, it plans for repayment of the debt by levying a tax sufficient to "cover" principal and interest requirements. Revenues generated from tax rates that exceed this amount may be used for general government operations. The General Fund Property Tax Revenue is projected to increase by 0.17%. The following table and chart depict the adopted tax rates, taxes collected and tax distribution in Cedar Hill for the past five years.

Fiscal Year	Certified Assessed Value	General Fund Tax Rate	Debt Service Tax Rate	Total Tax Rate	Total Tax Collections**
09/10	\$2,943,557,019	\$0.45949	\$0.18191	\$0.64140	\$18,879,975
10/11	\$2,795,373,935	\$0.48809	\$0.18191	\$0.67000	\$18,729,005
11/12	\$2,751,093,808	\$0.49982	\$0.18606	\$0.68588	\$18,869,202
12/13	\$2,697,467,361	\$0.50963	\$0.18606	\$0.69569	\$18,766,011
13/14*	\$2,702,074,018	\$0.51270	\$0.18606	\$0.69876	\$18,881,012

* Budget

** Includes current year, prior years' delinquent taxes, penalties and interest collected



In the following example, the table shows the annual City tax bill for various property values in past years and what each property owner should expect on the upcoming tax bill.

The City contracts with the County to send a tax bill to a property owner in Cedar Hill who owns a home valued at \$100,000. The tax rate adopted for this year is \$0.69876 per \$100 of valuation. Therefore, the City tax on a \$100,000 home is \$698.76. When the tax bill is paid, the City divides the payment into two portions: one is for debt service and one is for City operations. For FY 2013-2014, \$186.06 will be used for debt service requirements while the remaining \$512.70 will be used to fund City operations. For FY 2013-2014, the Maintenance and Operation (M and O) Tax Rate increased to \$0.51270, and the Interest and Sinking (I and S) Tax Rate remained at \$0.18606.

Fiscal Year	Tax Rate	\$100,000 Home	\$125,000 Home	\$150,000 Home	\$200,000 Home	\$250,000 Home
09/10	\$0.64140	\$641.40	\$801.75	\$962.10	\$1,282.80	\$1,603.50
10/11	\$0.67000	\$670.00	\$837.50	\$1,005.00	\$1,340.00	\$1,675.00
11/12	\$0.68588	\$685.88	\$857.35	\$1,028.82	\$1,371.76	\$1,714.70
12/13	\$0.69569	\$695.69	\$869.61	\$1,043.54	\$1,391.38	\$1,739.23
13/14*	\$0.69876	\$698.76	\$873.45	\$1,048.14	\$1,397.52	\$1,746.90

BASIS OF ACCOUNTING

The City's finances are accounted for in accordance with generally accepted accounting principles (GAAP) as established by the Governmental Accounting Standards Board (GASB).

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All Governmental Funds are accounted for, using a current financial resources measurement focus. All Proprietary Funds are accounted for, using a flow of economic resources measurement focus.

Governmental Fund Types - These include the General Fund, Special Revenue Funds, Debt Service Fund and Capital Projects Fund. Governmental Funds use a modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual, that is, when they are measurable and available. "Measurable" means that the amount of the transaction may be determined. "Available" means that the amount of the transaction is collectible within the current period, or soon enough thereafter, to pay liabilities of the current period. Substantially, all revenues are considered to be susceptible to accrual. Ad-valorem, sales and franchise tax revenues recorded in the General Fund and ad-valorem tax revenues recorded in the Debt Service Fund are recognized under the susceptible to accrual concept. Licenses and permits, charges for services, fines and forfeitures and miscellaneous revenues (except earnings on investments) are recorded as revenues when received in cash because they are generally not measurable until actually received. Investment earnings are recorded as earned since they are measurable and available. Expenditures are recognized when the related fund liability is incurred, if measurable, except for principal and interest on general long-term debt, which is recorded when due, and except for compensated absences that are recorded when payable from currently available financial resources.

Proprietary Fund Types - These include the Enterprise Fund and the Internal Service Fund. The funds are accounted for on a flow of economic resources measurement focus and use the full accrual basis of accounting. Under this method, revenues are recorded when earned, and expenses are recorded at the time the liabilities are incurred. This is different from the modified accrual basis of accounting for general Governmental Funds where revenues are recognized when they are measurable and available as explained above.

BASIS OF BUDGETING

The budget requirements stated in Section 102 of the Local Government Code reads, in part, as follows: "The Budget Officer shall prepare each year a municipal budget to cover the proposed expenditures of the municipal government for the succeeding year. The Budget Officer shall itemize the budget to allow as clear a comparison as practicable between expenditures included in the proposed budget and actual expenditures for the same or similar purposes made for the preceding year."

The basis of budgeting and the basis of accounting are essentially the same with the exceptions noted. The City's accounts are organized and operated on a fund and account group basis. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The City maintains the minimum number of funds in accordance with legal and managerial requirements. An account group is a reporting device to account for certain assets and liabilities of the Governmental Funds not directly recorded in those funds.

The City's Annual Budget is prepared and adopted on a basis consistent with GAAP for all Governmental Funds except the Capital Projects Fund that adopts project-length budgets. For Proprietary Funds, the Annual Budget presentation is based on revenues and expenditures rather than on expenses. In this type of budget presentation, depreciation in the Proprietary Funds is not displayed, and capital expenditures and bond principal payments are shown as uses of funds. All annual appropriations lapse at fiscal year end.

GOVERNMENTAL FUND TYPES

The acquisition, use and balances of the City's expendable financial resources and related liabilities are accounted for through Governmental Fund types. The following is a definition of each fund type used by the City of Cedar Hill.

General Fund - The General Fund is the general operating fund for the City. It accounts for all revenues and expenditures except those accounted for in other funds. Major functions financed by the General Fund include the following four categories:

- General Administration
- Public Safety
- Community Services
- Public Works

Special Revenue Funds - Special Revenue Funds are used to account for the proceeds of specific revenue sources. This category of funds includes the:

- Forfeiture Fund
- Animal Shelter Fund
- Animal Shelter Donation Fund
- Library Fund
- Hotel / Motel Tax Fund
- High Pointe Public Improvement District Fund
- Waterford Oaks Public Improvement District Fund
- Police Reserve Pension Fund
- Landscape Beautification Fund
- Joe Pool Lake Escrow Fund
- Traffic Safety Fund
- Community Development Corporation Fund
- Economic Development Corporation Fund
- Crime Control District (New)

Debt Service Fund - The Debt Service Fund accounts for the accumulation of the resources and the payment of general long-term debt principal, interest and related costs.

Capital Projects Fund - The Capital Projects Fund accounts for financial resources used for the construction of major general government capital facilities (other than those financed by the Enterprise Fund and the Community Development Corporation Fund). The active Capital Projects Fund for FY 2013-2014 includes the:

- Restricted Parks Fund
- Restricted Streets Fund
- Street Construction Fund
- Drainage Fund
- Building Improvement Fund
- Capital Recovery Fee Fund
- Government Center Fund
- Building Renovation Fund

PROPRIETARY FUND TYPES

Enterprise Fund - The Enterprise Fund consists of the Water and Sewer Fund and accounts for activity that is financed and operated similar to a private business enterprise.

Internal Service Fund - The Internal Service Fund consists of the Equipment Fund. The Equipment Fund is used to purchase equipment that exceeds \$2,500 and/or has three or more items with a life-expectancy over three years. The equipment is then leased to other City funds. Lease payments are based on cost reimbursement plus a service charge equal to the City's yield on investments. The Fund imposes a service charge in the lease payment to build reserve capital in an effort to make the Fund self-supporting. The General Fund will not pay a lease charge for the life of the equipment for equipment purchased this fiscal year.

BUDGET PROCESS

The City's Home Rule Charter provides for the presentation of the annual operating budget to the City Council by the City Manager. The City's fiscal year is from October 1 through September 30. In accordance with the Texas Local Government Code, the City Manager must submit a budget that includes a summary of expenditures by function, department and activity. Detailed estimates of expenditures for each activity are shown separately to support the proposed expenditures. In addition, the proposed budget must include the following:

- Outstanding obligations of the City
- Cash on hand credited to each fund
- Revenue received from all sources during the preceding year
- Funds available from all sources during the ensuing year
- Estimated revenue available to cover the budget
- Proposed tax rate needed to produce enough revenue to fund the budget

The budget preparation process began in February with the establishment of a Budget Team consisting of the City Manager, Deputy City Manager, Assistant City Manager, Finance Director, Human Resources Director, Accounting Manager and Budget Analyst. The Budget Team directs the budget process and sets the budget calendar.

Throughout the month of March, department directors developed operating budgets and capital project worksheets that identified and prioritized current and future permanent public improvements along with work schedules for such projects. The worksheets also detailed increases or decreases in operations and maintenance costs (if any) for the projects. In the months of April, May and June, the Budget Team met twice with each department director and division head. Funding for new program requests and continuation budgets was decided upon, and on August 9, 2013, the proposed budget was submitted to the City Council. The proposed budget, in draft form, was placed on file in the City Secretary's office for public review.

The City Council held the Facilities, Streets and Parks Capital Improvement Workshop on April 16, the Water and Sewer Workshop on May 7 the preliminary Budget Workshop on June 18 and the Budget Workshop on August 9, 2013. On September 10, 2013, a public hearing was conducted on the proposed budget. Immediately following the budget hearing, the City Council adopted the proposed operating and capital budgets and the proposed tax rate. The calendar timeline is presented on the next page.

2014 Budget Calendar

DAY/DATE	EVENT
Monday, February 7 th	2014 Budget Kick-Off Meeting (Power Pointe is finalized)
April 2 nd - May 3 rd	Budget Team interviews department director's financial projections
Tuesday, April 16th	City Council Streets and Park's - Capital Improvement Workshop
May 6 th - June 7 th	City Manager interviews department directors
Tuesday, May 7th	City Council Water and Sewer Capital Improvement Workshop
Friday, June 14 th	City Secretary post 72-hour notice for City Council Preliminary Workshop Meeting
Tuesday, June 18th	Preliminary 2014 Budget Workshop with City Council
June 19 th - June 28 th	Budget Team makes revisions from Preliminary Budget Workshop
July 1st - July 11th	RESERVED FOR CITY MANAGER ANALYSIS
Friday, July 12 th	Deadline for all budget decisions
July 15 th - July 25 th	Budget Analyst makes final changes for City Council Workshop
Friday, July 26 th	Dallas County Appraisal District and Ellis County Appraisal provide taxable values.

DAY/DATE	EVENT (page 2)
Wednesday, July 31 st	Proposed budget delivered to Council Members; File Budget with City Secretary
Tuesday, August 6 th	City Secretary post 72-hour notice for City Council 2014 Workshop Meeting.
Thursday, August 8 th	Deadline to provide newspaper with effective and rollback tax rates, schedules and fund balances for publication
Friday & Saturday, August 9th & 10th	City Council Workshop - Cedar Hill Government Center, 285 Uptown Boulevard - Fourth Floor Conference Room; (August 10th if necessary)
Friday, August 9 th	City Secretary posts 72-hour Notice of City Council Meeting to discuss Tax Rate
Sunday, August 11 th	Newspaper publishes effective and rollback tax rates, schedules and fund balances
Tuesday, August 13 th	Present Effective, Rollback Tax Rate, Schedules and Fund Balances to City Council. City Council to discuss Tax Rate. If proposed Tax Rate exceeds the Effective Rate or the Rollback Rate, take record vote and schedule required public hearing on proposed Tax Rate. A record vote is not required if the City Council keeps the Tax Rate at or below the zero effective rate.
Wednesday, August 14 th	Deadline to provide newspaper with "Notice of Public Hearing on Tax Increase" is the first quarter-page in newspaper.
Friday, August 16 th	Newspaper publishes required first one-quarter page entitled "Notice of Public Hearing on Tax Increase"
Friday, August 23 rd	City Secretary posts 72-hour notice for first public hearing; Last day to file copy of Budget with City Secretary
Friday, August 23 rd	Deadline to provide newspaper with second one-quarter page "Notice of Tax Revenue Increase."
Sunday, August 25 th	Newspaper publishes required second one-quarter page entitled "Notice of Public Hearing on Tax Increase."
Tuesday, August 27th	First public hearing

DAY/DATE	EVENT (page 3)
Thursday, August 29 th	Deadline to provide newspaper with second one-quarter page "Notice of Tax Revenue Increase."
Friday, August 30 th	City Secretary posts 72-hour notice for second public hearing;
Sunday, September 1 st	Newspaper publishes required one-quarter page entitled "Notice of Tax Revenue Increase"
Tuesday, September 3 rd	Second public hearing (Special Session) 3-14 days to adopt Tax Rate.)
Friday, September 6 th	City Secretary posts 72-hour notice for meeting at which City Council will adopt Budget
Friday, September 6 th	City Secretary posts 72-hour notice for meeting at which City Council will adopt Tax Rate
Tuesday, September 10 th	Public Hearing on Budget; adopt Budget; adopt Tax Rate
Wednesday, September 11 th	File adopted Budget with City Secretary and Library; City Secretary to file Budget with County Clerk
Friday, September 27 th	Last day to adopt, if September 3 Hearing occurs.

BUDGET AMENDMENTS

The Finance Department monitors all financial operations. If the Finance Director identifies the need to amend the current year budget, he presents his findings to the City Manager for review. The City Manager then presents his recommendations to the City Council. If the City Council decides a budget amendment is necessary, the amendment is adopted in ordinance format, and the necessary budgetary changes are then made.

PRIORITIES AND ISSUES AFFECTING THE BUDGET

The City of Cedar Hill identified two significant issues that would affect the preparation of the budget:

1. Flat Property Tax Revenue:

The City had a certified tax value of \$2,702,074,018. This was an increase of 0.17% from the FY 2013's estimate of \$2,697,461,361 which increased the tax roll by approximately \$4,600,000.

2. Increase in Sales Tax:

The Sales Tax Revenue was reflecting improving signs from the prior year. The City expects to receive \$6,664,685 which is a 3.97% increase from the FY 2013 estimate of \$6,929,000.

3. Rising Health Care Costs:

The City offers employees two medical plans, a PPO and a high deductible Health Savings Account (HSA) Plan. Due to a high loss ratio, the City went out to bid to try to control costs. This process caused the City to change carriers from *Blue Cross, Blue Shield of Texas* to Aetna and successfully reduced the potential increase from 19% to 11.81%.

Declining property tax revenue and minimal sales tax growth were two issues affecting the FY 2013 budget development.

THEME

The theme of the FY 2013 Budget is "Living responsibility, honoring our heritage and caring for the future." The table below provides ten examples of the theme and the resulting benefits to our citizens.

DEPARTMENT	ACTION	PREMIER STATEMENT/ CITIZEN BENEFIT
Administration	Receive and respond to citizens' concerns	Enhance accountability.
Code Enforcement	Respond to citizen complaints and violations.	Cedar Hill is clean.
Code Enforcement	Participate in Citywide Block Party	Cedar Hill has distinctive character by fostering in community involvement.
Fire Department	Exceed national response time	Cedar Hill is Safe.
Neighborhood Services	Expand neighborhood involvement in community events	Cedar Hill has Distinctive character.
Neighborhood Services	Report and communicate neighborhood feedback to City departments	Cedar Hill has Distinctive character
Police	Maintain high patrol visibility	Cedar Hill is Safe.
Parks	Remove graffiti from park structures	Cedar Hill has Vibrant Parks and Natural Beauty.
Public Works	Provide information regarding various environmental policies	Cedar Hill has Excellent, Safe and Efficient Infrastructure.
Utility Billing	Maintain Meter Change out Program	Replace meters that exceeded their life-expectancy.

For a complete listing, please contact the City of Cedar Hill at 972-291-5100.

NON-FINANCIAL GOALS

The City Council conducted its annual strategic planning session to design the City's future. They determined the most important aspects of each "Premier Statements" for staff and Council to focus time on. Following are the City's seven Premier Statements that provide direction for 2013:

Cedar Hill is Safe.

We believe our highest priority and the most significant use of taxpayer funds is keeping Cedar Hill a safe community. We are excited about the strong planning and strategic thinking our police and fire departments have undertaken. Our public safety personnel are committed to taking proactive steps to prevent crime, fires and injuries requiring emergency care.

Cedar Hill has Texas Schools of Choice.

Our school board has established a vision to be a "premier district, providing our community with a world-class educational system." Our City Council is committed to helping our school districts as well as Northwood University, Cedar Valley College and the University of North Texas-Dallas become Schools of Choice.

Cedar Hill is clean.

Our vision statement is a commitment to having a clean city. We want to maintain strong code enforcement, control litter and maintain right-of-ways. We are coordinating our comprehensive planning efforts and will continue initiatives to support stronger neighborhoods.

Cedar Hill has vibrant parks and natural beauty.

With the best parks in the area, Cedar Hill has set new standards for parks and open spaces. With so much development in our community, we have emphasized preservation of our natural beauty. Blessed with some of the most beautiful topography and spectacular views, we have a responsibility to preserve our trees, landscape and open spaces.

Cedar Hill has a strong and diverse economy.

Our quality of life and the land set aside for preserves, parks and trail systems is costly. Quality economic development is critical to pay for the services and infrastructure needed to support our citizens, businesses and many visitors who shop in our businesses and use our parks. We will continue to seek out and offer competitive incentives for quality business to locate in Cedar Hill.

Cedar Hill has excellent, safe and efficient infrastructure.

This emphasizes the holistic view of providing a foundation for City services (streets, hike and bike trails, water and waste water system, etc.) We continue to be involved with the long-term plans for widening US Highway 67 and the construction of Loop 9. These major thoroughfares will significantly affect future land use and growth areas of our City.

Cedar Hill has distinctive character.

Cedar Hill's distinctive character defines our City and our citizens. The character of the City is all encompassing and fosters community involvement and integration of our core values which are:

The table (on the next page) identifies a sample of the seven Premier Statements and the respective department's actions to achieve these goals. Each department has submitted a Work Plan in the later portion of this document.

PREMIER STATEMENTS	DEPARTMENTS	ACTION
Cedar Hill is safe.	Police	Maintain high visibility throughout the City
Cedar Hill is safe.	Police	Maintain average response time below six minutes
Cedar Hill is safe.	Fire	Respond to emergency medical calls within five or six minutes
Cedar Hill is safe.	Fire	Improve record keeping via electronic reporting
Cedar Hill is safe.	Emergency Management	Update Emergency Management Plan continuously
Cedar Hill is clean.	Code Enforcement	Patrol each neighborhood weekly
Cedar Hill is clean.	Code Enforcement	Perform same-day building inspections*
Cedar Hill is clean.	Streets and Drainage	Fill potholes within two business days
Cedar Hill is clean.	Streets and Drainage	Inspect all hazardous creeks and channels bi-annually
Cedar Hill is clean.	Water and Sewer	Maintain and repair wastewater system
Cedar Hill has vibrant parks and natural beauty.	Parks	Remove trash and debris from medians and right-of-ways
Cedar Hill has vibrant parks and natural beauty.	Parks	Maintain, mow and inspect City parks
Cedar Hill has excellent, safe and efficient infrastructure.	Streets and Drainage	Maintain creeks and channels to ensure flow of storm water
Cedar Hill has excellent, safe and efficient infrastructure.	Streets and Drainage	Maintain streets and alleys in a clean and safe condition
Cedar Hill has a strong and diverse economy.	Economic Development	Market Cedar Hill continuously
Cedar Hill has a strong and diverse economy.	Economic Development	Support local business development

*If called in prior to 6:30 a.m.

(continued)

PREMIER STATEMENTS	DEPARTMENT	ACTION
Cedar Hill has distinctive Character.	Neighborhood Services	Improve the relationship between the City and neighborhoods
Cedar Hill has distinctive character.	Neighborhood Services	Expand neighborhood involvement in the community
Cedar Hill has Texas Schools of Choice.	Library	Provide standardized test preparation courses
Cedar Hill has Texas Schools of Choice.	Library	Market literacy resource - allows children to read their favorite book online

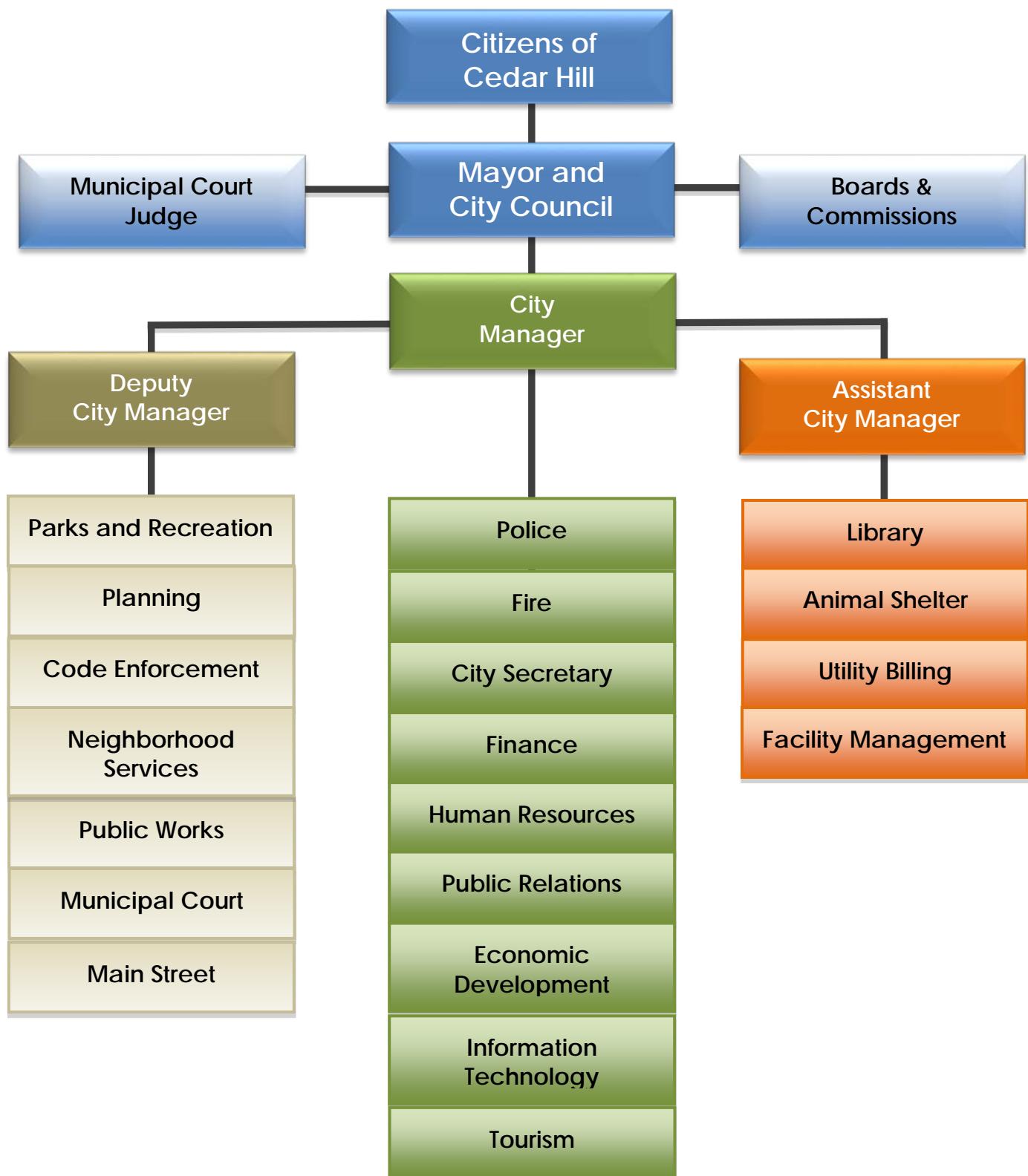
The following table (two-pages) provides a sample of Premier Statements, Short-Term and Long-Term goals that were discussed at the Council Retreat.

PREMIER STATEMENTS	SHORT-TERM GOALS	LONG-TERM GOALS
Cedar Hill is safe.	Fully staffed Public Safety	Safety everywhere at all times
Cedar Hill is safe.	A third Crime Analyst	Safe City reputation
Cedar Hill is safe.	All neighborhoods engaged in safety	Safest City in the metroplex
Cedar Hill has Texas Schools of Choice.	Achieve highest state ranking for the districts and all schools	Continued achievement of highest state ranking
Cedar Hill has Texas Schools of Choice.	Library construction underway; partnering with school district	Symbiotic relationship between City and CHISD
Cedar Hill has Texas Schools of Choice.	CHISD is technically sophisticated	Sustained excellence
Cedar Hill is clean.	Sustain Building Codes and Developments Regulations	Litter free City
Cedar Hill is clean.	City's fleet primarily alternate fuel-based	Clean air
Cedar Hill is clean.	Promote "greener" waste disposal habits for citizens and businesses	Signage compliments City's visual appeal
Cedar Hill has vibrant Parks and natural beauty.	Develop hiking/biking trails	Parks/Open Space are major economic generators
Cedar Hill has vibrant Parks and natural beauty.	Integrate bike lanes and bike traffic strategies	Best trail system in Texas
Cedar Hill has vibrant Parks and natural beauty.	Scenic overlook	The Model Tree City

(Continued)

PREMIER STATEMENTS	SHORT-TERM GOALS	LONG-TERM GOALS
Cedar Hill has Excellent, Safe and Efficient Infrastructure.	Utilizing completed Downtown Plan	Seamless integration of transportation
Cedar Hill has Excellent, Safe and Efficient Infrastructure.	City Circulator complete	Updated Comprehensive Plan/Building Codes
Cedar Hill has Excellent, Safe and Efficient Infrastructure.	Have a plan to respond to major federal, state road projects	Sustainable integrated quality of life
Cedar Hill has distinctive character.	Integrated volunteer base	An expectation of involvement within the community
Cedar Hill has distinctive character.	Established Marketing Plan	Easy to navigate, easy to get around City
Cedar Hill has distinctive character.	Thriving community organizations	Seamless succession of volunteer base/leadership
Cedar Hill has a strong and diverse economy.	65/35 residential-to-commercial ratio	55/45 residential to commercial ratio
Cedar Hill has a strong and diverse economy.	Full-service, First Class hotel	Multiple family entertainment areas
Cedar Hill has strong and diverse economy.	Established Internal Circulator System Trolley	Tourism sustained

City of Cedar Hill Organization Chart



**SUMMARY OF PERSONNEL
BY FUND**
(Total Full-Time and Part-Time Positions in FTE's)

DEPARTMENT / DIVISION	09/10	10/11	11/12	12/13	13/14
Administration	10.00	10.00	10.00	10.00	10.00
Human Resources	5.00	4.00	4.00	4.00	4.00
Information Technology	4.00	4.00	4.00	4.00	4.00
Finance	6.75	6.75	6.75	6.75	6.75
Government Center	2.50	2.50	4.39	2.50	2.50
Non-Departmental	1.50	0.77	0.77	2.27	2.27
Police	86.10	87.10	87.40	87.40	87.40
Animal Control	2.00	2.00	2.00	2.00	2.00
Fire	78.00	78.00	78.00	78.00	78.00
Municipal Court	6.80	7.43	7.43	7.93	7.93
Code Enforcement	9.00	9.00	9.00	9.00	9.00
Animal Shelter	10.53	10.53	10.53	10.53	10.53
Parks	26.40	26.40	26.40	26.40	28.40
Recreation	12.50	11.50	11.50	11.50	11.50
Library	10.72	10.72	10.72	10.72	10.72
Neighborhood Services	1.00	1.00	1.00	1.00	1.00
Planning	4.00	4.00	4.00	4.00	4.00
Streets and Drainage	14.25	14.25	14.25	14.25	14.25
Fleet Maintenance	3.00	3.00	3.00	3.00	3.00
Total General Operating Fund:	294.05	292.95	295.14	295.25	297.25
Water and Sewer	44.65	44.65	44.65	44.65	44.65
Total Water and Sewer Operating Fund:	44.65	44.65	44.65	44.65	44.65
Economic Development Corporation	3.00	3.00	3.00	3.00	3.00
Total Economic Development Operating Fund:	3.00	3.00	3.00	3.00	3.00
Valley Ridge Park	6.79	6.79	6.79	7.79	7.79
Recreation Center	22.50	22.50	23.00	23.00	23.00
Total Community Development Operating Fund:	29.29	29.29	29.79	30.79	30.79
GRAND TOTAL:	370.99	369.89	372.58	373.69	375.69

Note: FTE's based on 2,080 hours for conversion purposes.

BY DEPARTMENT / DIVISION and POSITION
(Total Full-Time and Part-Time Positions)

DEPARTMENT	PAY GRADE	09/10	10/11	11/12	12/13	13/14
Administration:						
City Manager	N/A	1.00	1.00	1.00	1.00	1.00
Deputy City Manager	N/A	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	N/A	0.00	1.00	1.00	1.00	1.00
City Secretary	620	1.00	1.00	1.00	1.00	1.00
Assistant to the City Manager	619	1.00	0.00	0.00	0.00	1.00
Public Relations Manager	618	1.00	1.00	1.00	1.00	1.00
Administrative Assistant to the City Manager	615	1.00	1.00	1.00	1.00	1.00
Executive Assistant	615	2.00	2.00	2.00	2.00	1.00
Executive Secretary	614	0.00	0.00	1.00	1.00	1.00
Administrative Secretary	612	1.00	1.00	0.00	0.00	0.00
Part-Time Receptionist	92	0.00	0.00	0.00	0.00	1.00
Part-Time Clerk	92	1.00	1.00	1.00	1.00	0.00
Subtotal:		10.00	10.00	10.00	10.00	10.00
Human Resources:						
Assistant City Manager	NA	1.00	0.00	0.00	0.00	0.00
Human Resources Director	621	1.00	1.00	1.00	1.00	1.00
Human Resources Generalist II	617	0.00	0.00	1.00	1.00	1.00
Human Resources Generalist I	616	1.00	1.00	1.00	1.00	1.00
Human Resources Analyst	615	1.00	1.00	0.00	0.00	0.00
Human Resources Assistant	613	1.00	1.00	1.00	1.00	1.00
Subtotal:		5.00	4.00	4.00	4.00	4.00
Information Technology:						
Information Technology Director	620	1.00	1.00	0.00	0.00	0.00
Information Technology Manager	620	0.00	0.00	1.00	1.00	1.00
Senior Systems Analyst	618	1.00	1.00	1.00	1.00	1.00
Information Systems Analyst	617	1.00	1.00	1.00	1.00	1.00
Part-Time Technician	94	0.50	0.50	0.50	0.50	0.50
Part-Time Clerk	91	0.50	0.50	0.50	0.50	0.50
Subtotal:		4.00	4.00	4.00	4.00	4.00
Finance:						
Finance Director	622	1.00	1.00	1.00	1.00	1.00
Accounting Manager	619	1.00	1.00	1.00	1.00	1.00
Senior Accountant	617	1.00	1.00	1.00	1.00	1.00
Budget Analyst/Purchasing Agent	616	1.00	1.00	1.00	1.00	1.00
Accountant	616	1.00	1.00	1.00	1.00	1.00
Account Clerk	611	1.00	1.00	1.00	1.00	1.00
Part-Time Account Clerk	92	0.75	0.75	0.75	0.75	0.75
Subtotal:		6.75	6.75	6.75	6.75	6.75
Government Center:						
Facility Manager	619	1.00	1.00	1.00	1.00	1.00
Building Maintenance Worker	613	1.00	1.00	1.00	1.00	1.00
Part-Time Building Attendant	91	0.50	0.50	2.39	0.50	0.50
Subtotal:		2.50	2.50	4.39	2.50	2.50
Non-Departmental:						
Building Maintenance Worker	613	1.00	0.00	0.00	1.50	1.50
Part-Time Building Maintenance Worker	91	0.50	0.77	0.77	0.77	0.77
Subtotal:		1.50	0.77	0.77	2.27	2.27

BY DEPARTMENT / DIVISION and POSITION
(Total Full-Time and Part-Time Positions)

DEPARTMENT	PAY GRADE	09/10	10/11	11/12	12/13	13/14
Police:						
Police Chief	622	1.00	1.00	1.00	1.00	1.00
Assistant Police Chief	850	2.00	2.00	2.00	2.00	2.00
Police Lieutenant	840	6.00	6.00	7.00	7.00	7.00
Police Sergeant	830	8.00	8.00	8.00	8.00	8.00
Police Corporal	825	0.00	0.00	8.00	8.00	8.00
Police Officer	820	50.00	50.00	41.00	41.00	41.00
Police Information Supervisor	617	1.00	1.00	1.00	1.00	1.00
Crime Manager (Grant)	616	0.00	1.00	1.00	1.00	1.00
Crime Victim Assistance Manager	615	1.00	1.00	1.00	1.00	1.00
Crime Analyst	615	1.00	1.00	1.00	1.00	1.00
Executive Assistant	615	0.00	0.00	1.00	1.00	1.00
Executive Secretary	615	1.00	1.00	0.00	0.00	0.00
Investigative Aide	614	1.00	1.00	1.00	1.00	1.00
Community Service Officer	614	2.00	2.00	2.00	2.00	2.00
Property Room Coordinator	614	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	612	1.00	1.00	1.00	1.00	1.00
Public Service Officer	612	5.00	5.00	5.00	5.00	5.00
Police Records Clerk	612	3.00	3.00	3.00	3.00	3.00
Part-Time Community Service Officers	94	1.60	1.60	1.60	1.60	1.60
Part-Time Administrative Secretary	93	0.50	0.50	0.80	0.80	0.80
Subtotal:		86.10	87.10	87.40	87.40	87.40
Animal Control:						
Animal Control Officer	614	2.00	2.00	2.00	2.00	2.00
Subtotal:		2.00	2.00	2.00	2.00	2.00
Fire:						
Fire Chief	622	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	960	0.00	0.00	1.00	1.00	1.00
Assistant Fire Chief	960	1.00	1.00	0.00	0.00	0.00
Battalion Chief	950	3.00	3.00	3.00	3.00	3.00
Fire Marshal	950	1.00	1.00	1.00	1.00	1.00
Emergency Medical Services Chief	950	1.00	1.00	1.00	1.00	1.00
Fire Captain	940	12.00	12.00	12.00	12.00	12.00
Fire Inspector	930	1.00	1.00	1.00	1.00	1.00
Driver/Engineer	930	12.00	12.00	12.00	12.00	12.00
Firefighter/Paramedic	920	45.00	45.00	45.00	45.00	45.00
Executive Secretary	614	1.00	1.00	1.00	1.00	1.00
Subtotal:		78.00	78.00	78.00	78.00	78.00
Municipal Court:						
Municipal Court Administrator	618	1.00	1.00	1.00	1.00	1.00
Senior Marshal	617	1.00	1.00	1.00	1.00	1.00
City Marshal	616	1.00	1.00	1.00	1.00	1.00
Juvenile Case Manager	615	0.00	0.00	0.00	1.00	1.00
Senior Court Clerk	614	1.00	1.00	1.00	1.00	1.00
Court Clerk	612	2.00	2.63	2.63	2.13	2.13
Bailiff	N/A	0.80	0.80	0.80	0.80	0.80
Subtotal:		6.80	7.43	7.43	7.93	7.93

BY DEPARTMENT / DIVISION and POSITION
(Total Full-Time and Part-Time Positions)

DEPARTMENT	PAY GRADE	09/10	10/11	11/12	12/13	13/14
Code Enforcement:						
Building Official	620	1.00	1.00	1.00	1.00	1.00
Neighborhood Code Services Manager	618	0.00	0.00	0.00	0.00	1.00
Code Enforcement Supervisor	617	1.00	1.00	1.00	1.00	0.00
Senior Building Inspector	616	1.00	1.00	1.00	1.00	1.00
Building Inspector	615	2.00	2.00	2.00	2.00	2.00
Senior Code Enforcement Officer	615	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer	614	2.00	2.00	2.00	2.00	2.00
Permit Technician	613	1.00	1.00	1.00	1.00	1.00
Subtotal:		9.00	9.00	9.00	9.00	9.00
Animal Shelter:						
Shelter Manager	618	1.00	1.00	1.00	1.00	1.00
Assistant Shelter Manager	615	1.00	1.00	1.00	1.00	1.00
Shelter Attendant	612	5.00	5.00	5.00	5.00	5.00
Part-Time Attendant	92	3.53	3.53	3.53	3.53	3.53
Subtotal:		10.53	10.53	10.53	10.53	10.53
Parks:						
Parks and Recreation Director	621	1.00	1.00	1.00	1.00	1.00
Parks Maintenance Superintendent	619	1.00	1.00	1.00	1.00	1.00
Parks Operations Supervisor	618	1.00	1.00	1.00	1.00	1.00
Parks Maintenance Crew Chief	615	3.00	3.00	3.00	3.00	4.00
Irrigation Technician/Maintenance Worker	614	1.00	1.00	1.00	1.00	1.00
Chemical Application Technician	614	1.00	1.00	1.00	1.00	1.00
Parks Maintenance Worker	612	6.00	6.00	6.00	6.00	6.00
Administrative Secretary	612	1.00	1.00	1.00	1.00	1.00
Part-Time and Seasonal Workers	N/A	11.40	11.40	11.40	11.40	12.40
Subtotal:		26.40	26.40	26.40	26.40	28.40
Recreation:						
Recreation Superintendent	619	1.00	1.00	1.00	1.00	1.00
Recreation Operations Supervisor	618	0.00	0.00	0.00	0.00	1.00
Athletic Supervisor	616	1.00	1.00	1.00	1.00	0.00
Athletic Coordinator	615	1.00	1.00	1.00	1.00	1.00
Project Specialist	615	0.00	0.00	1.00	1.00	1.00
Senior Center Supervisor	614	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	612	2.00	1.00	0.00	0.00	0.00
Part-Time Bus Driver	94	0.63	0.63	0.63	0.63	0.63
Part-Time Senior Center Coordinator	92	0.63	0.63	0.63	0.63	0.63
Part-Time and Seasonal Lifeguards	92-93	5.25	5.25	5.25	5.25	5.25
Subtotal:		12.50	11.50	11.50	11.50	11.50
Library:						
Library Director	621	1.00	1.00	1.00	1.00	1.00
Manager of Library Services	618	1.00	1.00	1.00	1.00	1.00
Children's Services Manager	617	0.00	0.00	0.00	1.00	1.00
Systems Librarian	617	1.00	0.00	0.00	0.00	0.00
Reference Librarian	616	1.00	1.00	1.00	1.00	1.00
Children's Librarian	616	1.00	1.00	1.00	1.00	1.00
Library Circulation Coordinator	614	1.00	1.00	1.00	0.00	0.00
Administrative Secretary	612	1.00	1.00	1.00	1.00	1.00
Library Assistant	612	0.00	0.00	0.00	0.00	0.00
Part-Time Library Assistant	92	1.35	1.35	1.35	1.35	1.35
Part-Time Clerk	91	2.00	3.00	3.00	3.00	3.00
Part-Time Page	90	0.37	0.37	0.37	0.37	0.37

BY DEPARTMENT / DIVISION and POSITION
(Total Full-Time and Part-Time Positions)

DEPARTMENT	PAY GRADE	09/10	10/11	11/12	12/13	13/14
Subtotal:		10.72	10.72	10.72	10.72	10.72
Neighborhood Services:						
Neighborhood Services Coordinator	616	1.00	1.00	1.00	1.00	1.00
Subtotal:		1.00	1.00	1.00	1.00	1.00
Planning:						
Director of Planning	621	1.00	1.00	1.00	1.00	1.00
Senior Planner	617	1.00	1.00	1.00	1.00	1.00
Planner	616	1.00	1.00	1.00	1.00	1.00
Development Services Coordinator	615	0.00	0.00	1.00	1.00	1.00
Executive Secretary	614	1.00	1.00	0.00	0.00	0.00
Subtotal:		4.00	4.00	4.00	4.00	4.00
Street and Drainage:						
Street Maintenance Supervisor	617	1.00	1.00	1.00	1.00	1.00
Signs and Signals Coordinator	616	1.00	1.00	1.00	1.00	1.00
Street Maintenance Crew Chief	615	3.00	3.00	3.00	3.00	3.00
Street Maintenance Drainage Crew Chief	614	1.00	1.00	1.00	1.00	1.00
Street Maintenance Worker	612	8.00	8.00	8.00	8.00	8.00
Seasonal Maintenance Worker	91	0.25	0.25	0.25	0.25	0.25
Subtotal:		14.25	14.25	14.25	14.25	14.25
Fleet Maintenance:						
Fleet Maintenance Superintendent	617	1.00	1.00	1.00	1.00	1.00
Senior Mechanic	616	1.00	1.00	1.00	1.00	1.00
Mechanic	615	1.00	1.00	1.00	1.00	1.00
Subtotal:		3.00	3.00	3.00	3.00	3.00
Utility Billing:						
Customer Service Manager	618	1.00	1.00	1.00	1.00	1.00
Customer Service Specialist	615	1.00	1.00	1.00	1.00	1.00
Senior Utility Billing Representative	615	0.00	0.00	0.00	0.00	1.00
Senior Meter Reader	614	1.00	1.00	1.00	1.00	0.00
Senior Customer Service Representative	614	0.00	1.00	1.00	1.00	1.00
Meter Reader Lead	613	1.00	1.00	1.00	1.00	1.00
Lead Customer Service Representative	613	1.00	0.00	0.00	0.00	0.00
Receptionist	612	1.00	1.00	1.00	1.00	1.00
Meter Reader	612	3.00	3.00	3.00	3.00	3.00
Customer Service Representatives	611	5.00	5.00	5.00	5.00	5.00
Part-Time Meter Readers	92	1.50	1.50	1.50	1.50	1.50
Part-Time Customer Service Representative	92	0.50	0.50	0.50	0.50	0.50
Utility Billing Subtotal:		16.00	16.00	16.00	16.00	16.00
Administration:						
Public Works Director	622	1.00	1.00	1.00	1.00	1.00
City Engineer	620	1.00	0.00	0.00	0.00	0.00
Civil Engineer	619	1.00	2.00	2.00	2.00	2.00
Project Engineer	618	0.00	0.00	1.00	1.00	1.00
Civil Engineer in Training (EIT)	618	1.00	1.00	0.00	0.00	0.00
Environmental Project Coordinator	618	1.00	1.00	1.00	1.00	1.00
GIS Coordinator	616	1.00	1.00	1.00	1.00	1.00
Construction Inspector	615	2.00	2.00	2.00	2.00	2.00
GIS Technician	614	1.00	1.00	1.00	1.00	1.00
Executive Secretary	614	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	612	1.00	1.00	1.00	1.00	1.00
Data Entry Clerk	611	1.00	1.00	1.00	1.00	1.00

BY DEPARTMENT / DIVISION and POSITION
(Total Full-Time and Part-Time Positions)

DEPARTMENT	PAY GRADE	09/10	10/11	11/12	12/13	13/14
Public Works/Engineering Subtotal:		12.00	12.00	12.00	12.00	12.00
Waste and Wastewater Operations:						
Public Works Operations Manager	620	1.00	1.00	1.00	1.00	1.00
Utilities Supervisor	617	1.00	1.00	1.00	1.00	1.00
Utilities Maintenance Crew Chief	615	4.00	4.00	4.00	4.00	4.00
Utilities Technician	614	2.00	2.00	2.00	2.00	2.00
Mechanic	614	1.00	1.00	1.00	1.00	1.00
Utilities Maintenance Worker	612	7.00	7.00	7.00	7.00	7.00
Seasonal Part-Time Utilities Laborer	91	0.65	0.65	0.65	0.65	0.65
Waste and Wastewater Operations:		16.65	16.65	16.65	16.65	16.65
Total Water and Sewer:		44.65	44.65	44.65	44.65	44.65
Valley Ridge Park:						
Parks Maintenance Crew Chief	615	0.00	0.00	0.00	1.00	1.00
Parks Maintenance Worker	612	4.00	4.00	4.00	4.00	4.00
Part-Time and Seasonal Laborers	N/A	2.79	2.79	2.79	2.79	2.79
Subtotal:		6.79	6.79	6.79	7.79	7.79
Recreation Center:						
Recreation Center Manager	618	1.00	1.00	1.00	1.00	1.00
Recreation Center Coordinator	615	3.00	3.00	3.00	3.00	3.00
Special Events Coordinator	615	1.00	1.00	1.00	1.00	1.00
Building Maintenance Technician	613	1.00	1.00	1.00	1.00	1.00
Recreation Assistant Lead	613	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	612	1.00	1.00	1.00	1.00	1.00
Recreation Assistant - Fitness	611	1.00	1.00	1.00	1.00	1.00
Custodian	611	2.00	2.00	2.00	2.00	2.00
Member Services Assistant	611	1.00	1.00	2.00	2.00	2.00
Part-Time Recreation Assistant	N/A	2.50	2.50	2.50	2.50	2.50
Part-Time Member Services Assistant	N/A	6.50	6.50	6.00	6.00	6.00
Part-Time Building Attendant	N/A	1.50	1.50	1.50	1.50	1.50
Subtotal:		22.50	22.50	23.00	23.00	23.00
Economic Development:						
Economic Development Director	621	1.00	1.00	1.00	1.00	1.00
Business Retention Manager	618	1.00	1.00	1.00	1.00	1.00
Executive Assistant	615	1.00	1.00	1.00	1.00	1.00
Subtotal:		3.00	3.00	3.00	3.00	3.00
TOTAL STAFF		370.99	369.89	372.58	373.69	375.69

FORMAT OF THE FY 2013-2014 ADOPTED BUDGET

The following discussion summarizes the Budget document. Organization of the Budget is designed to help the reader locate both financial and non-financial information in a timely fashion.

Each section of the Budget is presented by fund type. The City maintains six fund groups, each containing one or more funds: the General Fund, the Special Revenue Funds (14 funds), the Debt Service Fund, the Capital Projects Funds (10 funds), the Enterprise Fund and the Internal Service Fund. These funds have departments with divisions representing City cost centers.

The data for each department or division within a department is organized in the following format: department description, work plan summary, spending categories and staffing (if applicable) with previous years' history. Some departments and divisions have been created only for accounting convenience.

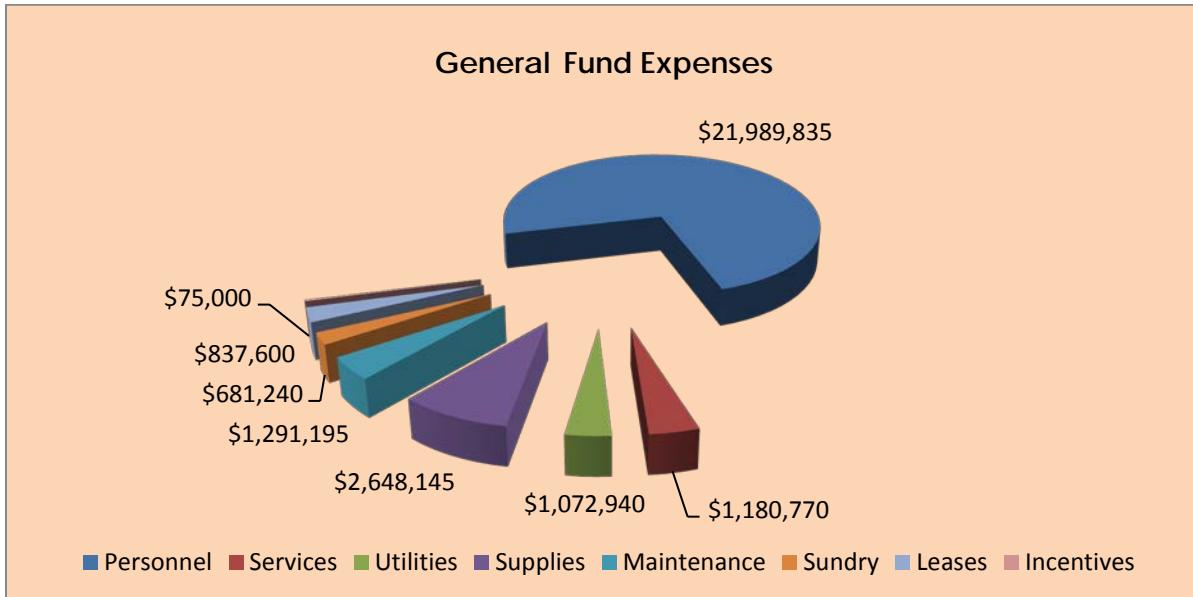
On the following page is a table which shows the relationship with fund, category, department/division and funding source.

FINANCIAL STRUCTURE OF THE BUDGET

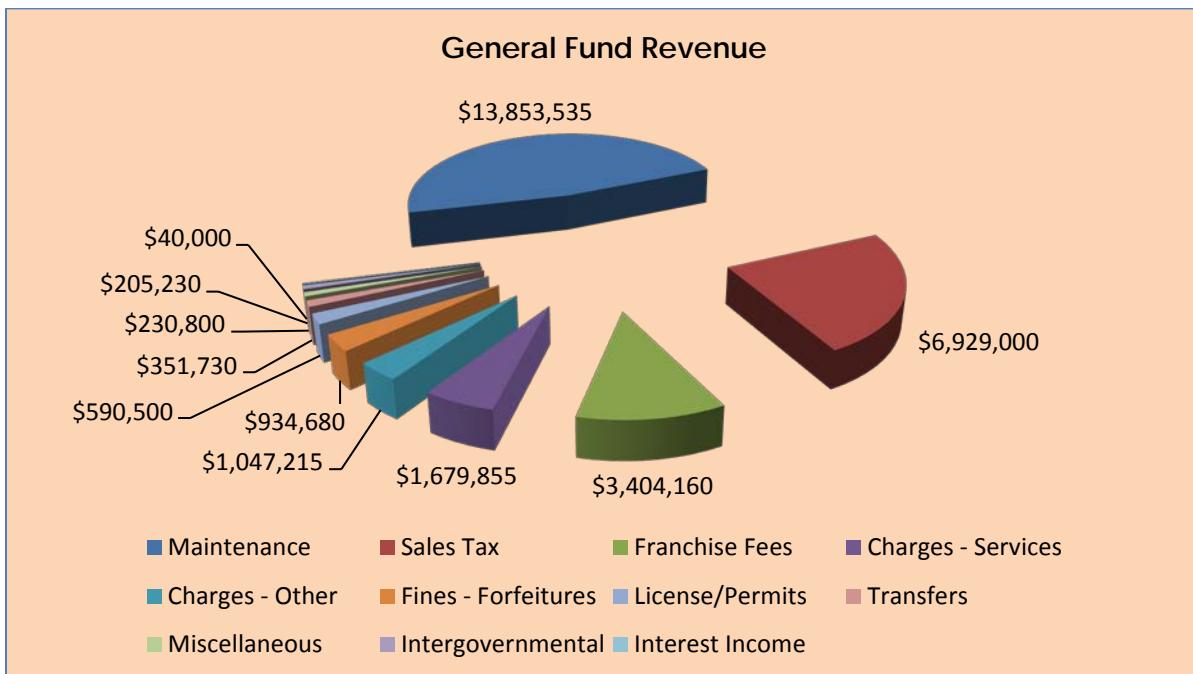
CATEGORY	DEPARTMENT/DIVISION	FUNDING SOURCE
General Administration	Administration Human Resources Information Technology Finance Government Center Non-Departmental	General Fund General Fund General Fund General Fund General Fund General Fund
Public Safety	Police Police Police Police Police	Crime Control District (New) Forfeiture Fund General Fund Police Reserve Pension Fund Traffic Safety Fund
Public Safety	Animal Control Fire Emergency Management Municipal Court	General Fund General Fund General Fund General Fund
Public Safety	Code Enforcement	General Fund
Public Safety	Animal Shelter Animal Shelter Animal Shelter	General Fund Animal Shelter Fund Animal Shelter Donation Fund
Community Services	Parks Parks Parks Parks	General Fund Restricted Parks Fund Community Development Corporation Landscape Beautification Fund
Community Services	Recreation Recreation Recreation Center Library Library Neighborhood Services Planning	General Fund Hotel/Motel Occupancy Tax Fund Community Development Corporation General Fund Library Fund General Fund General Fund
Economic Development	Economic Development	Economic Development Corporation
Public Works	Utility Billing Engineering Streets and Drainage Streets and Drainage Streets and Drainage Streets and Drainage Streets and Drainage Streets and Drainage Streets and Drainage Fleet Maintenance Water and Sewer Operations	Water and Sewer Fund Water and Sewer Fund General Fund Restricted Streets Fund Street Construction Fund Drainage Fund Building Improvement Fund Capital Recovery Fee Fund Facility Fund Street Capital Improvement Fund General Fund Water and Sewer Fund

GENERAL FUND COMPOSITION, ASSUMPTIONS AND CHANGES FROM PRIOR YEARS

General Fund Expenditures are budgeted at \$29,776,725 for FY 2013-2014. This represents a 0.27% increase from the estimated total expenditures for FY 2012-2013. The pie chart below shows the expenditures [categories] budgeted in the General Fund for FY 2012-2013.



Revenue in the General Fund totals \$29,266,705 for FY 2013-2014. This represents a 0.58% increase from the estimated total for FY 2012-2013. The pie chart below reflects budgeted revenues [categories] in the General Fund for FY 2012-2013.

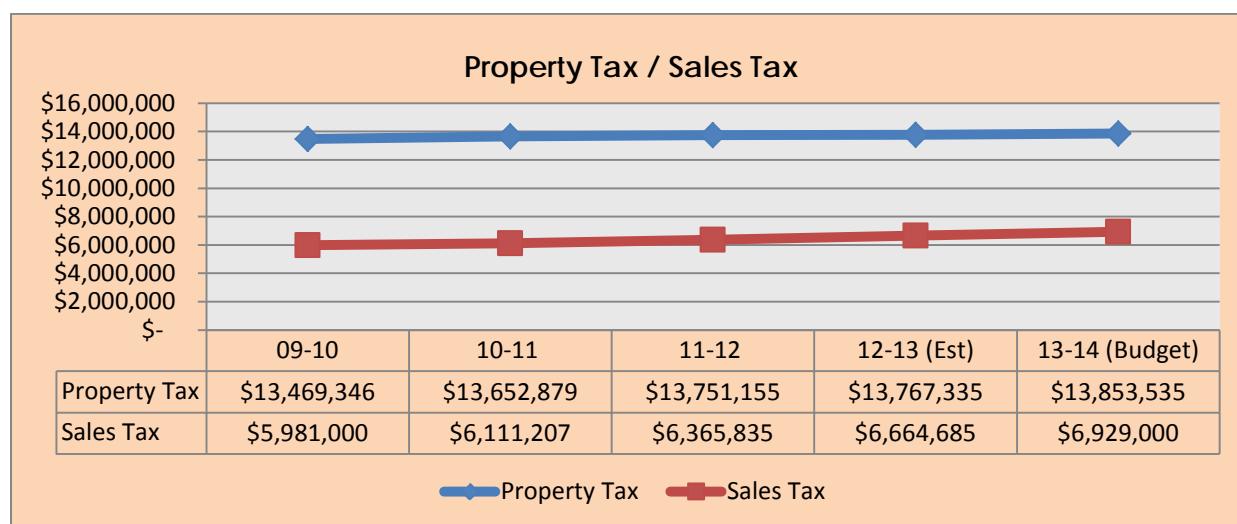


AD-VALEREM PROPERTY TAX

Taxes are due October 1, immediately following the January 1 lien date, and are delinquent on the following February 1. Delinquent taxes are subject to a 15% penalty and 6% interest, according to state law. The Certified Tax Roll is reflective of all taxable property in the City as of January 1, 2012. Certified property valuations, provided by the Dallas County Appraisal District and the Ellis County Appraisal District, totaled \$2,702,074,018. This is an increase of \$4,606,657 or 0.17% above the previous Tax Roll. This is attributable to improving nation-wide market conditions. Ad-valorem property tax revenue for FY 2013-2014 is budgeted to generate \$13,853,535 in operating funds, inclusive of delinquent taxes and related penalty and interest charges. This amount represents 47.34% of all General Fund operating revenues. The FY 2013-2014 Budget in this revenue category increased by 0.85% from the estimated total collections for FY 2012-2013.

SALES TAX

The sales tax rate in Cedar Hill is 8.25%. This is the maximum sales tax rate in Texas as set by the legislature. In January 1994, the voters in Cedar Hill passed a referendum providing for two extra one-half cent sales taxes that brought the City's sales tax to the legal limit. One-half cent is dedicated for economic development purposes, and the other one-half cent is dedicated for community development purposes. Sales tax receipts are the result of a tax levy on the sale of goods and services within the City as authorized by the State of Texas. Alcoholic beverage taxes are the result of mixed beverage and private club licensees remitting a 14% mixed beverage gross receipts tax to the state. The state then remits 10.71% of those taxes to the City. Sales taxes for the General Fund are budgeted at \$6,929,000 for FY 2013-2014. This amount is 23.68% of all General Fund revenues. The FY 2013-2014 Budget in this revenue category experienced a 3.97% increase over the estimated total collections for FY 2012-2013. The table and graph below provides a five year history of Sales and Property Tax.



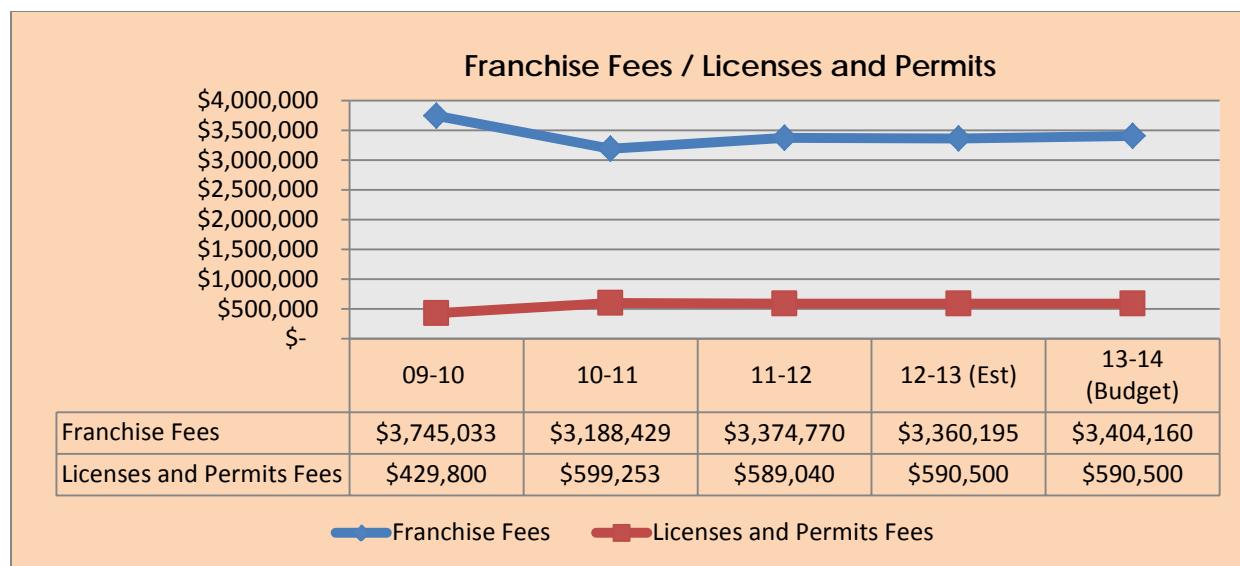
FRANCHISE FEES

Franchise Fees represent those revenues collected from utilities operating within the City that use the City's right-of-way to conduct their business. The City Council authorized a 4% fee for the electric utility, a 4% fee for the natural gas utility, a 5% fee for the cable television utility, a 5% of gross receipts fee for commercial customers of the solid waste collection company and a 4.5% gross receipts fee for the water and wastewater utility. A flat rate fee is charged to the telephone service providers and is adjusted annually.

Franchise Fees for FY 2013-2014 are budgeted at \$3,404,160. This is a 1.31% increase from the estimated total collections of \$3,360,195 for FY 2012-2013. The increase in this revenue category is due to increase in the commercial sector. Since these fees are based upon the utilities' gross receipts, population growth determines the rise or fall of this revenue category. This year, franchise taxes represent 11.63% of all General Fund revenue.

LICENSES AND PERMITS

Licenses and Permits revenue includes fees charged by the City for certain types of operator licenses and permits for construction and other items regulated by City ordinances. Revenue in this category is budgeted at \$590,500. This year, licenses and permits represent 2.02% of all General Fund revenue. The table and graph below reflect a five year history of the City's Franchise and Licenses and Permits Fees collections.



CHARGES FOR SERVICES

This revenue category accounts for funds earned by the City in exchange for providing specific types of services. These funds result from Ambulance Service Fees, 911 Service Fees, Recreation and Sanitation Billing Fees, Intergovernmental and Inter-fund Fees. This revenue category increased by 3.41% from the FY 2012-2013 estimated totals. The Charges for Services revenue category is currently budgeted at \$1,679,855 and represents 5.74% of the General Fund revenue.

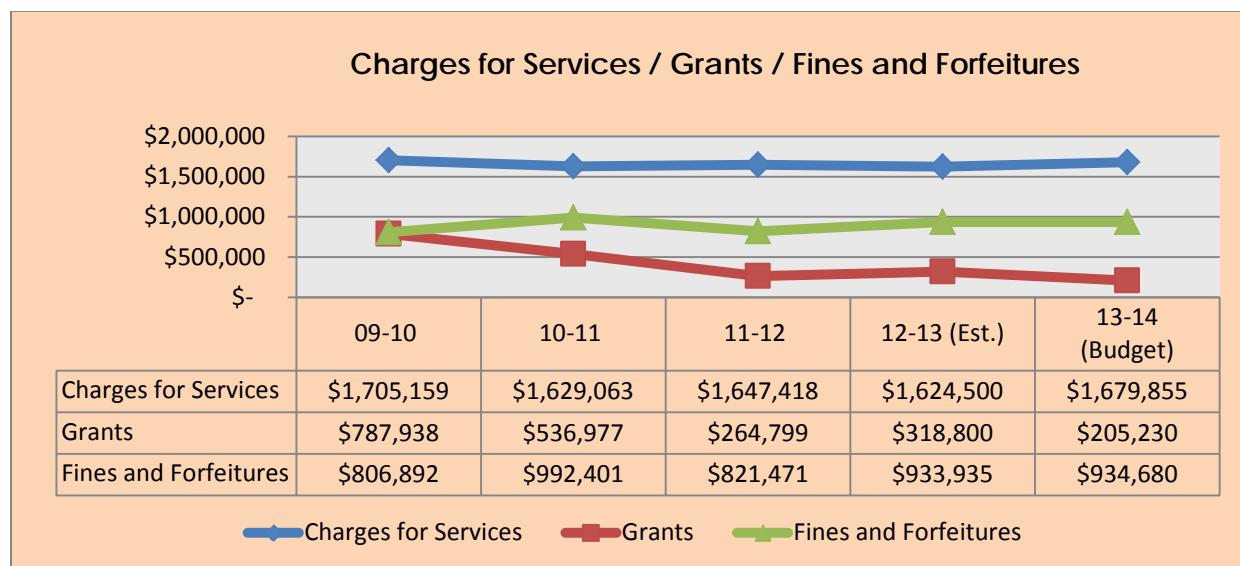
INTERGOVERNMENTAL GRANTS

Intergovernmental Grants account for funds received to reimburse cost for police and fire activities. For FY 2013-2014, the City anticipates receiving \$205,230 or 35.62% less grant funding than FY 2012-2013. This year's grant revenue is 0.70% of the General Fund revenue.

FINES AND FORFEITURES

Fines and Forfeitures represent revenue generated from the Municipal Court and other punitive actions. This revenue category is anticipated to increase by 0.08% from the previous year's estimate of \$933,935. For FY 2013-2014, Fines and Forfeitures (\$934,680) represent 3.19% of the General Fund revenue.

The table and graph below reflect a five year history of the City's Charges for Services, Grants and Fines and Forfeitures.



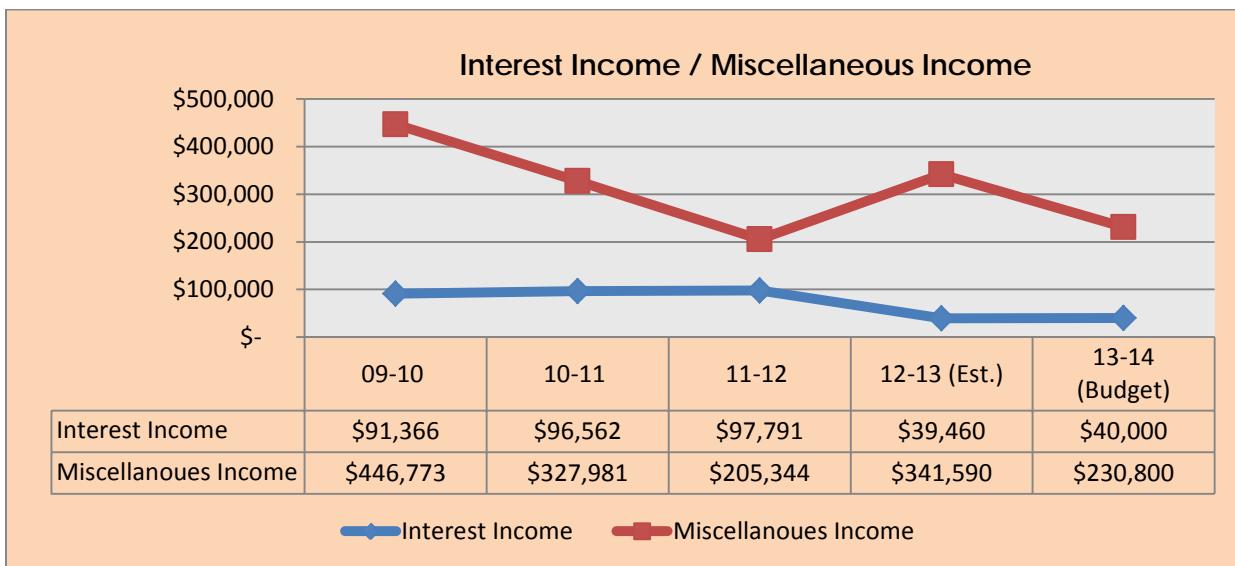
INTEREST INCOME

Interest Income represents yield on investments. This revenue source is anticipated to remain the same as last year's estimated earnings. The FY 2013-2014 Budget for Interest Income is \$40,000 and represents 0.14% of General Fund revenue.

MISCELLANEOUS INCOME

Miscellaneous Income represents revenue generated from donations, vehicle and equipment auctions and any other revenue source(s) that do not fit (by definition) in the other eight major revenue categories. For FY 2013-2014, this revenue category is budgeted at \$230,800 and represents 0.79% of General Fund revenue.

The table and graph below reflect a five year history of the City's Interest and Miscellaneous Income.



General Fund Expenditures for FY 2013-2014 total \$29,776,725. The FY 2013-2014 estimated expenditures is \$29,695,675. The difference is \$81,050 and represents a 0.27% increase. This increase is partially due a salary increase, that was City Council approved, and continuing increasing health insurance costs. A brief explanation of the four divisions is listed below.

PUBLIC SAFETY

Departments in this division include Police, Animal Control, Fire, Emergency Management, Municipal Court, Code Enforcement and Animal Shelter. This division is currently budgeted at \$19,232,980 and represents 64.59% of the General Fund's budget. There was a 0.43% decrease from the FY 2012-2013 estimate. The decrease is a result of the newly created Crime Control District.

ADMINISTRATIVE SERVICES

Departments in this division include Administration, Human Resources, Information Technology, Finance, Government Center and Non-Departmental. The division is currently budgeted at \$4,713,610 and represents 15.83% of the General Fund's budget. There was a 0.89% increase from the FY 2012-2013 estimate.

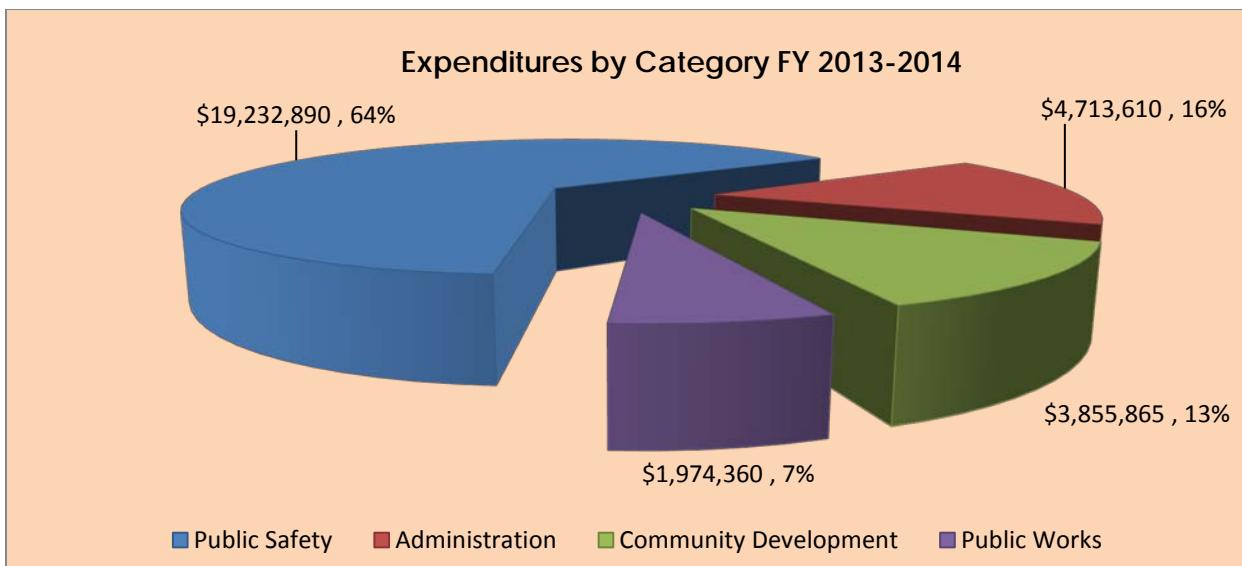
COMMUNITY DEVELOPMENT

Departments in this division include Parks, Recreation, Library, Neighborhood and Planning. The division is currently budgeted at \$3,855,865 and represents 12.95% of the General Fund's budget. There was a 2.98% increase from the FY 2012-2013 estimate.

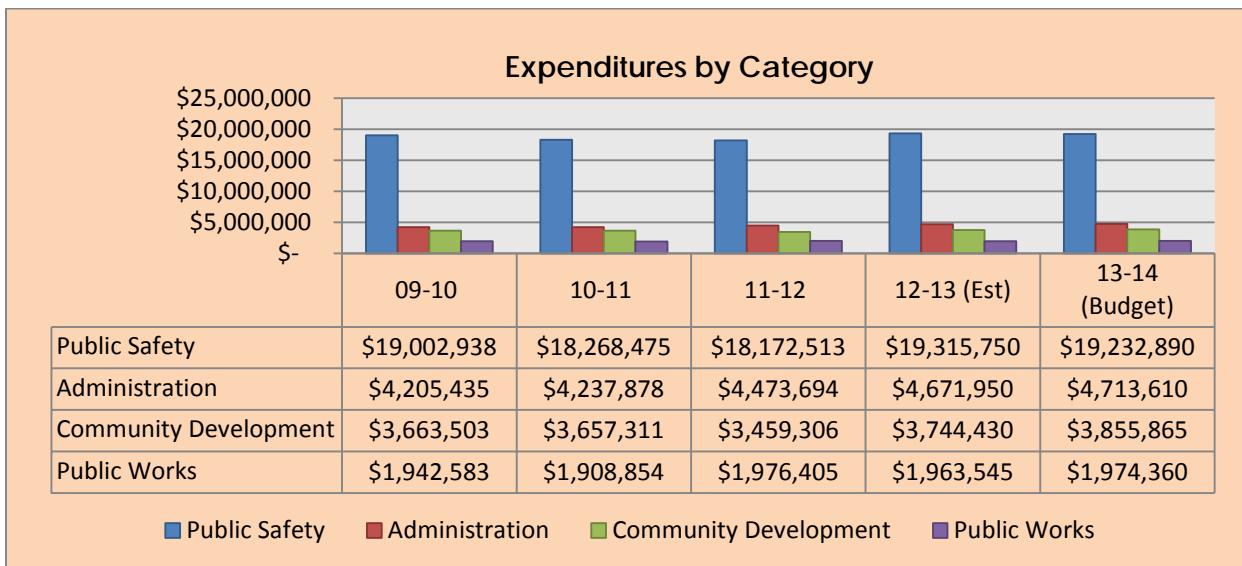
PUBLIC WORKS

Departments in this division include Fleet and Streets. The division is currently budgeted at \$1,974,360 and represents 6.63% of the General Fund's budget. There was a 0.55% increase from the FY 2012-2013 estimate.

The pie chart on the next page reflects that Public Safety utilizes most of the financial resources of the four categories for FY 2014.

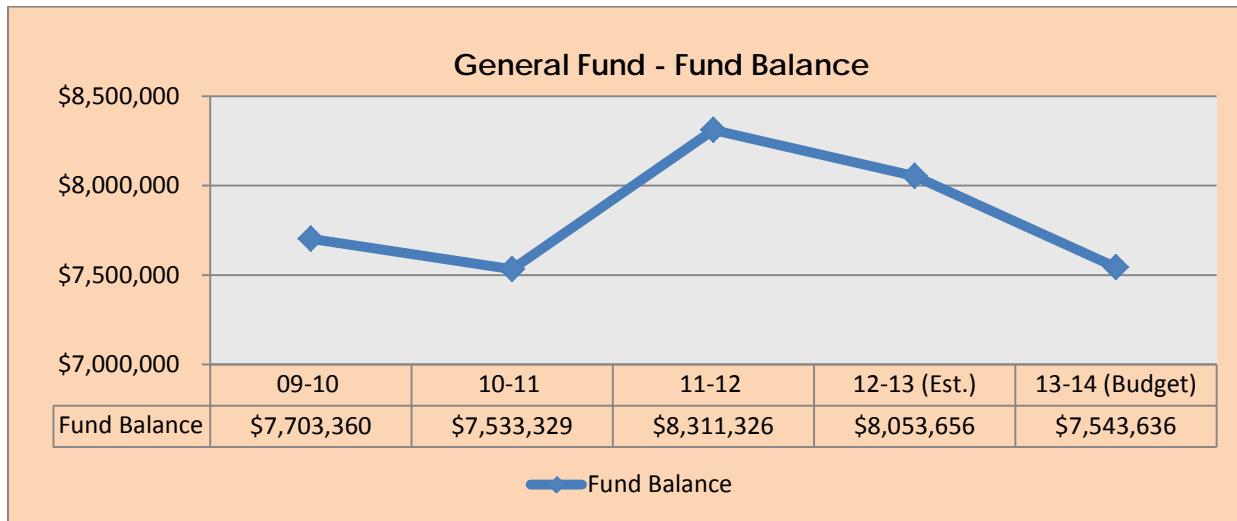


The bar graph below reflects that Cedar Hill has historically emphasized Public Safety to protect Cedar Hill's citizens, businesses and residents. The bar graph also provides a five year spending pattern regarding the General Fund's spending divisions.



GENERAL FUND BALANCE

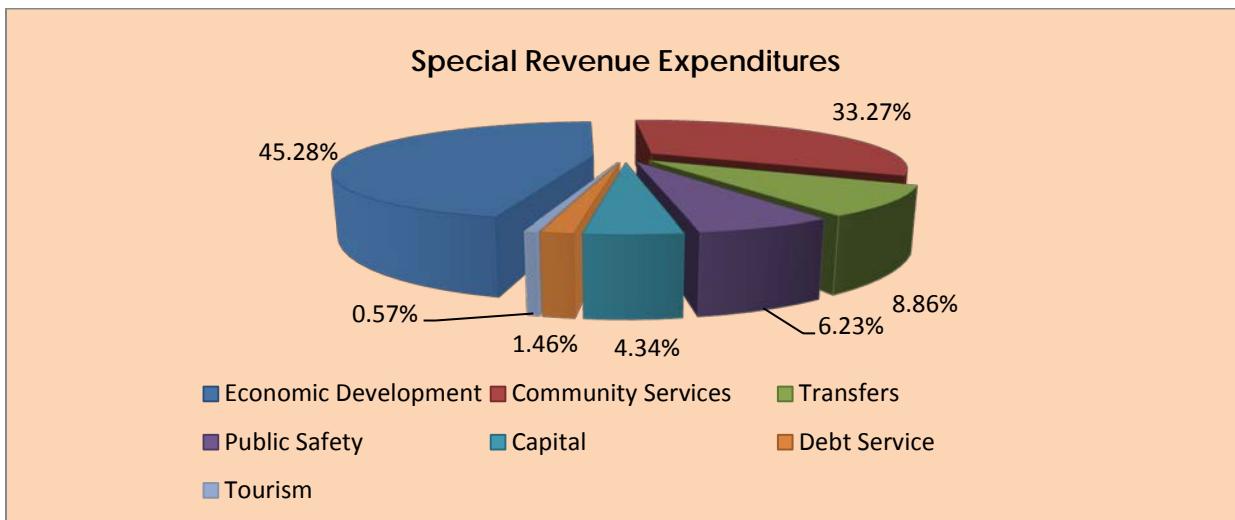
The fund balance, also known as surplus funds, is the excess of assets over liabilities. As reflected in the graph below, the General Fund Balance experienced a decline of 6.33% (\$510,020) from the FY 2013 estimate. The \$7,543,636 fund balance is in accordance with City policy. The table and graph below provide a five year history of the General Fund's Fund Balance.



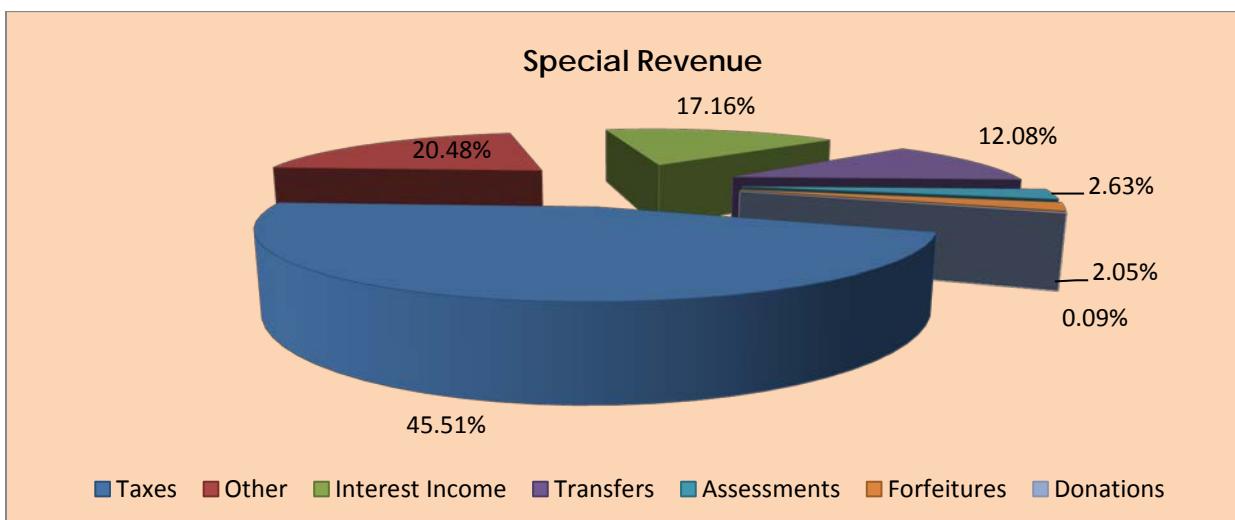
SPECIAL REVENUE FUNDS

COMPOSITION, ASSUMPTIONS AND CHANGES FROM PRIOR YEARS

Expenditures in the Special Revenue Funds total \$18,506,608 for FY 2013-2014. This represents a 59.10% increase over the estimated total expenditures for FY 2012-2013. This increase is largely attributed to Economic Development Incentives. The pie chart below reflects where the expenditures are directed.

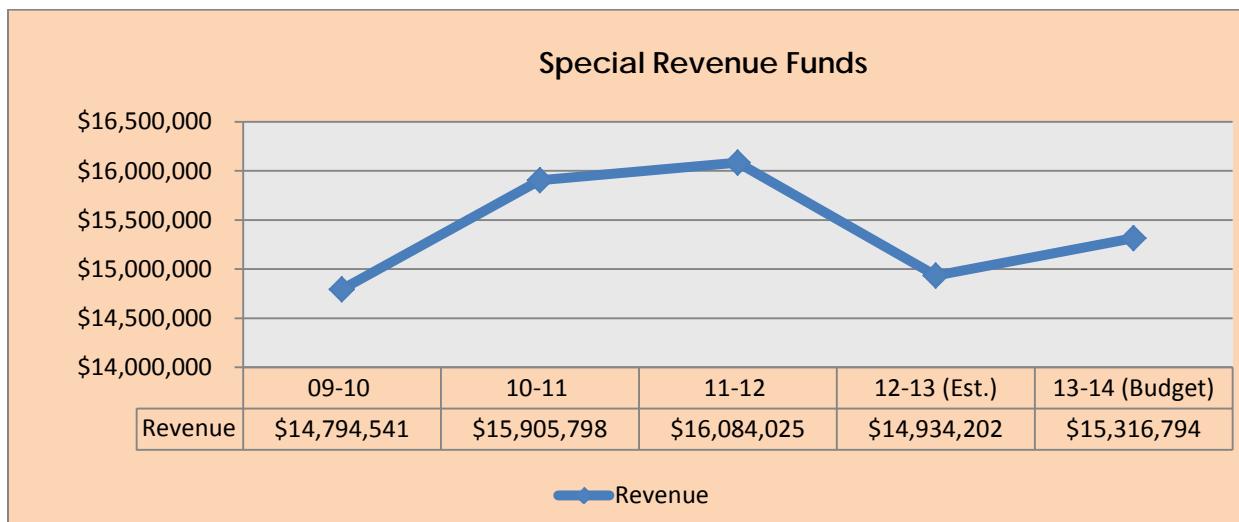


Revenue in the Special Revenue Funds total \$15,316,794 for FY 2013-2014. This represents an 2.56% increase from the total expenditures during FY 2012-2013. The pie chart below shows the operating category from which the revenue is anticipated to come.

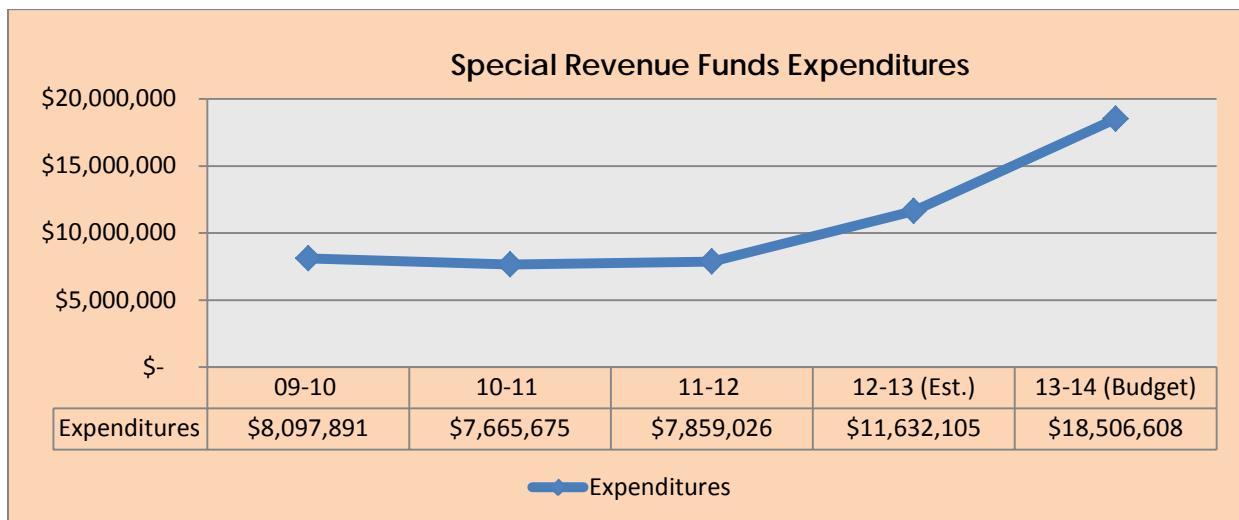


SPECIAL REVENUE FUNDS

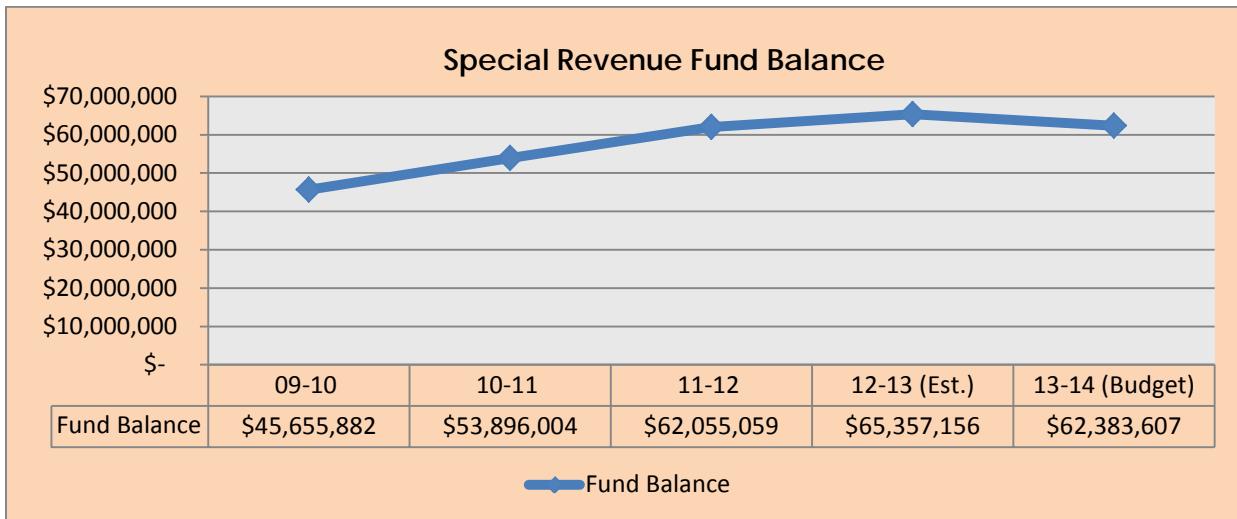
Special Revenue Funds revenue has consistently ranged between \$14 million and \$16 million since FY 2009-2010. For FY 2013-2014, this fund is budgeted at \$15,316,794 in revenues. The table and graph below provides a five year history of the Special Revenue Funds.



Special Revenue Funds expenditures are budgeted at \$18,506,608 for FY 2013-2014. The two major categories are Economic Development and Community Services. This table and graph below provides a five year history of the Special Revenue expenditures.



The Special Revenue Funds accounts for the proceeds of specific revenue sources that are restricted to specific purposes. As reflected in the graph below, the fund balance has experienced 4.55% decrease from the FY 2013 estimate. The table and graph below provide a five year history in the Special Revenue's Fund Balance. For a more detail report of special revenue information, please refer to the Special Revenue Service section of this document.



SPECIAL REVENUE FUNDS

The Special Revenue Funds track the proceeds of specific revenue sources that are restricted to expenditures for specified purposes. Each fund is defined below, along with any new programs and/or significant changes for FY 2013-2014.

The **Forfeiture Fund** tracks forfeited drug monies dedicated for Police Department use. The FY 2013-2014 Budget total is \$30,000 for various and sundry items.

The **Animal Shelter Fund** tracks donations contributed by the three participating cities for future expansion of the shelter facility. No expenditures are anticipated for the fund this fiscal year.

The **Animal Shelter Donation Fund** tracks monies dedicated for animal shelter use. The FY 2013-2014 Budget totals \$14,250.

The **Library Fund** tracks monies donated for books written about Cedar Hill. The FY 2013-2014 Budget totals \$21,000.

The **Hotel-Motel Tax Fund** tracks monies for occupancy taxes collected from hotels and motels in Cedar Hill. State law provides that such funds may be used to attract visitors to Cedar Hill. The programs include the Lion's Club Basketball Team, Special Event Sports Tournament, a bike rally, art events, tourism initiatives and various miscellaneous services and programs with total expenditures at \$144,600.

The **High Pointe Public Improvement District Fund** tracks the activities of the High Pointe Public Improvement District (PID). The FY 2013-2014 Budget includes \$324,800 for various improvements to the High Pointe area.

The **Waterford Oaks Public Improvement District Fund** tracks the activities of the Waterford Oaks Public Improvement District (PID). The FY 2013-2014 Budget includes \$93,400 for various improvements to the Waterford Oaks area.

The **Police Reserve Pension Fund** tracks monies set aside to fund the Police Reserve Officers' Benefit Plan. The FY 2013-2014 Budget totals \$17,920.

The **Landscape Beautification Fund** tracks monies set aside to fund citywide landscaping projects. The FY 2013-2014 Budget has total expenditures at \$2,375,000-to include funding for a Landscape Beautification Crew.

The **Joe Pool Escrow Fund** tracks the accumulation of monies to pay the Joe Pool Lake Water Rights Liability to the Trinity River Authority (TRA). The FY 2013-2014 Budget includes transfers totaling \$1,850,000. No expenditures are anticipated for the fund this fiscal year.

The **Traffic Safety Fund** tracks the accumulation and expenditures of monies from the red light cameras throughout the City. The fund is expected to spend \$463,375 in the FY 2013-2014 Budget, including \$26,725 to the State of Texas.

The **Community Development Corporation Fund** revenue source is from a one-half cent sales tax authorized by a 1994 local option election. The FY 2013-2014 Budget includes the following:

- \$1,747,975 for Recreation Center's operations,
- \$1,250,000 for land acquisition,
- \$712,165 for Valley Ridge's operations,
- \$465,000 to be transferred into the City's Debt Service Fund,
- \$270,000 to be paid into the Debt Service,
- \$237,630 for trail construction expenses,
- \$20,750 in operational expenditures for a Grand Total of \$4,702,548.

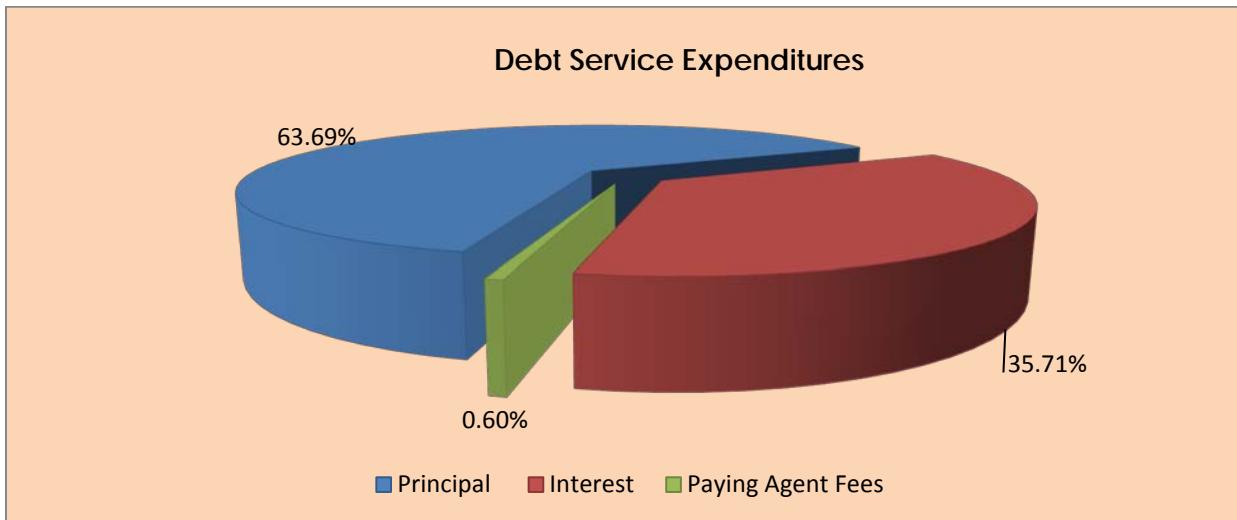
The **Economic Development Corporation Fund** revenue source is from a one-half cent sales tax authorized by a 1994 local option election. The FY 2013-2014 Budget includes \$7,504,255 for economic development incentives and a total budget of \$9,552,745.

The **Crime Control and Prevention District Fund** accounts for funding the Police and Community Team (PACT) program within the Police Department. These funds are raised through one-quarter of a cent sales tax.

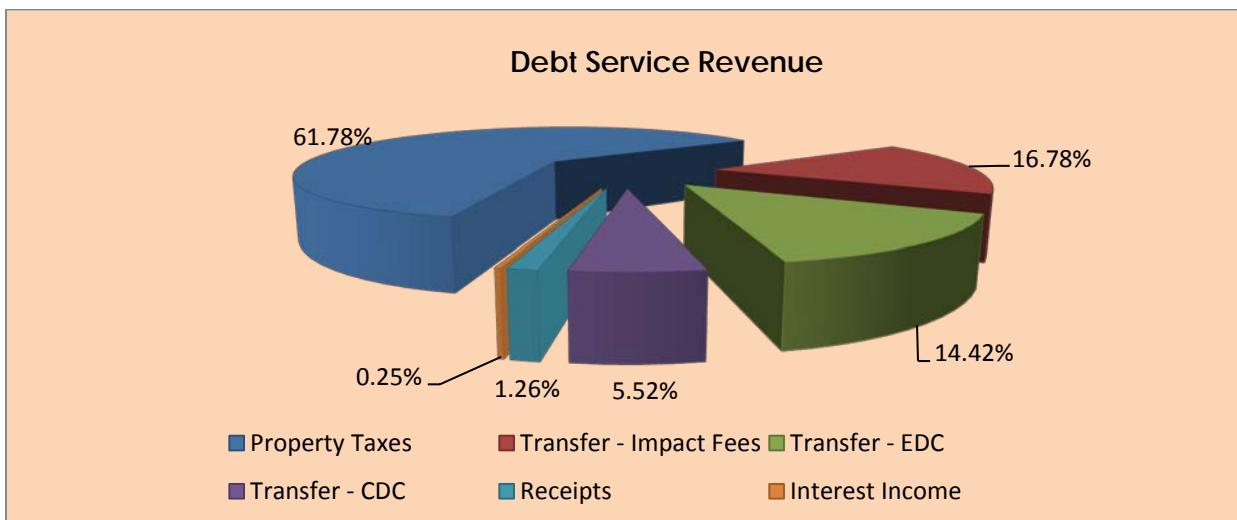
DEBT SERVICE FUND

COMPOSITION, ASSUMPTIONS AND CHANGES FROM PRIOR YEARS

Expenditures in the Debt Service Fund total \$8,126,312 for FY 2013-2014. This represents a 2.13% increase over the estimated total expenditures for FY 2012-2013. The pie chart below reflects where the expenditures are directed.



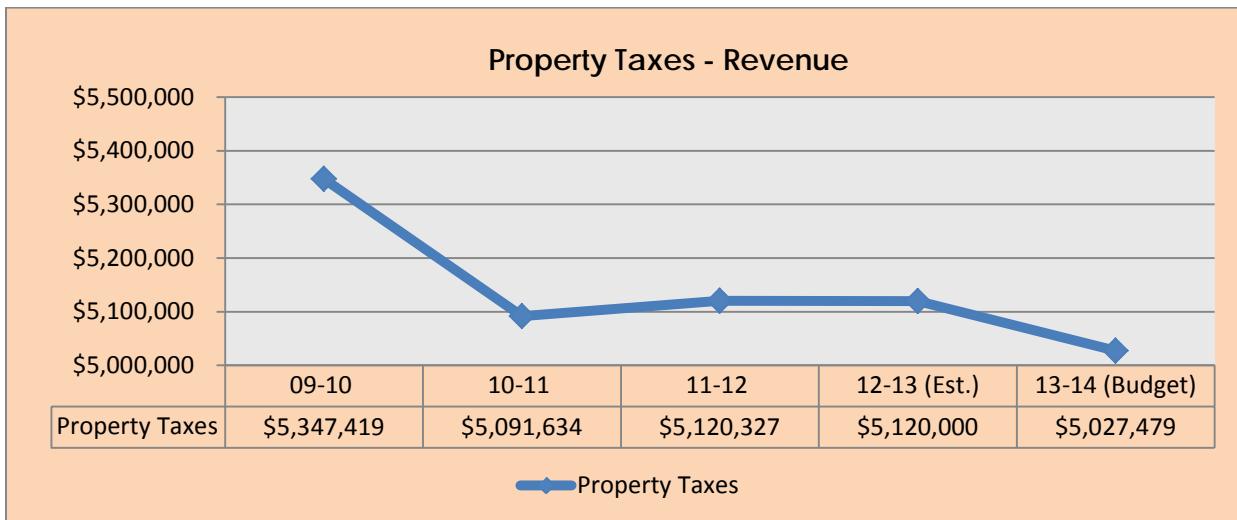
Revenue in the Debt Service Fund total \$8,138,312 for FY 2013-2014. This represents a 0.76% decrease from the total expenditures during FY 2012-2013. The pie chart below shows the operating category from which the revenue is anticipated to come.



DEBT SERVICE REVENUE

For FY 2014, the Interest and Sinking Tax Rate remained at \$0.1860. The FY 2014 revenue decrease by \$62,208 or 0.76%. Funds for this revenue are dedicated to the payment of outstanding debt.

The table and graph below provides a five year history of the Debt Service Revenue (Property Taxes).



TRANSFER FROM ECONOMIC DEVELOPMENT CORPORATION (EDC)

The Economic Development Corporation Fund accounts for sales tax collected and used for economic development purposes. A portion of the Economic Development Corporation's revenue is used for Debt Service. For FY 2013-2014, \$1,173,830 will be transferred to the Debt Service Fund. This is a 1.14% increase from the prior year's estimate.

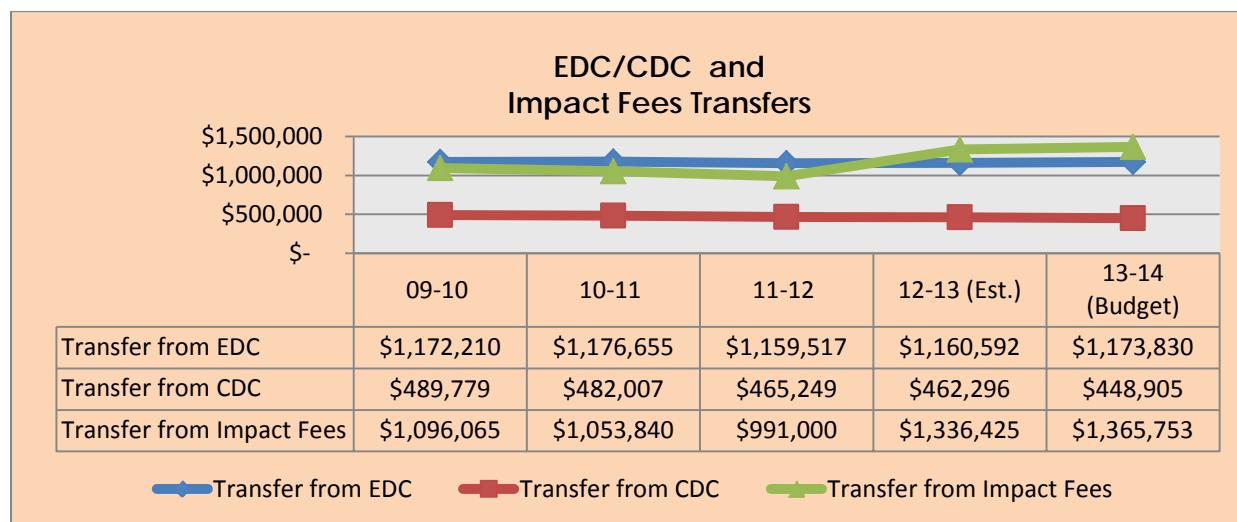
TRANSFER FROM COMMUNITY DEVELOPMENT CORPORATION (CDC)

The Community Development Corporation Fund accounts for sales tax collected and used for community development purposes. A portion of the Community Development Corporation's revenue is used for Debt Service. For FY 2013-2014, \$448,905 will be transferred to the Debt Service Fund. This is a 2.90% decrease from the prior year's estimate.

TRANSFER FROM IMPACT FEES

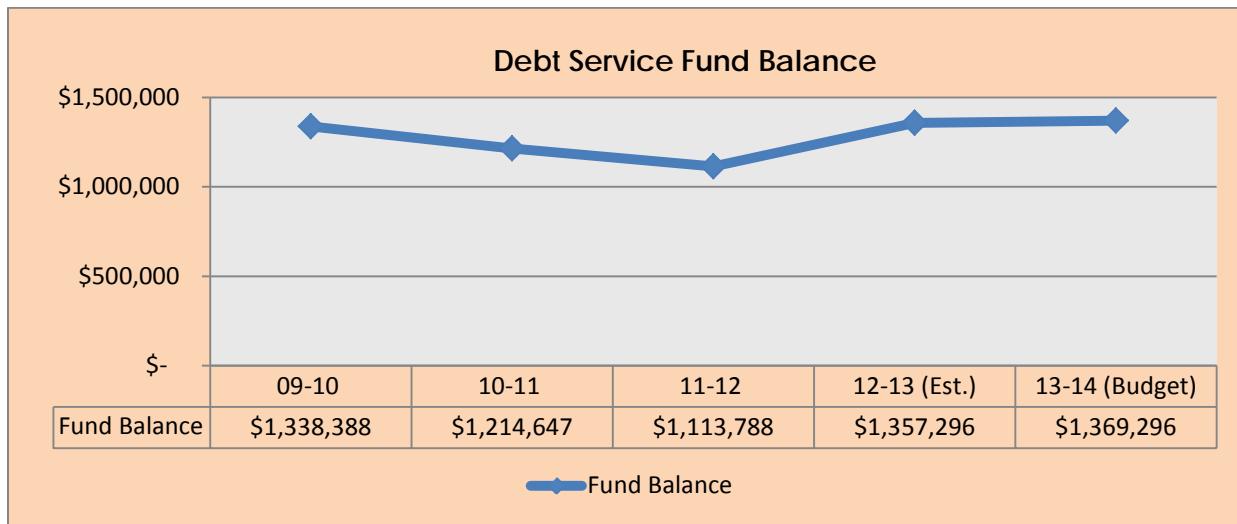
The Capital Recovery Fee Fund accounts for the assessment to developers on projects identified in the Street Capital Recovery Fee Study. These assessments are used to pay the debt service on eligible projects. For FY 2013-2014, \$1,365,753 will be transferred to the Debt Service Fund. This is a 2.19% increase from the prior year's estimate.

The table and graph below provide a five year history of the EDC, CDC and Impact Fees Transfers.



DEBT SERVICE FUND BALANCE

The Debt Service Fund is used to account for the accumulation of and resources for the payment of principle and interest on debt instruments issued by the City. As reflected in the graph below, the fund balance has experienced a \$173,498 increase (14.51%) from the FY 2013 estimate which meets policy requirements. The table and graph below provide a five year history in the Debt Services' Fund Balance. For a more detail report of debt service information, please refer to the Debt Service section of this document.

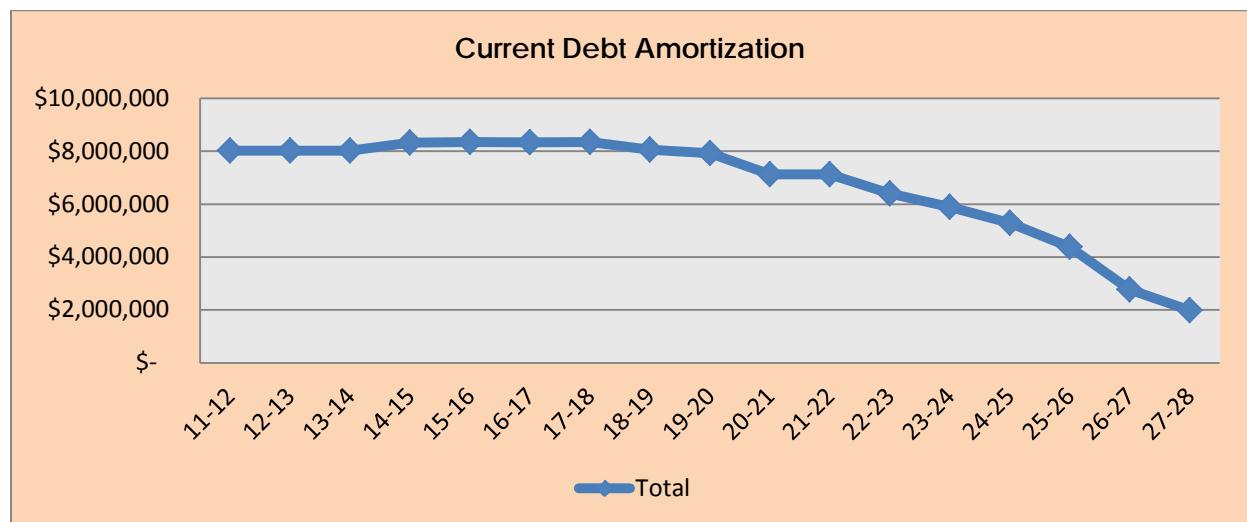


DEBT SERVICE FUND

The Debt Service Fund is used for the accumulation of resources for and the payment of general long-term debt principal, interest and related costs on general obligation bonds, certificates of obligation and tax notes. The resources used to fund general long-term debt consist mostly of property taxes and interest earnings. For FY 2013-2014, the tax rate will increase from \$0.6957 per \$100 of valuation to \$0.6988 per \$100 of valuation. The Maintenance and Operation Rate will be \$0.5127, and the Interest and Sinking Rate will be \$0.1861. The fund's expenditures will be \$8,126,312 in FY 2013-2014. The fund balance projected at year end satisfies the 15% fund balance requirement established by the City Council in the City's Fiscal Management Policy.

Neither the City Charter nor the State of Texas limits the amount of debt the City of Cedar Hill may issue. Cedar Hill's policy is to limit general obligation debt expenditures to 50% of General Fund expenditures.

The following chart depicts the City's debt service requirements to the year 2028.



CAPITAL PROJECTS FUND

The Council conducted two Capital Improvements Projects workshops. The Streets and Parks Workshop was held on April 16, 2013. The Water and Sewer Workshop was held on May 7, 2013. The purpose of these workshops was to provide an update on existing projects as well as to introduce new capital improvement candidates. For a complete listing of projects, please refer to the Capital Projects and Enterprise Capital Projects section of this document.

The **Capital Projects Funds** are used to track the financial resources budgeted to acquire and/or to construct major capital facilities. The funds are divided into two types:

- **General Government Capital Projects** include all capital projects other than the Water and Sewer Capital Projects. Projects are funded with bond issues (See the Debt Service Fund section for listing of outstanding issues.), developer fees or grants. Some projects have more than one funding source. A summary of all general government projects, along with a future financial plan for each project, is presented in the Capital Projects Fund section of this document.
- **Water and Sewer Capital Projects** are within the realm of the Enterprise Fund. Such projects are funded with bond issues, Water and Wastewater Capital Recovery Fees or funds generated by Water and Sewer operations. A summary of all water and sewer projects, along with a future financial plan for each project, is presented in the Water and Sewer Capital Projects Fund section of this document.

The **Restricted Parks Fund** assets consist of assessments in lieu of park acreage dedication. These funds are restricted for use in certain parts of the City called "planning cells." There are no anticipated expenditures for FY 2013-2014.

The **Restricted Streets Fund** consists of assessments in lieu of street construction. Use of the funds is restricted to certain streets. There are no anticipated expenditures for FY 2013-2014.

The **Street Construction Fund** was established in FY 2000-2001 to accumulate resources for future street overlays and reconstruction. This fund is anticipated to earn \$10,000 in interest income. In FY 2013-2014, this fund will transfer \$351,730 to the General Fund.

The **Drainage Fund** was established in FY 2004-2005 to receive transfers to assist with citywide drainage issues. This fund is anticipated to earn \$4,500 in interest income. There are no anticipated expenditures for FY 2013-2014.

The **Building Improvement Fund** was established in FY 2003-2004 to accumulate resources for future building improvements and major repairs. This fund is anticipated to earn \$1,500 in interest income. There are no anticipated expenditures for FY 2013-2014.

The **Capital Recovery Fee Fund** accumulates resources to either construct projects or pay the debt services on projects identified in the Capital Recovery Fee Study adopted by the City Council. This fund will have total resources totaling \$6,154,166 in FY 2013-2014.

The **Government Center Fund** accounts for restricted resources for the construction of the Government Center, the Recreation Center and the renovations of various municipal buildings. As of May 2013, the fund has expended all of its financial resources.

The **Building Renovation Fund** accounts for resources and renovations of various buildings. As of May 2014, the fund has expended all of its financial resources.

IMPACT OF CAPITAL IMPROVEMENT PROGRAMS ON OPERATING FUNDS TO THE CITY

Completion of Capital Improvement Projects may have a financial impact on the City's operating funds, because routine maintenance and operations (M and O) are sometimes necessary to utilize the completed project. It is difficult to pinpoint exactly what M and O costs will be in the first year of any new project or program. Management understands that it takes at least one full year of operation, perhaps two years, to adequately fund each line item account in a new project or program. Each year, M and O estimates are projected along with the construction/implementation costs for each program/project. Those projections are used to formulate the operational budgets for each applicable department/fund.

The following table provides a description, estimated cost, justification/financial impact and applicable Premier Statements for four major capital projects for FY 2013-2014.

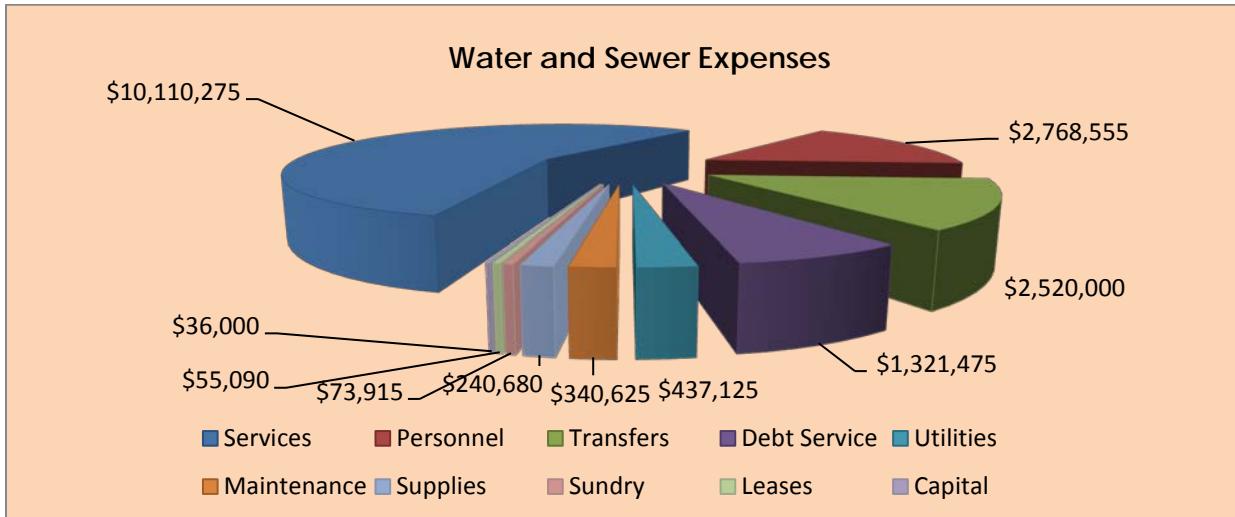
DESCRIPTION	ESTIMATED COST	JUSTIFICATION/FINANCIAL IMPACT	APPLICABLE PREMIER STATEMENT
Automatic Meter Reading System	\$8,250,000	Improve meter reading efficiency	Cedar Hill has excellent, safe and efficient Infrastructure
Beltline/Mansfield - III	\$2,000,000	Create a four-lane arterial to the western portion of the City; improve traffic flow	Cedar Hill has excellent, safe and efficient Infrastructure
Street Remediation and Concrete Repair	\$500,000	Improve streets conditions to improve traffic flow	Cedar Hill has excellent, safe and efficient Infrastructure; Cedar Hill is Safe

A complete listing of potential projects is located in the Capital Projects and Enterprise Capital Projects sections of this document.

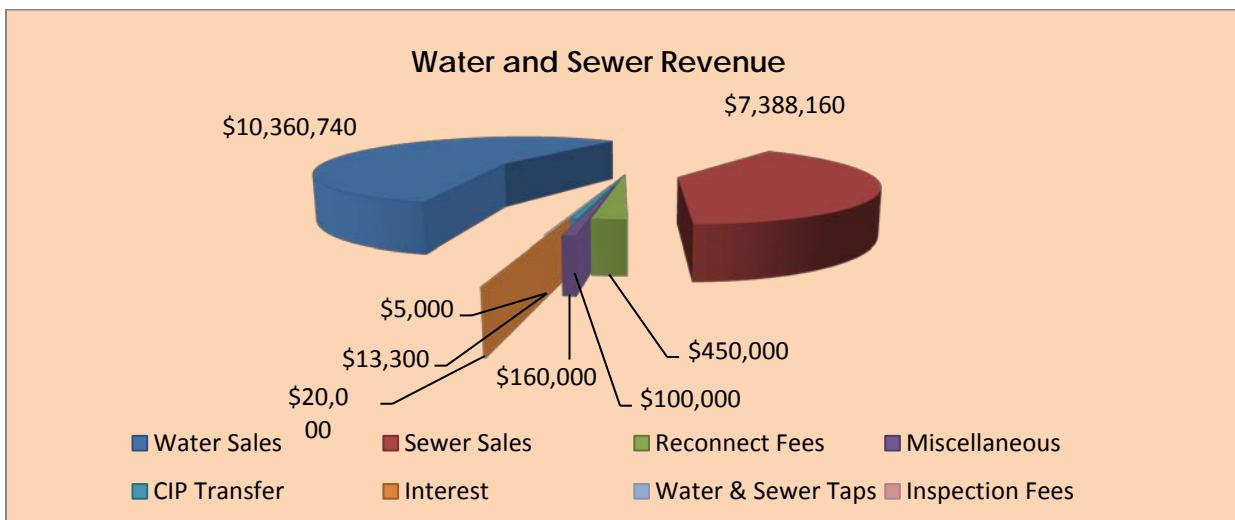
WATER AND SEWER FUND

COMPOSITION, ASSUMPTIONS AND CHANGES FROM PRIOR YEARS

Water and Sewer Expenditures are budgeted at \$17,903,740 for FY 2013-2014. This represents an 8.41% increase over the estimated total expenditures during FY 2012-2013. The pie chart below shows the expenditures budgeted in the Water and Sewer Fund for FY 2013-2014.



Revenue in the Water and Sewer Fund total \$18,497,200 for FY 2013-2014. This represents a 13.87% increase over the estimated total revenues during FY 2012-2013. Utility revenue will be used to cover the fund's operating costs, annual contribution to Joe Pool Lake and debt service revenue bonds issued for Water and Sewer Capital Projects. The pie chart below reflects budgeted Water and Sewer revenue for FY 2013-2014.



The four line graphs on the following pages provide additional revenue information.

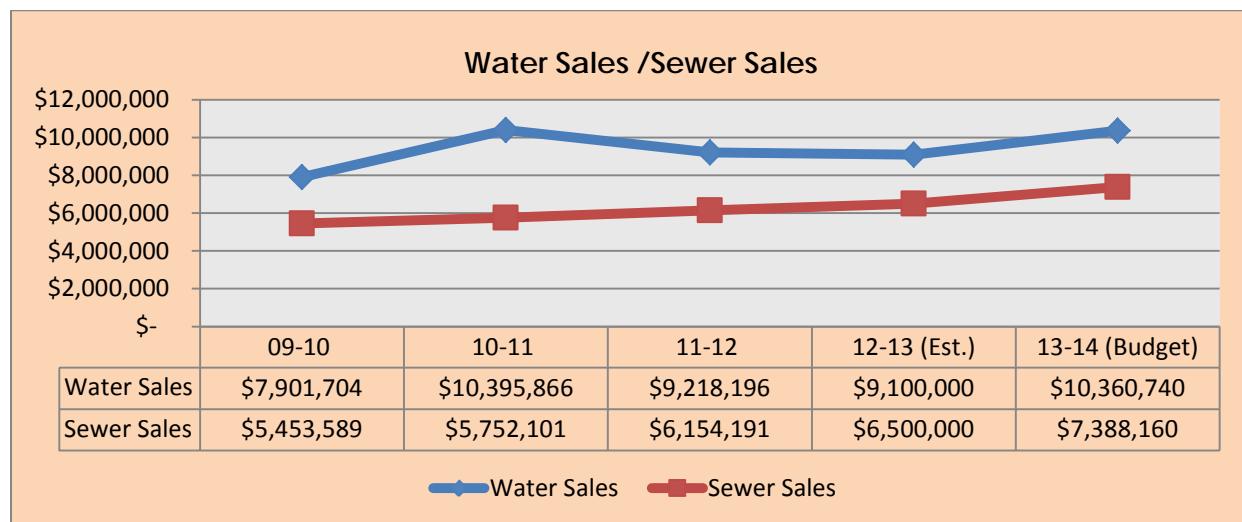
WATER SALES

Water Sales is the amount the City received for actual customer usage. Water Sales is currently projected to receive \$10,360,740. This is a 13.85% increase from the FY 2013 estimate of \$9,100,000. The water rate is \$5.53 (per thousand gallons) for FY 2014. Water Sales represents 56.01% of the Water and Sewer revenue budget.

SEWER SALES

Sewer Sales is the amount the City received for actual customer usage. Sewer Sales is currently projected to receive \$7,388,160. This is a 13.66% increase from the FY 2013 estimate of \$6,500,000. A partial reason for this increase is the increase of the sewer rate from \$6.70 in FY 2013 to \$7.44 (per thousand gallons) in FY 2014. Sewer Sales represents 39.94% of the Water and Sewer revenue budget.

The table and graph below provides a five-year history in the Water and Sale revenues.



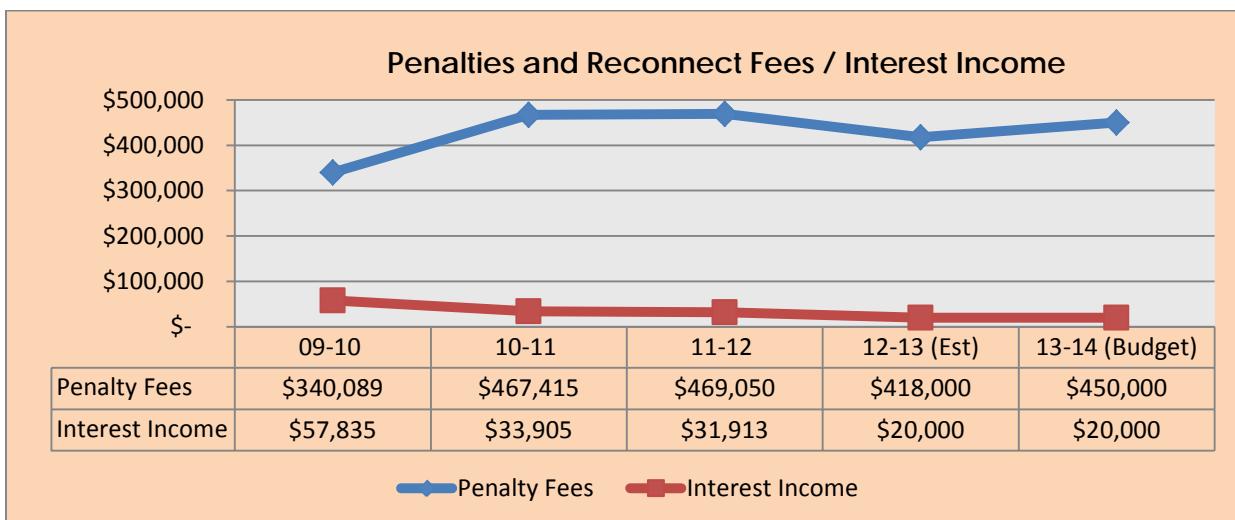
PENALTIES AND RECONNECT FEES

Penalties and Reconnect Fees are revenue the City receives [from customers] to reconnect and restore water services. This category is projected to generate \$450,000, which is a 7.66% increase from the FY 2013 estimate. Penalties and Reconnect Fees represent 2.43% of the Water and Sewer revenue budget.

INTEREST INCOME

Interest Income represents yield on investments. This revenue source is projected to generate \$20,000, which is identical to the FY 13 estimate. Interest Income represents 0.11% of the Water and Sewer revenue budget.

The table and graph below provide a five year history of the Penalties and Reconnect Fees and Interest Income revenues.



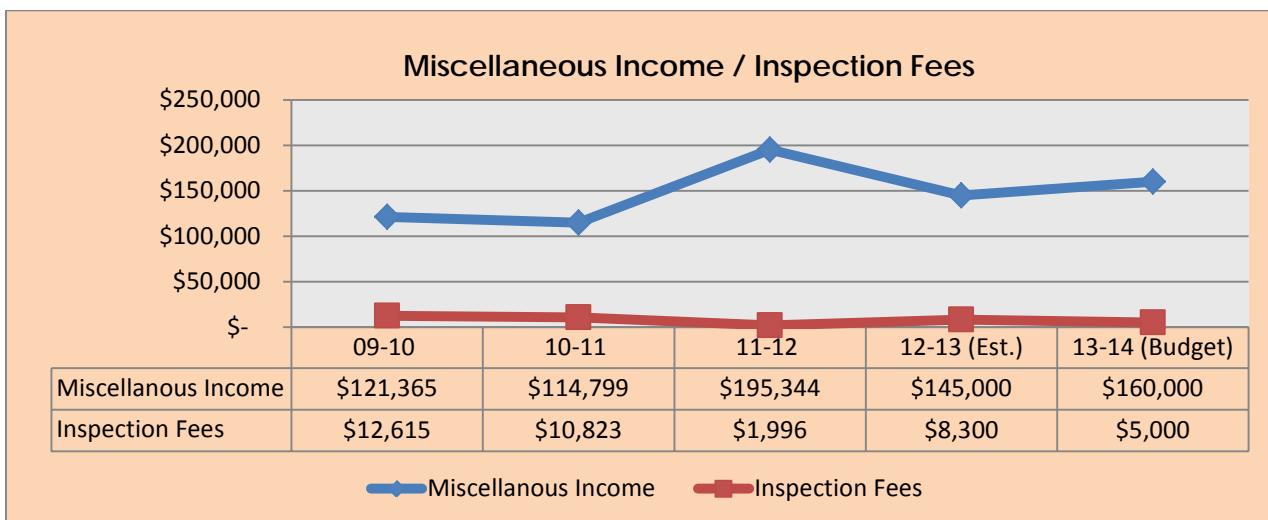
MISCELLANEOUS INCOME

Miscellaneous Income is revenue generated from donations, vehicle equipment and other revenue sources(s) that do not fit by definition in the other categories. Revenue in this category is expected to generate \$160,000. This represents 0.86% of the Water and Sewer revenue.

INSPECTION FEES

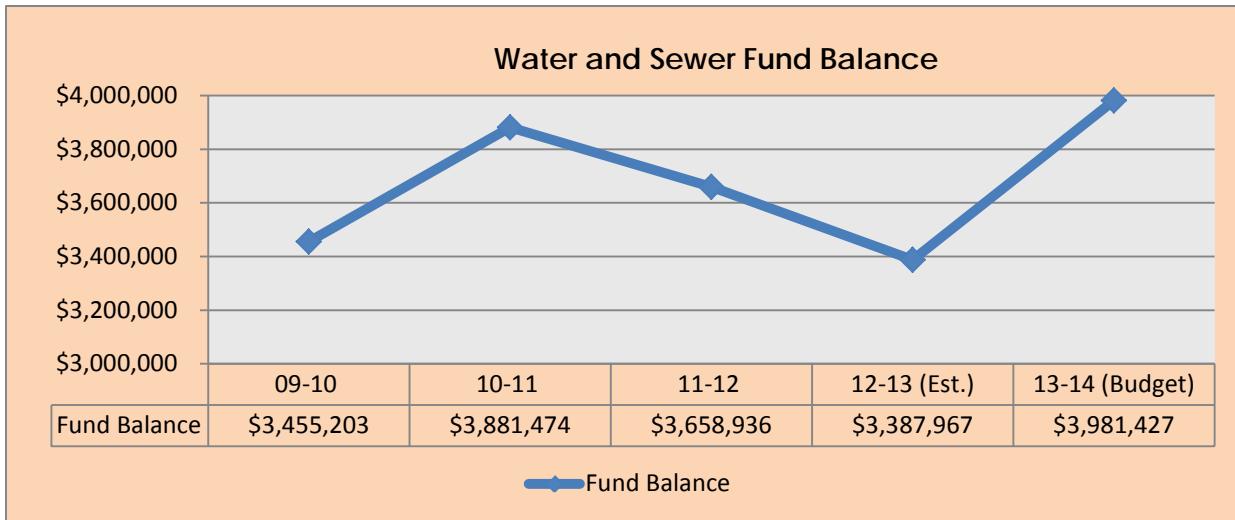
Inspection Fees is the revenue the City received for the inspection of public infrastructure established by a private developer. This revenue source is expected to generate \$5,000. This represents 0.03% of the Water and Sewer revenue.

The table and graph below provide a five year history in the Miscellaneous Income and Inspection Fees revenue categories.



WATER AND SEWER FUND BALANCE

The Water and Sewer Fund Balance, also known as surplus funds, is the excess of assets over liabilities. As reflected in the graph below, the fund balance experienced an increase of 17.52% (\$593,460) from the FY 2013 estimate. This increase is explained by the increase in the water and sewer rates. The table and graph below provide a five year history in the Water and Sewer Fund Balance. For a more detail report of Water and Sewer information, please refer to the Water and Sewer Summary section of this document.



INTERNAL SERVICE FUND

Operating as an Internal Service Fund, the Equipment Fund was established in FY 1990-1991 to acquire equipment costing in excess of \$1,000. The fund leases equipment to the appropriate operating fund(s). The term of the equipment lease is equal to the estimated useful life of the equipment. Budgeted equipment expenditures for FY 2013-2014 total \$956,670.

BUDGETED EXPENDITURES
VARIANCE COMPARISONS - BUDGET TO ESTIMATED

GENERAL FUND	BUDGET	ESTIMATED	VARIANCE	PERCENT CHANGE
	FY 12-13	FY 12-13	FAVORABLE (UNFAVORABLE)	FAVORABLE (UNFAVORABLE)
Administration	\$ 1,294,625	\$ 1,281,450	\$ 13,175	1.03%
Human Resources	453,895	477,455	(23,560)	-4.93%
Information Systems	699,900	729,415	(29,515)	-4.05%
Finance	833,110	928,700	(95,590)	-10.29%
Government Center	625,465	698,625	(73,160)	-10.47%
Non-Departmental	627,260	556,305	70,955	12.75%
Police	9,265,725	9,028,300	237,425	2.63%
Animal Control	164,020	157,330	6,690	4.25%
Fire	8,118,770	8,022,640	96,130	1.20%
Emergency Management	93,665	92,655	1,010	1.09%
Municipal Court	601,785	609,925	(8,140)	-1.33%
Code Enforcement	758,510	748,925	9,585	1.28%
Animal Shelter	623,775	655,975	(32,200)	-4.91%
Parks	1,959,220	1,879,560	79,660	4.24%
Recreation	597,070	604,380	(7,310)	-1.21%
Library	823,790	797,595	26,195	3.28%
Neighborhood Services	132,535	133,915	(1,380)	-1.03%
Planning	340,555	328,980	11,575	3.52%
Streets and Drainage	1,714,280	1,693,385	20,895	1.23%
Fleet Maintenance	256,140	270,160	(14,020)	-5.19%
TOTAL General Fund	\$ 29,984,095	\$ 29,695,675	\$ 288,420	0.97%

SPECIAL REVENUE FUNDS	BUDGET	ESTIMATED	VARIANCE	PERCENT CHANGE
	FY 12-13	FY 12-13	FAVORABLE (UNFAVORABLE)	FAVORABLE (UNFAVORABLE)
Public Safety	311,480	300,915	10,565	3.51%
Community Development	5,320,440	5,426,104	(105,664)	-1.95%
Economic Development	9,660,885	3,206,165	6,454,720	201.32%
Capital Expenditures	899,325	729,261	170,064	23.32%
Debt Service	266,165	266,165	-	0.00%
Tourism	97,725	80,600	17,125	21.25%
Transfer to Other Funds	1,622,895	1,622,895	-	0.00%
TOTAL Special Revenue Funds	\$ 18,178,915	\$ 11,632,105	\$ 6,546,810	56.28%

VARIANCE COMPARISONS
BUDGET TO ESTIMATED

DEBT SERVICE FUND (Expenditures)	BUDGET	ESTIMATED	VARIANCE	PERCENT CHANGE
	FY 12-13	FY 12-13	FAVORABLE (UNFAVORABLE)	FAVORABLE (UNFAVORABLE)
Principal	4,792,415	4,792,415	-	0.00%
Interest	3,134,600	3,134,600	-	0.00%
Paying Agent Fees	45,000	30,000	15,000	50.00%
TOTAL Debt Service	\$ 7,972,015	\$ 7,957,015	\$ 15,000	0.19%

ENTERPRISE FUND (Expenditures)	BUDGET	ESTIMATED	VARIANCE	PERCENT CHANGE
	FY 12-13	FY 12-13	FAVORABLE (UNFAVORABLE)	FAVORABLE (UNFAVORABLE)
Water and Sewer	\$ 17,299,485	\$ 16,514,399	\$ 785,086	4.75%
TOTAL Enterprise Fund	\$ 17,299,485	\$ 16,514,399	\$ 785,086	4.75%

EQUIPMENT FUND (Expenditures)	BUDGET	ESTIMATED	VARIANCE	PERCENT CHANGE
	FY 12-13	FY 12-13	FAVORABLE (UNFAVORABLE)	FAVORABLE (UNFAVORABLE)
Capital Expenditures	1,205,750	568,091	637,659	112.25%
TOTAL Equipment Fund	\$ 1,205,750	\$ 568,091	\$ 637,659	112.25%



ORDINANCE NO. 2013-517

AN ORDINANCE ADOPTING THE 2013-2014 OPERATING FUNDS' BUDGET EXPENDITURES FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2013, AND ENDING SEPTEMBER 30, 2014, FOR THE CITY OF CEDAR HILL, TEXAS; AUTHORIZING EXPENDITURES AS SET OUT IN SUCH BUDGET AND PROVIDING FOR EFFECTIVE DATE.

WHEREAS, the City Council of the City of Cedar Hill, Texas, has caused to be prepared for each of the City of Cedar Hill's operating funds a proposed budget covering the expenditures for the fiscal year beginning October 1, 2013, and ending September 30, 2014, pursuant to the laws of the State of Texas.

NOW, THEREFORE, BE IT ORDAINED by the City Council of the City of Cedar Hill, Texas that:

Section 1. The appropriation amounts of each operating fund for the official budget of the City of Cedar Hill for the fiscal year beginning October 1, 2013, and ending September 30, 2014, are hereby fixed as follows:

General Fund	\$29,776,725
Police Forfeiture Fund	\$30,000
Animal Shelter Donation Fund	\$14,250
Library Fund	\$21,000
Hotel Occupancy Tax Fund	\$144,600
High Pointe Public Improvement District Fund	\$324,800
Waterford Oaks Public Improvement District Fund	\$93,400
Police Reserve Pension Fund	\$17,920
Landscape Beautification Fund	\$2,300,000
Traffic Safety Fund	\$463,375
Community Development Corporation	\$3,214,918
Economic Development Corporation	\$9,552,745
Debt Service Fund	\$8,126,312
Crime Control District Fund	\$841,970
Street Construction Fund	\$351,730
Street Impact Fee Fund	\$1,365,753
Water and Sewer Fund	\$17,903,740
Equipment Fund	\$956,670
Total	\$75,499,908

Section 2. The City Manager is hereby authorized to make intra-departmental and inter-departmental fund transfers within a fund during the fiscal year as becomes necessary in order to avoid the over-expenditure of a particular object code or department.

Section 3. A true and correct copy of the Official Budget is hereby directed to be filed in the office of the City Secretary, and said Official Budget is made a part of this Ordinance by reference as though fully copied herein verbatim.

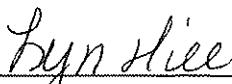
Section 4. It being deemed by the City Council that this Ordinance shall go into immediate effect and force after its passage, approval and publication according to law.

PASSED, APPROVED AND ADOPTED by the City Council of the City of Cedar Hill, Texas on the 10th day of September, 2013.



Rob Franke, Mayor

ATTEST:



Lyn Hill
Lyn Hill, City Secretary

ORDINANCE NO. 2013-518

AN ORDINANCE OF THE CITY OF CEDAR HILL, TEXAS, ADOPTING A 2013-2014 CAPITAL BUDGET; AUTHORIZING EXPENDITURES AS SPECIFICALLY DESIGNATED IN SUCH BUDGET; AND PROVIDING FOR IMMEDIATE EFFECT.

WHEREAS, the City Council of the City of Cedar Hill, Texas, has found and determined that it is necessary to adopt a capital budget for the City of Cedar Hill; and

WHEREAS, the City Council of the City of Cedar Hill, Texas, has determined that it is in the best interests of the citizens of the City of Cedar Hill that such provisions and budgets be adopted.

NOW, THEREFORE, BE IT ORDAINED by the City Council of the City of Cedar Hill, Texas, that:

Section 1. An Official Capital Budget for the City of Cedar Hill, Texas is hereby adopted as shown in "Exhibit A" attached hereto and incorporated in its entirety as though set out herein.

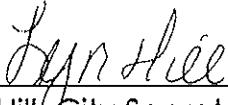
Section 2. It being deemed by the City Council that this Ordinance shall go into immediate effect and force after its passage, approval and publication, according to law.

PASSED, APPROVED, AND ADOPTED by the City Council of the City of Cedar Hill, Texas, on this the 10th day of September, 2013.



Rob Franke, Mayor

ATTEST:



Lyn Hill, City Secretary

EXHIBIT A

PROJECT	CURRENT BUDGET	CHANGE IN BUDGET	NEW BUDGET
STREET PROJECTS:			
Beltline /Mansfield Phase III	\$0	\$2,000,000	\$2,000,000
Street overlays	\$0	\$500,000	\$500,000
Misc. Street Remediation/Concrete Repair	\$0	\$500,000	\$500,000
West 1382 Phase IIA	\$0	\$1,300,000	\$1,300,000
DRAINAGE PROJECTS:			
Misc. Drainage	\$0	\$300,000	\$300,000
COMMUNITY DEVELOPMENT CORPORATION PROJECTS:			
Land acquisition	\$0	\$1,250,000	\$1,250,000
1382 Core Trail Design	\$0	\$237,630	\$237,630
WATER AND SEWER PROJECTS:			
Automated Reading System Phase I	\$0	\$8,250,000	\$8,250,000
Totals	\$0	\$14,337,630	\$14,337,630

ORDINANCE NO. 2013-519

AN ORDINANCE OF THE CITY OF CEDAR HILL LEVYING A TAX RATE FOR AD VALOREM TAXES FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT FOR 2013-2014 FISCAL YEAR; PROVIDING FOR REVENUES FOR THE PAYMENT OF CURRENT EXPENSES AND INTEREST AND SINKING FUND REQUIREMENTS; PROVIDING FOR A SAVINGS CLAUSE; AND PROVIDING FOR EFFECTIVE DATE.

WHEREAS, in accordance with the provisions of the laws of the State of Texas, the City Council has conducted a public hearing for the purpose of considering the Budgets for the City of Cedar Hill, Texas; and

WHEREAS, the City Council has by ordinances adopted the budgets for the 2013-2014 fiscal year;

NOW, THEREFORE, BE IT ORDAINED by the City Council of the City of Cedar Hill, Texas:

Section 1. That there be and is hereby levied for the fiscal year beginning October 1, 2013, and ending September 30, 2013, for the use and support of the municipal government of the City of Cedar Hill, Texas upon all property, real, personal, and mixed within the corporate limits of the City of Cedar Hill, Texas, on January 1, 2013, and not exempt by the constitution of the State of Texas and valid State laws, a tax of \$0.69876 per one hundred (\$100) dollars valuation of property, said tax being so levied and apportioned to the specific purposes here set forth:

1. For the maintenance and support of the general government (General Fund), \$0.51270 on each one hundred (\$100) dollars valuation of property; and,
2. For the Interest and Sinking Fund \$0.18606 on each one hundred (\$100) dollars valuation of property.

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

Section 3. It being deemed by the City Council that this ORDINANCE shall go into immediate effect and force after its passage, approval and publication according to law.

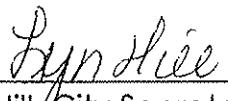
Section 4. Should any part of this Ordinance be declared invalid for any reason, that invalidity shall not affect the remainder of this Ordinance, and which remainder shall remain in full force and effect.

PASSED, APPROVED AND ADOPTED this the 10th day of September, 2013, at a regular meeting of the City Council of the City of Cedar Hill, Texas, there being a quorum present, by 7 yeas and 0 nays, and approved by the Mayor on the date above set.



Mayor, Rob Franke

ATTEST:



Lyn Hill, City Secretary

ORDINANCE NO. 2013-520

AN ORDINANCE MAKING CERTAIN FINDINGS IN CONNECTION WITH THE PROPOSED IMPROVEMENTS ORDERED IN CONNECTION WITH THE CEDAR HILL PUBLIC IMPROVEMENT DISTRICT NO. 1, PROVIDING FOR: FINDINGS OF BENEFITS ACCRUED, ACCEPTING FIVE-YEAR SERVICE PLAN, ADOPTING AN ANNUAL BUDGET, RECORDING FINAL ASSESSMENT ONTO TAX ROLL, SETTING THE ASSESSMENT RATE, ESTABLISHING A METHOD OF PAYMENT, ASSESSMENT DUE, NEW APPOINTMENTS, PROVIDING CLAUSES FOR EMERGENCY, CONFLICT, SEVERABILITY AND LIABILITY AND PROVIDING FOR IMMEDIATE EFFECT.

WHEREAS, by Resolution No. R98-426 duly passed on October 13, 1998, after the conduct of a duly notified public hearing, this City Council established Cedar Hill Public Improvement District No. 1, commonly referred to as the *High Pointé Public Improvement District*; and

WHEREAS, on September 10, 2013, a public hearing was held and all persons owning or claiming any property proposed to be assessed or any interest therein were given an opportunity to be heard, either in person or through an agent or attorney, and all were given an opportunity to testify before the City Council and to contest the assessments proposed to be made on account of the amount thereof or because of any inaccuracy, irregularity, invalidity or insufficiency of the proceedings or contract with reference thereto, or to such improvements or on account of any matter or thing in the discretion of this governing body, and on the 10th day of September, 2013 this Council closed the public hearing; and levied assessments against property and the owners thereof in the Public Improvement District No. 1; and

WHEREAS, the City Council on September 10, 2013, following such public hearing, took action on and modified as necessary proposed assessments on properties for which objections were registered in order to avoid inequities; and

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

SECTION 1 – BENEFITS ACCRUED: That the benefits to accrue to the property assessed and to the owners of such property, from the landscape maintenance and improvements identified within the Five-Year Service Plan, hereby adopted by the City Council, and herewith to be funded from the assessments, exceed the amount which has been assessed.

SECTION 2 – ADOPTING 5-YEAR SERVICE PLAN: That the "Five-Year Funding Requirements Plan for 2013 - 2018", labeled herein as Exhibit "A" and attached hereto and made a part hereof is hereby adopted.

SECTION 3 – ADOPTING ANNUAL BUDGET: That the "15th Year Fiscal Operating Budget for October, 2013 to September, 2014", labeled herein as Exhibit "B" and attached hereto and made a part hereof is hereby adopted.

SECTION 4 – RECORD FINAL ASSESSMENT ONTO TAX ROLL: That the City Manager and/or his designated representatives are hereby authorized and directed to carry out the terms and provisions of this ordinance by causing the costs outlined in the final assessment roll to be recorded in the Tax Roll, the names of the property owners and in the amounts shown on said final assessment roll; and that all prerequisites to the fixing of the assessments therein against the property described and the fixing of the personal liability of the owner or owners thereof have been performed in due time, form and manner as required by law, and no additional proof shall be required in any court.

SECTION 5 – ASSESSMENT RATE: That an assessment rate of \$0.10 per \$100 of taxable assessed value of all real properties within the Cedar Hill Public Improvement District No. 1, in accordance with the records of the Dallas County Tax Assessor/Collector save tax exempted real property, shall be levied.

SECTION 6 – METHOD OF PAYMENT: That the method of payment of the assessment shall be in a single lump sum payment which shall be immediately due upon receipt of the assessment notice and which shall become delinquent on February 1, 2014. Delinquent assessments are subject to interest, penalties, attorney's fees and other charges, at the same rate as for the City of Cedar Hill delinquent ad valorem property taxes.

SECTION 7 – ASSESSMENT DUE: That a lien shall be established against each affected property within the district on the date the assessment is due, and shall not be released until the assessment is paid in full. This lien is superior to all other liens and claims except liens for claims for the state, county, school district or city ad valorem taxes.

SECTION 8 – APPOINTMENT OF NEW BOARD DIRECTORS: That persons will be identified and shall be appointed to serve as Directors for the Cedar Hill Public Improvement District No. 1 for a period of two years, subject to the terms and conditions established in the approved by-laws for said district.

SECTION 9 – FUND TRANSFER AUTHORIZATION: That the City Manager be and is hereby authorized to make intra-departmental fund transfers within a fund during the fiscal year as becomes necessary in order to avoid the over-expenditure of a particular object code.

SECTION 10 – EMERGENCY: That the public importance of this measure and the fact that it is to the best interest of the City and its inhabitants to provide, for the acceptance of said improvements to provide for the payments herein ordered to be made, constitute this ordinance for the immediate preservation of the

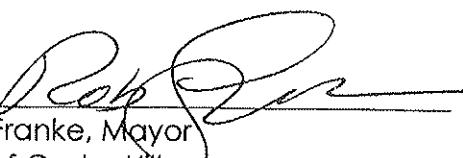
public business, property, health and safety of the City and creates an emergency requiring this ordinance to be passed on the date of introduction.

SECTION 11 – CONFLICT: That this ordinance shall be and is hereby declared to be cumulative of all other ordinances of the City of Cedar Hill, Texas, and this ordinance shall not operate to repeal or affect any other ordinance except insofar as the provisions thereof might be inconsistent or in conflict with the provisions of this ordinance, in which event such conflicting provisions, if any, in such other ordinance or ordinances are hereby repealed.

SECTION 12 – SEVERABILITY: That if any section, subsection, sentence, clause or phrase of this ordinance is for any reason held unconstitutional, such holding shall not affect the validity of the remaining portions of this ordinance.

SECTION 13 – LIABILITY: That all of the regulations provided in this ordinance are hereby declared to be governmental and for the health, safety and welfare of the public. Any member of the City Council or any City official or employee charged with the enforcement of this ordinance, acting for the City of Cedar Hill, Texas, in the discharge of his duties, shall not thereby render himself personally liable; and he is hereby relieved from all personal liability for any damage that might accrue to persons or property as a result of any act required or permitted in the discharge of his said duties.

**PASSED AND APPROVED BY THE CITY COUNCIL OF THE CITY OF CEDAR HILL, TEXAS,
THIS THE 10TH DAY OF SEPTEMBER, IN THE YEAR 2013.**



Rob Franke, Mayor
City of Cedar Hill

ATTEST:



Lyn Hill
Lyn Hill, City Secretary

EXHIBIT A

FIVE YEAR FUNDING REQUIREMENTS PLAN
CEDAR HILL PUBLIC IMPROVEMENT DISTRICT NO. 1 – 2013-2018

HPPID2014	2013-2014 Budget Adopted July 11, 2013	
HPPID Financials2014		
HPPID Budget2013-2014		
FiveYearPlan2013_2018		
YEAR ONE (2013-2014))		
a. Maintenance/Landscaping	167,305	
b. Replacement Reserve	0	
c. Capital Improvements	65,000	
d. City of Cedar Hill Administration Costs General Administration and Operation	12,575	
e. Fund	<u>79,920</u>	
	TOTAL	324,800
YEAR TWO (2014-2015)		
a. Maintenance/Landscaping	169,815	
b. Replacement Reserve	0	
c. Capital Improvements	55,958	
d. City of Cedar Hill Administration Costs General Administration and Operation	12,575	
e. Fund	<u>81,119</u>	
	TOTAL	319,466
YEAR THREE (2015-2016)		
a. Maintenance/Landscaping	172,362	
b. Replacement Reserve	0	
c. Capital Improvements	46,953	
d. City of Cedar Hill Administration Costs General Administration and Operation	12,575	
e. Fund	<u>82,336</u>	
	TOTAL	314,225
YEAR FOUR (2016-2017)		
a. Maintenance/Landscaping	174,947	
b. Replacement Reserve	0	
c. Capital Improvements	37,984	
d. City of Cedar Hill Administration Costs General Administration and Operation	12,575	
e. Fund	<u>83,571</u>	
	TOTAL	309,076
YEAR FIVE (2017-2018)		
a. Maintenance/Landscaping	177,571	
b. Replacement Reserve	0	
c. Capital Improvements	29,047	
d. City of Cedar Hill Administration Costs General Administration and Operation	12,575	
e. Fund	<u>84,824</u>	
	TOTAL	304,018

FOR INFO ONLY

YEAR ONE (2013-2014)

Tax Assessment	304,800
City Contribution	<u>20,000</u>
Total Income	324,800

YEAR TWO (2014-2015))

Tax Assessment	299,466
City Contribution	<u>20,000</u>
Total Income	319,466

YEAR THREE (2015-2016)

Tax Assessment	294,225
City Contribution	<u>20,000</u>
Total Income	314,225

YEAR FOUR (2016-2017)

Tax Assessment	289,076
City Contribution	<u>20,000</u>
Total Income	309,076

YEAR FIVE (2017-2018)

Tax Assessment	284,018
City Contribution	<u>20,000</u>
Total Income	304,018

EXHIBIT B

HPPID HP 2014

HPPID Financials 2014

HPPID Budget 2013-2014

Adopted July 11, 2013

2014 Chart of Accounts & Budget

Account Title	Budget 2013-2014	FYE	Debit or Credit
Office Supplies	200	2014	D
Postage	500	2014	D
Maintenance - Fencing	5,000	2014	D
Maintenance - Lighting Systems	6,500	2014	D
Maintenance - Brick Structures	2,500	2014	D
Maintenance Irrigation Systems	5,000	2014	D
Maintenance - Miscellaneous	1,780	2014	D
Maintenance - Base Contract	113,285	2014	D
Maintenance - Banners & Flags	2,630	2014	D
Attorney	750	2014	D
Police Patrol Services	19,000	2014	D
Insurance - Liability	2,000	2014	D
Printing Services	500	2014	D
Subscription Services	500	2014	D
Holiday Lighting Program	30,000	2014	D
Special Services	1,000	2014	D
Management Fee	16,500	2014	D
City Administration Charge	4,600	2014	D
Property Tax Collection Fee	7,375	2014	D
Electricity	9,760	2014	D
Water/Wastewater	30,000	2014	D
Building Rental	420	2014	D
High Pointe Parks Improvement	15,000	2014	D
Enhancement - Hardscape	30,000	2014	D
Enhancement - Landscape	20,000	2014	D
TOTAL	324,800		

Interest Allocation-Investment Pool	2,000	2014	C
Current Property Taxes	302,800	2014	C
City Contribution	20,000	2014	C
TOTAL	324,800		

ORDINANCE NO. 2013-521

AN ORDINANCE MAKING CERTAIN FINDINGS IN CONNECTION WITH THE PROPOSED IMPROVEMENTS ORDERED IN CONNECTION WITH THE CEDAR HILL PUBLIC IMPROVEMENT DISTRICT NO. 2, PROVIDING FOR: FINDINGS OF BENEFITS ACCRUED, ACCEPTING FIVE-YEAR SERVICE PLAN, ADOPTING AN ANNUAL BUDGET, RECORDING FINAL ASSESSMENT ONTO TAX ROLL, SETTING THE ASSESSMENT RATE, ESTABLISHING A METHOD OF PAYMENT, ASSESSMENT DUE, NEW APPOINTMENTS, PROVIDING CLAUSES FOR EMERGENCY, CONFLICT, SEVERABILITY AND LIABILITY AND PROVIDING FOR IMMEDIATE EFFECT.

WHEREAS, by Resolution No. R02-87 duly passed on December 10, 2002, after the conduct of a duly notified public hearing, this City Council established Cedar Hill Public Improvement District No. 2, commonly referred to as the Waterford Oaks Public Improvement District; and

WHEREAS, on September 10, 2013, a public hearing was held and all persons owning or claiming any property proposed to be assessed or any interest therein were given an opportunity to be heard, either in person or through an agent or attorney, and all were given an opportunity to testify before the City Council and to contest the assessments proposed to be made on account of the amount thereof or because of any inaccuracy, irregularity, invalidity or insufficiency of the proceedings or contract with reference thereto, or to such improvements or on account of any matter or thing in the discretion of this governing body, and on the 10th day of September, 2013 this Council closed the public hearing; and levied assessments against property and the owners thereof in the Public Improvement District No. 2; and

WHEREAS, the City Council on September 10, 2013, following such public hearing, took action on and modified as necessary proposed assessments on properties for which objections were registered in order to avoid inequities; and

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

SECTION 1 – BENEFITS ACCRUED: That the benefits to accrue to the property assessed and to the owners of such property, from the landscape maintenance and improvements identified within the Five-Year Service Plan, hereby adopted by the City Council, and herewith to be funded from the assessments, exceed the amount which has been assessed.

SECTION 2 – ADOPTING 5-YEAR SERVICE PLAN: That the “Five-Year Funding Requirements Plan for 2013 – 2018”, labeled herein as Exhibit “A” and attached hereto and made a part hereof is hereby adopted.

SECTION 3 – ADOPTING ANNUAL BUDGET: That the "9th Year Fiscal Operating Budget for October, 2013 to September, 2014", labeled herein as Exhibit "B" and attached hereto and made a part hereof is hereby adopted.

SECTION 4 – RECORD FINAL ASSESSMENT ONTO TAX ROLL: That the City Manager and/or his designated representatives are hereby authorized and directed to carry out the terms and provisions of this ordinance by causing the costs outlined in the final assessment roll to be recorded in the Tax Roll, the names of the property owners and in the amounts shown on said final assessment roll; and that all prerequisites to the fixing of the assessments therein against the property described and the fixing of the personal liability of the owner or owners thereof have been performed in due time, form and manner as required by law, and no additional proof shall be required in any court.

SECTION 5 – ASSESSMENT RATE: That an assessment rate of \$0.10 per \$100 of taxable assessed value of all real properties within the Cedar Hill Public Improvement District No. 2, in accordance with the records of the Dallas County Tax Assessor/Collector save tax exempted real property, shall be levied.

SECTION 6 – METHOD OF PAYMENT: That the method of payment of the assessment shall be in a single lump sum payment which shall be immediately due upon receipt of the assessment notice and which shall become delinquent on February 1, 2014. Delinquent assessments are subject to interest, penalties, attorney's fees and other charges, at the same rate as for the City of Cedar Hill delinquent ad valorem property taxes.

SECTION 7 – ASSESSMENT DUE: That a lien shall be established against each affected property within the district on the date the assessment is due, and shall not be released until the assessment is paid in full. This lien is superior to all other liens and claims except liens for claims for the state, county, school district or city ad valorem taxes.

SECTION 8 – APPOINTMENT OF NEW BOARD DIRECTORS: That persons will be identified and shall be appointed to serve as Directors for the Cedar Hill Public Improvement District No. 2 for a period of two years, subject to the terms and conditions of the Cedar Hill City Council approved by-laws for said district to be established at a later time.

SECTION 9 – FUND TRANSFER AUTHORIZATION: That the City Manager be and is hereby authorized to make intra-departmental fund transfers within a fund during the fiscal year as becomes necessary in order to avoid the over-expenditure of a particular object code.

SECTION 10 – EMERGENCY: That the public importance of this measure and the fact that it is to the best interest of the City and its inhabitants to provide, for the acceptance of said improvements to provide for the payments herein ordered to be made, constitute this ordinance for the immediate preservation of the

public business, property, health and safety of the City and creates an emergency requiring this ordinance to be passed on the date of introduction.

SECTION 11 – CONFLICT: That this ordinance shall be and is hereby declared to be cumulative of all other ordinances of the City of Cedar Hill, Texas, and this ordinance shall not operate to repeal or affect any other ordinance except insofar as the provisions thereof might be inconsistent or in conflict with the provisions of this ordinance, in which event such conflicting provisions, if any, in such other ordinance or ordinances are hereby repealed.

SECTION 12 – SEVERABILITY: That if any section, subsection, sentence, clause or phrase of this ordinance is for any reason held unconstitutional, such holding shall not affect the validity of the remaining portions of this ordinance.

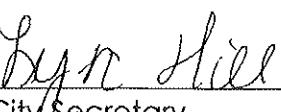
SECTION 13 – LIABILITY: That all of the regulations provided in this ordinance are hereby declared to be governmental and for the health, safety and welfare of the public. Any member of the City Council or any City official or employee charged with the enforcement of this ordinance, acting for the City of Cedar Hill, Texas, in the discharge of his duties, shall not thereby render himself personally liable; and he is hereby relieved from all personal liability for any damage that might accrue to persons or property as a result of any act required or permitted in the discharge of his said duties.

**PASSED AND APPROVED BY THE CITY COUNCIL OF THE CITY OF CEDAR HILL, TEXAS,
THIS THE 10TH DAY OF SEPTEMBER, IN THE YEAR 2013.**



Rob Franke, Mayor
City of Cedar Hill

ATTEST:



Lyn Hill, City Secretary

EXHIBIT A

**FIVE YEAR FUNDING REQUIREMENTS PLAN
FOR CEDAR HILL PUBLIC IMPROVEMENT DISTRICT NO. 2
2013-2018**

YEAR ONE (2013-2014)

a.	Maintenance	\$ 30,000
b.	Revenues over Expenditures	12,200
c.	Capitaly OutLay	30,000
d.	Services	13,500
e.	Personnel/Supplies/Misc	<u>19,900</u>
		TOTAL \$ 105,600

YEAR TWO (2014-2015)

a.	Maintenance	\$ 26,000
b.	Revenues over Expenditures	15,400
c.	Capitaly OutLay	30,000
d.	Services	20,700
e.	Personnel/Supplies/Misc	<u>13,500</u>
		TOTAL \$ 105,600

YEAR THREE (2015-2016)

a.	Maintenance	\$ 27,000
b.	Revenues over Expenditures	13,900
c.	Capitaly OutLay	30,000
d.	Services	20,700
e.	Personnel/Supplies/Misc	<u>14,000</u>
		TOTAL \$ 105,600

YEAR FOUR (2016-2017)

a.	Maintenance	\$ 28,000
b.	Revenues over Expenditures	12,400
c.	Capitaly OutLay	30,000
d.	Services	20,700
e.	Personnel/Supplies/Misc	<u>14,500</u>
		TOTAL \$ 105,600

YEAR FIVE (2017-2018)

a.	Maintenance	\$ 29,000
b.	Revenues over Expenditures	10,900
c.	Capitaly OutLay	30,000
d.	Services	20,700
e.	Personnel/Supplies/Misc	<u>15,000</u>
		TOTAL \$ 105,600

EXHIBIT B

FY 14 - projected cost worksheet

	Acct #	Personnel	Supplies	Maint.	Utilities	Services	Misc	Capital Outlay	Total
City Expenses									-
Administration/Operation:									-
Office Expenses			1,000						1,000
Insurance									-
Property Coverage									-
General Liability									-
Errors & Omissions									-
Liability Insurance, Publications, Mis					300				300
Legal / banking fee / special services /					6,600				6,600
City Administration					4,800				4,800
Tax Collection					1,800				1,800
Police Patrol					-	7,200			7,200
Misc						4,000			4,000
<u>MAINTENANCE/LANDSCAPING</u>									-
Water				7,000					7,000
Electricity				700					700
Seasonal Flowers			10,000						10,000
Mowing, irrigation inspection, etc			20,000						20,000
<u>CAPITAL IMPROVEMENTS</u>									-
Pending project							30,000	30,000	30,000
									-
									-
									-
									-
									-
TOTALS	Total		1,000	30,000	7,700	13,500	11,200	30,000	93,400

CITY OF CEDAR HILL

FINANCIAL POLICIES RELATING TO

THE ANNUAL OPERATING BUDGET

I. PURPOSE STATEMENT

The policies set forth below provide guidelines to enable the City staff to achieve a long-term, stable financial condition while conducting daily operations and providing services that are consistent with the Council-Manager form of government established in the City Charter. The Budget Team follows these policies while developing the annual operating budget. The scopes of the policies cover accounting, auditing, financial reporting; internal controls, operating and capital budgeting, revenue management, cash management, financial condition and reserve, expenditure control and debt management.

II. ACCOUNTING, AUDITING AND FINANCIAL REPORTING

- Accounting - The City's Accounting Manager is responsible for establishing the chart of accounts and for properly recording financial transactions.
- External Auditing - The City will be audited annually by outside independent accountants (auditors). The auditors must be a CPA firm and must demonstrate significant experience in the field of local government auditing. They must conduct the City's audit in accordance with generally accepted auditing standards and be knowledgeable in the Government Finance Officers Association Certificate of Achievement Program. The auditors' report on the City's financial statements will be completed within six months of the City's fiscal year end.
- Auditor Rotation - The City will require requests for proposal for audit services every five years.
- External Financial Reporting - The City will prepare and publish a Comprehensive Annual Financial Report (CAFR). The CAFR will be prepared in accordance with generally accepted accounting principles and will be presented annually to the Government Finance Officers Association (GFOA) for evaluation and awarding of the Certificate of Achievement for Excellence in Financial Reporting.
- Internal Financial Reporting - The Finance Department will prepare internal financial reports sufficient for management to plan, monitor and control the City's financial affairs.

III. INTERNAL CONTROLS

- Written Procedures - The Finance Director is responsible for developing written guidelines on accounting, cash handling and other financial matters. The Finance Department will assist Department Directors, as needed, in tailoring such guidelines to fit each department's requirements.
- Department Directors' Responsibility - Each Department Director is responsible to the City Manager to ensure that proper internal controls are followed throughout his or her department, that all guidelines on accounting and internal controls are implemented and that all independent auditor control recommendations are addressed.

IV. OPERATING BUDGET

- Preparation - The City's annual operating budget will be prepared by the Budget Team consisting of the City Manager, the Deputy City Manager, the Assistant City Manager, the Finance Director, the Human Resources Director, the Accounting Manager, the Budget Analyst and other staff members appointed by the City Manager. A budget preparation calendar and timetable will be established and followed in accordance with state law.
- Balanced Budget - Current operating revenue will be sufficient to support current operating expenditures. Annually recurring revenue will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay). Debt or bond financing will not be used to finance current expenditures.
- Encumbrances - The City will not encumber funds for operating use at year-end.
- Budget Amendments - The Finance Department will monitor all financial operations. If the Finance Director identifies the need to amend the current year budget, he will present his findings to the City Manager for his review. The City Manager will decide whether or not to proceed with the budget amendment and, if proceeding, will then present the matter to the City Council. If the City Council decides a budget amendment is necessary, the amendment will be adopted in ordinance format, and the necessary budgetary changes will then be made.
- Reporting - Monthly financial reports will be prepared by the Finance Department and made available for department directors to review, utilizing an internal reporting system. Information obtained from financial reports and other operating reports is to be used by department directors to monitor and control the budget as authorized by the City Manager.
- Performance Measures and Productivity Indicators - Where appropriate, performance measures and productivity indicators will be used as guidelines and reviewed for efficiency and effectiveness.

V. CAPITAL BUDGETS

- Preparation - The capital budget will include all Capital Projects Funds and all capital resources. The capital budget will be prepared annually and will be presented to the City Council during multiple Capital Budget Workshops.
- Control - All capital project expenditures will be appropriated in the capital budget. The Finance Director will certify the availability of such appropriations or the availability of resources so that an appropriation may be made before a capital project is approved by the City Council.
- Encumbrances - Funds for capital projects will be encumbered until the project is complete.
- Alternate Resources - Where applicable, assessments, impact fees, pro-rata charges or other user-based fees will be appropriated to fund capital projects that have a primary benefit to specific property owners.
- Debt Financing - If and when debt is issued, the proceeds will be used to acquire major assets with expected lives that equal or exceed the term of the debt issue. The exceptions to this requirement are the traditional costs of marketing and issuing the debt, capitalized labor for design and construction of capital projects and small component parts that are attached to major equipment purchases.
- Reporting - Monthly financial reports will be prepared by the Finance Department and made available for department directors to review, utilizing an internal reporting system. Information obtained from financial reports and other operating reports is to be used by department directors to monitor and control the budget as authorized by the City Manager.

VI. REVENUE MANAGEMENT

- Simplicity - The City will strive to keep the revenue system simple, resulting in a decrease of compliance costs for the taxpayer or service recipient and a corresponding decrease in tax avoidance.
- Certainty - The City will strive to understand its revenue sources and predict the reliability of revenue streams. The City will enact consistent collection policies so that management may be reasonably assured that certain revenues will materialize according to budgets, plans and programs.
- Equity - The City will strive to maintain equity in the revenue system structure. That is, the City will seek to minimize or eliminate all forms of subsidization among entities, funds, services, utilities and customers.
- Administration - The benefits of revenue will exceed the cost of producing the revenue. The cost of collection will be reviewed periodically for cost effectiveness and efficiency.
- Property Tax - Property shall be assessed at 100% of the fair market value as appraised by Dallas County Appraisal District and Ellis County Appraisal District. Reappraisal and reassessment will be done regularly as required by state law. A collection of 100% of current assessments from current assessments, delinquent assessments, penalties and interest will serve as the goal for tax collections.
- User-Based Fees - For services associated with a user fee or charge, the direct and indirect costs of that service will be offset by a fee. There will be periodic reviews of fees and charges to ensure that fees adequately cover the cost of services.
- Inter-fund Administrative Charges - Enterprise Funds and certain special revenue funds will pay the General Fund for direct services rendered.
- Utility Rates - The City will review and adopt utility rates annually that will generate revenues required to fully cover operating expenditures, meet the legal restriction of all applicable bond covenants and provide adequate working capital. The rates will allow the Water and Sewer Fund to meet the fund balance (working capital) requirements of 25% of operations.
- Interest Income - Interest earned from investment of available monies, whether or not pooled, will be in accordance with the equity balances of the fund from which monies to be invested were provided.
- Revenue Monitoring - Revenues actually received will be compared to budgeted revenues, and variances will be investigated monthly.

VII. EXPENDITURE CONTROL

- Appropriations - The City Manager's level of budgetary control is at the fund level for all operating funds. The department director's level of budgetary control is at the department level. When a budget adjustment or amendment among funds is necessary, it must be approved by the City Council.
- Contingency Reserve - The General Fund will maintain an undesignated balance of at least 20% of budgeted expenditures. Only one month of sales tax receivable will be considered in determining fund balance.
- Purchasing - All purchases shall be in accordance with both the City's purchasing policy and state law.
- Prompt Payment - All invoices will be paid within 30 days of receipt in accordance with state law. Procedures will be used to take advantage of all cost effective purchase discounts. Payments will be processed to maximize the City's investable cash.

VIII. CASH/ASSET MANAGEMENT

- Investments - The City's investment practices will be conducted in accordance with the investment policy approved by the City Council.
- Cash Management - The City's cash flow will be managed to maximize the invest- able cash.
- Investment Performance - As per state law, the Finance Director will issue quarterly reports on investment activity to the City Council.
- Fixed Assets and Inventory - Such assets will be reasonably safeguarded, properly accounted for and prudently insured. The fixed asset inventory will be updated regularly.

IX. FINANCIAL CONDITION AND RESERVE

- Operating Reserves - The General Fund will maintain an undesignated fund balance of at least 25% of budgeted expenditures. Only one month of sales tax receivable will be considered in determining fund balance.
- The Water and Sewer Fund will maintain working capital of at least 25% of estimated expenditures.
- The Debt Service Fund will maintain a fund balance of at least 15% of budgeted expenditures.
- The 4A (EDC) will maintain a fund balance of at least 15% of estimated revenues.
- The 4B (CDC) will maintain a fund balance of at least 25% of estimated revenues.
- Risk Management - The City will pursue every opportunity to provide for the public's and City employees' safety. Health insurance coverage and property and casualty insurance coverage will be reviewed annually regarding the amount of coverage and cost effectiveness.
- Loss Financing - The City will maintain property, liability and workman's compensation coverage through participation in the Texas Municipal League's Intergovernmental Risk Pool. The pool maintains reinsurance coverage to protect the pool in the event of excessive losses.

X. DEBT MANAGEMENT

- Long-Term Debt - For operating purposes, long-term debt will not be used. The life of the bonds will not exceed the useful life of the financed projects.
- Self-Supporting Debt - When appropriate, self-supporting revenues will pay debt service in lieu of tax revenues.
- Ratings - Full disclosure of operations will be made to the bond rating agencies. City staff, with the assistance of financial advisors and bond counsel, will prepare the necessary materials for and presentation to the rating agencies.
- Water and Wastewater Bond Coverage Ratios - The City will maintain a coverage rate of 1.25 times in the Water and Sewer Utility Fund although only 1.20 is required by the bond covenants.
- Federal Requirements - The City will maintain procedures that comply with arbitrage rebate and other federal requirements.
- Legal Debt Limit - The City will limit general obligation debt expenditures to 50% of General Fund expenditures.
- Debt Service Reserves - The City will maintain a fund balance of at least 15% of budgeted expenditures in the Debt Service Fund.



ADMINISTRATION

MISSION STATEMENT:

The mission of the Administration Department is to coordinate and facilitate the delivery of the highest quality services to the citizens of Cedar Hill consistent with the goals and objectives of the City Council.

CORE FUNCTIONS:

The Administration Department consists of the City Council, the City Manager's Office and the City Secretary's Office. These divisions work together to coordinate the following functions:

- 1) Oversee Implementation of City Council's Strategic Plan and Premier Statements
- 2) Manage the City's operations
- 3) Respond to Citizens' questions and service requests
- 4) Manage Official Record Keeping of the City Council and the City of Cedar Hill, according to state law and records policies
- 5) Administer City Elections

**SUMMARY
ADMINISTRATION**

EXPENDITURES	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Personnel	\$ 1,069,838	\$ 1,066,340	\$ 1,056,045	\$ 1,138,200
Supplies	9,694	12,220	12,200	12,220
Maintenance	6,775	9,500	12,500	9,000
Services	49,130	77,285	83,925	77,325
Utilities	4,453	4,180	4,180	4,180
Lease / Rentals	3,554	3,555	3,555	3,555
Sundry	116,929	121,545	109,045	123,545
TOTAL Department Budget	\$ 1,260,373	\$ 1,294,625	\$ 1,281,450	\$ 1,368,025

STAFFING	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00
City Secretary	1.00	1.00	1.00	1.00
Assistant to the City Manager	0.00	0.00	1.00	1.00
Public Relations Manager	1.00	1.00	1.00	1.00
Administrative Asst. to the CM	1.00	1.00	1.00	1.00
Executive Assistant	2.00	2.00	1.00	1.00
Executive Secretary	1.00	1.00	1.00	1.00
Part-Time Receptionist	0.00	0.00	1.00	1.00
Part-Time Clerk	1.00	1.00	0.00	0.00
TOTAL Department Staff	10.00	10.00	10.00	10.00

PERFORMANCE INDICATORS	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Direct City Departments toward Council's Premier Statements	100%	100%	100%	100%
Produce and post Council meetings within 72 hours	100%	100%	100%	100%

2013-2014 WORK PLAN

CORE FUNCTION: #1 Oversee implementation of City Council's Strategic Plan and Premier Statements

Action:

- Direct City departments' actions toward the ultimate achievement of Council goals

Activity Measurement:

- Propose and implement measures that work toward the City Council's seven Premier Statements

Meets City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill is Safe.

Cedar Hill has Texas Schools of Choice.

Cedar Hill is Clean.

Cedar Hill has Vibrant Parks and Natural Beauty.

Cedar Hill has Strong and Diverse Economy.

Cedar Hill has Excellent, Safe and Efficient Infrastructure.

CORE FUNCTION: #2 Manage the City's operation

Action:

- Coordinate and direct the administrators of each operating department to implement efficient and high-quality services within the policies and directives of the City

Activity Measurement:

- Direct the City's operating departments to implement measures that work toward the City Council's seven Premier Statements

Meets City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill is Safe.

Cedar Hill has Texas Schools of Choice.

Cedar Hill is Clean.

Cedar Hill has Vibrant Parks and Natural Beauty.

Cedar Hill has Strong and Diverse Economy.

Cedar Hill has Excellent, Safe and Efficient Infrastructure.

CORE FUNCTION: #3 Respond to citizens' questions and service requests

Action:

- Receive and respond to citizens' concerns expressed in person, mail or e-mail
- Receive Open Records Requests and produce public information documents as requested

Activity Measurement:

- Respond to 100% of citizens' inquiries within 24 hours
- Respond to Open Records Requests within ten business days 100% of the time

CORE FUNCTION: #4 Manage official record keeping of the City Council and the City of Cedar Hill, according to state law and records policies

Action:

- Produce agendas, post and record City Council meetings and certify official City documents
- Store and maintain official records as required by the City's Record Retention Policy
- Oversee and administer the City's Record Management Program

Activity Measurement:

- Produce and post 100% of the City Council Meeting Agendas within 72 hours

CORE FUNCTION: #5 Administer City elections

Action:

- Process candidates for placement on ballot
- Administer elections, according to mandated laws and procedures

Activity Measurement:

- Conduct all elections in compliance with City Charter and state statutes 100% of the time

HUMAN RESOURCES

MISSION STATEMENT:

The mission of the City of Cedar Hill Human Resources Department is to serve as a strategic partner in the recruitment, development and retention of talented, high-performing employees committed to premier customer service.

CORE FUNCTIONS:

- 1) **Recruitment Opportunities** - Devise strategies to attract, select and position highly knowledgeable, talented and service-driven applicants
- 2) **Compensation and Benefits** - Establish and maintain a fair and competitive compensation and benefits system
- 3) **Performance Development and Management** - Formulate the direction that enables the organization to achieve its training, performance, change, and succession planning initiatives
- 4) **Employee Incentives and Retention Strategies** - Ensure that the workforce has career opportunities, incentives, and a quality of work life balance that favorably competes with other employers
- 5) **Employee Relations and Accountability Standards** - Provide expertise, guidance and options on employee-related matters

2013-2014 WORK PLAN

CORE FUNCTION: #1 Recruitment Opportunities

Action:

- Benchmark, analyze, implement and administer practices, procedures and guidelines for selection and placement
- Consult with hiring managers to develop recruitment action plans for employment opportunities
- Advertise and market vacant positions to attract highly knowledgeable, skilled and talented applicants
- Screen applications and resumes for applicants that meet or exceed the required qualifications of the position
- Conduct applicant screening checks for all final candidates

Activity Measurement:

- Review and amend all employment practices, procedures and guidelines annually
- Ensure departmental Recruitment Plans are 100% complete prior to advertising vacant employment opportunities
- Review approximately 5,400 online applications/resumes annually
- Forward applications that meet or exceed the required qualifications of the vacant position to the hiring department(s) weekly
- Conduct 100% of applicant screening checks prior to final hire (motor vehicle and criminal background reports, employment verification and drug screening)
- Send a response e-mail to all applicants, after a vacant position has been filled within one week

CORE FUNCTION: #2 Compensation and Benefits

Action:

- Monitor and process pay for performance, payroll and benefit-related transactions
- Classify positions and develop job descriptions for the City's Pay Plan as needed
- Conduct salary and benefit surveys to determine market competitiveness and internal/external equity throughout the year
- Manage the bid process and provide recommendations for medical, dental, life, long term disability and cafeteria benefit plans
- Conduct open enrollment meetings to review insurance changes
- Assist employees with benefits, compensation and payroll-related matters

Activity Measurement:

- Scan and file approximately 4,200 personnel action forms and benefit documents annually
- Ensure job descriptions are 100% complete prior to advertising
- Complete salary and benefit surveys for all new and benchmark positions and provide recommendations to the Executive Team annually
- Conduct market studies for position re-grades and adjustments quarterly
- Facilitate Open Enrollment Meetings to effectively communicate benefits options annually
- Respond to approximately 6,500 citizen, applicant and employee requests for information within two business days
- Review benchmark positions in the Public Safety and General Pay Plans to ensure market competitiveness annually

CORE FUNCTION: #3 Performance Development and Management

Action:

- Conduct analysis and study to determine the training, development and environmental needs of the workforce
- Provide training to enhance the capabilities of employees to meet current and future job demands
- Coordinate the City's Safety Program

Activity Measurement:

- Prepare and conduct New Employee In-Processing weekly
- Facilitate New Employee Orientation quarterly
- Conduct Safety Committee meetings quarterly
- Coordinate Mid-Level Supervisor staff meetings monthly
- Offer online training opportunities quarterly
- Plan, coordinate and/or facilitate City-wide training annually

CORE FUNCTION: #4 Employee Incentives and Retention Strategies

Action:

- Promote a culture that values relationships and is dedicated to delivering premier customer service
- Encourage internal promotions and career development opportunities
- Promote a positive and productive work environment that balances work, wellness and family
- Research, develop and initiate employee recognition and reward programs

Activity Measurement:

- Coordinate and/or facilitate employee focus groups or organizational assessments annually
- Provide approval for tuition reimbursement requests for career path development within three business days
- Coordinate Employee Recognition Program and Employee of the Quarter and Year Programs
- Offer a minimum of three Wellness Programs annually
- Coordinate employee luncheons quarterly
- Visit one department not located in the Government Center monthly
- Coordinate the Service Awards Ceremony annually

CORE FUNCTION: #5 Employee Relations and Accountability Standards

Action:

- Promote and facilitate positive resolution of employee relation issues
- Provide expertise and direction on policy development and interpretation
- Assist departments with employee performance actions
- Provide an effective Performance Management System
- Provide advice, oversight and updates on employment and labor law matters

Activity Measurement:

- Receive and initiate review of complaints and grievances on employee relations issues within two business days
- Review and update the Personnel Policy Manual quarterly
- Organize and facilitate policy training and/or law updates annually
- Review performance management process annually
- Respond to requests for assistance from supervisors within two business days
- Track employee relation issues, complaints, grievances and performance reviews monthly; conduct trend analysis quarterly
- Research and respond to employment and labor law issues within one week of request

SUMMARY
HUMAN RESOURCES

EXPENDITURES	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Personnel	\$ 258,533	\$ 261,225	\$ 281,585	\$ 290,430
Supplies	19,113	28,700	28,700	24,800
Maintenance	6,296	6,000	9,100	9,500
Services	68,531	85,920	86,020	87,420
Utilities	1,134	1,150	1,150	1,150
Lease / Rentals	6,000	6,530	6,530	6,530
Sundry	33,127	64,370	64,370	64,045
TOTAL Department Budget	\$ 392,734	\$ 453,895	\$ 477,455	\$ 483,875

STAFFING	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Generalist - II	1.00	1.00	1.00	1.00
Human Resources Generalist - I	1.00	1.00	1.00	1.00
Human Resources Assistant	1.00	1.00	1.00	1.00
TOTAL Department Staff	4.00	4.00	4.00	4.00

PERFORMANCE	ACTUAL	BUDGET	ESTIMATED	BUDGET
INDICATORS	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Number of applications received	5,390	5,500	5,900	6,200
Employee participation in City wellness initiatives	12%	13%	13%	30%

INFORMATION TECHNOLOGY

MISSION STATEMENT:

The mission of the Information Technology Department is to provide the highest quality guidance, support and direction for all City information resources.

CORE FUNCTIONS:

- 1) **Systems management** - Coordinate and support the design, implementation, operation, training procedures and documentation for all purchased and/or developed information systems
- 2) **Network and systems security** – Appropriately configure and maintain information security infrastructure for internal and external systems
- 3) **Systems, equipment, and managed services procurement** – Assure procurement efficiency and effectiveness of all information systems and equipment
- 4) **General direction and support** – Oversee the streamlined technical operation and support of all departments and ensure it aligns with the business objectives of the City

2013-2014 WORK PLAN

CORE FUNCTION: #1 Systems management

Action:

- Serve the City's business functions such as Finance, Human Resources, Utility Billing and Municipal Court
- Manage and access the City's data such as data base management, data storage, and backup and recovery
- Enable integration across all systems, including voice and email integration, citizen access interfaces, and communications
- Analyze, optimize and refine systems in response to changing business and/or technological conditions
- Assure that critical business operations that serve the staff and public are as current and problem-free as possible

Activity Measurement:

- Refine and enhance the Finance, Human Resources and Utility Billing Eden Software System quarterly
- Improve and enrich the City's cashiering and recreation systems annually
- Modify and heighten City's document imaging system, call management systems, GIS systems and other applications annually
- Implement vendor supplied changes to related backup management, server management, internet access management weekly
- Assure system integrity and integration daily

Meets City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill has Strong and Diverse Economy.

CORE FUNCTION: #2 Network and systems security

Action:

- Secure the internal data and telephone network
- Protect all external links to and from the City's network
- Expand the City's Information Security Plan, including the Business Continuity Plan
- Increase security awareness and protection of sensitive information
- Assess Technology for citywide security matters

Activity Measurement:

- Analyze the Comprehensive Security Assessment for compliance annually
- Revise the City's Security Plan, which includes the Business Continuity Plan, the backup strategy and plan, the server maintenance plan, the network protection plan, and test critical aspects of the plan annually
- Examine the Computer Security Sections of the Personnel Policy Manual annually
- Evaluate network security issues, such as intrusions and access violations, daily
- Review email security issues, such as spams and viruses, daily
- Observe internet access speed daily
- Monitor internet access content continuously
- Renew all security certificates annually
- Implement security systems changes continually to protect the City's systems from external and internal damage from attacks such as viruses, intrusion and spam

Meets City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill is Safe.

Cedar Hill is Clean.

Cedar Hill has Strong and Diverse Economy.

CORE FUNCTION: #3 Systems, equipment and managed services procurement

Action:

- Establish prerequisites for all new or modified systems and equipment
- Coordinate solicitation of vendor documentation and responses
- Manage changes to City's information systems and equipment with vendor personnel
- Recommend purchase options for all information systems and equipment acquired by the City
- Supervise contracted and managed services activities
- Carry out the City's computer replacement program
- Select vendors or service providers that provide the best value for the City, consistent with state law and defined user requirements

Activity Measurement:

- Use industry standards for soliciting and documenting all system requirements
- Research all available sources, especially including Texas Department of Information Resources qualified vendors, for determining eligible sources of information systems and equipment
- Notify all identified potential vendors or service providers required by law for bid or offer opportunities in the most efficient manner
- Replace servers, and major network components on a five-year replacement program
- Replace microcomputers and laptops on an as needed basis.

Meets City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill has Strong and Diverse Economy.

CORE FUNCTION: #4 General Direction and Support

Action:

- Advise senior management on Information Technology issues
- Identify training and developmental requirements and opportunities
- Manage inventories of all systems and equipment in service
- Offer support for all users of City Information Technology, including employees, citizens and the general public
- Provide technical training to employees
- Prepare and implement a technology plan for the City's technology base
- Evaluate cost-effective IT training opportunities

Activity Measurement:

- Inventory citywide IT resources annually
- Meet with directors and managers to assess status of installed systems and equipment and to forecast future requirements semi-annually
- Coordinate organizational or departmental reviews of existing or new computer systems quarterly
- Fulfill Technology Plan and update annually

Meets City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill has Texas Schools of Choice.

Cedar Hill has strong and Diverse Economy.

**SUMMARY
INFORMATION TECHNOLOGY**

EXPENDITURES	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Personnel	\$ 291,255	\$ 293,310	\$ 305,820	\$ 311,750
Supplies	11,566	11,800	11,800	11,800
Services	139,125	141,065	141,065	141,065
Maintenance	141,405	118,625	132,900	127,925
Utilities	5,503	5,800	6,100	6,100
Leases / Rentals	112,212	107,270	112,850	148,370
Sundry	20,180	22,030	18,880	20,380
TOTAL Department Budget	\$ 721,246	\$ 699,900	\$ 729,415	\$ 767,390

STAFFING	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Information Technology Manager	1.0	1.0	1.0	1.0
Senior Systems Analyst	1.0	1.0	1.0	1.0
Systems Analyst	1.0	1.0	1.0	1.0
Part-Time Computer Technician	0.5	0.5	0.5	0.5
Part-Time Clerk	0.5	0.5	0.5	0.5
TOTAL Department Staff	4.0	4.0	4.0	4.0

PERFORMANCE INDICATORS	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Installed desktop computers	45	50	45	55
On-site calls	2,852	3,000	2,980	3,200
Vendor/product evaluations	14	15	16	17

FINANCE

MISSION STATEMENT:

The mission of the Finance Department is to provide fiscally prudent financial accounting, debt management, investing and purchasing services.

CORE FUNCTIONS:

- 1) **Perform Financial Accounting** - Maintain the City's general ledger, perform accounts payable function, process employee payroll, provide financial reports to the City's operating divisions and to the City Council, assist administration with implementation and monitoring of the annual budget and coordinate the City's annual audit
- 2) **Administer Debt Management** - Coordinate the issuance of debt, prepare information required to obtain insurance and ratings for debt insurance and process maturities payments
- 3) **Coordinate Investment Practices** - Manage City funds, determine appropriate investments according to the City's investment policy and provide quarterly reports to the City Council regarding investment performance
- 4) **Execute Purchasing Practices** - Conduct City-wide bids and contract administration and participate in Cooperative Purchasing Programs

2013 – 2014 WORK PLAN

CORE FUNCTION: #1 Perform Financial Accounting

Action:

- Process approximately 12,500 invoices and 7,200 checks
- Issue approximately 90 purchase orders
- Prepare and distribute payroll checks for approximately 375 employees
- Prepare financial reports
- **Prepare construction project status reports**
- Prepare and submit payroll reports to appropriate federal and state agencies
- Distribute W-2 to City employees and submit W-3 wage file to the Social Security Administration (SSA)
- Distribute 1099s and submit file to Internal Revenue Service (IRS)

Activity Measurement:

- Pay 98% of submitted invoices in the week submitted
- Process 95% of purchase orders within two business days following departmental approval
- **Reconcile construction projects and funding sources monthly**
- Complete 100% of payroll processing by Wednesday prior to payday
- Complete month end processing by the 12th working day of the following month
- Complete and distribute financial reports monthly
- Submit pension report and funding to appropriate state agency by the 15th of the following month
- Submit Federal Form 941 quarterly report by the end of the month following the end of the quarter (Form 941 reports wages, federal taxes, social security and Medicare withheld and payable)
- Submit quarterly unemployment report by the end of the month following the end of the quarter
- Distribute W-2s to employees by January 31st and submit electronic file (W-3) to Social Security Administration by March 31st annually
- Distribute 1099s to non-incorporated vendors by January 31st and submit electronic file to IRS by March 31st annually

CORE FUNCTION: #2 Administer Debt Management

Action:

- Complete all legal documents required for issuance of debt
- Prepare Preliminary and Final Official Statements
- Prepare presentation to rating agencies and conduct rating agency meetings
- Respond to bond underwriter attorney's inquiries
- Evaluate bids on debt
- Complete process to settle debt
- Prepare all data necessary for continuing disclosure
- Complete continuing disclosure questionnaire
- Make necessary transfers to Interest and Sinking Fund accounts
- Monitor bond reserves for adequate levels of funds
- Review paying agent invoices for accuracy to determine correct amounts were billed
- Insure all debt payments are made on time

Activity Measurement:

- Complete 100% of all debt issues by established due date
- Complete 100% of debt payments by due date (February 15th, April 1st, August 15th, October 1st)
- Maintain the City's general obligation bond ratings from Moody's (Aa2) and Standard and Poor's (AA)

CORE FUNCTION: #3 Coordinate Investment Practices

Action:

- Determine the City's cash requirements and investable balances
- Invest balances as established by the City's Investment Policy
- Provide reports to City Council regarding investment performance

Activity Measurement:

- Maintain cash balances to meet operational needs daily
- Complete and distribute Quarterly Investment Reports to the City Council within one month after the end of the quarter

CORE FUNCTION: #4 Execute Purchasing Practices

Action:

- Complete the purchasing process, using the most efficient methods consistent with state law
- Obtain the best price/performance purchases for the City
- Participate in regional cooperative purchasing opportunities

Activity Measurement:

- Notify the maximum number of vendors/service at least two weeks before the deadline
- Review submitted bids/proposals and offer a recommendation within 2 weeks

**SUMMARY
FINANCE**

EXPENDITURES	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Personnel	\$ 538,560	\$ 581,555	\$ 558,750	\$ 580,140
Supplies	3,956	3,675	4,840	4,200
Maintenance	138	3,200	-	-
Services	210,172	222,350	349,905	225,445
Utilities	231	610	610	610
Sundry	12,652	21,720	14,595	21,325
TOTAL Department Budget	\$ 765,709	\$ 833,110	\$ 928,700	\$ 831,720

STAFFING	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Finance Director	1.00	1.00	1.00	1.00
Accounting Manager	1.00	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00	1.00
Budget Analyst	0.50	0.50	0.50	0.50
Purchasing Agent	0.50	0.50	0.50	0.50
Accountant	1.00	1.00	1.00	1.00
Account Clerk	1.75	1.75	1.75	1.75
TOTAL Department Staff	6.75	6.75	6.75	6.75

PERFORMANCE INDICATORS	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Percentage of invoices paid weekly	99%	99%	99%	99%
Percentage of debt paid by established due date	100%	100%	100%	100%
Percentage of excess funds transferred to investments	100%	100%	100%	100%

GOVERNMENT CENTER

MISSION STATEMENT:

The Mission of the Government Center is to maintain the aesthetic appeal of the building that leaves a lasting impression and enhances the customer's experience in a safe and healthy environment.

CORE FUNCTIONS:

- 1) Coordinate Building Services
- 2) Coordinate Service Request System
- 3) Maintain the Integrity of the Facility

2013 - 2014 WORK PLAN

CORE FUNCTION: #1 Coordinate Building Services

Action:

- Execute opening and closing procedures for the facility
- Adjust door timers to accommodate business operating hours for City of Cedar Hill and the CHISD employees and for public and private meetings
- Ensure policies and procedures regarding the building shared and common spaces are enacted and followed
- Conduct scheduled maintenance and ensure building cleanliness

Activity Measurement:

- Ensure that doors are open for appropriate hours of business 100% of the time
- Manage access card system to ensure building security 100% of the time
- Clean all hallways and lobby daily
- Clean all rooms/offices daily
- Clean all restrooms and remove trash daily
- Collect recycling items weekly
- Clean all outside areas weekly
- Mop and dust mop all floors daily
- Vacuum all carpeted areas daily
- Set up meeting rooms for events and ensure 100% accuracy
- Maintain 72 degree set point for HVAC during business hours 100% of the time

Meets City Council's Premier Statements:

Cedar Hill is Safe.

Cedar Hill is Clean.

CORE FUNCTION: #2 Coordinate Service Request System

Action:

- To provide the highest quality customer service in the most cost-efficient and effective manner
- Strive to provide responsive customer service that exceeds expectations
- Monitor all vendor activities while at Government Center for quality, completeness and safety

Activity Measurement:

- Respond to service requests within a 24 hour period 100% of the time
- Perform minor service requests within two business days

CORE FUNCTION: #3 Maintain the Integrity of the Facility

Action:

- Complete visual inspections of facility and equipment
- Ensure that the mechanical, electrical, and lighting is maintained and operating properly for business
- Inspect water heaters for proper temperatures and water usage
- Maintain the preventive maintenance schedule

Activity Measurement:

- Ensure all inspection requirements for the facility are completed with 100% accuracy
- Check HVAC (Heating, ventilation and air conditioning) system daily for a comfortable business environment
- Change HVAC filters monthly
- Change water filters semi-annually
- Wash all building windows bi-annually
- Conduct carpet cleaning bi-annually
- Ensure all system maintenance of the building's systems are performed as required/recommended by manufacturer 100% of the time

Meets City Council's Premier Statements:

Cedar Hill is Safe.

Cedar Hill is Clean.

SUMMARY
GOVERNMENT CENTER

EXPENDITURES	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Personnel	\$ 231,808	\$ 170,320	\$ 218,530	\$ 186,525
Supplies	20,262	26,800	18,050	29,300
Maintenance	66,210	65,700	66,700	66,700
Services	56,860	70,245	103,295	63,245
Utilities	269,544	282,350	286,500	288,800
Sundry	5,456	10,050	5,550	9,550
TOTAL Department Budget	\$ 650,140	\$ 625,465	\$ 698,625	\$ 644,120

STAFFING	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Facilities Manager	1.00	1.00	1.00	1.00
Building Maintenance Worker	1.00	1.00	1.00	1.00
Building Attendants (Part-Time)	2.39	0.50	0.50	0.50
TOTAL Department Staff	4.39	2.50	2.50	2.50

PERFORMANCE INDICATORS	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Work orders submitted	600	725	700	725
Work orders responded within 24 hours	99%	99%	99%	99%

**SUMMARY
NON-DEPARTMENTAL**

EXPENDITURES	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Personnel	\$ 20,351	\$ 90,790	\$ 49,535	\$ 81,710
Supplies	36,541	41,450	41,450	41,450
Maintenance	58,177	76,150	76,450	76,450
Services	282,314	135,325	135,325	135,325
Utilities	56,505	61,685	61,685	61,685
Development Incentives	75,000	75,000	75,000	75,000
Lease / Rentals	2,109	2,110	2,110	2,110
Sundry	139,795	94,750	114,750	144,750
Transfers	12,500	50,000	-	-
TOTAL Department Budget	\$ 683,292	\$ 627,260	\$ 556,305	\$ 618,480

STAFFING	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Building Maintenance Worker	0.77	2.27	2.27	2.27
TOTAL Department Staff	0.77	2.27	2.27	2.27

POLICE

MISSION STATEMENT:

The Cedar Hill Police Department is dedicated to providing the highest quality service that promotes and maintains a safe environment – in partnership with the community – consistent with our values.

CORE FUNCTIONS:

- 1) **Patrol** - Provide timely response to calls for service and the protection of people and property; Develop problem-solving and crime prevention strategies with citizen and business groups; Provide safe flow of traffic throughout the City, enforce traffic laws and prevent accidents
- 2) **Criminal Investigations** - Investigate reported crimes and alleged offenses; Gather, analyze and share intelligence information; Recover evidence and stolen property; File cases, arrest offenders and assist victims
- 3) **Information and Technical Support** - Maintain and provide accurate police information; Safeguard property and evidence; Provide information and education on police service programs, crime trends, problem solving, reporting and false alarm prevention to the community
- 4) **Police Administration** - Provide overall direction and leadership for all police services utilizing “best practices” in law enforcement; Establish policy; Prepare and implement annual work plan and budget; Coordinate with other city departments and local governmental entities
- 5) **Professional Standards** - Investigate complaints; Conduct internal affairs investigations; Review policies; Maintain accreditation status; Recruit and train for excellence

2013 – 2014 WORKPLAN

CORE FUNCTION: #1 Patrol

Action:

- Maintain high patrol visibility and deter criminal activity throughout the City
- Respond to all service calls in a prompt, courteous and safe manner
- Provide accurate information and caring assistance to citizens and victims
- Conduct preliminary investigation on all incidents
- Enforce appropriate laws, arrest offenders and issue citations
- Maintain emergency preparedness
- Problem solve with Neighborhood Watch Groups and businesses
- Monitor and enforce traffic laws in high congestion/accident areas
- Place Speed Sentry Traffic Sign Devices in targeted areas
- Initiate special proactive enforcement for crime trends

Activity Measurement:

- Maintain average emergency response time below six minutes for calls that involve injury or high threat to life
- Maintain average response time below 16 minutes for non-emergency calls that do not involve injury or high threat to life
- Provide patrol minimum staffing of at least one supervisor and five officers on the streets at all times
- Maintain a violent crime rate against persons of less than 2.7 crimes per 1,000 residents annually*
- Maintain a crime rate of fewer than 40 Index Crimes (Part I Crimes) per 1,000 residents annually*
- All patrol officers attend at least one Neighborhood Home Association/Crime Watch meeting for each active group in their beat
- Perform 100% compliance checks on all registered sex offenders monthly
- Decrease residential burglaries by10% during proactive enforcement initiatives
- Participate in at least two national or state traffic safety initiatives for the recognized/specify time period annually

*Explanatory Information:

Reporting periods are based on calendar years instead of fiscal years because of state and federal reporting requirements. Safety of communities is generally measured by the State Crime Index, measuring the number of violent and non-violent crimes per 1,000/population. Part I crimes are considered to be criminal homicide, robbery, rape, aggravated assault, burglary, larceny, motor vehicle theft and arson. Part I crimes against persons are criminal homicide, rape and aggravated assault offenses.

Meets City Council's Premier Statements:

Cedar Hill is Safe.

Cedar Hill has a Strong and Diverse Economy.

CORE FUNCTION: #2 Criminal Investigations

Action:

- Document and investigate all criminal activity and offense reports
- Prepare arrest and search warrant affidavits
- Conduct interviews/arrest suspects
- File appropriate charges and provide testimony at grand jury/court
- Recover stolen property
- Provide timely feedback to crime victims
- Maintain intelligence files and appropriate data bases
- Utilize available technology and crime analysis in directing police resources, investigations and filing of cases
- Support community awareness for dangerous criminals

Activity Measurement:

- Maintain a 90% acceptance rate on cases filed with the District Attorney
- Contact victims of persons crimes within three business days of receiving assigned case
- Detectives attend one Neighborhood Home Association/Crime Watch meeting for each active group per year
- Maintain a clearance rate of at least 30% for Index Crimes and a clearance rate of at least 35% for overall crimes annually
- Achieve 30% of property recovered-to-stolen ratio annually
- Provide weekly crime analysis reports to Field Operations Bureau

Meets City Council's Premier Statements:

Cedar Hill is Safe.

Cedar Hill has a Strong and Diverse Economy.

CORE FUNCTION: #3 Information and Technical Support

Action:

- Provide public education and information on problem solving, reporting, crime prevention programs and false alarm prevention for neighborhoods and businesses
- Provide accurate and timely police information
- Protect integrity of impounded evidence and property
- Document and investigate non-emergency service calls to support patrol core function
- Continue web-based and telephone reporting system for the public
- Utilize Access Cedar Hill and other social media outlets to provide service and information

Activity Measurement:

- Provide web page reports of crime "hot spots" and prevention strategies within ten business days of completed police action(s)
- Update the department web page with police statistical information within 15 business days of the preceding reporting month's end
- Conduct annual Property Room Audit with 100% accuracy for items with in our custody
- Make police reports available to the public within five business days from report of incident
- Provide a Police Report Blotter to City Council within ten days of the preceding month's end

Meets City Council's Premier Statements:

Cedar Hill is Safe.

Cedar Hill has a Strong and Diverse Economy.

CORE FUNCTION: #4 Police Administration

Action:

- Continue communications with the CHISD Police and implement identified service enhancements
- Acknowledge department members' involvement in customer service initiatives and formulating innovative ideas that promote cost savings
- Continue to develop command personnel for succession through a comprehensive strategy of training and opportunities designed to encourage leadership excellence
- Continue to aggressively pursue grant funding and cooperative regional efforts
- Continue random customer service surveys by sending out monthly surveys and track returns of Customer Service Survey instrument to every 100th citizen or business initiated police service call
- Involve citizen volunteers that complete Citizens Police Academy Alumni Association / Citizens On Patrol training to assist in keeping the community safe and clean
- Explore community partnerships and take lead in "Clean Cedar Hill Initiative"

Activity Measurement:

- Continue monthly intelligence meetings with CHISD Chief and/or his designee
- Comply with required reporting requirements (annually/quarterly)
- At least one command personnel attend an advanced police management training course through the Law Enforcement Management Institute of Texas or FBI National Academy
- Maintain an overall 90% customer approval rating for police services based on returned Customer Service Surveys
- Increase citizen volunteer hour participation by 10%
- Establish at least one group to adopt a "clean zone" for a median, neighborhood, or business area in each of the five patrol districts

Meets City Council's Premier Statements:

Cedar Hill is Safe.

Cedar Hills is Clean.

CORE FUNCTION: #5 Professional Standards

Action:

- Continue to develop department personnel through a comprehensive strategy of recruitment selection, promotion and training designed to encourage excellence through diversity
- Maintain state license for contractual training
- Maintain accreditation status and reports; update and review department policies
- Investigate citizen complaints
- Conduct administrative investigations
- Explore with Texas Municipal League in developing physical fitness requirements for police officers

Activity Measurement:

- Complete investigations within 30 calendar days of assignment unless an extension is granted.
- Department supervisors will attend at least two professional development courses beyond required training.
- Maintain recognition status annual acceptance notification from Texas Police Chief's Association.
- Maintain 100% compliance of state mandated training requirements
- Participate in Texas Municipal League training course for physical fitness

Meets City Council's Premier Statements:

Cedar Hill is Safe.

SUMMARY
POLICE DEPARTMENT

EXPENDITURES	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Personnel	\$ 7,047,700	\$ 7,532,705	\$ 7,353,845	\$ 7,171,220
Supplies	240,172	321,155	255,665	260,175
Maintenance	83,081	113,115	107,115	107,825
Services	1,033,294	1,064,400	1,074,825	858,115
Utilities	55,670	50,050	52,550	24,000
Lease / Rentals	73,355	45,650	45,650	97,305
Sundry	125,851	138,650	138,650	133,330
TOTAL Department Budget	\$ 8,659,123	\$ 9,265,725	\$ 9,028,300	\$ 8,651,970

STAFFING	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Police Chief	1.00	1.00	1.00	1.00
Assistant Police Chief	2.00	2.00	2.00	2.00
Police Lieutenant	7.00	7.00	7.00	7.00
Police Sergeant	8.00	8.00	8.00	8.00
Police Corporal	8.00	8.00	8.00	8.00
Police Officer	41.00	41.00	41.00	41.00
Police Information Supervisor	1.00	1.00	1.00	1.00
Crime Manager (Grant)	1.00	1.00	1.00	1.00
Crime Victim Assistance Manager	1.00	1.00	1.00	1.00
Crime Analyst	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Investigative Aide	1.00	1.00	1.00	1.00
Community Service Officer	2.00	2.00	2.00	2.00
Property Room Coordinator	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Public Service Officer	5.00	5.00	5.00	5.00
Police Records Clerk	3.00	3.00	3.00	3.00
P-T Community Service Officer	1.60	1.60	1.60	1.60
P-T Administrative Secretary	0.50	0.80	0.80	0.80
TOTAL Department Staff	87.10	87.40	87.40	87.40

PERFORMANCE INDICATORS	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Emergency response time (minutes)	6:14	6:30	6:09	6:30
Non-emergency response time (minutes)	16:31	17:02	14:21	17:02
Approval rate on cases filed with the District Attorney	98%	98%	98.5%	98%
Property room Accuracy Rate	99%	99%	99%	99%

ANIMAL CONTROL

MISSION STATEMENT:

The mission of the Animal Control Division of the Police Department is to provide the highest quality service that promotes and maintains a safe environment in partnership with the community consistent with our values.

CORE FUNCTIONS:

Animal Control - Provide timely response to calls for service and enforce animal codes.

2013-2014 WORK PLAN

CORE FUNCTION: #1 Animal Control

Action:

- Respond to all calls for service in a prompt manner
- Issue citations for code violations
- Impound, release or dispose of animals in a timely manner
- Update Animal Control Ordinances as needed
- Continue Dog Registration Program through AVID microchip system
- Continue to explore merging resources with Desoto and Duncanville under the direction of the Animal Shelter Director

Activity Measurement:

- Achieve on duty average response time to service calls below 20 minutes
- Attend three Neighborhood Watch Group meetings, or City-sponsored functions annually
- Publish and distribute at least three educational articles on common dog violations/hazards to citizens through the City's newsletter, local paper, and the City's web site annually

Meets City Council's Premier Statement:

Cedar Hill is Safe.

**SUMMARY
ANIMAL CONTROL**

EXPENDITURES	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Personnel	135,208	142,035	136,870	115,170
Supplies	10,267	11,730	9,900	11,400
Maintenance	1,318	1,800	2,000	2,000
Services	1,996	3,080	3,080	3,080
Utilities	1,643	1,725	1,830	1,830
Sundry	2,922	3,650	3,650	3,650
TOTAL Department Budget	\$ 153,354	\$ 164,020	\$ 157,330	\$ 137,130

STAFFING	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Animal Control Officer	2.00	2.00	2.00	2.00
TOTAL Department Staff	2.00	2.00	2.00	2.00

PERFORMANCE INDICATORS	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Calls for service (activities)	4,216	4,000	4,535	4,880

FIRE

MISSION STATEMENT:

The mission of the Cedar Hill Fire Department is to deliver Professional Life Safety Services to our citizens and customers.

VISION STATEMENT:

"Enhancing the Quality of Life for Our Citizens, Visitors and Employees"

CORE FUNCTIONS:

- 1) **Emergency Medical Services** - Deliver professional emergency medical care to all of our customers
- 2) **Fire Suppression** - Deliver state-of-the-art fire and rescue services to all of our customers
- 3) **Fire Prevention** - Improve "Quality of Life" through pro-active services, including education, inspections, and construction plan review
- 4) **Fire Administration** - Provide leadership and visionary direction for the Cedar Hill Fire Department

2013 – 2014 WORK PLAN

CORE FUNCTION: #1 Emergency Medical Services

Action:

- Meet established national standards for response to approximately 4,000 emergency medical service calls
- Administer quality advanced life-support and other medical treatment
- Improve efficiency, quality and record keeping through electronic field reporting
- Continuous improvement of the Automatic External Defibrillator (AED) Program
- Schedule maintenance/equipment replacement of AEDs
- Provide free blood pressure checks to all customers
- Ensure ambulances meet all state requirements
- Provide quality medical Continuing Education Programs for paramedics
- Support and coordinate the Shattered Dreams Program

Activity Measurement:

- Respond to emergency medical service calls in six minutes or less 90% of the time – current overall average five minutes twenty-three seconds
- Ensure 99% of all calls get proper care and meet all protocols
- Conduct 43 AED Training for City employees annually
- Conduct 43 CPR Training for City employees annually
- Conduct weekly blood pressure checks to City employees and daily to citizens as requested
- Complete three (3) annual ambulance re-certifications and unannounced inspections
- Coordinate medical Continuing Education Programs 12 times per year - for all paramedics
- Manage Shattered Dreams Program bi-annually

Meets City Council's Premier Statement:

Cedar Hill is Safe.

CORE FUNCTION: #2 Fire Suppression

Action:

- Meet established national standards for response to approximately 1,800 fire/other related emergency and non-emergency events and 1,900 EMS assist calls
- Work toward continuous customer service improvement by empowering all fire department employees to pursue every opportunity which arises to improve the outcome of all fire department events/activities
- Identify High Risk/Low Frequency (HR/LF) Events and focus company training on department guidelines for these types of events
- Perform Hydrant Program and Pre-Plan Program

Activity Measurement:

- Respond to fire/medical emergencies in six minutes or less, 90% of the time – current overall average six minutes twelve seconds
- Ensure 99% customer satisfaction rating on all fire department incidents, events and activities
- Meet the daily goal of the nation's fire service of no line-of-duty-deaths or "Everyone Goes Home"
- Complete and properly document annual maintenance on more than 2,300 hydrants
- Complete 18 new target hazard pre-plans annually
Perform inspections of all department equipment (16 apparatus and 23 pieces of small equipment) daily
- Achieve 240 hours of training per employee annually

Meets City Council's Premier Statement:

Cedar Hill is Safe.

CORE FUNCTION: #3 Fire Prevention

Action:

- Promote fire prevention activities through building inspections and Fire Pre-Plans
- Promote fire prevention/safety with the Life Fire Safety Education Team
- Aggressively pursue arson investigations
- Perform pre-construction plan reviews
- Inspect all commercial buildings
- Perform required re-inspections
- Perform requested Certificate of Occupancy inspections

Activity Measurement:

- Complete a minimum of one inspection on all 1,225 commercial occupancies in Cedar Hill annually
 - ✓ Completed 869 commercial occupancies inspections. (CY-2012)
- Perform required re-inspections within ten working days of initial inspection
- Oversee 18 additional Pre-Plan inspections annually by Suppression personnel
- Conduct 33 fire safety educational programs annually
- Prosecute 100% of successful cause and determinations of known arson events
- Provide New Construction Plan Review with completion within five working days of receipt
- Perform Certificate of Occupancy Inspections within two working days of request

Meets City Council's Premier Statement:

Cedar Hill is Safe.

*Pre-Plan is a map of a building. In the event of a fire, all hydrants will be identified in advance.

CORE FUNCTION: #4 Fire Administration

Action:

- Provide professional, effective leadership for our employees
- Improve regional standardization, training and cooperation
- Provide state-of-the-art equipment, using cost-effective strategies
- Maximize the life expectancy of all equipment through preventive maintenance
- Utilize state contracts, regional contracts, inter-local purchasing agreements
- Continue to maintain Insurance Service Offices Rating of "Class 2"
- Report and recognize "Excellent" customer service events

Activity Measurement:

- Maintain ISO Rating by overseeing the following:
 - ✓ Perform Hydrant Inspections on 2,300 plus hydrants annually
 - ✓ Perform eight multi-company drills annually and 240 hours of company training annually
 - ✓ Analysis of 18 new target hazards annually
 - ✓ Equip 100% of all apparatus per ISO requirements
 - ✓ Utilize Compressed Air Foam Systems
 - ✓ Utilize Total Quint Concept (two quints)
- Respond to and include employees in the decision making process through committee participation annually, which includes:
 - ✓ Two yearly Advisory Board Meetings
 - ✓ Two yearly Standard Operating Guideline Committee Meetings
 - ✓ Weekly Staff Meetings
 - ✓ Monthly Association Meetings
 - ✓ Quarterly Station Meetings
 - ✓ Two EMS Meetings
 - ✓ Two Officer Meetings
- Utilize Mutual Aid Agreements:
 - ✓ Attend three Regional Fire Training Evolutions
 - ✓ Implement, as needed, Regional Standard Operating Guidelines
 - ✓ Attend monthly regional and county Fire Chief's meetings
 - ✓ Attend monthly FIANT meetings
 - ✓ Attend 10-EDUCT meetings
- Host one department awards program annually

Meets City Council's Premier Statement:

Cedar Hill is Safe.

- Best Southwest Cities include: Cedar Hill, Duncanville, Desoto and Lancaster.
- EDUCT represents the Ellis Dallas Unified Cooperative Team.
- FIANT represents Fire Instructors Association of North Texas
- Target Hazard represents a high hazard facility which is pre-planned. A pre-plan includes identifying hazardous conditions, utility shut-offs, hydrant locations, available flow and a foot print of the building.

**SUMMARY
FIRE DEPARTMENT**

EXPENDITURES	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
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Personnel	\$ 6,135,782	\$ 6,698,460	\$ 6,605,735	\$ 6,887,895
Supplies	214,300	242,065	235,900	244,800
Maintenance	212,691	188,800	187,550	188,100
Services	370,164	368,465	376,195	383,610
Utilities	81,482	85,600	88,675	91,865
Lease / Rentals	314,263	243,745	243,855	294,470
Sundry	149,872	183,085	183,085	185,785
Capital/Grant	-	108,550	101,645	-
TOTAL Department Budget	\$ 7,478,554	\$ 8,118,770	\$ 8,022,640	\$ 8,276,525

STAFFING	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
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Fire Chief	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00	1.00
Battalion Fire Chief	3.00	3.00	3.00	3.00
Fire Marshal	1.00	1.00	1.00	1.00
Emergency Medical Services Chief	1.00	1.00	1.00	1.00
Fire Captain	12.00	12.00	12.00	12.00
Fire Inspector	1.00	1.00	1.00	1.00
Driver / Engineer	12.00	12.00	12.00	12.00
Firefighter / Paramedic	45.00	45.00	45.00	45.00
Executive Secretary	1.00	1.00	1.00	1.00
TOTAL Department Staff	78.00	78.00	78.00	78.00

PERFORMANCE INDICATORS	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Calls for service	5,671	5,600	5,900	6,100
Emergency Medical Aid	3,982	3,900	4,100	4,300
Total inspections	1,414	1,800	1,500	1,700

EMERGENCY MANAGEMENT

MISSION STATEMENT:

The mission of the Emergency Management Department is to prepare for, monitor and recover from natural and man-made disasters through the implementation of the City's Emergency Operations Plan.

CORE FUNCTIONS:

- 1) **Monitor and coordinate the City's Emergency Operations Plan as required**
 - Maintain a current plan and readiness to implement the Response Plan when deemed necessary
- 2) **Monitor and respond to dangerous weather conditions** - Maintain communications with local and regional weather tracking stations
- 3) **Recover from catastrophic incidents** - Maintain readiness to mitigate the effects of both man-made and natural disasters within our community/region

2013-2014 WORK PLAN

CORE FUNCTION: #1 Prepare and coordinate the City's Emergency Operations Plan as required

Action:

- Update Emergency Operations Plan
- Activate Emergency Operations Center (EOC)
- Implement Emergency Management Plan

Activity Measurement:

- Conduct an annual review of the Emergency Management Plan and maintain an "Advanced" level status
- Respond and activate EOC within 15 minutes of notice
- Conduct (a minimum of) one table-top and one functional Emergency Management Exercise annually

Meets City Council's Premier Statement:

Cedar Hill is Safe.

CORE FUNCTION: #2 Monitor and respond to dangerous weather conditions

Action:

- Utilize daily monitoring equipment such as web-based weather, regional dispatch personnel and television alerting systems during the spring and fall seasons
- Activate, maintain and conduct monthly testing of the outdoor warning siren system
- Activate all 15 sirens successfully
- Activate Storm Spotters

Activity Measurement:

- Successfully activate and operate all monitoring equipment within five minutes
- Perform Outdoor Warning System Tests on the first Wednesday of the month
- Verify successful activation of emergency sirens within 90 seconds of request
- Verify all Storm Spotters are in route to pre-determined positions within ten minutes of notification

Meets City Council's Premier Statement:

Cedar Hill is Safe.

CORE FUNCTION: #3 Recover from catastrophic incidents

Action:

- Activate EOC and implement Emergency Management Plan - as required
- Dispatch Storm Spotters to perform damage assessment
- Utilize appropriate resources and reimbursement procedures

Activity Measurement:

- Notify essential personnel (Group 1) and activate EOC within 15 minutes of notification of impending incident
- Transition Storm Spotters into damage assessment mode within 15 minutes after deemed "Safe"
- Request local, regional, state and federal resources through proper channels within ten minutes of the need/request for those resources

Meets City Council's Premier Statement:

Cedar Hill is Safe.

SUMMARY
EMERGENCY MANAGEMENT

EXPENDITURES	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Personnel	\$ -	\$ -	\$ -	\$ -
Supplies	1,920	1,400	1,200	1,400
Maintenance	16,330	22,700	22,700	27,760
Services	48,474	57,585	57,585	58,500
Utilities	2,934	2,930	2,120	1,920
Leases / Rentals	3,825	3,950	3,950	6,990
Sundry	4,945	5,100	5,100	9,300
TOTAL Department Budget	\$ 78,428	\$ 93,665	\$ 92,655	\$ 105,870

PERFORMANCE INDICATORS	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Respond and activate EOC within 15 minutes of notice	99%	99%	99%	99%
Successfully activate and operate all equipment within 5 minutes	99%	99%	99%	99%

MUNICIPAL COURT

MISSION STATEMENT:

The mission of the Cedar Hill Municipal Court is to process cases in an efficient and impartial manner; promoting the highest standards in customer service.

CORE FUNCTIONS:

- 1) **Process Class-C Misdemeanor cases** – Document and maintain case activity
- 2) **Prepare and maintain trial dockets** – Coordinate and schedule individual cases
- 3) **Enforce compliance of court orders** – Issue and serve warrants, summons and subpoenas
- 4) **Promote the highest standards of customer service** - Continuously strive to enhance customer service practices

2013 - 2014 WORK PLAN

CORE FUNCTION: #1 Process Class-C Misdemeanor cases

Action:

- Document and maintain case activity for approximately 6,500 new cases annually

Activity Measurement:

- Enter citations into the Municipal Court System on same day of case(s) being filed
- Record and prepare citation deposit payments within one business day
- Monitor and dispose of pending cases weekly
- Process warrants within ten days of delinquency
- Update web payments daily
- Process incoming mail, jail documents and Protective Orders daily

Meets City Council's Premier Statement:

Cedar Hill is Safe.

CORE FUNCTION: #2 Prepare and maintain court dockets

Action:

- Coordinate and schedule cases for all court dockets

Activity Measurement:

- Complete the complaint process for pre-trials, trials and hearings within ten business days of the scheduled trial date
- Schedule six dockets monthly
- Schedule trials within 90 days of defendant's request to appear
- Send notification to Department of Public Safety on juveniles that "Failed to Appear" in Court within three days of scheduled court date
- Subpoena witnesses for Court two weeks prior to scheduled docket
- Summons jurors for jury duty one month prior to scheduled docket

Meets City Council's Premier Statement:

Cedar Hill is Safe.

CORE FUNCTION: #3 Enforce compliance of court orders

Action:

- Issue and serve approximately 3,000 new warrants
- Locate defendants and process approximately 3,700 outstanding warrants

Activity Measurement:

- Maintain a collection rate of 68% on new cases filed
- Contact customer via letter, post card or phone at least one week prior to issuance of a warrant to provide options for resolution
- Coordinate and implement Warrant Round-Up Programs quarterly
- Generate warrant notice within five business days following issuance of warrant
- Contact defendant via telephone within ten business days following the issuance of a warrant
- Assist Cedar Hill Police Department with prisoner pick-ups within 24 hours of dispatch's request
- Maintain a 95% warrant clearance rate

Meets City Council's Premier Statement:

Cedar Hill is Safe.

CORE FUNCTION: #4 Promote the highest standards of Customer service

Action:

- Resolve customer related issues
- Implement strategies to prepare and educate customers for court proceedings
- Encourage and foster the development of Municipal Court staff
- **Control cost of service delivery by the use of technology**

Activity Measurement:

- Assist approximately 8,100 court customers annually
- Require Municipal Court Staff to attend, a minimum of, one training for customer service and court procedures annually
- Create a Training Plan and develop career path for the Municipal Court staff by January 2014
- Create a Policy and Procedures Manual for court by September 2014
- **Participate in the Cedar Hill Block Party and National Night Out to inform public of their rights in Municipal Court**
- Participate with CHISD, in Career day, to inform students about laws and the purpose of the Court System

**SUMMARY
MUNICIPAL COURT**

EXPENDITURES	ACTUAL FY 12-13	BUDGET FY 13-14	ESTIMATED FY 13-14	BUDGET FY 14-15
Personnel	\$ 494,305	\$ 505,920	\$ 511,510	
Supplies	12,270	9,820	10,800	
Maintenance	8,200	8,200	8,700	
Services	75,000	74,700	74,700	
Utilities	2,865	3,200	3,200	
Leases/Rentals	-	-	3,875	
Sundry	9,145	8,085	9,350	
TOTAL Department Budget	\$ 601,785	\$ 609,925	\$ 622,135	\$ -

STAFFING	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Municipal Court Administrator	1.00	1.00	1.00	1.00
Senior Marshal	1.00	1.00	1.00	1.00
City Marshal	1.00	1.00	1.00	1.00
Juvenile Case Manager	0.00	1.00	1.00	1.00
Senior Court Clerk	1.00	1.00	1.00	1.00
Court Clerk	2.63	2.13	2.13	2.13
Bailiff	0.80	0.80	0.80	0.80
TOTAL Department Staff	7.43	7.93	7.93	7.93

PERFORMANCE INDICATORS	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Percentage of citations entered within two business days	99%	99%	99%	99%
Percentage of trial dockets prepared within ten days prior to trial date	99%	99%	99%	99%
Collection rate	65%	67%	70%	70%

CODE ENFORCEMENT

MISSION STATEMENT:

The mission of the Code Enforcement Department is to protect and maintain public health and enhance property value by enforcing adopted codes.

CORE FUNCTIONS:

- 1) **Enforce Property Maintenance Codes** - Encourage voluntary compliance of City codes
- 2) **Impose Building Codes** - Ensure compliance of City building codes
- 3) **Issue Building Permits** - Review building plans for compliance with City codes
- 4) **Promote Community Aesthetics** - Encourage citizens to keep their properties violation free

2013 - 2014 WORK PLAN

CORE FUNCTION: #1 Enforce Property Maintenance Codes

Action:

- Respond to citizen complaints and violations
- Initiate code violations
- Utilize "Access Cedar Hill" for Code Enforcement

Activity Measurement:

- Respond to approximately 1,200 annual complaints within two business days
- Initiate approximately 6,000 annual code violation cases
- **Initiate approximately 500 annual code violations through Operation Clean Sweep**

Meets City Council's Premier Statements:

Cedar Hill is Clean.

Cedar Hill is Safe.

CORE FUNCTION: #2 Impose Building Codes

Action:

- Perform building inspections (same day if called in before 6:30 am)

Activity Measurement:

- Inspect approximately 3,900 inspections annually (100% of the time) within one business day

Meets City Council's Premier Statements:

Cedar Hill is Safe.

Cedar Hill is Clean.

CORE FUNCTION: #3 Issue Building Permits

Action:

- Issue Single-Family Building Permits
- Issue Commercial Plan Review Comments and Permits
- Issue Plumbing, Electrical, Mechanical, Storage Building and Irrigation Permits on a walk-in basis

Activity Measurement:

- Review Single-Family Building Permits within three business days of receipt
- Review all commercial building plans within five days of receipt
- Issue 100 Single-Family Building Permits annually
- Issue 50 Commercial Plan Review Comments and Permits annually
- Issue 680 Plumbing, Electrical, Mechanical, Storage Building, **Fence** and Irrigation Permits on a walk-in basis annually

Meets City Council's Premier Statements:

Cedar Hill is Safe.

Cedar Hill is Clean.

CORE FUNCTION: #4 Promote Community Aesthetics

Action:

- Award "Yard of the Month" gift certificates
- Participate in "Keep Cedar Hill Beautiful" meetings and activities
- Hold spring and fall clean up events for citizens
- Coordinate household hazardous waste events for citizens
- Coordinate E-Waste recycle and paper shredding events
- Participate in Citywide Block Party

Activity Measurement:

- Issue six "Yard of the Month" awards monthly
- Coordinate "Keep Cedar Hill Beautiful" meetings (12) monthly
- Conduct a fall and spring clean-up event annually
- Facilitate two household hazardous waste events annually
- Attend [at least] one neighborhood association meeting or function monthly
- Conduct two E-Waste Recycle and Paper Shredding events annually
- Coordinate "Operation Clean Sweep" annually

Meets City Council's Premier Statements:

Cedar Hill is Clean.

Cedar Hill is Safe.

**SUMMARY
CODE ENFORCEMENT**

EXPENDITURES	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
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Personnel	\$ 533,223	\$ 541,660	\$ 540,550	\$ 544,680
Supplies	13,119	13,385	12,310	14,210
Maintenance	5,720	6,050	8,500	5,750
Services	107,841	175,795	165,795	176,045
Utilities	3,866	4,070	4,220	4,220
Sundry	18,776	17,550	17,550	17,655
TOTAL Department Budget	\$ 682,545	\$ 758,510	\$ 748,925	\$ 762,560

STAFFING	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
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Building Official	1.00	1.00	1.00	1.00
Neighborhood and Code Services Manager	0.00	0.00	0.00	1.00
Code Enforcement Supervisor	1.00	1.00	1.00	0.00
Senior Building Inspector	1.00	1.00	1.00	1.00
Building Inspector	2.00	2.00	2.00	2.00
Senior Code Enforcement Officer	1.00	1.00	1.00	1.00
Code Enforcement Officer	2.00	2.00	2.00	2.00
Permit Technician	1.00	1.00	1.00	1.00
TOTAL Department Staff	9.00	9.00	9.00	9.00

PERFORMANCE INDICATORS	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
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Complaints responded to within two business days	97%	97%	95%	97%
Inspections performed on same day*	99%	99%	95%	99%
Building Permits issued within five business days	95%	95%	90%	95%

*If reported by 6:00 a.m.

ANIMAL SHELTER and ADOPTION CENTER

MISSION STATEMENT:

The mission of the Tri-City Animal Shelter and Adoption Center is to provide exemplary care for impounded and surrendered animals and facilitate owner recovery, adoption and public education.

CORE FUNCTIONS:

- 1) **Receive and provide exemplary care for stray, lost and unwanted animals** - Accept animals from citizens and Animal Control Officers of Cedar Hill, Desoto and Duncanville and maintain them in a sanitary environment
- 2) **Reunite lost pets with their owners** - Use appropriate channels and information to locate pet owners
- 3) **Adopt and Rescue available animals** - Place unwanted and unclaimed animals for adoption and transfer to rescue groups or other animal shelters when possible
- 4) **Promote responsible pet care and ownership** - Provide information to the public on pet issues

2013 - 2014 WORK PLAN

CORE FUNCTION: #1 Receive and provide exemplary care for stray, lost and unwanted animals

Action:

- Document animals as they are received, including any known history
- Medicate animals when necessary
- Control disease in shelter population
- Maintain animal kennels and cages
- Exercise nonaggressive dogs outside
- Euthanize animals when necessary
- Separate sick animals from healthy ones

Activity Measurement:

- Receive and shelter approximately 5,200 animals annually
- Clean 100% of occupied animal kennels and cages [at least] once daily
- Feed all animals [at least] once daily
- Vaccinate against common canine and feline diseases on 80% of all incoming animals

Meets City Council's Premier Statement:

Cedar Hill is Safe.

CORE FUNCTION: #2 Reunite lost pets with their owners**Action:**

- Scan all dogs and cats brought to the shelter for a microchip
- Call owner(s), veterinarian(s), microchip companies and other shelters when contact information is available
- Assist visitors at the Shelter in locating their lost pets
- Gather and document information pertaining to lost and found pets
- Ensure all adopted and redeemed dogs and cats are implanted with a microchip

Activity Measurement:

- Contact pet owner(s), when owner information is available, within one business day 95% of the time
- Reunite identifiable owners with lost pets within 72 hours of intake
- Return approximately 800 (16% of incoming strays) pets to their owners annually
- Scan 100% of dogs and cats for a microchip [at least] once prior to final disposition
- Implant 99% of adopted and redeemed dogs and cats with a microchip, that are not already microchipped

Meets City Council's Premier Statement:

Cedar Hill is Safe.

CORE FUNCTION: #3 Adopt and Rescue available animals

Action:

- Evaluate and prepare animals for successful adoption
- Conduct adoption counseling
- E-mail photographs of animals to newspapers, websites, rescue groups and individuals
- Release eligible animals to approved rescue groups and other shelters
- Coordinate with veterinary clinics to perform pre-spay/neuter on adopted dogs and cats

Activity Measurement:

- Administer approximately 825 adoptions annually
- **Rescue/transfer to other organizations approximately 1,100 cases annually**
- Perform heartworm tests on 100% of age appropriate adopted adult dogs
- Promote a special adoptable pet via mass email and websites weekly
- Conduct one onsite adoption special monthly
- Conduct pre-spay/neuter on 100% of healthy, age appropriate adopted dogs and cats

Meets City Council's Premier Statement:

Cedar Hill is Safe.

CORE FUNCTION: #4 Promote responsible pet care and ownership

Action:

- Provide literature and advice regarding proper vaccination, spaying/neutering, training, behavior, city ordinances and other pet-related topics in house and at offsite events
- Increase public awareness of the shelter with speaking engagements throughout the Cities as well as utilizing Cities' websites, Friends of Tri-City **Animal Shelter newsletter and Facebook page and shelter Facebook page**
- Promote education through increase of size and scope of volunteer program
- Conduct regular tours of the shelter facility
- Provide marketing items such as magnets and pens to citizens
- Microchip pets for the public on demand

Activity Measurement:

- Conduct six tours annually
- **Conduct volunteer orientation monthly**
- Submit an article for the Cedar Hill Highlights Newsletter quarterly
- Participate in [at least] three Citywide events annually
- Include "Common Problems" dog booklet and cat booklet in each take home adoption packet
- Conduct low-cost microchip clinics onsite monthly

Meets City Council's Premier Statement:

Cedar Hill is Safe.

SUMMARY
ANIMAL SHELTER

EXPENDITURES	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Personnel	\$ 443,831	\$ 473,460	\$ 497,110	\$ 495,725
Supplies	30,761	47,100	52,900	52,775
Maintenance	10,271	11,445	11,045	11,050
Services	35,256	42,955	48,355	57,055
Utilities	37,194	40,560	40,560	40,560
Leases / Rentals	1,375	1,365	1,365	12,530
Sundry	13,828	6,890	4,640	7,005
Transfers/Capital	5,542	-	-	-
TOTAL Department Budget*	\$ 578,058	\$ 623,775	\$ 655,975	\$ 676,700

STAFFING	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Shelter Manager	1.00	1.00	1.00	1.00
Assistant Shelter Manager	1.00	1.00	1.00	1.00
Shelter Attendant	5.00	5.00	5.00	5.00
Shelter Attendant (Part-Time)	2.63	2.63	2.63	2.63
TOTAL Department Staff	9.63	9.63	9.63	9.63

PERFORMANCE	ACTUAL	BUDGET	ESTIMATED	BUDGET
INDICATORS	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Number of incoming animals	4,909	5,000	4,784	5,000
Adoptions administered	724	830	749	800
Number of reclamations	769	790	741	800

*Department cost is shared with the City of Duncanville and the City of Desoto.

PARKS

MISSION STATEMENT:

The mission of the Cedar Hill Parks and Recreation Department is to maximize the benefit and enjoyment of parks, programs and activities utilizing City resources in an effective, efficient and responsive manner.

CORE FUNCTIONS:

1. **Maintenance and repair** – Ensure City buildings, equipment and structures are safe; landscape, mow and fertilize outdoor areas
2. **Litter control/debris removal** – Promote clean parks, City buildings and selected public areas by abating litter and debris
3. **Athletic field preparation** – Ensure athletic fields are safe and aesthetically pleasing
4. **Special projects** – Provide support for special events and projects
5. **Administrative** – Provide a system of Premier parks and open space areas that are responsive to the needs of the citizens while maximizing conservation of natural and tangible resources

2013 - 2014 WORK PLAN

CORE FUNCTION: #1 Maintenance and repair

Action:

- Landscape and mow perimeters of City buildings and properties
- Mow, treat and fertilize neighborhood/community parks
- Mow medians and right-of-way
- Inspect playgrounds, parks, City buildings, structures and equipment for safety
- Coordinate maintenance of trails with contractor
- Inspect irrigation systems for water distribution efficiency
- Inspect lighting poles at athletic fields

CORE FUNCTION: #1 Maintenance and repair. . .continued

Activity Measurement:

- Mow 16 neighborhood parks, seven community parks, four green-belt (flood plain) areas and four special-use parks weekly for nine months (677 acres)
- Mow high profile medians and right-of-way bi-weekly for nine months (140 acres)
- Mow wildflower areas bi-weekly (after July 15 each year) for three months (55 acres)
- Mow City properties (Library, Victim Services, Animal Shelter, Public Works, Government Center and Code Enforcement buildings) weekly for nine months (52 acres)
- Inspect trails weekly to ensure contract maintenance is properly performed on four miles of trail (Red Oak Creek Trail and Pleasant Run Road Trail)
- Treat and fertilize 15 neighborhood parks, seven community parks and four special-use parks seven times a year (165.25 irrigated acres)
- Treat and fertilize common areas of Beltline Road, Parkerville Road, Joe Wilson Road, Pleasant Run Road, Uptown Boulevard and FM 1382 quarterly
- Plant seasonal flower beds (Government Center, Joe Wilson Road, Tri- City Animal Shelter and Zula B. Wylie Library) twice a year; detail and remove weeds biweekly
- Detail and perform weed management of ornamental beds at Parks (Recreation Center, Valley Ridge Park, Community Center Park, Kingswood Park, Longhorn Park, and Pioneer Park) biweekly
- Detail and perform weed management of ornamental beds along medians and Rights-of-Way (Pleasant Run Road, Joe Wilson Road, Uptown Boulevard, North Cedar Hill Road, Beltline Road, Broad Street and South Clark Road) biweekly
- Inspect 24 playgrounds weekly
- Complete playground Inspection Reports monthly
- Inspect 31 parks weekly
- Inspect irrigation systems at 24 parks, four streets with medians and eight buildings monthly
- Inspect 16 park buildings and 11 City buildings weekly
- Inspect 86 lighting poles at athletic fields monthly

Meets City Council's Premier Statement:

Cedar Hill has Excellent, Safe and Efficient Infrastructure.

Cedar Hill is Clean.

Cedar Hill has Vibrant Parks and Natural Beauty.

Cedar Hill has Distinctive Character.

CORE FUNCTION: #2 Litter control/debris removal

Action:

- Remove litter from areas around buildings and parks
- Remove litter and debris from medians and right-of-way
- Clear roadways of damaged or dead trees and limbs
- Remove graffiti from park structures
- Coordinate various events and opportunities with Keep Cedar Hill Beautiful

Activity Measurement:

- Remove litter from parks daily (677 acres)
- Remove litter from buildings daily (52 acres)
- Remove litter from medians and rights-of-way weekly (195 acres)
- Respond to citizens' and department's requests for removal of debris from roadways within 24 hours
- Remove graffiti from park structures within 24 hours of notification
- Provide support to two Keep Cedar Hill Beautiful events annually

Meets City Council's Premier Statements:

Cedar Hill has Excellent, Safe and Efficient Infrastructure.

Cedar Hill is Clean.

Cedar Hill has Vibrant Parks and Natural Beauty.

Cedar Hill has Distinctive Character.

CORE FUNCTION: #3 Athletic field preparation

Action:

- Ensure athletic fields are safe and aesthetically pleasing
- Inspect, maintain and mow athletic fields

Activity Measurement:

- Drag and mark 23 baseball/softball fields prior to each series of games
- Mark three football and 16 soccer fields prior to each series of games
- Ensure home plates, pitching mounds and bases are properly anchored and located at specified distances prior to each series of games
- Mow seven athletic field areas two times per week (70 acres)
- Seed athletic field areas every fall (10 acres)
- Conduct daily inspection of three football fields, 18 soccer fields and 23 baseball/softball fields during each season

Meets City Council's Premier Statement:

Cedar Hill has Excellent, Safe and Efficient Infrastructure.

Cedar Hill is Clean.

Cedar Hill has Vibrant Parks and Natural Beauty.

Cedar Hill has Distinctive Character.

CORE FUNCTION: #4 Special projects

Action:

- Offer support for special events
- Provide support for projects

Activity Measurement:

- Provide support for more than 65 special events, including those offered by: Zula B. Wylie Public Library, Neighborhood Services, Recreation Center, Valley Ridge, Country Day on the Hill, Lions Club, Tri-City Animal Shelter, Public Safety, Rotary Club, Walk to Defeat ALS (amyotrophic lateral sclerosis) Professional Disc Golf Association events, and sports tournaments

Meets City Council's Premier Statements:

Cedar Hill has Vibrant Parks and Natural Beauty.

Cedar Hill is Clean.

Cedar Hill has Distinctive Character.

CORE FUNCTION: #5 Administration

Action:

- Update the Parks Capital Improvement Program (CIP) annually
- Develop, implement and supervise Community Development Corporation projects
- Monitors grant availability for projects that would assist in meeting Parks, Recreation, Trails and Open Space Visioning Master Plan goals; the Transit Oriented Development Plan goals; and other pertinent public works and planning goals
- Consider the special needs of youth, adults and the senior population elderly when providing recreational facilities and programs during the planning stage of each program and project
- Manage a park classification system establishing minimum development criteria and maintenance requirements Implement programs that promote Cedar Hill as the playground of the metroplex
- Design, bid and construct funded projects as outlined in the Park CIP

Activity Measurement:

- Review projects included in the existing Parks, Recreation, Trails and Open Space Visioning Master Plan annually and rank remaining projects in order of priority for future 5-year development
- Review development plans for projects that would benefit the community annually
- Research grant availability annually and apply accordingly
- Ensure that ADA compliance is received on all facilities within one year of project completion
- Review all areas, maintained by parks personnel to determine the appropriate classification, service requirements and associated maintenance cost annually
- Seek partnerships annually with the Audubon Society, the Texas Parks and Wildlife Department, Dallas County, Northwood University, and other special interest groups to identify and initiate programs that promote use of local nature preserves, County properties and the State Park
- Provide annual progress reports associated with grant funded projects – Red Oak Trail

Meets City Council's Premier Statements:

Cedar Hill has Excellent, Safe and Efficient Infrastructure.

Cedar Hill has Vibrant Parks and Natural Beauty.

Cedar Hill has Distinctive Character.

SUMMARY
PARKS DEPARTMENT

EXPENDITURES	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Personnel	\$ 1,180,968	\$ 1,296,255	\$ 1,207,840	\$ 1,292,940
Supplies	159,205	178,555	178,590	193,680
Maintenance	105,899	140,000	145,000	140,000
Services	32,170	32,805	37,985	34,955
Utilities	195,800	223,460	223,810	223,810
Leases / Rentals	41,106	17,320	17,320	35,985
Sundry	21,600	20,825	24,015	20,515
Capital	-	50,000	45,000	-
TOTAL Department Budget	\$ 1,736,748	\$ 1,959,220	\$ 1,879,560	\$ 1,941,885
STAFFING	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Parks and Recreation Director	1.00	1.00	1.00	1.00
Parks Maintenance Superintendent	1.00	1.00	1.00	1.00
Parks Operations Supervisor	1.00	1.00	1.00	1.00
Parks Maintenance Crew Chief	3.00	3.00	3.00	4.00
Irrigation Technician	1.00	1.00	1.00	1.00
Chemical Application Technician	1.00	1.00	1.00	1.00
Parks Maintenance Worker	6.00	6.00	6.00	6.00
Administrative Secretary	1.00	1.00	1.00	1.00
Part-Time and Seasonal Workers	11.40	11.40	11.40	12.40
TOTAL Department Staff	26.40	26.40	26.40	28.40
PERFORMANCE	ACTUAL	BUDGET	ESTIMATED	BUDGET
INDICATORS	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Acres maintained	691	691	691	691
Percentage of parks mowed at least once a week	99%	99%	99%	99%

RECREATION

MISSION STATEMENT:

The mission of the Cedar Hill Parks and Recreation Department is to maximize the benefit of parks, programs and activities utilizing City resources in an effective, efficient and responsive manner.

CORE FUNCTIONS:

- 1) **Coordinate Athletic Programs** – Make available youth and adult athletic programs
- 2) **Provide Senior Citizen Activities** – Plan, organize, coordinate and execute a variety of programs and activities for the senior population of Cedar Hill and the surrounding area including active and passive classes, trips programs and activities
- 3) **Create Special Events** – Provide a diverse mixture of City-wide special events
- 4) **Offer Aquatic Program (Crawford Park)** – Operate the City pool and present a variety of aquatic programs and classes
- 5) **Create City Beautification Opportunities** – Co-host and support activities and programs promoting an aesthetically pleasing and sustainable community

2013-2014 WORK PLAN

CORE FUNCTION: #1 Coordinate Athletic Programs

Action:

- Make available youth and adult athletic programs

Activity Measurement:

- Offer youth tennis lessons by providing three sessions of three classes annually (310 participants)
- Offer three seasons of adult softball leagues annually (85 teams)
- Sponsor four adult softball tournaments annually (55 teams)
- Facilitate five private softball tournaments annually (teams)
- Offer three seasons of adult kickball leagues annually (35 teams)
- Offer two sessions of adult golf lessons annually (16 students)
- Co-sponsor with "Flagfootball X", three seasons of adult flag football annually (80 teams)
- Co-Sponsor with "Flag football X" six Adult Flag Football tournaments annually (170 teams)
- Facilitate Two Seasons of Adult Baseball leagues (16 teams)
- Offer Two USSSA Girls Fast Pitch Softball Tournaments (25 teams)
- Coordinate Two seasons of Adult Female Soccer leagues (34 teams)
- Facilitate Two Seasons of Adult Male Soccer leagues (16 teams)
- Offer Adult Tennis lessons by providing three sessions of two classes annually (12 participants)
- Co-sponsor with the youth baseball association, the following activities annually:
 - Two seasons of leagues (165 teams)
- Six tournaments (225 teams)Co-sponsor with youth softball association, the following activities annually:
 - Two seasons of recreation leagues (24 teams)
 - Two seasons of select leagues (4 teams)
 - Four recreation tournaments (58 teams)
- Co-sponsor with youth basketball association, the following activities annually:
 - Two seasons of leagues (90 teams)
 - Two Basketball Tournaments (111 teams)
- Co-sponsor with youth football associations, the following activities annually:
 - One season of one league each (19 teams)
 - One Football Super Bowl Tournament (8 teams)
- Co-sponsor with youth cheerleading associations, the following activities annually:
 - One season of one squad each (60 youth participants)
- Co-sponsor with youth soccer association, the following activities annually:
 - Two seasons of leagues (123 teams)
 - Three Tournaments (240 teams)

Meets City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill has Vibrant Parks and Natural Beauty.

Cedar Hill is Safe.

CORE FUNCTION: #2 Provide Senior Citizen Activities

Action:

- Plan, organize, coordinate and execute a variety of programs and activities for the senior population of Cedar Hill and the surrounding area including active and passive programs, trips, classes, and special events
- Work cooperatively with the Senior Senate and provide support for their activities and requests

Activity Measurement:

- Provide shuttle services for Cedar Hill residents daily
- Provide six physical activities weekly
- Make five leisure activities weekly
- Produce four metroplex trips monthly
- Coordinate one out of metroplex day trip monthly
- Create two special programs or activities monthly
- Meet and consult with the Senior Senate monthly
- Provide two extended, overnight trips annually

Meets City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill has Vibrant Parks and Natural Beauty.

Cedar Hill is Clean.

CORE FUNCTION: #3 Create Special Events

Action:

- Provide a diverse mixture of City-wide special events

Activity Measurement:

- Produce four Music in the Park events annually
- Co-sponsor one Children's Creative Arts Festival with the Zula B. Wylie Library annually
- Provide support for the Best Southwest Juneteenth Celebration annually
- Arrange one Kid Fish Program annually
- Provide support for one Holiday on the Hill City-wide special event annually
- Provide support for three disc golf events at Lester Lorch Park annually
- Develop a private/public partnership to host one family oriented benefit walk/run – “Green Run at Uptown Village annually
- Arrange a one-time Red Oak Creek Trail Opening Celebration in cooperation with Dallas County
- Co-Sponsor an Amyotrophic Lateral Sclerosis (ALS) Walk event annually
- Co-sponsor one bike race at Cedar Hill State Park annually

Meets City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill has Vibrant Parks and Natural Beauty.

Cedar Hill is Safe.

Cedar Hill has a Strong Diverse Economy.

CORE FUNCTION: #4 Offer Aquatic Programs (Crawford Park)

Action:

- Present a variety of aquatic programs and classes

Activity Measurement:

- Make a splash with 60 Learn-to-Swim Summer Classes for six months to Adult annually (275 hours of instruction, including six swim levels and Adults)
- Coordinate 11 weeks of fitness and water aerobics classes (44 hours)
- Provide special day care swim time daily
- Provide 11 weeks of open swim daily (385 hours of open swim)
- Provide 11 weeks of lap swimming annually (77 hours)
- Coordinate 128 hours of rentals annually
- Complete 40 hours of in-service training annually
- Deliver four hours of maintenance daily and as needed (approximately 11 weeks during Aquatics Season)
- Sustain 10 hours of maintenance weekly (approximately 41 weeks during aquatics off season)
- Offer three special events at pool each season: one 4th of July event, two themed Family Swim Nights and Youth Initiative Swim Event
- Offer private swim lessons weekly
- Establish semi-private swim lessons twice per season
- Provide swim time # of weeks for Cedar Hill ISD Swim Team weekly, Monday Through Friday

Meets City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill has Vibrant parks and Natural Beauty.

Cedar Hill is Safe.

Cedar Hill has Excellent, Safe and Efficient Infrastructure.

CORE FUNCTION: #5: Create City Beautification Opportunities

Action:

- Co-host with Code Enforcement Department, the Tree Care Advisory Board, Neighborhood Services and the Keep Cedar Hill Beautiful Board activities/programming that result in a clean, aesthetically pleasing and more sustainable Cedar Hill
- Co-host with the Zola B. Wylie Library the Cedar Hill Community Garden initiative
- Provide and administer the "Adopt A Park" Program

Activity Measurement:

- Offer an Arbor Day ceremony in support of Tree City USA annually
- Recruit 12 organizations for the "Adopt A Park" program annually
- Sponsor a program during July for National Parks and Recreation Month annually
- Co-host two community wide litter clean up events annually
- Assist with two community wide Household Hazardous Waste events annually
- Host four cleanup/planting events in conjunction with the "Adopt A Park" Program annually
- Assist with the registration of 300 trees in support of the Tree North Texas Initiative annually
- Coordinate one outdoor education event in conjunction with the Cedar Hill Independent School District annually
- Assist with Cedar Hill Community Garden initiative committee and events monthly

Meets City Council's Premier Statements:

Cedar Hill has Vibrant Parks and Natural Beauty.

Cedar Hill is Clean.

Cedar Hill has Distinctive Character.

Cedar Hill is Safe.

SUMMARY
RECREATION DEPARTMENT

EXPENDITURES	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Personnel	\$ 390,654	\$ 410,835	\$ 413,660	\$ 389,105
Supplies	29,187	47,900	47,735	52,230
Maintenance	8,229	7,600	9,770	10,500
Services	69,632	87,595	92,995	87,125
Utilities	2,562	2,500	3,000	3,000
Leases / Rentals	21,791	21,715	21,715	21,715
Sundry	16,481	18,925	15,505	19,290
TOTAL Department Budget	\$ 538,536	\$ 597,070	\$ 604,380	\$ 582,965

STAFFING	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Recreation Superintendent	1.00	1.00	1.00	1.00
Recreation Operations Supervisor	0.00	0.00	1.00	1.00
Athletic Supervisor	1.00	1.00	0.00	0.00
Athletic Coordinator	1.00	1.00	1.00	1.00
Project Specialist	1.00	1.00	1.00	1.00
Senior Center Supervisor	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Part-Time Bus Driver	0.63	0.63	0.63	0.63
Part-Time Senior Center Coordinator	0.63	0.63	0.63	0.63
Part-Time and Seasonal Lifeguards	5.25	5.25	5.25	5.25
TOTAL Department Staff	12.50	12.50	12.50	12.50

PERFORMANCE INDICATORS	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Aquatics Attendance	16,104	11,045	12,056	12,200
Athletic Adult Teams for Leagues/Tournaments	250	175	450	400
Athletic Youth Associations	7	6	6	5
Athletic Youth Teams for Leagues/Tournaments	962	860	989	1,079
Senior Center Attendance/bus/van usage	17,602	17,500	19,017	20,500
Special Events	22	22	30	33

LIBRARY

MISSION STATEMENT:

The mission of the Zula B. Wylie Public Library is to be the *Door to Discovery* that honors the past, engages the present and forges our future as a culturally rich and diverse community.

CORE FUNCTIONS:

- 1) **Create Young Readers** – offer programs, materials and services that prepare children for school and maintain reading skills
- 2) **Enhance Student and Community Success** – provide resources and services that assist students of all levels to succeed
- 3) **Promote Lifelong Learning** – offer programs and access to materials and resources to help adults be informed and educated about local, national and world affairs
- 4) **Celebrate Cedar Hill History and Cultural Diversity** – offer programs and materials that promote appreciation and understanding of Cedar Hill's history and cultural diversity

2013 - 2014 WORK PLAN

CORE FUNCTION: #1 Create Young Readers

Action:

- Offer entertaining, educational, informative and developmental children's programs: story times for preschoolers, after school programs and a summer reading program
- Offer programs for teens and pre-teens
- Sign up children for library cards at the Neighborhood Block Party, Back to School Rally, Country Day on the Hill and Walk the Light Arts Festival
- Market Scholastic *BookFlix*, an online literacy resource that allows children to read favorite books online from home

Activity Measurement:

- Provide approximately 228 children's programs annually
- Organize and conduct 40 programs for teens and pre-teens annually
- Provide 50 toddler programs annually
- Provide 50 preschool programs annually
- Offer a Teen Volunteer Program annually
- Register at least 50 children for library cards at events such as the Neighborhood Block Party, Back to School Rally, Country Day on the Hill and Walk the Lights Art Festival annually
- **Present Scholastic *BookFlix* to teachers, parents and students at elementary schools annually**

Meets City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill has Texas Schools of Choice.

CORE FUNCTION: #2 Enhance Student and Community Success

Action:

- Provide standardized test preparation courses
- Assist students in locating information for homework assignments
- Borrow materials via Inter-Library Loan
- Provide instructions in using the TexShare and local research databases
- Promote TexShare Card Program that allows library users to borrow materials from other Texas public, college and university libraries
- Market Mango, an online language learning tool with practical conversation skills
- Provide access to E-books and E-Readers
- Market E-books to high school and college students, as well as the general public

Activity Measurement:

- Send approximately 530 faxes annually for resume/job search purposes at no cost to the resident
- Offer four ACT/SAT & STAR Testing preparation classes annually
- Provide at least two Adult Literacy Courses preparing adults for GED Exam Preparation Courses and Exams annually
- Respond to approximately 16,200 customer requests for assistance annually
- Respond to 100% of online "Ask a Librarian" requests within one business day
- Borrow 100 and loan 100 items for library users via Inter-Library Loan System annually
- Offer four classes on using the TexShare and local databases for research annually
- Issue TexShare cards to approximately 150 Zula B. Wylie Public Library card holders annually
- Present two Mango language programs and distribute brochures, bookmarks and flyers, to promote the Mango program throughout the community annually
- Distribute approximately 1,1000 brochures, bookmarks and flyers annually, to promote E-books at community and CHISD events

Meets City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill has Texas Schools of Choice.

CORE FUNCTION: #3 Promote Lifelong Learning

Action:

- Provide free access to the Internet via public computers and Wi-Fi
- Provide access to TexShare research databases and local database subscriptions
- Provide links to sites that offer information about local, national and world affairs on the library web site
- Provide adult programming
- Publicize the availability of Wi-Fi
- Provide and publicize language databases
- Provide access to E-books and E-Readers
- Market E-books to the general public
- Provide sustainability, energy conservation, and other "green" programming

Activity Measurement:

- Provide access to Internet, etc., via public access computers for approximately 46,000 sessions annually
- Provide free access to Internet, etc., via public access interlibrary laptops for approximately 810 sessions annually
- Provide approximately 5,100 Wi-Fi sessions annually
- Organize and conduct [a minimum of] 90 adult programs annually that will include, but not be limited to, the following focus areas:
 - Computer-related programs (45)
 - Community Garden (9)
 - Health-related programs (8)
 - Finance-related programs (6, excluding tax assistance)
 - "Green" and sustainability programming (6)
- Offer four Community Forums annually
- Provide income tax preparation workshops to 150 individuals annually
- Distribute 3,000 brochures, bookmarks, and flyers, to promote E-books, annually
- Distribute 3,000 brochures, bookmarks and flyers, to promote online language programs, annually
- Provide four E-book programs and two language programs, to promote E-book and language databases, annually

Meets City Council's Premier Statement:

Cedar Hill has Distinctive Character.

CORE FUNCTION: #4 Celebrate Cedar Hill's History and Cultural Diversity

Action:

- Purchase local and Texas history materials
- Purchase materials related to cultures
- Offer programs celebrating cultural diversity
- Prepare displays that reflect Cedar Hill's history and cultural diversity
- Include links to cultural and historical Internet sites on the library's web site
- Participate in Cedar Hill Country Day on the Hill
- Participate in the establishment of Genealogical programs and website links

Activity Measurement:

- Offer four programs celebrating cultural heritage annually
- Partner with Cedar Hill Museum, to provide six historical heritage educational displays, annually
- Purchase 20 local and Texas history items annually
- Purchase 100 items about local and world cultures annually
- Highlight six web sites related to history, local and world cultures annually
- Participate at Country Day on the Hill, including a booth providing information and Library cards and a performance hosted by the Library annually
- **Update a Genealogical webpage for the newly founded Cedar Hill Genealogical Society(CHGS) monthly**
- Assist the CHGS with four programs and maintain the development of the genealogical collection annually

Meets City Council's Premier Statement:

Cedar Hill has Distinctive Character.

**SUMMARY
LIBRARY**

EXPENDITURES	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Personnel	\$ 540,930	\$ 565,055	\$ 530,760	\$ 567,070
Supplies	126,078	124,950	124,950	131,650
Maintenance	4,814	37,240	39,240	39,240
Services	50,129	52,055	57,605	57,105
Utilities	33,245	35,400	35,900	36,000
Leases / Rentals	837	835	835	835
Sundry	7,486	8,255	8,305	8,305
TOTAL Department Budget	\$ 763,519	\$ 823,790	\$ 797,595	\$ 840,205

STAFFING	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Library Director	1.00	1.00	1.00	1.00
Manager of Library Services	1.00	1.00	1.00	1.00
Children's Services Manager	1.00	1.00	1.00	1.00
Reference Librarian	1.00	1.00	1.00	1.00
Children's Librarian	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Part-Time Library Assistant	1.35	1.35	1.35	1.35
Part-Time Clerk	3.00	3.00	3.00	3.00
Part-Time Page	0.37	0.37	0.37	0.37
TOTAL Department Staff	10.72	10.72	10.72	10.72

PERFORMANCE INDICATORS	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Items checked-out	135,261	140,000	135,000	135,000
Library visits	130,535	110,000	115,000	120,000
Number of computer users	50,926	52,000	52,000	55,000

NEIGHBORHOOD SERVICES

MISSION STATEMENT:

The mission of the Neighborhood Services Department is to improve and maintain neighborhood vitality through enhanced communication, facilitation and education.

CORE FUNCTIONS:

- 1) **Communication** – Serve as a liaison between the City and neighborhood organizations, Public Improvement Districts (PID) and Crime Watch groups; Relay issues and concerns to the appropriate City department(s) in a timely manner; Communicate City services and opportunities to neighborhood organizations
- 2) **Facilitation** – Foster the development and support the activities of neighborhood organizations by providing assistance and guidance in creation of PIDs and new organizations
- 3) **Education** – Communicate with neighborhood organizations regarding City services and opportunities; Develop and implement resident education programs that achieve positive neighborhood outcomes and build long-term stability in the community

2013 – 2014 WORK PLAN

CORE FUNCTION: #1 Communication

Action:

- Improve the relationship between the City and neighborhood organizations
- Increase the distribution of relevant community information to neighborhood organizations
- Communicate with neighborhood organizations and PIDs regarding Emergency Response Operations
- Serve as liaison between City departments and neighborhood organizations
- Communicate City services programs and opportunities

Activity Measurement:

- Respond to neighborhood requests for service within one business day
- Update Neighborhood Services web pages weekly
- Facilitate a Neighborhood Leadership Meeting with the Mayor annually
- Maintain neighborhood organizations calendar via MY NEIGHBORHOOD *online* web page weekly
- Solicit neighborhood participants for Citizens' Police and Fire Academies and Citizens Emergency Response Team (C.E.R.T.) training annually
- Report and communicate City department action on neighborhood services requests within three business days of receipt

Meets City Council's Premier Statements:

Cedar Hill is Safe.

Cedar Hill has Distinctive Character.

CORE FUNCTION: #2 Facilitation

Action:

- Serve as first point of contact at City Hall for neighborhood organizations and PIDs
- Provide staff assistance to new and existing neighborhood organizations
- Coordinate staff assistance to new and existing PIDs
- Expand/Implement programs that encourage communication within neighborhoods (i.e. Printing and Postage, Neighborhood Matching Grant, MY NEIGHBORHOOD online)
- Report and communicate neighborhood feedback to appropriate City departments
- Coordinate Citywide Neighborhood Block Party
- Coordinate Citywide Neighborhood Chili Cook Off
- Serve as liaison to the Neighborhood Advisory Board

Activity Measurement:

- Coordinate participation of City staff at registered neighborhood meetings within three business days to ensure appropriate support and representation
- Increase the number of active organizations by 10%
- Achieve 100% participation by active neighborhood organizations in the Printing and Postage Program
- Report and communicate neighborhood feedback to appropriate City departments within one business day of receipt
- Increase the number of community participants in Citywide Neighborhood Block Party and Citywide Neighborhood Chili Cook off by 10%
- Facilitate Neighborhood Advisory Board meetings monthly

Meets City Council's Premier Statements:

Cedar Hill has Vibrant Parks and Natural Beauty.

Cedar Hill has Distinctive Character.

CORE FUNCTION: #3 Education

Action:

- Expand neighborhood involvement in community events
- Improve public understanding of City operations and services
- Increase public knowledge of Neighborhood Services programs
- Develop resident education programs that build long-term stability in the community

Activity Measurement:

- Create and publish recurring operation and services feature for newsletter monthly
- Recognize "Outstanding" neighborhoods (Premier Neighborhood Award, Most Active, Most Improved Distinction) annually
- Conduct Citywide Neighborhood Block Party event annually
- Facilitate presentation of two resident education workshops annually

Meets City Council's Premier Statements:

Cedar Hill is Clean.

Cedar Hill has Distinctive Character.

**SUMMARY
NEIGHBORHOOD SERVICES**

EXPENDITURES	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Personnel	\$ 83,462	\$ 87,645	\$ 87,370	\$ 44,175
Supplies	6,462	9,700	12,320	6,875
Maintenance	275	300	450	-
Services	14,001	24,990	26,100	11,350
Utilities	866	770	770	770
Sundry	4,361	9,130	6,905	5,430
TOTAL Department Budget	\$ 109,427	\$ 132,535	\$ 133,915	\$ 68,600

STAFFING	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Tourism Marketing/ Main Street Manager	-	-	-	1.00
Neighborhood Services Coordinator	1.00	1.00	1.00	-
TOTAL Department Staff	1.00	1.00	1.00	1.00

PERFORMANCE INDICATORS	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Percentage of response time to neighborhood request(s) within one business day	99%	99%	99%	99%

MAIN STREET

MISSION STATEMENT:

The mission of Cedar Hill Main Street is to preserve and enhance the unique character and community of Historic Downtown through design, economic development, promotion and facilitation.

CORE FUNCTIONS:

- 1) **Design** - Enhance the aesthetic appeal of Historic Downtown Cedar Hill
- 2) **Promotion** - Increase public awareness of downtown business districts
- 3) **Economic Development** - Encourage growth, retention, and recruitment of business
- 4) **Facilitation** - Support the interests and development activities of downtown businesses, residents and supporters; Serve as liaison to Main Street Development and Preservation Board and the Cedar Hill Museum of History

2013 - 2014 WORK PLAN

CORE FUNCTION: #1 Design

Action:

- Encourage rehabilitation of existing properties
- Coordinate and encourage appropriate infill development in the Old Town and Historic Downtown districts
- Review and uphold Uptown and Old Town ordinances
- Increase public awareness of Old Town district ordinances
- Beautify the Old Town and Historic Downtown districts
- Provide oversight for ongoing streetscape projects
- Coordinate design and development of downtown future master plan

Activity Measurement:

- Meet individually with downtown property owners semi-annually
- Perform inventory of downtown properties and vacant land tracts semi-annually
- Coordinate and report architectural review findings of the Main Street Board to the Planning and Zoning Commission and City Council monthly
- Perform maintenance inspection of benches, decorative lighting and banners annually
- Facilitate Main Street Board meetings monthly
- Coordinate completion of ongoing streetscape projects by September 2014
- Facilitate, at least four meetings annually, with the Planning Department and Main Street Board for design and development standards of future Historic Downtown Master Plan

Meets City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill has Excellent, Safe and Efficient Infrastructure.

Cedar Hill is Clean.

Cedar Hill has a Strong and Diverse Economy.

CORE FUNCTION: #2 Promotion

Action

- Increase involvement in downtown events (Walk the Light Arts Festival, Old Settlers' Reunion, Country Day, Scare on the Square and Old Town Holiday on the Hill)
- Assist downtown merchants with planning additional activities
- Increase downtown publicity
- Promote education regarding historically significant properties in Cedar Hill
- Recognize historically significant properties in Cedar Hill with historic designation marker
- Enhance Historic Walking Tour with heritage appreciation and education programs

Activity Measurement:

- Increase attendance in downtown events by 10%
- Increase merchant-driven downtown events by one per year
- Publish downtown events calendar in *HIGHLIGHTS* monthly newsletter
- Advertise each downtown event quarterly
- Install historic designation marker within 60 days of recognition or request
- Develop and publish two Historic Walking Tour supplemental features annually

Meets City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill is Safe.

Cedar Hill is Clean.

Cedar Hill has a Strong and Diverse Economy.

CORE FUNCTION: #3 Economic Development

Action:

- Monitor retention and expansion of existing downtown businesses
- Recruit new specialty businesses
- Promote downtown growth and development
- Support efforts to develop tourism program with civic and business organizations

Activity Measurement:

- Make Business Retention/Expansion Program (BREP) calls to existing downtown businesses quarterly
- Visit specialty merchants throughout North Texas semi-annually
- Meet with downtown supporters and stakeholders semi-annually
- Attend one tourism-related conference annually

Meets City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill has a Strong and Diverse Economy.

CORE FUNCTION: #4 Facilitation

Action:

- Develop Old Town/Historic Downtown neighborhood organization
- Increase neighborhood involvement in community events
- Create and maintain a network of downtown Main Street supporters
- Serve as liaison to Main Street Development and Preservation Board
- Serve as liaison to Cedar Hill Museum of History

Activity Measurement:

- Meet with downtown residential organizations semi-annually
- Solicit Old Town residential input and participation in a minimum of two downtown events annually
- Facilitate participation in Main Street events and activities through sponsorships quarterly
- Facilitate Main Street Board meetings monthly
- Attend Cedar Hill Museum of History meetings monthly

Meets City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill is Safe.

Cedar Hill is Clean.

Cedar Hill has a Strong and Diverse Economy.

PLANNING

MISSION STATEMENT:

The mission of the Planning Department is to facilitate the physical growth and development of the City to reflect its unique and vibrant character.

CORE FUNCTIONS:

- 1) **Manage Comprehensive Long Range Planning** – Develop, maintain and supplement *The Comprehensive Plan* in a manner that effectively guides development
- 2) **Develop Implementation and Enforcement Strategies** – Analyze, prepare and maintain land development ordinances, policies and procedures to attain the concepts in adopted City plans
- 3) **Facilitate Development Review and Approval** – Guide land development proposals through the process. Review and evaluate proposals with respect to adopted City plans, policies and ordinances

2013-2014 WORK PLAN

CORE FUNCTION: #1 Manage Comprehensive Long Range Planning

Action:

- Conduct periodic reviews of The Comprehensive Plan with the Planning and Zoning Commission
- Research and evaluate new planning and design concepts that are economically viable, promote social interaction and preserve natural resources
- Continue to develop and refine specific area plans, such as City Center, Historic Downtown and Corridor Plans, that incorporate the elements of walkability, mixed-use and social interaction
- Develop a training program for City Boards and Commissions, focusing on planning concepts such as walkability, mixed-use and social interaction
- Coordinate with neighboring cities regarding transportation and land use matters
- Increase public awareness of the City Center Plan by using social media

Activity Measurement:

- Conduct two meetings, by the end of the fiscal year, with the Planning and Zoning Commission to review and evaluate *The Comprehensive Plan*
- Conduct an annual meeting with the Planning and Zoning Commission to discuss and develop strategies for the implementation of *The Comprehensive Plan*
- Attend at least four sustainable development design seminars (i.e. LEED-ND, Form-Based Codes and Complete Streets), by the end of the fiscal year, to learn how these standards may be best applied
- Conduct two meetings, by the end of the fiscal year, with the City Center Advisory Committee and consultants, to conclude Phase II of the City Center Plan
- Conduct at least one workshop, by the end of the fiscal year, with City boards and commissions to educate about the concepts outlined in the City Center Plan
- Attend at least four neighborhood meetings, by the end of the fiscal year, to discuss the concepts of the City Center Plan
- Facilitate an annual meeting with neighboring cities and NCTCOG to boost momentum for commuter rail.
- Gain/maintain at least 50 friends on Facebook, 25 followers on Twitter and 10 participants on Community Voice/Center discussion boards by the end of the fiscal year

CORE FUNCTION #2 Develop Implementation and Enforcement Strategies

Action:

- Conduct periodic reviews of the zoning and subdivision ordinances with the Planning and Zoning Commission
- Facilitate the review of land use and development related ordinances with the Development Review Committee (DRC) to ensure their effectiveness and compliance with State Law
- Facilitate the review and adoption of land use and development ordinances that will achieve the concepts in adopted City Plans
- Review of current planning and development practices and procedures to ensure efficiency
- Review and approve select development related applications such as Tree Preservation Plan, Certificate of Occupancy (CO) and Alcoholic Beverage (retail sales of beer/wine for off-premise consumption only)
- Research and prepare official zoning verification letters.
- Address unforeseen issues related to zoning and land use matters

Activity Measurement:

- Conduct an annual meeting with the Planning and Zoning Commission to review the zoning ordinance
- Facilitate quarterly meetings with the DRC to discuss issues related to zoning and land use matters
- Conduct an annual meeting with the Planning and Zoning Commission to review the subdivision regulations
- Conduct monthly meetings with the DRC to review land use and development related ordinances, plans, policies and/or procedures
- Conduct an annual meeting with the Planning and Zoning Commission, to review and gain feedback on any recommended amendments to land use and development related ordinances, plans, policies and/or procedures
- Approve select development applications (Tree Preservation Plan, Certificate of Occupancy and Alcoholic Beverage for off-premise consumption) within 7 business days.
- Process zoning verification letters within 7 business days
- Conduct quarterly meetings with the Code Enforcement/Building Inspections department to discuss zoning enforcement issues

Meets City Council's Premier Statements:

Cedar Hill is Safe.

Cedar Hill is Clean.

Cedar Hill has a Strong and Diverse Economy.

CORE FUNCTION: #3 Facilitate Development Review and Approval

Action:

- Develop and maintain submittal guidelines, applications and other aids that inform and assist the development community in submitting land development applications
- Accept applications for land development and facilitate their review and advise the applicant of any needed changes
- Notify the general public, as required, and schedule development proposals for consideration by the appropriate board, commission and/or City Council
- Analyze land development applications, with respect to City plans, policies and ordinances, and report staff's findings to the board, commission and/or City Council
- Report to the board, commission and/or City Council any comments received from the general public regarding land development applications
- Develop training programs for boards and commissions, focusing on zoning and subdivision regulations, as they relate to their respective review of land development applications
- Execute the actions of the Planning and Zoning Commission and City Council, as they relate to land development applications
- Archive land development applications and decisions, as required by law

Activity Measurement:

- Conduct an annual meeting with the DRC to review submittal guidelines, applications and other publications to ensure their continued effectiveness
- Process land development applications, i.e. Platting, Site Plan, Zoning Changes and Conditional Use Permit requests within 30-45 days or as established by City and State Law
- Conduct weekly reviews with the DRC to evaluate land development applications
- Report monthly to the DRC the actions of the Planning and Zoning Commission and City Council regarding development applications
- Develop and implement, by the end of the fiscal year, procedures for web based submissions of land development applications
- Convey DRC comments to applicants, within ten business days Planning and Zoning Commission of receipt of an application
- Conduct at least three training seminars, by the end of the fiscal year, with boards and commissions related to their respective review
- Each planning staff member will attend at least 4 continuing education classes annually on topics related to Land Use Law, Subdivision or Zoning and code management

Activity Measurement (continued):

Meets City Council's Premier Statements:

Cedar Hill is Safe.

Cedar Hill is Clean.

Cedar Hill has Excellent, Safe and Efficient Mobility.

**SUMMARY
PLANNING**

EXPENDITURES	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Personnel	\$ 277,747	\$ 288,530	\$ 286,800	\$ 295,855
Supplies	899	2,450	4,650	1,600
Maintenance	1,745	2,300	2,500	2,000
Services	15,634	30,650	19,575	34,825
Utilities	1,196	1,200	1,200	1,200
Sundry	13,855	15,425	14,255	15,905
TOTAL Department Budget	\$ 311,076	\$ 340,555	\$ 328,980	\$ 351,385

STAFFING	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Director of Planning	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00
Planner	1.00	1.00	1.00	1.00
Development Coordinator	1.00	1.00	1.00	1.00
TOTAL Department Staff	4.00	4.00	4.00	4.00

PERFORMANCE INDICATORS	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Number of applications processed for review	32	50	30	30
Percent of time the Review Committee responded to applicant within 10 business days	95%	95%	95%	95%

STREETS and DRAINAGE

MISSION STATEMENT:

The mission of the Streets and Drainage Department is to maintain high-quality public transportation and drainage infrastructure to enhance safety and provide effective traffic circulation.

CORE FUNCTIONS:

- 1) **Street repairs and maintenance** - Provide quality maintenance for streets, sidewalks and alleys
- 2) **Drainage channels** - Clean and maintain creeks and channels
- 3) **Signs, signals and markings** - Install and maintain traffic signs, signals and markings

2013 - 2014 WORK PLAN

CORE FUNCTION: #1 Street repairs and maintenance

Action:

- Continue to work with Dallas County to overlay streets
- Repair potholes
- Repair streets due to utility cuts
- Install permanent street patches
- Provide American Disabilities Act (ADA) compliant barrier-free ramps
- Crack seal streets, as necessary, and maintain 310 miles of streets and 133 miles of storm sewer
- Maintain streets and alleys in a clean and safe condition
- Inclement weather response

CORE FUNCTION: #1 Street repairs and maintenance...Continued

Activity Measurement:

- Overlay and/or slurry seal (a minimum of) \$250,000 worth of asphalt streets annually
- Fill potholes within two business days of notification
- Repair utility cuts within two business days of notification
- Complete approximately 100 permanent patch repairs annually
- Inspect barrier-free sidewalk ramps for compliance with ADA monthly
- Respond to requests of clearing of debris from streets, sidewalks and alleys ways within two hours
- **Deploy sanding operations within 1 hour of ice storm events**

Meets City Council's Premier Statements:

Cedar Hill is Safe.

Cedar Hill is Clean.

CORE FUNCTION: #2 Drainage channels

Action:

- Maintain creeks and channels to ensure flow of storm water
- Inspect creeks and channels for debris
- Use outside sources and equipment, when available, to clean difficult conditions

Activity Measurement:

- Arrive at emergencies and initiate repairs within 45 minutes of initial report
- **Complete non-emergency drainage requests within 90 days of notification**
- Inspect all potentially hazardous creeks and channels twice a year

Meets City Council's Premier Statements:

Cedar Hill is Clean.

Cedar Hill has Excellent, Safe and Efficient Infrastructure.

CORE FUNCTION: #3 Signs, signals and markings

Action:

- Install and maintain traffic signs, signals and markings
- Perform an inventory of signage within the right-of-way
- Inspect and maintain signs and markings for clarity and appearance, includes graffiti removal or replacement of vandalized signs
- Emergency response to signal outages

Activity Measurement:

- Install signs, signals and markings within 72 hours of receiving work order
- Reinstall damaged Stop sign(s) within four hours of notification
- Inspect and inventory signs, signals and markings annually
- Respond to graffiti clean-up requests within one day of notification
- Initiate installation of temporary signs during signal outages within one hour of notification

Meets City Council's Premier Statements:

Cedar Hill is Safe.

Cedar Hill has Excellent, Safe and Efficient Infrastructure.

**SUMMARY
STREETS AND DRAINAGE**

EXPENDITURES	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Personnel	\$ 790,328	\$ 863,855	\$ 845,955	\$ 856,315
Supplies	52,434	55,000	49,500	54,500
Maintenance	209,377	202,000	202,000	217,000
Services	61,804	68,470	71,565	71,470
Utilities	536,526	483,080	481,890	481,890
Leases / Rentals	73,632	33,515	33,515	33,515
Sundry	7,457	8,360	8,960	9,260
TOTAL Department Budget	\$ 1,731,558	\$ 1,714,280	\$ 1,693,385	\$ 1,723,950

STAFFING	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Street Maintenance Supervisor	1.00	1.00	1.00	1.00
Signs and Signals Coordinator	1.00	1.00	1.00	1.00
Street Maintenance Crew Chief	3.00	3.00	3.00	3.00
Street Drainage Crew Chief	1.00	1.00	1.00	1.00
Street Maintenance Worker	8.25	8.25	8.25	8.25
TOTAL Department Staff	14.25	14.25	14.25	14.25

PERFORMANCE INDICATORS	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Percentage of potholes filled within two business days of notification	100%	100%	100%	100%
Percentage of routine requests completed within 90 days of notification	99%	99%	99%	99%
Percentage of traffic signs installed within 72 hours of notification	99%	99%	99%	99%

FLEET MAINTENANCE

MISSION STATEMENT:

The mission of the Fleet Maintenance Division is to provide the highest quality of customer service to all internal clients by offering vehicle and equipment services in the most time and cost-efficient manner.

CORE FUNCTIONS:

- 1) **Fleet services and repairs:** Perform maintenance services and repairs to approximately 500 pieces of light, medium and heavy duty vehicles and construction equipment
- 2) **Manage computerized vehicle and equipment inventory records:** Manage and maintain accurate vehicle and equipment records for all current and newly acquired fleet vehicles and equipment
- 3) **Manage computerized service and repair records:** Manage and maintain accurate service and repair records for all City owned vehicles and equipment
- 4) **Manage computerized parts inventory records:** Manage and maintain accurate parts inventory for all City owned vehicles and equipment
- 5) **Manage computerized fuel records and inventory:** Manage and maintain data base to ensure accurate fuel records; monitor and maintain adequate diesel and unleaded fuel levels for all City vehicles and equipment

2013-2014 WORK PLAN

CORE FUNCTION: #1 Fleet services and repairs

Action:

- Perform maintenance services and repairs to approximately 500 pieces of light, medium and heavy-duty vehicles and construction equipment
- Coordinate warranty repairs with various dealerships to minimize down time

Activity Measurement:

- Repair and return vehicles and/or equipment receiving routine maintenance within one business day
- Repair and return vehicles and/or equipment receiving non-routine maintenance within two business days
- Coordinate all City vehicles to get the required State Inspection performed annually

Meets City Council's Premier Statement:

Cedar Hill is Safe.

CORE FUNCTION: #2 Manage computerized vehicle and equipment inventory records

Action:

- Manage and maintain accurate records for current and newly acquired fleet vehicles and equipment
- Provide and maintain accurate equipment records to respective departments
- Review equipment replacement requests submitted during annual budgeting period

Activity Measurement:

- Enter and assign equipment number records, financial information, VIN/Serial numbers and detailed descriptions on new vehicles within one business day
- Respond to requests for inventory records or reports of vehicles and equipment within one business day

Meets City Council's Premier Statement:

Cedar Hill is Safe.

CORE FUNCTION: #3 Manage computerized service and repair records

Action:

- Manage and maintain accurate computerized service and repair records for all City vehicles and equipment
- Generate and code approximately 100 service requests monthly/1,200 annually
- Provide a monthly billing report to respective departments

Activity Measurement:

- Distribute billing reports for equipment and vehicle repairs monthly
- Respond to requests for maintenance records or reports of vehicles and equipment within one business day

Meets City Council's Premier Statement:

Cedar Hill is Safe.

CORE FUNCTION: #4 Manage computerized parts inventory records**Action:**

- Provide and maintain accurate parts inventory and records
- Conduct inventory audit

Activity Measurement:

- Update parts inventory and records daily
- Perform inventory audit annually for approximately 450 parts

Meets City Council's Premier Statement:

Cedar Hill is Safe.

CORE FUNCTION: #5 Manage computerized fuel records and inventory**Action:**

- Manage and maintain computerized database for all diesel and fuel inventory records
- Monitor and maintain adequate fuel supply
- Adhere to all local, state and federal regulatory guidelines for all of our fuel and diesel related inventory and equipment
- Provide fully-trained certified facility representatives to assist in meeting full compliance requirements through TCEQ (Texas Commission on Environmental Quality)

Activity Measurement:

- Provide a fuel usage report to respective departments monthly
- Respond to fuel inventory requests within one business day

Meets City Council's Premier Statement:

Cedar Hill is Safe.

**SUMMARY
FLEET MAINTENANCE**

EXPENDITURES	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Personnel	\$ 193,394	\$ 200,670	\$ 218,250	\$ 185,245
Supplies	15,814	15,380	15,780	15,780
Maintenance	7,194	9,850	9,850	9,850
Services	7,896	7,175	6,175	6,275
Utilities	10,066	14,705	12,045	14,405
Lease / Rentals	6,547	2,660	2,660	13,455
Sundry	3,936	5,700	5,400	5,400
TOTAL Department Budget	\$ 244,847	\$ 256,140	\$ 270,160	\$ 250,410

STAFFING	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Fleet Superintendent	1.00	1.00	1.00	1.00
Senior Mechanic	1.00	1.00	1.00	1.00
Mechanic	1.00	1.00	1.00	1.00
TOTAL Department Staff	3.00	3.00	3.00	3.00

PERFORMANCE INDICATORS	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Percentage of routine vehicles and equipment returned to service within 24 hours	95%	95%	95%	95%
Percentage of non-routine vehicles and equipment returned to service within 48 hours	95%	95%	95%	95%

SPECIAL REVENUE FUNDS

The Special Revenue Funds account for the proceeds of specific revenue sources that are restricted to expenditure for specified purposes. There are 14 special revenue funds.

The **Police Forfeiture Fund** accounts for proceeds resulting from property seized during drug raids. Purchases made with such proceeds benefit the Police Department's operations.

The **Animal Shelter Fund** accounts for funds contributed by the cities of Cedar Hill, Duncanville and DeSoto to purchase equipment and expand the Tri-City Animal Shelter.

The **Animal Shelter Donation Fund** accounts for donated funds dedicated to the shelter's use.

The **Library Fund** accounts for the purchase of reading materials about the City of Cedar Hill for the Library.

The **Hotel-Motel Tax Fund** accounts for the occupancy taxes collected from hotels and motels in the City. By law, this revenue may be used only for programs that promote Cedar Hill tourism.

The **High Pointe Public Improvement District Fund** accounts for special assessments on the properties within the High Pointe subdivision in the northern section of the City. The assessment revenue is used for maintenance on common areas in this subdivision.

The **Waterford Oaks Public Improvement District Fund** accounts for special assessments on the properties within the Waterford Oaks subdivision of the City. The assessment revenue is used for maintenance on the common areas in this subdivision.

The **Police Reserve Pension Fund** accounts for the funds set aside in a pension benefit plan for police reserve officers.

The **Landscape Beautification Fund** accounts for funds to assist with City landscaping projects.

The **Joe Pool Lake Escrow Fund** accounts for funds set aside beginning in FY 1994-1995 to pay for 43% of the water rights to Joe Pool Lake.

The **Traffic Safety Fund** accounts for funds through paid violations from the red light cameras program.

SPECIAL REVENUE FUNDS (Continued)

The **Community Development Corporation Fund** accounts for sales tax collected and used for community development purposes. The Texas Legislature enacted the Ratliff Bill (V.A.C.S., Article 5190.6, Section 4B), enabling cities to present a referendum to the voters for a one-half cent sales tax increase. The 4B sales tax proposal was passed by the voters in January 1994 and became effective on July 1, 1994.

The Community Development Corporation (CDC) is a governing board with seven voting members that review requests for funds from city departments and community organizations that require funds for tangible projects. The CDC adopts a budget which the City Council incorporates into the overall City budget each year.

The **Economic Development Corporation Fund** accounts for sales tax collected and used for economic development purposes. The Texas Legislature enacted the Ratliff Bill (V.A.C.S., Article 5190.6, Section 4A), enabling cities to present a referendum to the voters for a one-half cent sales tax increase. The 4A sales tax proposal was passed by the voters in January 1994 and became effective on July 1, 1994.

The Economic Development Corporation (EDC) is a governing board with five voting members that uses the proceeds from the 4A sales tax to negotiate cash incentives, tax abatements and infrastructure improvements for potential new businesses and existing businesses that wish to expand in the City. The EDC adopts a budget which the City Council incorporates into the overall City budget each year.

The **Crime Control and Prevention District Fund** accounts for funding the Police and Community Team (PACT) program within the Police Department. These funds are raised through one quarter of a cent sales tax.

SPECIAL REVENUE FUNDS

Combined Funds

CATEGORY	ACTUAL 2011-12	BUDGET 2012-13	ESTIMATED 2012-13	BUDGET 2013-14
BEGINNING FUND BALANCE	\$ 53,830,060	\$ 60,514,838	\$ 62,055,059	\$ 65,573,421
<hr/>				
REVENUES:				
Taxes	6,460,555	6,116,500	6,740,000	6,971,000
Forfeitures	462,732	314,000	314,000	314,000
Interest Income	3,760,734	2,628,350	2,627,153	2,628,800
Employer Contribution	20,000	20,000	20,000	20,000
Donations	102,498	14,000	14,000	13,500
Other	3,008,659	2,970,035	2,966,766	3,116,694
Assessments	413,305	409,050	402,283	402,800
Transfers from Other Funds	1,855,542	1,850,000	1,850,000	1,850,000
TOTAL Revenues	\$ 16,084,025	\$ 14,321,935	\$ 14,934,202	\$ 15,316,794
TOTAL AVAILABLE RESOURCES	\$ 69,914,085	\$ 74,836,773	\$ 76,989,261	\$ 80,890,215
EXPENDITURES:				
Public Safety	390,718	311,480	300,915	1,153,265
Community Services	4,251,734	5,320,440	5,426,104	6,156,998
Economic Development	1,142,458	9,660,885	3,206,165	8,378,915
Capital Expenditures	125,831	899,325	729,261	803,000
Debt Service	269,072	266,165	266,165	270,000
Tourism	54,444	97,725	80,600	105,600
Transfer to Other Funds	1,624,769	1,622,895	1,622,895	1,638,830
TOTAL Expenditures	\$ 7,859,026	\$ 18,178,915	\$ 11,632,105	\$ 18,506,608
Revenue over (under) Expenditures	8,224,999	(3,856,980)	3,302,097	(3,189,814)
ENDING FUND BALANCE	\$ 62,055,059	\$ 56,657,858	\$ 65,357,156	\$ 62,383,607

SPECIAL REVENUE FUNDS

Police Forfeiture Fund

CATEGORY	ACTUAL 2011-12	BUDGET 2012-13	ESTIMATED 2012-13	BUDGET 2013-14
BEGINNING FUND BALANCE	\$ 18,984	\$ 29,539	\$ 95,007	\$ 95,507
<hr/>				
REVENUES:				
Taxes	-	-	-	-
Forfeitures	126,237	30,000	30,000	30,000
Interest Income	3,355	500	500	500
Other	-	-	-	-
<hr/>				
TOTAL Revenues	129,592	30,500	30,500	30,500
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TOTAL AVAILABLE RESOURCES	148,576	60,039	125,507	126,007
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EXPENDITURES:				
Public Safety	53,569	29,050	30,000	30,000
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TOTAL Expenditures	53,569	29,050	30,000	30,000
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Revenue over (under) Expenditure:	76,023	1,450	500	500
ENDING FUND BALANCE	95,007	30,989	95,507	96,007

SPECIAL REVENUE FUNDS

Animal Shelter Fund

CATEGORY	ACTUAL 2011-12	BUDGET 2012-13	ESTIMATED 2012-13	BUDGET 2013-14
BEGINNING FUND BALANCE	\$ 1,773	\$ -	\$ 18,418	\$ 18,418
<hr/>				
REVENUES:				
Interest Income	18	-	-	-
Other	11,085	-	-	-
Transfers from Other Funds	5,542	-	-	-
<hr/>				
TOTAL Revenues	16,645	-	-	-
<hr/>				
TOTAL AVAILABLE RESOURCES	18,418	-	18,418	18,418
<hr/>				
EXPENDITURES:				
Public Safety	-	-	-	-
Capital Expenditures	-	-	-	-
<hr/>				
TOTAL Expenditures	-	-	-	-
<hr/>				
Revenue over (under) Expenditures	16,645	-	-	-
ENDING FUND BALANCE	18,418	-	18,418	18,418

SPECIAL REVENUE FUNDS

Animal Shelter Donation Fund

CATEGORY	ACTUAL 2011-12	BUDGET 2012-13	ESTIMATED 2012-13	BUDGET 2013-14
BEGINNING FUND BALANCE	\$ 19,648	\$ 58,846	\$ 23,007	\$ 23,407
REVENUES:				
Interest Income	221	650	650	650
Donations	5,724	14,000	14,000	13,500
TOTAL Revenues	5,945	14,650	14,650	14,150
TOTAL AVAILABLE RESOURCES	25,593	73,496	37,657	37,557
EXPENDITURES:				
Community Services	1,630	6,250	6,250	6,250
Capital Expenditures	956	8,000	8,000	8,000
TOTAL Expenditures	2,586	14,250	14,250	14,250
Revenue over (under) Expenditures	3,359	400	400	(100)
<u>ENDING FUND BALANCE</u>	<u>23,007</u>	<u>59,246</u>	<u>23,407</u>	<u>23,307</u>

SPECIAL REVENUE FUNDS

Library Fund

CATEGORY	ACTUAL 2011-12	BUDGET 2012-13	ESTIMATED 2012-13	BUDGET 2013-14
BEGINNING FUND BALANCE	\$ 64,273	\$ 64,953	\$ 75,740	\$ 55,390
REVENUES:				
Interest Income	693	700	650	650
Donations	10,774			
TOTAL Revenues	11,467	700	650	650
TOTAL AVAILABLE RESOURCES	75,740	65,653	76,390	56,040
EXPENDITURES:				
Community Services	-	21,000	21,000	21,000
TOTAL Expenditures	-	21,000	21,000	21,000
Revenue over (under) Expenditures	11,467	(20,300)	(20,350)	(20,350)
ENDING FUND BALANCE	75,740	44,653	55,390	35,040

SPECIAL REVENUE FUNDS

Hotel-Motel Tax Fund

CATEGORY	ACTUAL 2011-12	BUDGET 2012-13	ESTIMATED 2012-13	BUDGET 2013-14
BEGINNING FUND BALANCE	\$ 521,843	\$ 579,950	\$ 592,013	\$ 592,013
<hr/>				
REVENUES:				
Taxes	161,997	140,000	140,000	140,000
Interest Income	5,574	4,600	4,600	4,600
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TOTAL Revenues	167,571	144,600	144,600	144,600
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TOTAL AVAILABLE RESOURCES	689,414	724,550	736,613	736,613
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EXPENDITURES:				
Community Services	42,957	46,875	64,000	39,000
Tourism/Marketing	54,444	97,725	80,600	105,600
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TOTAL Expenditures	97,401	144,600	144,600	144,600
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Revenue over (under) Expenditures	70,170	-	-	-
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ENDING FUND BALANCE	592,013	579,950	592,013	592,013

TOURISM/MARKETING

MISSION STATEMENT:

The mission of the Tourism/Marketing Department is to showcase the quality of life and improve the local economy by bringing visitors, meetings, sports and recreation and social events and activities to Cedar Hill.

CORE FUNCTIONS:

- 1) **Promotion** – Plan, develop and implement programs, projects and experiences to promote the City as a general leisure, tourist, meeting and sports market destination, both regionally and statewide.
- 2) **Facilitation** – Establish and maintain productive working relationships with leaders from the local hospitality industry, regional and state tourism agencies.
- 3) **Education** – Inform local businesses about the economic benefits of tourism and coordinate ways they can participate in local tourism opportunities to generating additional revenue.

CORE FUNCTION #1: Promotion

Action:

- Identify and cultivate qualified leads from targeted market segments to solicit local, regional and statewide meeting/event planners
- Develop and execute programs that enhance the visitors' stay, generate positive community awareness and support and create opportunities for participation
- Develop wayfinding tools, maps, dining and shopping guides, lists of facilities and other needed tourist information via printed and online tools
- Oversee the creation, review and distribution of all internal and external advertising related to promoting the tourism, meeting, sports and leisure markets in Cedar Hill
- Place advertising in appropriate publications and online to attract visitors with interests in sporting events, eco-tourism and other identified target audiences and activities
- Generate and maintain content for special Tourism section of City website
- Work with Public Information Officer and tourism partners to develop social media campaign(s) for Cedar Hill tourism
- Coordinate with tourism partners and various local agencies to develop strategies for increasing visitor volume and expenditures
- Establish a protocol to provide incentives and encouragement for event and travel planners to choose Cedar Hill as a leisure travel, tourism and event destination.

Activity Measurement:

- Develop qualified lead database by April 2014
- Complete all approved programs by September 2014
- Create and distribute print brochure with compatible online and web-based applications by January 2013
- Review all internal and external advertising media monthly
- Coordinate all media buys annually
- Perform weekly review and update of Cedar Hill Tourism web page
- Monitor tourism-related social media correspondence daily
- Meet individually with Tourism Advisory Board members quarterly
- Develop sponsorship and incentive procedural guidelines by September 2014

Meets City Council's Premier Statements:

Cedar Hill Has Distinctive Character.

Cedar Hill Has Vibrant Parks and Natural Beauty.

Cedar Hill Has a Strong and Diverse Economy.

CORE FUNCTION #2: Facilitation

Action:

- Foster cooperative rapport with tourism partners – hoteliers, attractions, restaurateurs, merchants, etc. – and outside organizations to encourage participation in tourism marketing, advertising and promotional opportunities
- Serve as liaison between visitors and the available facilities, services, attractions, events and activities
- Represent the City at appropriate conferences, tradeshows and industry events
- Work with the Public Information Officer to coordinate brand, mission and promotional statements
- Seek partnerships to enhance our event-hosting capabilities
- Serve as liaison to the Tourism Advisory Board

Activity Measurement:

- Increase local partner participation in tourism activities by 10%
- Process and coordinate service requests and event inquiries within three (3) business days of receipt to ensure appropriate response and support
- Attend a minimum of two (2) tourism-related conferences annually
- Review all marketing and promotional media products for brand use appropriateness with Public Information Officer prior to publication and/or distribution
- Create events sponsorship and participation opportunities guide semi-annually
- Facilitate Tourism Advisory Board meetings monthly

Meets City Council's Premier Statements:

Cedar Hill Has Distinctive Character.

Cedar Hill Has Vibrant Parks and Natural Beauty.

Cedar Hill Has a Strong and Diverse Economy.

CORE FUNCTION #3: Education

Action:

- Provide relevant information for hotel/motel personnel on experiences, sports and recreation facilities, attractions and events in the City
- Coordinate with the Public Information Officer to develop other communication avenues for tourism and to ensure appropriate use of City logos, symbols and graphic identity by staff, the community and tourism partners
- Design, develop and conduct familiarization tours of the City for media, event planning, tour operators, travel professionals and realtors
- Build campaigns that educate and motivate residents, local businesses and the community at-large to become brand ambassadors and visitor advocates for Cedar Hill tourism.

Activity Measurement:

- Meet individually with local tourism partners quarterly
- Review and update communication content and distribution resources with Public Information Officer weekly
- Host familiarization tours of Cedar Hill quarterly
- Publish monthly web-based and HIGHLIGHTS feature for Cedar Hill tourism events and attractions

Meets City Council's Premier Statements:

Cedar Hill Has Distinctive Character.

Cedar Hill Has Vibrant Parks and Natural Beauty.

Cedar Hill Has a Strong and Diverse Economy.

SPECIAL REVENUE FUNDS

High Pointe Public Improvement District Fund

CATEGORY	ACTUAL 2011-12	BUDGET 2012-13	ESTIMATED 2012-13	BUDGET 2013-14
BEGINNING FUND BALANCE	\$ 82,084	\$ 82,083	\$ 72,158	\$ 72,158
REVENUES:				
Interest Income	1,805	1,500	1,500	2,000
Donations				
Other	50,787	20,000	20,000	20,000
Assessments	311,561	309,050	309,050	302,800
TOTAL Revenues	364,153	330,550	330,550	324,800
TOTAL AVAILABLE RESOURCES	446,237	412,633	402,708	396,958
EXPENDITURES:				
Community Services	273,380	275,050	275,050	259,800
Capital Expenditures	100,699	55,500	55,500	65,000
TOTAL Expenditures	374,079	330,550	330,550	324,800
Revenue over (under) Expenditures	(9,926)	-	-	-
ENDING FUND BALANCE	72,158	82,083	72,158	72,158

SPECIAL REVENUE FUNDS

Waterford Oaks Public Improvement District Fund

CATEGORY	ACTUAL 2011-12	BUDGET 2012-13	ESTIMATED 2012-13	BUDGET 2013-14
BEGINNING FUND BALANCE	\$ 174,094	\$ 172,964	\$ 193,016	\$ 191,903
REVENUES:				
Interest Income	2,139	2,300	1,153	2,300
Other	4,867	3,300	2,531	3,300
Assessments	101,744	100,000	93,233	100,000
TOTAL Revenues	108,750	105,600	96,917	105,600
TOTAL AVAILABLE RESOURCES	282,844	278,564	289,933	297,503
EXPENDITURES:				
Community Services	84,449	57,200	60,739	63,400
Capital Expenditures	5,379	30,000	37,291	30,000
TOTAL Expenditures	89,828	87,200	98,030	93,400
Revenue over (under) Expenditures	18,922	18,400	(1,113)	12,200
ENDING FUND BALANCE	193,016	191,364	191,903	204,103

SPECIAL REVENUE FUNDS

Police Reserve Pension Fund

CATEGORY	ACTUAL 2011-12	BUDGET 2012-13	ESTIMATED 2012-13	BUDGET 2013-14
BEGINNING FUND BALANCE	\$ 83,232	\$ 100,017	\$ 112,183	\$ 118,168
REVENUES:				
Interest Income	28,150	5,000	5,000	5,000
Employer Contribution	20,000	20,000	20,000	20,000
TOTAL Revenues	48,150	25,000	25,000	25,000
TOTAL AVAILABLE RESOURCES	131,382	125,017	137,183	143,168
EXPENDITURES:				
Public Safety	19,199	19,055	19,015	17,920
TOTAL Expenditures	19,199	19,055	19,015	17,920
Revenue over (under) Expenditures	28,951	5,945	5,985	7,080
ENDING FUND BALANCE	112,183	105,962	118,168	125,248

SPECIAL REVENUE FUNDS

Landscape Beautification Fund

CATEGORY	ACTUAL 2011-12	BUDGET 2012-13	ESTIMATED 2012-13	BUDGET 2013-14
BEGINNING FUND BALANCE	\$ 1,006,820	\$ 1,320,319	\$ 1,477,076	\$ 1,477,076
<hr/>				
REVENUES:				
Interest Income	10,711	9,500	9,500	9,500
Other	2,022,734	2,124,235	2,124,235	2,003,500
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TOTAL Revenues	2,033,445	2,133,735	2,133,735	2,013,000
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TOTAL AVAILABLE RESOURCES	3,040,265	3,454,054	3,610,811	3,490,076
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EXPENDITURES:				
Community Services	1,552,617	1,800,000	1,800,000	1,800,000
Capital Expenditures	10,572	575,000	575,000	500,000
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TOTAL Expenditures	1,563,189	2,375,000	2,375,000	2,300,000
<hr/>				
Revenue over (under) Expenditures	470,256	(241,265)	(241,265)	(287,000)
<hr/>				
ENDING FUND BALANCE	1,477,076	1,079,054	1,235,811	1,190,076

SPECIAL REVENUE FUNDS

Joe Pool Lake Escrow Fund

CATEGORY	ACTUAL 2011-12	BUDGET 2012-13	ESTIMATED 2012-13	BUDGET 2013-14
BEGINNING FUND BALANCE	\$ 39,186,264	\$ 43,436,264	\$ 44,607,884	\$ 48,957,884
REVENUES:				
Interest Income	3,571,620	2,500,000	2,500,000	2,500,000
Transfers from Other Funds	1,850,000	1,850,000	1,850,000	1,850,000
TOTAL Revenues	5,421,620	4,350,000	4,350,000	4,350,000
TOTAL AVAILABLE RESOURCES	44,607,884	47,786,264	48,957,884	53,307,884
EXPENDITURES:				
TOTAL Expenditures	-	-	-	-
Revenue over (under) Expenditures	5,421,620	4,350,000	4,350,000	4,350,000
ENDING FUND BALANCE	44,607,884	47,786,264	48,957,884	53,307,884

SPECIAL REVENUE FUNDS

Traffic Safety Fund

CATEGORY	ACTUAL 2011-12	BUDGET 2012-13	ESTIMATED 2012-13	BUDGET 2013-14
BEGINNING FUND BALANCE	\$ 248,594	\$ 298,623	\$ 261,882	\$ 244,112
REVENUES:				
Forfeitures	336,495	284,000	284,000	284,000
Interest Income	2,968	3,600	3,600	3,600
TOTAL Revenues	339,463	287,600	287,600	287,600
TOTAL AVAILABLE RESOURCES	588,057	586,223	549,482	531,712
EXPENDITURES:				
Public Safety	317,950	263,375	251,900	263,375
Capital Expenditures	8,225	230,825	53,470	200,000
TOTAL Expenditures	326,175	494,200	305,370	463,375
Revenue over (under) Expenditures	13,288	(206,600)	(17,770)	(175,775)
ENDING FUND BALANCE	261,882	92,023	244,112	68,337

SPECIAL REVENUE FUNDS

Community Development Corporation Fund

CATEGORY	ACTUAL 2011-12	BUDGET 2012-13	ESTIMATED 2012-13	BUDGET 2013-14
BEGINNING FUND BALANCE	\$ 4,807,483	\$ 5,979,182	\$ 5,979,182	\$ 6,176,652
<hr/>				
REVENUES:				
Taxes	3,149,279	3,187,500	3,300,000	3,399,000
Interest Income	50,198	30,000	30,000	30,000
Donations	86,000	-	-	-
Other	917,244	822,500	820,000	1,089,894
<hr/>				
TOTAL Revenues	4,202,721	4,040,000	4,150,000	4,518,894
<hr/>				
TOTAL AVAILABLE RESOURCES	9,010,204	10,019,182	10,129,182	10,695,546
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EXPENDITURES:				
Community Services	2,296,701	3,114,065	3,199,065	3,967,548
Debt Service	269,072	266,165	266,165	270,000
Transfer to Other Funds	465,249	462,300	462,300	465,000
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TOTAL Expenditures	3,031,022	3,842,530	3,927,530	4,702,548
<hr/>				
Revenue over (under) Expenditures	1,171,699	197,470	222,470	(183,654)
ENDING FUND BALANCE	5,979,182	6,176,652	6,201,652	5,992,998

VALLEY RIDGE PARK

MISSION STATEMENT:

The mission of the Cedar Hill Parks and Recreation Department is to maximize the benefit and enjoyment of parks, programs and activities utilizing City resources in an effective, efficient and responsive manner.

CORE FUNCTIONS:

- 1) **Maintain grounds for Valley Ridge Park** – Mow, treat and fertilize Valley Ridge Park
- 2) **Athletic field preparation** - Mow, inspect, and sustain athletic turf
- 3) **Provide general maintenance and repair** – Inspect and repair park structures; maintain irrigation systems
- 4) **Control litter and remove debris** - Remove litter and debris from Valley Ridge Park

2013 - 2014 WORKPLAN

CORE FUNCTION: #1 Maintain grounds for Valley Ridge Park

Action:

- Mow, treat and fertilize Valley Ridge Park

Activity Measurement:

- Treat and fertilize 82 acres, seven times per year
- Mow 51 acres of undeveloped grounds twice a month for nine months
- Mow 35 acres of soccer fields at least two times a week for nine months
- Mow 19 acres of football fields at least two times a week for nine months
- Mow 16 acres of developed grounds once a week for nine months
- Mow 15 acres of baseball fields at least two times a week for nine months
- Mow 6 acres of softball fields at least two times a week for nine months
- Seed baseball, soccer and softball annually

Meets City Council's Premier Statement:

Cedar Hill has Vibrant Parks and Natural Beauty.

CORE FUNCTION: #2 Athletic field preparation

Action:

- Mow, inspect and sustain athletic turf

Activity Measurement:

- Drag and mark 10 baseball/softball fields prior to each series of games
- Mark three football and 16 soccer fields prior to each series of games
- Conduct daily inspection of three football fields, 18 soccer fields, 10 baseball/softball fields prior to each series of games

Meets City Council's Premier Statement:

Cedar Hill has Vibrant Parks and Natural Beauty.

CORE FUNCTION: #3 Provide general maintenance and repair

Action:

- Inspect and repair park structures
- Maintain irrigation systems

Activity Measurement:

- Inspect four playgrounds weekly
- Document playground inspections monthly
- Inspect fences and bleachers daily
- Monitor irrigation systems for distribution efficiency daily
- Inspect seven park structures weekly

Meets City Council's Premier Statements:

Cedar Hill has Vibrant Parks and Natural Beauty.

Cedar Hill is Safe.

CORE FUNCTION: #4 Control litter and remove debris from Valley Ridge Park

Action:

- Remove litter and debris from Valley Ridge Park

Activity Measurement:

- Remove litter and debris from Valley Ridge Park daily

Meets City Council's Premier Statements:

Cedar Hill is Clean.

Cedar Hill has Vibrant Parks and Natural Beauty.

SUMMARY
VALLEY RIDGE

EXPENDITURES	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Personnel	\$ 247,181	\$ 308,695	\$ 282,085	\$ 299,170
Supplies	22,909	43,135	44,955	77,740
Maintenance	73,211	70,000	72,500	70,000
Utilities	155,583	163,020	178,470	166,970
Lease/Rentals	2,012	33,365	-	45,390
Sundry	26,293	79,000	78,955	52,895
TOTAL Department Budget	\$ 527,189	\$ 697,215	\$ 656,965	\$ 712,165
STAFFING	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Maintenance Crew Chief	0.00	1.00	1.00	1.00
Maintenance Workers	4.00	4.00	4.00	4.00
Part-Time/Seasonal	2.79	2.79	2.79	2.79
TOTAL Department Staff	6.79	7.79	7.79	7.79
PERFORMANCE	ACTUAL	BUDGET	ESTIMATED	BUDGET
INDICATORS	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Acres maintained	164	164	164	164
Percentage mowed at least once a week	99%	99%	99%	99%

RECREATION CENTER

MISSION STATEMENT:

The mission of the Cedar Hill Parks and Recreation Department is to maximize the benefit and enjoyment of parks, programs and activities utilizing City resources in an effective, efficient and responsive manner.

CORE FUNCTIONS:

- 1) **Encourage and Develop Internal Relations of Recreation Center Staff, Personal Trainers, and Contract Instructors to Provide Exemplary Service to the Public** – Continue to build relationships amongst staff, personal trainers, contract instructors and management to efficiently work together.
- 2) **Retain Current Customers and Attract New Customers** – Exceed expectations through providing premier customer service to existing members and patrons and secure new customers
- 3) **Provide and promote Recreation Center utilization to the public** – Administer, supervise, implement and improve membership, classes, leagues, special events, rentals and all building uses
- 4) **Provide Building Maintenance** – Maintain a clean, safe and operable facility for public use

2013 - 2014 WORKPLAN

CORE FUNCTION: #1 Encourage and Develop Internal Relations of Recreation Center Staff, Personal Trainers, and Contract Instructors to Provide Exemplary Service to the Public

Action:

- Implement and sustain a leadership team within the Recreation Center
- Provide premier internal customer service
- Build relationships with all levels of staff
- Build trust throughout organization including Personal Trainers and Contract Instructors
- Implement and sustain three new staff based programs each fiscal year
- Actively seek input from all levels of staff, personal trainers and contract instructors
- Reinforce belief that employees at all levels are valued and respected

Activity Measurement:

- Host an all-City staff required meeting quarterly
- Host Coordinator level staff and above leadership team by meeting bi-monthly to decide policy and procedure direction
- Host an open-forum personal trainer and contract instructor round-table quarterly
- Encourage open flow of communication through City staff meetings weekly
- Proactively communicate with personal trainers and contract instructors monthly

Meets City Council's Premier Statement:

Cedar Hill has a Strong and Diverse Economy.

Cedar Hill is Safe.

CORE FUNCTION: #2 Retain current customers and attract new customers

Action:

- Provide premier internal and external customer service
- Personalize customer service techniques
- Conduct one yearly membership satisfaction survey
- Implement an incentive program for current members
- Provide and market five membership specials
- Market awareness of the Recreation Center using community events/organizations and local businesses
- Encourage use of the Recreation Center utilizing internet and social networks

Activity Measurement:

- Manage and respond to customer complaints and inquiries within 24 hours
- Greet each member and guest upon entering the Recreation Center daily
- Approach members and guests throughout the facility daily and inquire if they have any questions or need any assistance
- Enthusiastically offer all new guests or rental inquiries tours of the facility daily
- Publicize Recreation Center activities through two social media networks, Facebook and Twitter weekly
- Send personalized "Thank you" cards to each renewed and new yearly membership purchase monthly
- Refresh and/or maintain website monthly
- Create and distribute a Recreation Center Newsletter to promote all Recreation Center activities and programs monthly
- Circulate three brochures annually to Cedar Hill residents seasonally (spring, summer and fall)
- Create, implement and evaluate an annual membership satisfaction survey for all memberships in early November
- Advertise recreation activities through 24 venues annually

Meets City Council's Premier Statement:

Cedar Hill has Vibrant Parks and Natural Beauty.

Cedar Hill has a Strong and Diverse Economy.

Cedar Hill is Safe.

Cedar Hill has Excellent, Safe and Efficient Infrastructure.

CORE FUNCTION: #3 Provide and promote Recreation Center utilization to the public

Action:

- Offer affordable membership plans to the Cedar Hill community and surrounding areas
- Offer daily passes to allow guests an opportunity to evaluate the quality of the building and equipment and promote future membership
- Plan, promote, implement and evaluate quality health, fitness and wellness classes
- Plan, promote, implement and evaluate quality general youth, adult and aging adult programming
- Plan, promote, implement and evaluate quality adult leagues
- Plan, promote, implement and evaluate youth, adult and family special events
- Actively seek opportunities to work with local organizations and host local tournaments and/or special events
- Offer community rental space
- Administer building uses

Activity Measurement:

- Offer, promote and evaluate four different membership types including 1-Month, 3-Month, Annual and Corporate daily
- Offer and promote daily passes to non-members to encourage future membership purchases daily
- Provide an overview of Recreation Center amenities and services to youths and adults through patron orientations daily
- Offer six quality personal trainers to the members daily
- Schedule and provide support staff for membership sales and renewal, class registration, fitness, facility monitoring, and customer service daily
- Furnish two styles of quality martial arts classes monthly
- Supply four quality dance classes (competitive and noncompetitive) monthly
- Offer and evaluate seven quality special interest classes monthly
- Plan, promote and evaluate four types of quality aerobic high-impact exercise classes monthly
- Furnish two quality low-impact cardiovascular activities monthly
- Craft four quality special youth programs annually
- Present four seasons of adult volleyball leagues (56 teams) annually
- Create three new quality programs annually
- Generate five special events annually
- Schedule 900 room bookings annually
- Furnish community space at no charge to 20 functions annually
- Assist with two regional and/or statewide events to market and promote use of the Recreation Center for economic and tourism purposes annually

Activity Measurement (continued):

- Open and provide adequate staff to allow 5,400 hours of Recreation Center operations annually: Hours - Monday through Friday 6:00 A.M. to 10:00 P.M.; Saturday 8:00 A.M. to 6:00 P.M.; Sunday 1:00 P.M. to 7:00 P.M.
- Staff Recreation Center for 5,600 hours of rental space annually: Hours – Monday through Thursday 6:00 A.M. to 10:00 P. M.; Friday 6:00 A.M. to 12:00 (midnight); Saturday 8:00 A.M. to 12:00 (midnight); Sunday 1:00 P.M. to 9:00 P.M.
- Staff Recreation Center Barnyard for 2,240 hours annually: Monday through Friday 8:00 A.M. to 12:00 (noon) and 5:00 P.M. to 9:00 P.M.; Saturday 9:00 A.M. to 12:00 (noon)
- Maintain a minimum of 7,160 memberships: 1,500 annual memberships; 3,000 three-month memberships; and 2,670 one-month memberships annually
- Sell, a minimum of, 15,000 Day Passes annually
- Increase cost recovery from 50% to 60% annually

Meets City Council's Premier Statement:

Cedar Hill has Distinctive Character.

Cedar Hill has a Strong and Diverse Economy.

Cedar Hill is Safe.

Cedar Hill is Clean.

Cedar Hill has Excellent, Safe and Efficient Infrastructure.

CORE FUNCTION: #4 Provide building maintenance

Action:

- Sustain scheduled, preventive maintenance and ensure facility cleanliness
- Provide and maintain a variety of fitness machines

Activity Measurement:

- Execute surface cleaning and maintenance checks three times each day for 74 stations
- Clean all common areas of the Recreation Center daily
- Sterilize all restrooms and remove debris three times daily
- Prepare meeting rooms for various events daily
- Detail outside areas daily
- Perform diagnostics on HVAC (Heating, Ventilation and Air conditioning) system daily
- Clean work out equipment between each use daily
- Sustain 74 fitness stations with equipment fully operational no less than 90% of the time daily
- Replace light bulbs and make minor repairs within one business day
- Spray and buff all floors three times per week
- Develop and implement a preventative maintenance program to be utilized monthly
- Develop and implement a safety and appearance checklist to be completed monthly
- Check HVAC filters monthly
- Verify chemical levels on the water chill system monthly
- Strip/wax all floors monthly
- Change HVAC filters quarterly

Meets City Council's Premier Statements:

Cedar Hill has Vibrant Parks and Natural Beauty.

Cedar Hill is Safe.

Cedar Hill is Clean.

Cedar Hill has Excellent, Safe and Efficient Infrastructure.

SUMMARY
RECREATION CENTER

EXPENDITURES	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Personnel	\$ 914,056	\$ 987,995	\$ 946,860	\$ 1,041,045
Supplies	76,046	102,175	115,120	94,165
Maintenance	59,106	75,400	81,110	92,710
Services	266,188	228,475	205,990	209,260
Utilities	167,584	201,800	173,800	180,800
Leases/Rentals	12,592	44,790	44,790	80,905
Sundry	12,689	44,465	47,380	49,090
TOTAL Department Budget	\$ 1,508,261	\$ 1,685,100	\$ 1,615,050	\$ 1,747,975

STAFFING	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Recreation Center Manager	1.00	1.00	1.00	1.00
Recreation Center Coordinator	3.00	3.00	3.00	3.00
Special Events Coordinator	1.00	1.00	1.00	1.00
Building Maintenance Technician	1.00	1.00	1.00	1.00
Recreation Assistant Lead	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Recreation Assistant - Fitness	1.00	1.00	1.00	1.00
Custodian	2.00	2.00	2.00	2.00
Member Services Assistant	1.00	2.00	2.00	2.00
Part-Time Recreation Assistant	2.50	2.50	2.50	2.50
Part-Time Member Services Assistant	6.50	6.00	6.00	6.00
Part-Time Building Attendant	1.50	1.50	1.50	1.50
TOTAL Department Staff	22.50	23.00	23.00	23.00

PERFORMANCE INDICATORS	ACTUAL FY 11-12	BUDGET FY 12-13	ESTIMATED FY 12-13	BUDGET FY 13-14
Athletic Volleyball Leagues	50	56	40	63
Paid program registrations	5,222	5,300	4,045	4,300
Room rentals (All)	811	1,200	795	900
Number of paid memberships	6,970	6,800	6,347	7,000

SPECIAL REVENUE FUNDS

Economic Development Corporation Fund

CATEGORY	ACTUAL 2011-12	BUDGET 2012-13	ESTIMATED 2012-13	BUDGET 2013-14
BEGINNING FUND BALANCE	\$ 7,614,968	\$ 8,392,098	\$ 8,547,493	\$ 7,344,483
<hr/>				
REVENUES:				
Taxes	3,149,279	2,789,000	3,093,750	2,574,000
Interest Income	83,282	70,000	70,000	60,000
Other	1,942	-	-	-
<hr/>				
TOTAL Revenues	3,234,503	2,859,000	3,163,750	2,634,000
<hr/>				
TOTAL AVAILABLE RESOURCES	10,849,471	11,251,098	11,711,243	9,978,483
<hr/>				
EXPENDITURES:				
Community Services				
Economic Development	1,142,458	9,660,885	3,206,165	8,378,915
Transfer to Other Funds	1,159,520	1,160,595	1,160,595	1,173,830
<hr/>				
TOTAL Expenditures	2,301,978	10,821,480	4,366,760	9,552,745
<hr/>				
Revenue over (under) Expenditures	932,525	(7,962,480)	(1,203,010)	(6,918,745)
ENDING FUND BALANCE	8,547,493	429,618	7,344,483	425,738

SUMMARY
ECONOMIC DEVELOPMENT

EXPENDITURES	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Personnel	\$ 273,023	\$ 282,435	\$ 224,670	\$ 278,075
Supplies	3,749	4,000	4,000	4,000
Maintenance	46,325	32,075	32,450	32,500
Services	133,338	160,265	166,590	189,430
Marketing	234,803	276,820	276,820	276,820
Utilities	2,326	3,935	4,440	4,640
Lease / Rentals	26,490	26,490	26,490	26,490
Sundry	51,131	59,865	60,705	62,705
Incentives	370,744	8,815,000	470,000	7,504,255
Transfers	1,159,517	1,160,595	1,160,595	1,173,830
Land Purchase	-	-	1,940,000	-
TOTAL Department Budget	\$ 2,301,446	\$ 10,821,480	\$ 4,366,760	\$ 9,552,745

STAFFING	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Economic Development Director	1.00	1.00	1.00	1.00
Business Retention Manager	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
TOTAL Department Staff	3.00	3.00	3.00	3.00

PERFORMANCE INDICATORS	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Businesses Visited	58	60	60	60
Businesses Contacted	147	150	150	150
Advertisements/Promotions	52	50	50	100
Event Sponsorships	16	15	15	20

ECONOMIC DEVELOPMENT

MISSION STATEMENT:

The mission of the Economic Development Department is to retain and expand existing business through a proactive retention and expansion program, attract desirable industry by fostering a business friendly environment, and aggressively market Cedar Hill utilizing a multi-faceted approach.

CORE FUNCTIONS:

1. Support, retain or expand existing business
2. Attract desirable business and industry while fostering a positive business climate.
3. Expand, support and market the tourism industry
4. Strategically and aggressively market Cedar Hill

2013 – 2014 WORKPLAN

CORE FUNCTION #1: Support, retain and expand existing business

Action:

- Utilize Business Retention Expansion Program (BREP) as a(n):
 - Information gathering tool
 - Networking resource
 - Relationship resource (liaison between business and City departments)
 - Support mechanism for local business
- Develop location and business-specific retention tools
- Support local business development
- Work with Cedar Valley College and the Small Business Development Center to identify training needs and create appropriate training programs
- Disseminate pertinent information to Cedar Hill businesses

Activity Measurement:

- Review and update existing BREP questionnaire annually
- Visit and survey Cedar Hill employers using questionnaire annually with a goal of two - four businesses a week
- Compile data and report to the EDC Board on business climate monthly
- Compile and analyze questionnaire data and report findings semi-annually to City Council
- Produce a BREP Brochure and update annually
- Conduct the third annual Citywide Economic Development Forum
- Attend quarterly meetings of the Cedar Hill Business Park Property Owners Association
- Market Cedar Hill's resources to business owners within the community
- Sit on the Board of Directors of the Best Southwest Partnership
 - Attend the monthly Board meetings
 - Attend quarterly luncheons
 - Volunteer for the marketing committee
- Sit on the Board of the Cedar Hill Chamber of Commerce
 - Attend monthly Board meetings
 - Attend monthly luncheons
 - Attend quarterly Chamber networking events
 - Volunteer in the Ambassadors Program; monthly meetings and ribbon cuttings
 - Sponsor the golf tournament annually
 - Purchase a table and attend the annual Gala
- Sit on the Board of Directors for Leadership Southwest
 - Attend monthly board meetings
- Attend bi-monthly Lions Club meetings
 - Volunteer for two community events annually
 - Purchase an advertisement in the annual basketball tournament program

CORE FUNCTION #1: Support, retain, and expand existing business (continued)

- Attend weekly Rotary meetings
 - Sponsor the Head for the Hills Bike Rally annually
 - Volunteer as Chapter president
- Sponsor Country Day on the Hill annually
- Provide business database on www.cedarhilledc.com
- Maintain internal business database on www.salesforce.com

Meets City Council's Premier Statement:

Cedar Hill has a Strong and Diverse Economy.

CORE FUNCTION #2: Attract desirable business and industry and foster a positive business climate

Action:

- Maintain memberships in key organizations, utilizing sponsorships, volunteerism, and networking to create and maintain key relationships
- Maintain membership, board position and participation in the Best Southwest Partnership
- Maintain membership, board position, and participation in the Cedar Hill Chamber of Commerce
- Participate in the Cedar Hill Lions Club
- Participate in the Cedar Hill Rotary Club
- Support Country Day on the Hill
- Utilize cost-benefit analysis to determine suitability of submitted projects

Activity Measurement:

- Collaborate with allies to increase network of contacts and promote Cedar Hill ten times per year
- Sponsor/participate in targeted events for key organizations:
 - Cedar Hill Chamber of Commerce, three times per year
 - CoreNet Global, Corporate Real Estate Network, national , one time per year; local, sit on the board of directors as treasurer and attend five events per year
 - CREW, Commercial Real Estate Women, Fort Worth CREW Chapter, five times per year
 - *D CEO Magazine's Best Brokers Awards and Real Points Blog Reception* annually
 - *Dallas Business Journal's Best Real Estate Deals of the Year*, annually
 - IAMC, Industrial Asset Management Council, sponsor leadership seminar and attend forum two times per year
 - ICSC, International Council of Shopping Centers, attend and sponsor the Texas Conference, annually. Attend the national conference, annually
 - NAIOP, National Association of Industrial and Office Properties, three times per year
 - NTCAR, North Texas Commercial Association of Realtors, five times per year
 - SCR, Society for Commercial Realtors, five times per year
 - CCIM, Certified Commercial Investment Member, five times per year

Meets City Council's Premier Statement:

Cedar Hill has a Strong and Diverse Economy.

CORE FUNCTION #3: Expand, support and market the tourism industry

Action:

- Enhance exposure on regional, state, and national levels by continuing to use targeted marketing and promotion activities to attract overnight visitors to Cedar Hill.
- Promote attractions in Cedar Hill, such as the Audubon Center, retail shopping and the State Park
- Provide information in a user-friendly format using web, flash drives, and print that enables efficient dissemination of visitor information
- Update visitors website regularly
- Facilitate the development process for new tourism business
- Maintain memberships in key organizations, utilizing sponsorships, volunteerism, and networking to create and maintain key relationships
- Strengthen or establish relationships with state, regional, and local allies:
 - TACVB, Texas Association of Convention and Visitor Bureaus
 - TTIA, Texas Tourism Industry Association
 - DFW Area Tourism Council

Activity measurement:

- Attend TACVB conferences two times per year
- Attend TTIA conferences two times per year
- Attend annual DFW Area Tourism Council luncheon and special events
- Advertise in tourism publications and online 30+ times per year
 - Dallas Relocation Guide
 - Go-Texas.net
 - Texas Highways
 - Texas Monthly magazine
 - Texas State Travel Guide
 - Texas Sports Facility Guide
 - TourTexas.com
 - Where magazine
- Respond to leads from advertisements monthly
- Sponsor the Cedar Hill Rotary Club Head for the Hills Bike Rally
- Provide staff support for the Tourism Committee authorized by the City Council
- Assist the Tourism Committee with the formation of a marketing strategy
- Assist the Tourism Committee with the formation of a Sponsorship Policy
- Redesign tourism marketing materials to implement new branding strategy

Meets City Council's Premier Statement:

Cedar Hill has a Strong and Diverse Economy.

CORE FUNCTION #4: Strategically and aggressively market Cedar Hill

Action:

- Enhance marketing exposure on regional, state, and national level
- Focus marketing efforts in the areas of professional office and industrial
- Promote Cedar Hill Business Park competitively
- Continue refining advertising and promotion directed toward target audiences
- Identify proper sources for demographic, workforce, and traffic data
- Provide information in user-friendly format for web, flash drive, and print that enables efficient transfer of critical information to investors, brokers, site selectors, and developers
- Update website regularly
- Review policies and modify if necessary to ensure they are business-friendly
- Facilitate development process for new business
- Redesign economic development marketing materials to implement new branding strategy
- Strengthen or establish relationships with state, regional, and local allies:
 - Best Southwest
 - Cedar Hill Chamber of Commerce
 - Cedar Hill ISD
 - Cedar Valley College
 - Dallas Regional Chamber of Commerce
 - DFW Marketing Team
 - North Texas Commission
 - Northwood University
 - Oncor
 - Small Business Development Center
 - Texas One

CORE FUNCTION #4: Strategically and aggressively market Cedar Hill (continued)

Activity Measurement:

- Increase sphere of influence through participation in events and trade shows that include real estate brokers and developers, as well as target industry leaders - 20 times per year
- Advertise in business and industry journals 15 times per year:
 - *Dallas Business Journal*
 - *D CEO Magazine*
 - Core Net Global's *The Leader* magazine
 - *Site Selection* magazine
 - *American British Business*
 - Dallas Regional Chamber's Economic Development and Relocation Guides
 - *Texas Real Estate Business*
 - *Best Southwest Images* magazine
 - *Texas Wide Open for Business* magazine
- Produce and refine marketing materials designed to attract targeted business
 - Demographics book, update bi-annually
 - Aerial map, produce annually
 - Street map, produce biennially
 - Cedar Hill Business Park Brochure, update as needed
 - Cedar Hill Visitor's Guide – update quarterly
 - Ads for multi-media publication, update annually
- Maintain property listings in Cedar Hill Prospector website weekly
- Send GIS updates to GIS Planning quarterly

Meets City Council's Premier Statement:

Cedar Hill has a Strong and Diverse Economy.

SPECIAL REVENUE FUNDS

Crime Control District

CATEGORY	ACTUAL 2011-12	BUDGET 2012-13	ESTIMATED 2012-13	BUDGET 2013-14
BEGINNING FUND BALANCE	\$ -	\$ -	\$ -	\$ 206,250
REVENUES:				
Taxes	-	-	206,250	858,000
Interest Income	-	-	-	10,000
TOTAL Revenues	-	-	206,250	868,000
TOTAL AVAILABLE RESOURCES	-	-	206,250	1,074,250
EXPENDITURES:				
Public Safety	-	-	-	841,970
TOTAL Expenditures	-	-	-	841,970
Revenue over (under) Expenditures	-	-	206,250	26,030
ENDING FUND BALANCE	-	-	206,250	232,280

CRIME CONTROL AND PREVENTION DISTRICT

MISSION STATEMENT:

The Cedar Hill Police Department is dedicated to providing the highest quality service that promotes and maintains a safe environment – in partnership with the community – consistent with our values.

CORE FUNCTIONS:

- 1) Utilizes four officers and one sergeant engaging in Community Oriented Policing (COP) to deliver the highest quality of police services in partnership with our community members.
- 2) Promotes community, government and police partnerships; proactive problem solving and community engagement to address causes of crime, fear of crime, and community issues.
- 3) Works directly with crime watch groups, other City departments, businesses, CHISD Police, community groups and citizens in providing information, crime prevention techniques and resolving community crime concerns.
- 4) Demonstrates that proactive policing helps prevent crimes and engages citizens in keeping the city safe.
- 5) Meets the requirements of a community-related crime prevention strategy for a police-community and school-police cooperation programs as outlined in Local Government Code.

FY2013-14 WORK PLAN

CORE FUNCTION: #1PACT

Action:

- Provide accurate information and caring assistance to citizens and victims
- Problem solve with neighborhood watch groups, businesses, and CHISD using SARA model
- Initiate special proactive enforcement for crime trends
- Support community awareness for dangerous criminals
- Utilize Access Cedar Hill and other social media outlets to provide service and information
- Provide public education and information on problem solving, reporting, crime prevention programs and false alarm prevention for neighborhoods and businesses
- Complete random customer service surveys by sending out monthly surveys and track returns of customer service survey instrument to every 100th citizen or business initiated police service call
- Involve citizens who complete the Citizens Police Academy and Citizens On Patrol training to assist in keeping the community safe

Activity Measurement:

- Provide Crime Analysis Reports to neighborhood watch groups and businesses within five working days of request
- Attend, at least, one neighborhood home association/crime watch meeting for each active group
- Attend monthly intelligence meetings with CHISD's Police Chief, and/or his designee, to promote safe schools and safe school routes
- Utilize one security camera in three strategic locations and measure its effectiveness in reducing crimes
- Provide completed assessments within ten business days of completed police action plans
- Maintain an overall 90% customer approval rating for police services based on returned customer service surveys
- Offer and complete two Citizen Police Academy classes
- Increase citizen volunteer hour participation by 10%

Meets City Council's Premier Statements:

Cedar Hill is Safe.

DEBT SERVICE FUND

The Debt Service Fund is used to account for the accumulation of, and resources for, the payment of principal and interest on debt instruments issued by the City. Revenue for this fund is from property taxes, interest and transfers of capital recovery fees from other funds.

Debt Issuance and Debt Service - Cities are authorized to issue several types of debt to finance the construction of streets, drainage systems, park improvements and municipal buildings and to acquire equipment and real property. Following approval by the voters, the City Council may issue General Obligation (G.O.) debt. Tax Notes do not require voter approval. Certificates of Obligation (C.O.) may or may not involve an election. Following a published notice of intent to issue C.O. debt, voters may petition the City Council to conduct an election. If no election is called, the City Council may issue C.O. debt. In addition to specifying principal and interest payment schedules, the bond covenants, or legal conditions under which debt is issued, provide for the establishment of a Debt Service Fund to accumulate the resources to repay the debt. Certain minimum amounts must be accumulated and may be used only for payment of principal, interest and debt service fees. This is known as the "interest and sinking" portion of the property tax rate.

The General Obligation bonds are currently rated at "Aa2" by Moody's and "AA" by Standard and Poor's.

Effects of Current Debt Levels on Current and Future Operations - In order to repay the City's outstanding debt over the life of this planned series of bond issues, the possibility of a property tax rate increase always exists. For FY 2012-2013, the Property Tax Rate is \$0.69569. \$0.18606 of this tax rate is used for debt service. The \$1,369,296 fund balance projected at year-end equals the 15% fund balance requirement established by the City Council in the City's financial policies.

Legal Debt Limits - Neither the City Charter nor the State of Texas limits the amount of debt the City of Cedar Hill may issue. As a matter of policy, Cedar Hill limits General Obligation Debt expenditures to 50% of General Fund expenditures. The City's financial policy requires a 15% fund balance reserve.

DEBT SERVICE FUND
SUMMARY OF FY 2013-2014 BUDGET

CATEGORY	FY 11-12 ACTUAL	FY 12-13 BUDGET	FY 12-13 ESTIMATED	FY 13-14 BUDGET
Fund Balance-Beginning of Year	\$1,214,647	\$1,065,383	\$1,113,788	\$1,357,296
Revenue				
Property Taxes	\$5,120,327	\$5,018,910	\$5,120,000	\$5,027,479
Interest Income	20,637	23,000	20,000	20,000
Transfer from EDC	1,159,517	1,160,590	1,160,592	1,173,830
Transfer from CDC	465,249	462,295	462,296	448,905
Transfer from Impact Fee Funds	991,000	1,336,425	1,336,425	1,365,753
Receipts from Duncanville and Desoto	103,345	101,210	101,210	102,345
Bond Refunding	9,514,838	-	-	-
Total Revenue	\$17,374,913	\$8,102,430	\$8,200,523	\$8,138,312
Total Available Resources	\$18,589,560	\$9,167,813	\$9,314,311	\$9,495,608
Expenditures				
Principal	\$4,524,345	\$4,792,415	\$4,792,415	\$5,175,860
Interest	3,253,886	3,134,600	3,134,600	2,901,952
Paying Agent Fees	26,062	45,000	30,000	48,500
Bond Refunding	9,671,479	-	-	-
Total Expenditures	\$17,475,772	\$7,972,015	\$7,957,015	\$8,126,312
Revenue over (under) Expenditures	(\$100,859)	\$130,415	\$243,508	\$12,000
Fund Balance-End of Year	\$1,113,788	\$1,195,798	\$1,357,296	\$1,369,296

* City policy requires the Debt Service Fund balance to equal or exceed 15% of budgeted expenditures. If resources on hand at the beginning of the fiscal year exceed the 15% requirement, these extra funds included in the resources available to fund expenditures. Therefore, expenditures can exceed revenue and still meet or exceed the fund balance policy.

GENERAL GOVERNMENT CAPITAL PROJECTS FUND

The General Government Capital Improvement Funds account for all resources used for the acquisition of and/or construction of major capital facilities except Water and Sewer projects. Projects in these funds cover multiple years, not just the current fiscal year. The following is a description of each active General Government Capital Improvement Fund:

Restricted Parks Fund - This fund accounts for the construction of park improvements funded by assessments to developers in lieu of dedicated park land. The process used to select projects for this fund begins with determining the amount of money dedicated to each City planning cell that is dedicated to the development and enhancement of active and passive leisure space. Then the Parks Director and the Parks Superintendent conduct a survey to determine each cell's needs, i.e. acquisition of park land, enhancement of an existing park, etc. The factors taken into consideration include age, condition and number of citizen requests for a particular item or feature wanted or needed in a park. A list of projects is created with the approximate cost attributed to each proposed project. The remaining fund balance for each planning cell is "weighed" against the list of proposed projects, and a final project list is submitted to management during the annual budget process. There are no anticipated expenditures this fiscal year.

Restricted Streets Fund - This fund accounts for the construction of streets from assessments to developers in lieu of street construction. By law, these funds must be used only on specific roads and streets. This fund is anticipated to earn \$3,000 in interest income. There are no anticipated expenditures this fiscal year.

Street Construction Fund - This fund was established in FY 2000-2001 to accumulate resources for future street overlays and reconstruction. This fund is anticipated to earn \$10,000 in interest income. The Street Construction Fund will transfer \$351,730 to the General Fund this fiscal year.

Drainage Fund - This fund was established in FY 2004-2005 to accumulate resources for drainage issues and/or drainage improvements/repairs throughout the City. This fund is anticipated to earn \$4,500 in interest income. There are no anticipated expenditures this fiscal year.

Building Improvement Fund - This fund was established in FY 2003-2004 to accumulate resources for building improvements and major repairs. This fund is anticipated to earn \$1,500 in interest income. There are no anticipated expenditures this fiscal year.

Capital Recovery Fee Fund - This fund accounts for the assessments to developers on projects identified in the Street Capital Recovery Fee Study that was adopted by the City Council in September 2012. State law requires this study to be reassessed and adopted every five years. This fund provides resources, when needed, to the Debt Service Fund to defray debt service costs on the debt issued to fund the Street Improvement Program. This fund will transfer \$1,365,753 to the Debt Service Fund this fiscal year.

General Government CIP - This schedule presents the Street and Facility Improvement Program. Selected projects were presented to the voters for approval in 1998 and 2003. To complete the street improvements and facilities authorized in the election, a debt issue is scheduled for almost every year.

A complete listing of potential projects (through 2018) is listed in the later portion of this section.

GENERAL GOVERNMENT CAPITAL PROJECTS FUNDS

Combined Funds

CATEGORY	BUDGET
BEGINNING FUND BALANCE	\$ 9,041,788
REVENUES:	
Interest Income	106,000
Contributions from Other Governments	-
Other	-
Debt Proceeds	-
Assessments	200,000
TOTAL Revenues	\$ 306,000
TOTAL AVAILABLE RESOURCES	\$ 9,347,788
EXPENDITURES:	
Capital Expenditures	200,000
Debt Issue Costs	-
Transfer to Other Funds	1,717,483
TOTAL Expenditures	\$ 1,917,483
Revenue over (under) Expenditures	(1,611,483)
ENDING FUND BALANCE	\$ 7,430,305

GENERAL GOVERNMENT CAPITAL PROJECTS FUNDS

Restricted Parks Fund

CATEGORY	BUDGET
BEGINNING FUND BALANCE	\$ 443,586
REVENUES:	
Interest Income	2,000
Contributions from Other Governments	-
Other	-
Debt Proceeds	-
Assessments	-
TOTAL Revenues	2,000
TOTAL AVAILABLE RESOURCES	445,586
EXPENDITURES:	
Capital Expenditures	-
Debt Issue Costs	-
Transfer to Other Funds	-
TOTAL Expenditures	-
Revenue over (under) Expenditures	2,000
ENDING FUND BALANCE	<u>445,586</u>

GENERAL GOVERNMENT CAPITAL PROJECTS FUNDS

Restricted Streets Fund

CATEGORY	BUDGET
BEGINNING FUND BALANCE	\$ 365,297
REVENUES:	
Interest Income	3,000
Contributions from Other Governments	-
Other	-
Debt Proceeds	-
Assessments	-
TOTAL Revenues	3,000
TOTAL AVAILABLE RESOURCES	368,297
EXPENDITURES:	
TOTAL Expenditures	-
Revenue over (under) Expenditures	3,000
ENDING FUND BALANCE	368,297

GENERAL GOVERNMENT CAPITAL PROJECTS FUNDS

Street Construction Fund

CATEGORY	BUDGET
BEGINNING FUND BALANCE	\$ 814,638
REVENUES:	
Interest Income	10,000
TOTAL Revenues	10,000
TOTAL AVAILABLE RESOURCES	824,638
EXPENDITURES:	
Transfer to Other Funds	351,730
TOTAL Expenditures	351,730
Revenue over (under) Expenditures	(341,730)
ENDING FUND BALANCE	472,908

GENERAL GOVERNMENT CAPITAL PROJECTS FUNDS

Drainage Fund

CATEGORY	BUDGET
BEGINNING FUND BALANCE	\$ 546,469
REVENUES:	
Interest Income	4,500
Contributions from Other Governments	-
Other	-
Debt Proceeds	-
Assessments	-
TOTAL Revenues	4,500
TOTAL AVAILABLE RESOURCES	550,969
EXPENDITURES:	
TOTAL Expenditures	-
Revenue over (under) Expenditures	4,500
ENDING FUND BALANCE	<u>550,969</u>

GENERAL GOVERNMENT CAPITAL PROJECTS FUNDS

Building Improvement Fund

CATEGORY	BUDGET
BEGINNING FUND BALANCE	\$ 193,092
REVENUES:	
Interest Income	1,500
TOTAL Revenues	1,500
TOTAL AVAILABLE RESOURCES	194,592
EXPENDITURES:	
TOTAL Expenditures	-
Revenue over (under) Expenditures	1,500
ENDING FUND BALANCE	194,592

GENERAL GOVERNMENT CAPITAL PROJECTS FUNDS

Capital Recovery Fee Fund

CATEGORY	BUDGET
BEGINNING FUND BALANCE	\$ 6,678,706
REVENUES:	
Interest Income	85,000
Contributions from Other Governments	-
Other	-
Debt Proceeds	-
Assessments	200,000
TOTAL Revenues	285,000
TOTAL AVAILABLE RESOURCES	6,963,706
EXPENDITURES:	
Capital Expenditures	200,000
Debt Issue Costs	-
Transfer to Other Funds	1,365,753
TOTAL Expenditures	1,565,753
Revenue over (under) Expenditures	(1,280,753)
<u>ENDING FUND BALANCE</u>	<u>5,397,953</u>

CITY OF CEDAR HILL
STREET, FACILITY AND DRAINAGE CIP PLAN

PROJECT NAME	ACTIVITY	FROM	TO	FYE 14	FYE 15	FYE 16	FYE 17	FUTURE YEAR PROJECTS	TOTAL
STREETS:									
1 Street Overlays	Street Overlays	City-wide	City-wide					\$	-
DOWNTOWN STREETSCAPE								\$	-
2 Regional Drainage Detention & Trail	Detention Structure - EDC Funded	NA	NA					\$	-
3 FM 1382 Capacity Improvements	Improvements at Miscellaneous Locations							\$	-
4 Pleasant Run Road East (Phase IV)	Four Lane Arterial	U.S. Hwy 67	Duncanville Road					\$	-
5 Pleasant Run Road East County Participation	Informational Only							\$	-
6 Lake Ridge Parkway-Phase I	Rehabilitate 2 lanes and construct 2 lan South of Lake View Dr.		US Highway 67					\$	-
7 Lake Ridge Parkway-Phase I County Participation	Informational Only							\$	-
8 Street Lighting Improvements	Street Light Installation	F.M. 1382	US Highway 67					\$	-
9 Shady Ridge Court	Reconstruct Entire Roadway							\$	-
10 Knob Hill Court	Reconstruct Entire Roadway							\$	-
11 Canyon View Court/Hidden Canyon	Asphalt Reconstruction							\$	-
12 Wintergreen Rd./Duncanville Rd. Intersection	City Participation in Regional Project							\$	-
13 F.M. 1382/Uptown Intersection Improvements	Signal at Wal-Mart/Intersection Improve South Wal-Mart entrance F.M. 1382							\$	-
14 Traffic Management System	Signal Synchronization and Control	Various Locations Citywide						\$	-
15 Traffic Management System-State & County	Signal Synchronization and Control							\$	-
16 Lake Ridge Parkway-Phase II	Hike/Bike Trail & Amenities	South of Lake View Dr.	US Highway 67					\$	-
17 Lake Ridge Parkway - Phase II (TXDOT Participation)								\$	-
18 Lake Ridge Parkway (Cash on Hand)								\$	-
19 Concrete Street Repair Program	Miscellaneous Projects						1,000,000	\$	1,000,000
20 Beltline/Mansfield III	Four Lane Arterial	Community Center	West City Limits	2,000,000	13,500,000			\$	15,500,000
21 Beltline/Mansfield III - County Participation				(6,000,000)				\$	(6,000,000)
22 Beltline Mansfield III-Funds on Hand				(2,000,000)	(4,900,000)			\$	(6,900,000)
23 Future Street Overlays	Street Overlays	City-wide	City-wide	500,000	900,000			\$	1,400,000
24 Miscellaneous Street Remediation/Concrete Repair)		Various Locations Citywide		500,000	500,000			1,000,000	\$ 2,000,000
25 Joe Wilson Phase IV	Four Lane Arterial	Parkerville Road	Bear Creek			9,817,500	\$	9,817,500	
26 South Cedar Hill Road	Two Lane Undivided	Mt Lebanon Road	US Highway 67			4,273,500	\$	4,273,500	
27 Old Straus Road	Four Lane Arterial	F.M. 1382	South of Wolfe Street			3,118,500	\$	3,118,500	
28 Parkerville Phase II	Four Lane Arterial	Joe Wilson Road	Duncanville Road			7,507,500	\$	7,507,500	
29 Parkerville Phase III	Four Lane Arterial	Duncanville Road	East City Limits			4,273,500	\$	4,273,500	
30 South Clark Road	One-half of Four Lane Arterial	Little Creek	Capricorn			1,501,500	\$	1,501,500	
31 Road "A"	Two Lane Arterial	F.M. 1382	Beltline Road			10,412,000	\$	10,412,000	
32 South Duncanville Road	Four Lane Arterial	F.M. 1382	S City Limits			7,623,000	\$	7,623,000	
33 US 67/Lake Ridge Pkwy Interchange	Grade Separated Interchange	Interchange				22,150,000	\$	22,150,000	
34 US 67/Lake Ridge Pkwy Interchange-Federal Funding								\$	-
35 Lake Ridge Pkwy East/Bear Creek Road	Six Lane Arterial	US Highway 67	South Cedar Hill Road			6,615,000	\$	6,615,000	
36 US 67/Tidwell Interchange	Bridge Expansion					2,541,000	\$	2,541,000	
37 North Duncanville Road	Four Lane Arterial	Wintergreen Road	Beltline Road			12,500,000	\$	12,500,000	
38 City-wide Signalization Improvements	Signal Improvements	City-wide	City-wide			4,504,500	\$	4,504,500	
39 US67/Belt Line Intersection Improvements	City's 25% share - EDC Funded	NA	NA			332,640	\$	332,640	
40 US67/Joe Wilson Improvements	City's 25% share - EDC Funded	NA	NA			254,100	\$	254,100	

**CITY OF CEDAR HILL
STREET, FACILITY AND DRAINAGE CIP PLAN**

PROJECT NAME	ACTIVITY	FROM	TO	FYE 14	FYE 15	FYE 16	FYE 17	FUTURE YEAR PROJECTS	TOTAL
41 US 67/Wintergreen Improvements	City's 25% share - EDC Funded	NA	NA					294,525	\$ 294,525
42 US 67/FM1382 Intersection Improvements	City's 25% share - EDC Funded	NA	NA					277,200	\$ 277,200
43 FM 1382/Shenandoah Intersection Improvements	City's 25% share - EDC Funded	NA	NA					65,835	\$ 65,835
44 FM 1382/Sleepy Hollow Intersection Improvements	City's 25% share - EDC Funded	NA	NA					272,580	\$ 272,580
45 FM 1382/New Clark Intersection Improvements	City's 25% share - EDC Funded	NA	NA					250,635	\$ 250,635
46 Lakeview Drive Rehab (Partial)	Reconstruct Selected Portions	Mansfield Road	Lakeridge Parkway					4,042,500	\$ 4,042,500
47 Cedar Hill Rd.	Four Lane Undivided	Pleasant Run Rd.	N. City Limits					10,473,750	\$ 10,473,750
48 Cedar Hill Rd.	Four Lane Undivided	Pleasant Run Rd.	Wylie St.					6,615,000	\$ 6,615,000
49 E. Wintergreen Rd.	Four Lane Undivided	Clark Rd.	Cedar Hill Rd.					2,818,000	\$ 2,818,000
50 Main Street	Four Lane Undivided	130' South of Belt Line Rd	Cedar Street					323,000	\$ 323,000
51 Houston St.	Four Lane Undivided	Belt Line Rd.	Tidwell St.					3,797,000	\$ 3,797,000
52 Cedarview Dr.	Four Lane Undivided	BNSF RR	Tidwell St.					474,075	\$ 474,075
53 Joe Wilson Rd. (Future Phase)	Four Lane Undivided	N. City Limits	US67 SBFR					4,893,000	\$ 4,893,000
54 Wintergreen Rd.	Four Lane Undivided	Joe Wilson Rd.	US67					3,485,000	\$ 3,485,000
55 Tidwell St. (across US67 to RR XING)	Four Lane Undivided	BNSF RR	Parkerville Rd					2,620,000	\$ 2,620,000
56 Tar Rd.	Four Lane Undivided	Mt. Lebanon	South City Limits					6,886,215	\$ 6,886,215
57 Clark Road South -Phase II	Four Lane Divided	Capricorn Dr.	South City Limits					8,718,000	\$ 8,718,000
58 Joe Wilson (South)	Six Lane Divided	Bear Creek Rd.	South City Limits					5,000,000	\$ 5,000,000
59 Duncanville Rd.	Four Lane Divided	Parkerville Rd.	South City Limits					10,830,000	\$ 10,830,000
60 Cockrell Hill Rd.	Four Lane Divided	North City Limits	South City Limits					4,272,000	\$ 4,272,000
61 Mt. Lebanon Rd.	Four Lane Undivided	US67 NBSR	Cedar Hill Rd.					3,482,000	\$ 3,482,000
62 Bear Creek Rd./Lake Ridge Pkwy East	Four Lane Divided	Tar Rd. (S. Cedar Hill Rd.)	Future Bear Creek Curve					3,141,000	\$ 3,141,000
63 Bear Creek Rd. - Phase I	Four Lane Divided	Joe Wilson	S. Clark Rd. Extension					11,203,000	\$ 11,203,000
64 Bear Creek Rd. Realignment	Four Lane Divided	Future Street	Duncanville Rd.					2,394,000	\$ 2,394,000
65 Road "A" -2	Four Lane Divided	Belt Line Rd.	BNSF RR					3,907,000	\$ 3,907,000
66 Cedarview Dr. Extension	Four Lane Divided (new Road)	Valley View Dr.	Plateau St.					460,000	\$ 460,000
67 Cedarview Dr. (2)	Four Lane Divided	Plateau St.	BNSF RR					1,690,000	\$ 1,690,000
68 Mt. Lebanon Rd. (2)	Four Lane Divided	US67 SBFR	Lake Ridge Pkwy					5,460,000	\$ 5,460,000
69 Mt. Lebanon Rd. (3)	Four Lane Divided (new Road)	Lake Ridge Pkwy	S. City Limits					3,807,000	\$ 3,807,000
70 Lakeview Extension	Four Lane Divided	Belt Line Rd.	Mansfield					6,300,000	\$ 6,300,000
71 Mt. Lebanon Collector	Four Lane Divided	Kingswood	Mt. Lebanon					5,250,000	\$ 5,250,000
72 Waterford Oaks Extension	Two - Four Lane Divided	Shadywood	Parkerville Rd					2,940,000	\$ 2,940,000
73 Parkerville/ Duncanville Rd. Collector	Two - Four Lane Divided	Parkerville Rd.	Duncanville Rd.					4,830,000	\$ 4,830,000
74 Little Creek Extension	Two - Four Lane Divided	Joe Wilson Rd.	Parkerville/ Duncanville Rd. Collector					3,150,000	\$ 3,150,000
75 Bear Creek/ Duncanville Rd. Collector	Two - Four Lane Divided	Duncanville Rd.	Bear Creek					4,830,000	\$ 4,830,000
76 Parkerville/ E Stone Hill Collector	Two - Four Lane Divided	Parkerville Rd.	E Stone Hill					4,725,000	\$ 4,725,000
77 High Meadows Rd. Extension	Two - Four Lane Divided	Lake Ridge Pkwy	Loop 9 Alt 1					3,360,000	\$ 3,360,000
78 Weaver St. Extension	Two - Four Lane Divided	Weaver St.	Duncanville Rd.					2,625,000	\$ 2,625,000
79 Wooded Creek Dr. Extension	Two - Four Lane Divided	Milstone Dr.	Wintergreen Rd.					3,990,000	\$ 3,990,000

**CITY OF CEDAR HILL
STREET, FACILITY AND DRAINAGE CIP PLAN**

PROJECT NAME	ACTIVITY	FROM	TO	FYE 14	FYE 15	FYE 16	FYE 17	FUTURE YEAR PROJECTS	TOTAL
80 Rocky Acres Extension	Two - Four Lane Divided	Rocky Acres	Loop 9 Alt 1					1,890,000	\$ 1,890,000
81 Cedar Hill Rd. Extension	Two - Four Lane Divided	Tar Rd. (S. Cedar Hill Rd.)	City Limits					3,255,000	\$ 3,255,000
82 Edgefield Extension	Two - Four Lane Divided	Edgefield	Lake Ridge Pkwy Extension					1,260,000	\$ 1,260,000
83 Bear Creek Rd. Phase II	Two - Four Lane Divided	S. Clark Rd.	Lake Ridge Pkwy Extension					5,460,000	\$ 5,460,000
84 Future Road	Two - Four Lane Divided	Bear Creek Realignment	Parkerville/ Duncanville Rd. Collector					2,940,000	\$ 2,940,000
85 Traffic Signals								250,000	\$ 250,000
86 Sustainable Watershed Management								300,000	\$ 300,000
87 Prairiewood Bridge Repair	Replacement of wingwalls		Bridge between Creekwood and Waterstone						\$ -
88 Lakeridge Parkway Interchange	Design/ROW participation							2,850,000	\$ 2,850,000
89 Lakeridge Parkway Interchange	TxDot Funding							(2,800,000)	\$ (2,800,000)
90 West 1382 Phase IIA	Safety lane		Along FM1382 at entrances of Audubon Center and		1,300,000				\$ 1,300,000
91 West 1382 Phase IIA (County Participation)					(500,000)				\$ (500,000)
92 West 1382 Phase IIA (Northwood U Participation)					(100,000)				\$ (100,000)
93 West 1382 Phase IIA (Funds on Hand)					(700,000)				\$ (700,000)
94 West 1382 Phase IIB	Pedestrian-/bike path, entry feature	Dogwood Canyon	Northwood U					1,700,000	\$ 1,700,000
SUBTOTAL				\$ 1,000,000	\$ 4,000,000	\$ -	\$ -	\$ 270,481,555	\$ 275,481,555
FACILITIES AND EQUIPMENT:									
CURRENT APPROVED PLAN:									
95 Library Expansion	Improvements				300,000			9,000,000	\$ 9,300,000
96 Fire Station Renovations	Upgrades to Multiple Stations			170,000					\$ 170,000
97 Fire Truck (Equipment Fund)				550,585					\$ 550,585
98 Relocate Fire Station #2	Relocate Fire Station #2							3,570,000	\$ 3,570,000
99 Service Center Improvements	Master plan and improvements							2,000,000	\$ 2,000,000
100 Generators	Various Locations							1,212,000	\$ 1,212,000
SUBTOTAL				\$ 720,585	\$ 300,000	\$ -	\$ -	\$ 15,782,000	\$ 16,802,585
LANDSCAPING:									
101 S. Clark Rd Rt Turn Lane & Drainage Improvements									\$ -
102 Clark Road Fence									\$ -
103 Funding by Landscaping Fund									\$ -
SUBTOTAL				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DRAINAGE									
104 Miscellaneous Drainage				300,000					\$ 300,000
105 Regional Detention Analysis				0	400,000				\$ 400,000
106 Floodplain Studies				500,000	0				\$ 500,000
SUBTOTAL				\$ 300,000	\$ 900,000	\$ -	\$ -	\$ -	\$ 1,200,000
TOTAL STREET AND FACILITY PROJECTS:									
				\$ 2,020,585	\$ 5,200,000	\$ -	\$ -	\$ 286,263,555	\$ 293,484,140

ENTERPRISE FUND

Currently, the only fund within the Enterprise Fund group is the Water and Sewer Fund. The four functional divisions within this fund are: Utility Billing, Engineering, Water and Sewer Operations and Information Technology.

City policy states that the Water and Sewer Fund maintain a fund balance of at least 25% of estimated expenditures. The City anticipates that the rate increase described below will result in an increase in the fund balance.

For FY 2013-2014, the volume charge for water increased from \$4.98 to \$5.53 per 1,000 gallons. The volume charge for sewer increased from \$6.70 to \$7.44 per 1,000 gallons.

Utility revenue will be used to cover operating expenditures, debt service for revenue bonds previously issued for water and sewer capital improvement projects (see Water and Sewer Capital Projects section) and for the Fund's annual contribution to the Joe Pool Lake Fund (see Special Revenue Funds section).

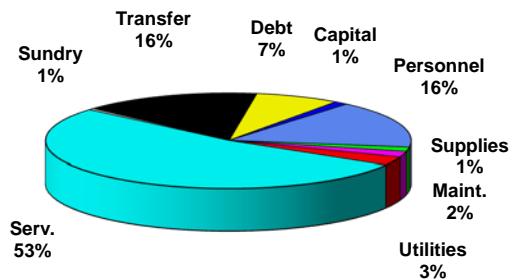
Water Services and personnel costs are the primary expenses in the Enterprise Fund, as reflected on the graph and table on the next two pages.

WATER AND SEWER FUND
SUMMARY OF FY 2013-2014 BUDGET

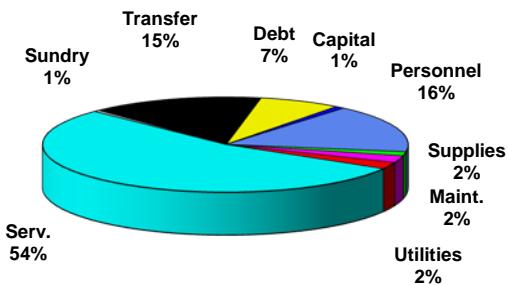
CATEGORY	FY 11-12	FY 12-13	FY 12-13	FY 13-14
	ACTUAL	BUDGET	ESTIMATED	BUDGET
Fund Balance-Beginning of Year	\$3,881,474	\$4,511,612	\$3,658,936	\$3,387,967
Revenues:				
Water Sales	\$9,218,196	\$9,885,000	\$9,100,000	\$10,360,740
Sewer Sales	6,154,191	7,000,000	6,500,000	7,388,160
Penalties and Reconnect Fees	469,050	470,000	418,000	450,000
Interest	31,913	33,000	20,000	20,000
Water Taps	10,850	10,000	50,000	11,000
Inspection Fees	1,996	5,000	8,300	5,000
Sewer Taps	2,335	2,700	2,130	2,300
Miscellaneous	195,344	145,000	145,000	160,000
Transfer from CIP	-	-	-	100,000
Total Revenue	\$16,083,875	\$17,550,700	\$16,243,430	\$18,497,200
Total Available Resources	\$19,965,349	\$22,062,312	\$19,902,366	\$21,885,167
Expenditures:				
Services	\$8,768,696	\$9,551,300	\$9,121,525	\$10,110,275
Personnel	2,661,270	2,837,775	2,584,410	2,768,555
Transfers	2,488,123	2,540,000	2,502,000	2,520,000
Debt Service	1,179,505	1,213,290	1,216,634	1,321,475
Utilities	368,785	436,245	437,125	437,125
Maintenance	390,073	333,180	313,625	340,625
Supplies	228,096	264,350	220,965	240,680
Capital Outlay	133,492	-	-	36,000
Sundry	51,559	75,185	66,515	73,915
Leases	36,814	48,160	51,600	55,090
Total Expenditures	\$16,306,413	\$17,299,485	\$16,514,399	\$17,903,740
Revenues over (under) Expenditures *	(\$222,538)	\$251,215	(\$270,969)	\$593,460
Fund Balance-End of Year	\$3,658,936	\$4,762,827	\$3,387,967	\$3,981,427

* City policy requires the Water and Sewer Fund Balance to equal or exceed 25% of budgeted expenditures. If resources on hand at the beginning of the fiscal year exceed the 25% requirement, these extra funds are included in the resources available to fund expenditures. Therefore, expenditures can exceed revenue and still meet or exceed the fund balance policy.

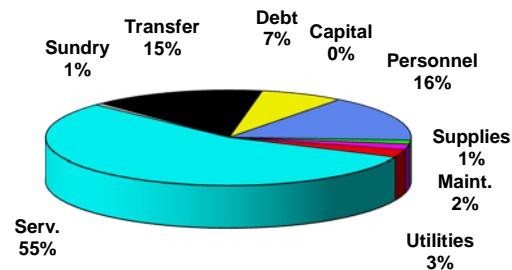
WATER & SEWER EXPENDITURES BY CATEGORY



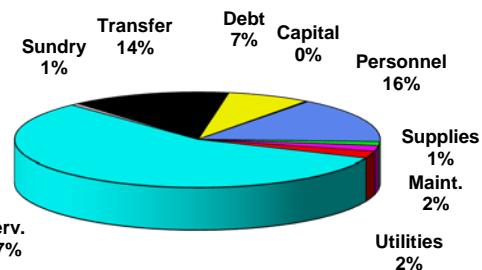
FYE 11 Actual \$16,126,535



FYE 12 Actual \$16,306,413



FYE 13 Estimate \$16,514,399



FYE 14 Budget \$17,903,740

UTILITY BILLING

MISSION STATEMENT:

The mission of the City of Cedar Hill's Utility Billing Department is to provide positive customer support for utility billing and collection of water, wastewater, and sanitation services by working together to exceed customer expectations.

CORE FUNCTIONS:

- 1) **Utility Billing and Collections** – Staff resource to address customer expectations regarding utility billing of water, wastewater, and sanitation services.
- 2) **Field Services** – Accurately read and maintain all City water meters
- 3) **Citizen Information Center** – First point of contact at the Government Center for citizens making inquiries regarding municipal services.

2013 - 2014 WORK PLAN

CORE FUNCTION: #1 Utility Billing and Collections

Action:

- Collect and accurately post utility payments
- Prepare customer payments for deposit
- Create customer account service order requests
- Prepare residential and commercial invoices
- Establish new utility accounts
- Suspend delinquent utility accounts
- Respond to customers inquiries
- Contact customers regarding returned checks

Activity Measurement:

- Post an average of 750 utility payments on same business day of receipt
- Prepare deposits for transport to the bank within one business day
- Process and respond to an average of 30 customer requests for action within two business days
- Issue billing statements to all 15,020 customers by the scheduled billing dates, 5th and 20th of each month
- Process approximately 350 new, transfer, and final service requests for utility accounts monthly
- Process notification for 120 returned checks monthly
- Provide same-day connection of water service to an average of 300 customers monthly
- Suspend an average of 420 water utility accounts monthly that are at least 30 days passed the bill date
- Suspend water service for all defaulted pay arrangements and return check notifications within three business days of payment default

CORE FUNCTION: #2 Field Services

Action:

- Read residential and commercial meters for water billing purposes
- Perform or request maintenance on water meters and meter boxes
- Activate service for new water utility accounts
- Suspend service for delinquent accounts and move out notifications
- Complete meter rereads for residential and commercial meters
- Complete projects in annual meter testing and replacement plan

Activity Measurement:

- Complete residential (14,500) and commercial (520) meter reads within seven business days before each billing cycle date, 5th and 20th of each month
- Perform maintenance on approximately 150 water meters and meter boxes annually
- Connect or disconnect 350 water meters monthly per customer service requests
- Suspend water service to approximately 600 locations monthly for delinquent payment, defaulted pay arrangements, NSF checks, and unauthorized usage
- Complete all requested residential and commercial meter rereads within two business days
- Maintain meter change out program to replace water meters at the end of their expected lifespan, as identified by the manufacturer, with a new meter by replacing at least 10% of existing meters annually and testing residential meters at 10 years of age and all of the top ten water consumers annually.

CORE FUNCTION: #3 Citizen Information Center

Action:

- Serve as the first point of contact for those visiting the Government Center
- Respond to customer inquiries and concerns
- Effectively communicate to meet our customers' needs

Activity Measurement:

- Respond to 75 citizen calls per day
- Respond to 10 customer emails per day

SUMMARY
UTILITY BILLING / METER READING

EXPENDITURES	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Personnel	\$ 770,932	\$ 814,695	\$ 728,045	\$ 781,190
Supplies	32,764	83,100	80,100	85,100
Maintenance	12,787	9,795	34,040	14,040
Services	338,631	369,300	398,525	363,935
Leases/Rentals	2,741		2,625	2,625
Utilities	958	2,625	7,440	7,440
Sundry	7,633	11,565	9,565	11,565
Capital Outlay	28,940	-	-	-
TOTAL Department Budget	\$ 1,195,386	\$ 1,291,080	\$ 1,260,340	\$ 1,265,895

STAFFING	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Service Specialist	1.00	1.00	1.00	1.00
Senior Utility Billing Representative	0.00	0.00	1.00	1.00
Senior Meter Reader	1.00	1.00	0.00	0.00
Senior Customer Service Representative	1.00	1.00	1.00	1.00
Meter Reader Lead	1.00	1.00	1.00	1.00
Receptionist	1.00	1.00	1.00	1.00
Meter Reader	4.50	4.50	4.50	4.50
Customer Service Representative	5.50	5.50	5.50	5.50
TOTAL Department Staff	16.00	16.00	16.00	16.00

PERFORMANCE INDICATORS	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Percentage of bills issued by scheduled billing date	99%	99%	99%	99%
Percentage of payments posted within 24 hours	100%	100%	100%	100%
Percentage of meters read 7 days before billing date	100%	100%	100%	100%

PUBLIC WORKS

ADMINISTRATION / ENGINEERING

MISSION STATEMENT:

The mission of the Public Works Department is to provide the highest quality water, sewer, traffic and drainage infrastructure systems in a manner that is consistent with Professional Engineering Principles.

CORE FUNCTIONS:

- 1) **Administer departmental operations** - Provide engineering and technical staff support for Public Works functions including Operations (Fleet Maintenance, Water and Sewer and Streets and Drainage Divisions)
- 2) **Review development plans and plats and perform construction inspection**- Review plans to assure conformance to City design standards, ordinances and accepted engineering practices and provide inspection services to assure compliance with plans and specifications
- 3) **Manage Capital Projects** - Coordinate and manage the design and construction of water, sewer, drainage and streets Capital Improvement Projects (CIP) and provide inspection services to assure compliance with plans and specifications
- 4) **Provide citizen assistance** - Inform citizens and offer advice pertaining to traffic, drainage and various related issues

2013 - 2014 WORK PLAN

CORE FUNCTION: #1 Administer departmental operations

Action:

- Review and approve Right-of-Way Work Permit requests
- Permit and monitor construction activity of franchise utilities within City right-of-way/easements
- Provide construction inspections for all projects under construction within City right-of-way
- Implement the City's water, sewer, storm water and transportation master plans and update as needed
- Assure compliance with federal, state and local requirements pertaining to the operation of water, sewer and storm water systems (Clean Water Act, National Pollutant Discharge Elimination Systems (NPDES), etc.)
- Coordinate with federal, state and county agencies regarding regional transportation initiatives
- **Pursue outside funding sources for new projects**

Activity Measurement:

- Review and approve Right-of-Way Work Permit requests within five working days
- Review Citizens' Information/Request Center (CIRC) printout - to ensure timely responses to customer requests monthly
- Attend transportation and water and waste water related committee meetings monthly (i.e. North Central Texas Council of Government committees, Trinity River Authority committees, etc.)
- **Research grant opportunities monthly**

Meets City Council's Premier Statements:

Cedar Hill has Excellent, Safe and Efficient Infrastructure.

Cedar Hill is Safe.

Cedar Hill is Clean.

CORE FUNCTION: #2 Review development plans and plats and perform construction inspection

Action:

- Advise developers and contractors regarding infrastructure improvements required for development
- Review site plans and engineering plans, plats and contractor specifications for compliance with the City's Comprehensive Plan, City ordinances, and the various infrastructure system master plans
- Perform daily inspections of construction for development related projects within City's right of way and/or public easements
- Obtain required fees and documentation from developers and contractors

Activity Measurement:

- **Review public improvement plans and specifications to assure compliance with comprehensive plan and construction standards within ten working days**
- **Review private development plans within five working days**
- Perform daily inspections of construction projects taking place within the City's right-of-way
- **Collect required fees and documentation from developers and contractors within five business days from the date of the preconstruction meeting**

Meets City Council's Premier Statements:

Cedar Hill has Excellent, Safe and Efficient Infrastructure.

Cedar Hill is Safe.

Cedar Hill is Clean.

CORE FUNCTION: #3 Manage capital projects

Action:

- Develop design criteria
- Review engineering plans and specifications
- Develop project construction schedules
- Acquire the required Right-of-Way (ROW), Right-of-Entry (ROE) and easements
- Coordinate contractor's activities and project schedules
- Manage Capital Improvement Program budget
- Verify that quantities which are invoiced for capital projects on a monthly basis are for work completed to date
- Develop scope of services and administer professional services agreements
- Provide project management and contract administration for all capital improvement projects
- Inform the public of Capital Improvement Projects (CIP)

Activity Measurement:

- **Assure 100% compliance with the comprehensive plan, Parks' Master Plan and with the various infrastructure system master plans**
- Review all engineering plans and specifications to assure compliance with City design criteria and construction standards within three weeks
- **Coordinate the construction schedule with 100% of the residents, business owners, franchise utilities, other agencies and contractors**
- **Provide construction inspection services for 100% of all capital projects**
- Review and process all contractor pay estimates submitted for payment monthly
- Monitor the progress of construction weekly to ensure the approved budget is not exceeded
- Seek input from and inform the public on 100% of all Capital Improvements Projects (CIP)

Meets City Council's Premier Statements:

Cedar Hill has Excellent, Safe and Efficient Infrastructure.

Cedar Hill is Safe.

Cedar Hill is Clean.

CORE FUNCTION: #4 Provide citizen assistance

Action:

- Respond to citizen requests and offer assistance as required to resolve water, sewer, drainage, traffic and other public improvement related issues
- Meet with citizens regarding environmental issues
- Provide information and assistance to citizens regarding on-going construction projects within the City's right-of-way and easements
- Promote environmental protection
- Implement citizen education campaigns

Activity Measurement:

- Respond to citizens within two working days of request
- Provide public information regarding various environmental policies and issues via City newsletter and website quarterly
- Update the website monthly (or as needed) with status of ongoing construction projects
- **Distribute public education materials for the Water Quality Report annually as required by state regulations**
- Post changes to current water conservation stages to the website and to the hotline within 48 hours
- Participate in annual City-wide programs to distribute educational materials (Neighborhood Block Party/Country Day)

Meets City Council's Premier Statements:

Cedar Hill has Excellent, Safe and Efficient Infrastructure.

Cedar Hill is Safe.

Cedar Hill is Clean.

SUMMARY
PUBLIC WORKS ENGINEERING

EXPENDITURES	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14

Personnel	\$ 887,309	\$ 1,007,605	\$ 840,450	\$ 962,205
Supplies	14,021	16,350	14,965	15,680
Maintenance	4,773	4,140	7,340	7,340
Services	9,020	35,675	27,060	41,775
Utilities	7,338	6,820	7,040	7,040
Sundry	26,505	38,225	35,050	39,050
TOTAL Department Budget	\$ 948,966	\$ 1,108,815	\$ 931,905	\$ 1,073,090

STAFFING	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14

Public Works Director	1.00	1.00	1.00	1.00
Civil Engineer	2.00	2.00	2.00	2.00
Project Engineer	1.00	1.00	1.00	1.00
Environmental Project Coordinator	1.00	1.00	1.00	1.00
GIS Coordinator	1.00	1.00	1.00	1.00
Construction Inspector	2.00	2.00	2.00	2.00
GIS Technician	1.00	1.00	1.00	1.00
Executive Secretary	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Data Entry Clerk	1.00	1.00	1.00	1.00
TOTAL Department Staff	12.00	12.00	12.00	12.00

PERFORMANCE INDICATORS	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14

Percentage of right-of-way requests reviewed within five working days	95%	95%	95%	95%
Percentage of plans reviewed within 10 working days	95%	95%	95%	95%
Compliance of capital projects with Master Plan	100%	100%	100%	100%

WATER and SEWER OPERATIONS

MISSION STATEMENT:

The mission of the Water and Sewer Department is to provide superior service through a well-maintained water distribution and wastewater collection infrastructure for Cedar Hill citizens and businesses.

CORE FUNCTIONS:

- 1) **Maintain water distribution system** - Ensure that water mains, valves and fire hydrants function properly and that adequate water pressure is consistently maintained
- 2) **Maintain wastewater collection system** - Minimize service interruptions - due to blockages
- 3) **Maintain water pump stations** - Ensure that pump stations function properly
- 4) **Respond to customer requests** - Resolve all water and sewer complaints

2013 - 2014 WORK PLAN

CORE FUNCTION: #1 Maintain water distribution system

Action:

- Operate and maintain 318 miles of water mains, valves and fire hydrants
- Comply with Texas Commission on Environmental Quality Rules and Regulations

Activity Measurement:

- Monitor system pressures daily
- Flush dead end mains monthly
- Repair major water leaks within one day
- Perform leak detection monthly
- Monitor water quality by collecting bacteriological samples monthly
- Complete reporting requirements monthly/annually

Meets City Council's Premier Statements:

Cedar Hill is Safe.

Cedar Hill is Clean.

CORE FUNCTION: #2 Maintain wastewater collection system

Action:

- Operate and maintain 245 miles of wastewater mains and manholes
- Operate and maintain 20 lift stations
- **Assess collection system for inflow and infiltration**

Activity Measurement:

- Perform cleaning of problematic areas weekly
- Administer Inflow and Infiltration Program annually
- Clean lift stations monthly
- Complete routine repairs to lift stations within three business days
- **Televise and assess 100,000 feet of sewer lines every two years**

Meets City Council Premier Statements:

Cedar Hill is Safe.

Cedar Hill is Clean.

CORE FUNCTION: #3 Maintain water pump stations and storage tanks

Action:

- Operate and maintain pumps, motors and storage tanks at all pump stations

Activity Measurement:

- **Pump a daily average of 7.3 million gallons of water through City water pump stations**
- Complete emergency repairs on pump stations and ground storage tanks within 24 hours
- Complete routine repairs on pump stations and ground storage tanks within five business days
- Perform preventative maintenance on pump stations monthly

Meets City Council Premier Statements:

Cedar Hill is Safe.

Cedar Hill is Clean.

CORE FUNCTION: #4 Respond to customer requests

Action:

- Acknowledge and respond to water and sewer concerns (approximately 100 requests received per week)
- Minimize complaints by reducing service interruptions
- Provide advance notification for scheduled repairs

Activity Measurement:

- Respond to routine customer requests within 24 hours and provide a timeline for repairs
- Resolve routine water and sewer complaints within two business days
- Respond to emergencies within 45 minutes
- Provide 24 hour advance notification on scheduled repairs
- Provide notification for emergency repairs within 24 hours

Meets City Council Premier Statements:

Cedar Hill is Safe.

Cedar Hill is Clean.

SUMMARY
WATER and SEWER OPERATIONS

EXPENDITURES	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Supplies	\$ 977,042	\$ 1,015,475	\$ 1,015,915	\$ 1,025,160
Maintenance	174,275	137,250	98,250	112,250
Services	203,070	230,200	183,200	230,200
Utilities	8,047,988	9,066,250	8,605,940	9,634,190
Leases / Rentals	462,765	426,800	427,460	427,460
Sundry	2,896	9,000	5,000	6,500
Capital Outlay	10,174	18,500	17,400	18,300
	167,611	-	-	36,000
TOTAL Department Budget	\$ 10,045,821	\$ 10,903,475	\$ 10,353,165	\$ 11,490,060

STAFFING	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Operations Manager	1.00	1.00	1.00	1.00
Utilities Supervisor	1.00	1.00	1.00	1.00
Utilities Maintenance Crew Chief	4.00	4.00	4.00	4.00
Utilities Technician	2.00	2.00	2.00	2.00
Mechanic	1.00	1.00	1.00	1.00
Utilities Maintenance Worker	7.00	7.00	7.00	7.00
Part-Time Utilities Laborer	0.65	0.65	0.65	0.65
TOTAL Department Staff	16.65	16.65	16.65	16.65

PERFORMANCE	ACTUAL	BUDGET	ESTIMATED	BUDGET
INDICATORS	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Percentage of routine repairs completed within five business days	95%	95%	95%	95%
Percentage of customer requests responded within 24 hours	100%	100%	100%	100%

SUMMARY
WATER and SEWER - INFORMATION TECHNOLOGY

EXPENDITURES	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Supplies	\$ 20,339	\$ 27,650	\$ 27,650	\$ 27,650
Maintenance	78,042	89,045	89,045	89,045
Services	55,429	58,075	68,000	58,375
Lease / Rentals	32,803	39,160	39,160	41,150
Sundry	3,915	6,895	4,500	5,000
Capital Outlay	31,209	-	-	-
TOTAL Department Budget	\$ 221,737	\$ 220,825	\$ 228,355	\$ 221,220

STAFFING	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14

(Budgeted in the General Fund)

SUMMARY
WATER and SEWER - NON-DEPARTMENT

EXPENDITURES	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14
Supplies	\$ -	\$ -	\$ -	\$ -
Services	8,981	22,000	22,000	22,000
Sundry	-	-	-	-
Debt Service/Transfers	3,667,628	3,753,290	3,718,634	3,841,475
TOTAL Department Budget	\$ 3,676,609	\$ 3,775,290	\$ 3,740,634	\$ 3,863,475

STAFFING	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 11-12	FY 12-13	FY 12-13	FY 13-14

None



CITY OF CEDAR HILL
CIP WORKSHOP
WATER AND WASTEWATER CIP

	PROJECT NAME	ACTIVITY	FROM	TO	FYE 14	FYE 15	FYE 16	FYE 17	FYE18	FUTURE YEAR PROJECTS	TOTAL
WATER PROJECTS:											
CURRENT/PROPOSED PLAN:											
1	Duncanville Rd Water Line (Developer Participation/Restricted)										\$ -
2	Miscellaneous Line Resizing/Looping	Miscellaneous Line Resizing	Various	Various							\$ -
3	Meadow Crest Pumping Improvements	Pumping Capacity Improvements	N/A	N/A							\$ -
4	Pleasant Run Water Line	12" Water Line	Joe Wilson Road	Duncanville Road							\$ -
5	Lakeridge Pkwy Ground Storage Tank Site Acquisition	Lake Ridge 2 MG Storage Tank	Lake Ridge Parkway								\$ -
6	Water System Controls Upgrade (SCADA)	Replacing existing panels and radios due to changes in FCC regulations	Various								\$ -
7	Automatic Meter Reading System Phase I				8,250,000						\$ 8,250,000
8	Automatic Meter Reading System Phase I-Grant Funding										\$ -
9	Summit Tank Repair (with Duncanville)										\$ -
10	Unidirectional Flushing (UDF) Pilot Study				60,000						\$ 60,000
11	System-Wide Water Quality Study				100,000						\$ 100,000
12	8-inch water line in Lake Ridge	8" Water Line	Lake Ridge			69,560					\$ 69,560
13	16/20-inch water line along Mount Lebanon Road	16" & 20" Water Line	Mount Lebanon Road			1,242,650					\$ 1,242,650
14	8/12/16-inch water lines parallel to Texas Plume Road	12" Water Line	Texas Plume Road	Overlook			2,005,180				\$ 2,005,180
15	Lake Ridge Parkway Ground Storage Tank	Lake Ridge 1.5 MG Ground Storage Tank	Lake Ridge Parkway			1,888,120					\$ 1,888,120
16	16-inch water line along Parkerville Road	16" Water Line	Parkerville EST	Joe Wilson Road			880,480				\$ 880,480
17	16/20-inch water line west of US 67 along Valley View Drive	16" & 20" Water Line	US Highway 67	Tower Drive			1,170,160				\$ 1,170,160
18	16-inch waterline along Wintergreen and Duncanville Road	16" Water Line	Wintergreen	Pleasant Run			1,881,530				\$ 1,881,530
19	12-inch water lines and PRV near Cedar Hill State Park	12" Water Line, Pressure Reducing Valve	Belt Line Road @ Mansfield			2,041,300					\$ 2,041,300
20	12/16-inch water line along Belt Line Road and Duncanville Road	12" & 16" Water Line	Duncanville Road	Waterford Oaks Drive			3,742,730				\$ 3,742,730
21	12-inch water line in southwest portion of the City	12" Water Line	US Highway 67	Blue Ridge Drive			1,367,860				\$ 1,367,860
22	12-inch water line along Mansfield Road	12" Water Line	Lakeview Drive	Anderson Road	1,885,260						\$ 1,885,260
23	Meadowcrest 6.0 MG Ground Storage Tank	6.0 MG Ground Storage Tank at Meadowcrest	Meadowcrest Pump Station				5,727,000				\$ 5,727,000
24	20-inch water line along Cedar Hill Road	20" Water Line	Parkerville Road	Rocky Acres Road			2,637,050				\$ 2,637,050
25	20-inch water line east of US 67 at Lake Ridge Drive	20" Water Line	US Highway 67 @ Lake Ridge Dr	Rocky Acres Road @ Tar Road			1,273,610				\$ 1,273,610
26	16-inch water line along Clark Road	16" Water Line	Belt Line Road	Parkerville Road			1,263,290				\$ 1,263,290
27	12-inch water line along Wooded Creek Drive	12" Water Line	Joe Wilson Road	Oxbow Drive			1,380,480				\$ 1,380,480
28	12/16-inch water line along Clark Road south of Parkerville and along Rocky Acres Road	12" & 16" Water Line	Clark Road				2,565,740				\$ 2,565,740
29	12-inch water line east of Weaver Street and south of Shadywood	12" Water Line	Various	Various			627,740				\$ 627,740
30	16-inch water line along Joe Wilson Road	16" Water Line	Parkerville Road	Bear Creek Road			1,269,330				\$ 1,269,330
31	12-inch water line along Little Creek Road	12" Water Line	Clark Road	Joe Wilson Road			1,171,740				\$ 1,171,740
32	12-inch water line along Bear Creek Road	12" Water Line	Clark Road	Duncanville Road			1,941,500				\$ 1,941,500
33	12-inch water line along FM 1382	12" Water Line, Pressure Reducing Valves	FM1382				2,135,690				\$ 2,135,690
34	20/24-inch water line along Belt Line Road between Broad Street and Joe Wilson Road	24" & 20" Water Line	Board Street	Clark Road			2,726,840				\$ 2,726,840
35	12-inch water line parallel to Sunset Ridge	12" Water Line	Sunset Ridge @ Vista Blvd				506,970				\$ 506,970
36	24-inch water line along Parkerville between US 67 and the Parkerville EST	24" Water Line	US Highway 67	Parkerville EST			2,345,070				\$ 2,345,070
37	1.5 MG Valley View Elevated Storage Tank	1.5 MG Elevated Storage Tank	Valley View Drive @ Tower Drive	Capricorn Road			4,236,050				\$ 4,236,050
38	12-inch water line along southern City Limits east of US 67	12" Water Line	East of US Highway 67	Along City Limits			2,632,220				\$ 2,632,220
39	Midlothian supply line, ground storage tank, and pump station	Midlothian supply line, ground storage tank, and pump station	Midlothian				8,617,830				\$ 8,617,830
40	Flameleaf Pump Station Expansion	Flameleaf Pump Station Expansion	Flameleaf Pump Station				552,000				\$ 552,000
41	12-inch water lines on the eastern boundary of the City	12" Water Lines	Parkerville Road	Bear Creek Road			2,545,890				\$ 2,545,890
42	12-inch water line along the southeastern border of the City Limits	12" Water Line	Bear Creek Road	Along City Limits			2,507,300				\$ 2,507,300

CITY OF CEDAR HILL
CIP WORKSHOP
WATER AND WASTEWATER CIP

	PROJECT NAME	ACTIVITY	FROM	TO	FYE 14	FYE 15	FYE 16	FYE 17	FYE18	FUTURE YEAR PROJECTS	TOTAL
SEWER:											
CURRENT PROPOSED PLAN:											
43	Miscellaneous I & I Rehabilitation (\$28,556 prorata)	Rehab Existing Sewer Lines	Various	Various	250,000	250,000	250,000	250,000	250,000	\$ 1,000,000	
44	Lake Ridge 10" Force Main (Phase II)	Lake Ridge Lift Station and Force Main	Lake Ridge	Lake Ridge						3,800,000	\$ 3,800,000
45	Sanitary Sewer Lift Stations Upgrade	Rehabilitate Existing Sewer Lift Stations								\$ -	
46	Old Town West: BeltLine to Cedar View 8" SS									\$ -	
47	8/10-inch gravity line and decommission Mt. Lebanon Lift Station	8" & 10" Sewer Lines		Basin TCS-2/Mt. Lebanon Lift Station	498,690					\$ 498,690	
48	8-inch gravity connecting existing gravity lines in TCS-2	8" Sewer Line		Basin TCS-2	195,110					\$ 195,110	
49	12/15/18-inch gravity line in Basin TM-3	Various Sizes Sewer Lines		Basin TM-3			1,955,400			\$ 1,955,400	
50	Hollings Lift Station Expansion	Lift Station Expansion		Hollings Lift Station	379,500					\$ 379,500	
51	10-inch gravity line and 12/10/8-inch gravity lines in TCS-4 Basin	Various Sizes Sewer Lines		Basin TCS-4				1,799,970		\$ 1,799,970	
52	10/18/21-inch gravity line in RO-1	Various Sizes Sewer Lines		Basin RO-1					1,787,070	\$ 1,787,070	
53	Lake Ridge Lift Station I Expansion	Lift Station, 10" Force Main		Lake Ridge Lift Station						844,700	\$ 844,700
54	Baggett Branch Lift Station Expansion/Force Main	Lift Station, 12" Force Main		Baggett Branch Lift Station	200,000					565,880	\$ 765,880
55	8/10/12-inch gravity lines in RO-2	Various Sizes Sewer Lines		Basin RO-2						2,003,660	\$ 2,003,660
56	10/12-inch gravity line and decommission High Meadows Lift Station	Lift Station Decommission, 10" & 12" Sewer Lines		Basin RO-3						1,038,080	\$ 1,038,080
57	10/12-inch gravity lines in TM-1	10" & 12" Sewer Lines		Basin TM-1						883,140	\$ 883,140
58	24-inch gravity line between RO-3 and RO-2	24" Sewer Line		Basin RO-2			Basin RO-3			1,027,710	\$ 1,027,710
59	10/12/15-inch gravity lines in TM-4 and decommission the Windsor Park Lift Station	Lift Station Decommission and Various Size Sewer Lines		Basin TM-4						1,340,260	\$ 1,340,260
60	10/12/18-inch gravity lines and Springfield Lift Station decommission	Lift Station Decommission and Various Size Sewer Lines		Basin RO-1 and RO-4						2,018,700	\$ 2,018,700
61	10/15-inch gravity lines and decommission the Highlands Lift Station	Lift Station Decommission and 10" & 12" Sewer Lines		Basin RO-4						980,220	\$ 980,220
62	12-inch gravity line and decommission the American Lift Station	Lift Station Decommission and 12" Sewer Line		Basin RO-7						895,490	\$ 895,490
63	10-inch gravity line in the TCN-1 Basin	10" Sewer Line		Basin TCN-1						707,360	\$ 707,360
64	8/10/12-inch gravity lines in TCS-3 and decommission the Lake Ridge II Lift Station	Lift Station Decommission and Various Size Sewer Lines		Basin TCS-3						875,120	\$ 875,120
65	TRA Lift Station #7 Expansion	Lift Station Expansion		TRA Lift Station #7						2,070,000	\$ 2,070,000
66	Hollings Lift Station Expansion	Lift Station Expansion		Hollings Lift Station						970,200	\$ 970,200
67	24-inch gravity line between RO-5 and RO-3	24" Sewer Line		Basin RO-5			Basin RO-3			983,580	\$ 983,580
68	12-inch gravity line and decommission the existing lift station on Little Creek	Lift Station Decommission and 12" Sewer Line		Little Creek						1,101,010	\$ 1,101,010
69	Beltline Road Lift Station Expansion and 15-inch gravity line	Lift Station Expansion and 15" Sewer Line		Shady Ridge Drive			Beltline Road Lift Station			980,030	\$ 980,030
70	10/12/15-inch gravity lines in RO-2 Basin	Various Sizes Sewer Lines		Basin RO-2						2,341,130	\$ 2,341,130
71	8-inch gravity lines and new lift station in RO-8	New Lift Station and 8" Sewer Lines		Basin RO-8						2,242,460	\$ 2,242,460
72	10-inch gravity line and 0.5 MGD Lift Station in TCN-3	New Lift Station, 10" Sewer Lines, 8" Force Main		Basin TCN-3						1,409,720	\$ 1,409,720
73	10/12-inch gravity line and new 0.25 MGD Lift Station in RO-2	New Lift Station and Various Sewer Line Sizes		Basin RO-2						1,581,190	\$ 1,581,190
74	10-inch gravity lines in TCN-1	10" Sewer Line		Basin TCN-1						951,950	\$ 951,950
75	8-inch gravity line and Sleepy Hollow II Lift Station Decommission	Lift Station Decommission and 8" Sewer Line		Basin TCN-2			Sleepy Hollow II Lift Station			252,710	\$ 252,710
76	FM 1382 Lift Station Expansion	Lift Station Expansion		FM 1382 Lift Station						448,500	\$ 448,500
77	10-inch gravity line in TCS-5	10" Sewer Line		Basin TCS-5						658,250	\$ 658,250
78	Lake Ridge Lift Station I Expansion	Lift Station Expansion and 15" Sewer Line		Basin TCS-4						1,327,940	\$ 1,327,940
GRAND TOTAL:											
					\$ 8,250,000	\$ 3,189,060	\$ 3,897,110	\$ 3,938,090	\$ 4,922,730	\$ 93,165,910	\$ 117,362,900

INTERNAL SERVICE FUND

Operating as an Internal Service Fund, the Equipment Fund was established in FY 1990-1991 to acquire equipment costing in excess of \$1,000. The fund leases equipment to the appropriate operating fund (s). The term of the equipment lease is equal to the estimated useful life of the equipment. Budget equipment expenditures for FY 2013-2014 total \$956,670.

EQUIPMENT FUND

Budget Summary

CATEGORY	ACTUAL 2011-12	BUDGET 2012-13	ESTIMATED 2012-13	BUDGET 2013-14
BEGINNING FUND BALANCE	\$ 1,808,446	\$ 1,168,635	\$ 1,162,556	\$ 1,545,235
REVENUES:				
Rental/Lease Charges	560,925	390,770	390,770	450,000
Interest Income	12,047	10,000	10,000	10,000
Debt Proceeds	-	550,000	550,000	-
TOTAL Revenues	572,972	950,770	950,770	460,000
TOTAL AVAILABLE RESOURCES	2,381,418	2,119,405	2,113,326	2,005,235
EXPENDITURES:				
Capital Expenditures				
Motor Vehicles	884,721	497,600	403,755	548,100
Safety Equipment	10,323	92,400	24,984	53,550
Office Equipment	162,275	-	56,821	150,100
Miscellaneous	84,294	222,600	27,878	155,420
Minor Apparatus	74,822	113,150	54,653	49,500
Lease Payments	2,427	-	-	-
Transfer to General Fund	-	280,000	-	-
TOTAL Expenditures	1,218,862	1,205,750	568,091	956,670
Revenue over (under) Expenditures	(645,890)	(254,980)	382,679	(496,670)
ENDING FUND BALANCE	1,162,556	913,655	1,545,235	1,048,565

EQUIPMENT FUND
Approved Equipment Purchases
2013-2014

DESCRIPTION OF ITEM	DEPARTMENT	COST
Motor Vehicles:		
Animal Transport Van	Animal Shelter	60,000
Ambulance	Fire	148,000
Sports Utility Vehicle (SUV)	Fire	39,000
Pick-Up Truck (1/2 Ton)	Parks	27,500
Zero-Turning Mowers (3)	Parks	33,600
Flat-Bed Crew Truck (with dump bed)	Parks	41,000
Patrol Vehicles (4)	Police	168,000
Utility Vehicle (4-Wheeler)	Valley Ridge	31,000
Crew-Cab Truck (One-Ton)*	Water Operations	36,000
Total Motor Vehicles:		\$ 584,100
Office Equipment:		
Inventory Software	Fleet Maintenance	66,200
Computers (55)	Information Technology	49,500
Lap-Tops (8)	Information Technology	8,800
Tablet (4)	Information Technology	3,200
Router	Information Technology	6,000
Wireless Access Points	Information Technology	900
Fiber Optics	Information Technology	40,000
Mobil Data Terminal	Municipal Court	10,000
E-Court Software	Municipal Court	5,000
Networked Color Copier	Recreation Center	10,000
Total Office Equipment:		\$ 199,600
Miscellaneous Equipment:		
Infield Machine	Valley Ridge	11,300
Line Marker	Valley Ridge	5,000
Televisions-Commercial (4)	Recreation Center	14,800
Microphones	Recreation Center	12,155
Window Shades (2)	Recreation Center	26,080
Various Exercise Equipment	Recreation Center	86,085
Total Miscellaneous Equipment:		\$ 155,420
Safety Equipment		
Warning Siren	Emergency Management	25,000
Stair Chair	Fire	7,850
Stretcher	Fire	12,700
Automatic External Defibrillators (4)	Fire/Parks	8,000
Safety Equipment:		\$ 53,550
*To be paid from Enterprise Fund		
TOTAL EQUIPMENT:		<u>\$ 992,670</u>



GLOSSARY

Accrue - To increase or accumulate as a result of growth

Account Number - An expenditure category such as salaries, supplies or vehicles

Appraised Value - An estimate of value for the purpose of taxation (Note: Property Values are established by the Dallas and Ellis County Appraisal Districts.)

Appropriations - An authorization made by the City Council which permits the City to incur obligations and expend resources

Assessed Valuation - A value that is established for real or personal property to be used as a basis for levying property taxes (Note: Property values are established by the Dallas and Ellis County Appraisal Districts.)

Bond - A written promise to pay a specific sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects such as buildings, streets and bridges.

Bonded Debt - That portion of indebtedness represented by outstanding bonds

Budget - A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services

Budget Calendar - The schedule of key dates or milestones which the City departments follow in the preparation, adoption and administration of the Budget

Budget Document - The instrument used by City staff to formulate a comprehensive financial program for the City Council

Budget Ordinance - The official enactment by the City Council to establish legal authority for City officials to allocate and appropriate resources

Budgetary Control - The control or management of a governmental unit or enterprise in accordance with an approved Budget for the purpose of keeping expenditures within the limits of available appropriations and revenues

Capital Expenditures - Resources used for the acquisition of construction and/or large purchases

Capital Improvement Project - An expenditure plan that provides long-lasting physical improvements to the City. Expenditures are incurred over a fixed period of several years.

Capital Outlay - Expenditures that result in the acquisition of or addition to fixed assets

CDC - Community Development Corporation

Cell - A planning term used to define 36 specific areas in the Parks Master Plan. Cells are areas where neighborhood park facilities must be placed. Cells vary in size, depending on projected housing density, population and topography.

Certificate of Obligation - A debt instrument that may or may not involve an election; Following a published notice of intent to issue C.O. debt, voters may petition the City Council to conduct an election. If no election is called, the City Council may issue C.O. debt.

CHISD - Cedar Hill Independent School District

Current Taxes - Taxes that are levied and due within one year

Debt Service - The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule

Debt Service Funds - Funds used to account for the accumulation of resources, for the payment of principal and interest on debt instruments issued by the City

Delinquent Taxes - Taxes that remain unpaid after the tax due date. A penalty for non-payment of taxes is attached to the assessment.

Department - A subdivision of the City government organization responsible for specific services. All departments are singular units grouped by category under one of four divisions. An example would be the Parks Department under the Community Services Division.

Depreciation - The loss of value, as a result of time and/or usage

EEOC - Equal Employment Opportunity Commission

EMS - Emergency Medical Services

EMT - Emergency Medical Technician

Encumbrance - The commitment of appropriated funds to purchase an item or service; To encumber funds means to set aside or commit monies for future expenditures. (Note: an encumbrance is not an expenditure.)

Enterprise Fund - A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures. An example of an Enterprise Fund is the Water and Sewer Fund.

Estimated Revenue - The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the City Council.

Executive Summary - 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 the current and previous fiscal years and the views and recommendations of the City Manager

Expenditure - Outflow of funds paid for an asset or goods and services. This term applies to all funds.

Financial Depository - The banking institution where the City deposits its funds

Fiscal Policy - The City's policies with respect to taxes, spending and debt management as they relate to government services, programs and capital investment; reflects a set of principals for the planning and programming of government budgets

Fiscal Year - The time period designated by the City signifying the beginning and ending period for recording financial transactions. Cedar Hill has specified October 1st to September 30th as its fiscal year.

Fixed Assets - Assets of long-term character intended to be held or used, such as land, buildings, machinery, furniture and other equipment

Franchise Fee - A fee levied by the City Council on businesses that use City property or right-of-way. This fee is usually charged as a percentage of gross receipts.

Full Funding - This term designates full-year payment for personnel or other budgeted items.

Fund - A set of self-balancing accounts that has the recordings of all financial transactions for specific activities or government functions. Eight commonly used funds in public accounting are: General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Fund, Enterprise Fund, Trust and Agency Funds, Internal Service Fund and Special Assessment Fund.

Fund Balance - The excess of assets over liabilities, also known as surplus funds

Full-Accrual Accounting Basis - Accounting method where revenues are recorded when earned and expenses are recorded at the time liabilities are incurred

FY - Fiscal Year

General Fund - The largest fund within the City. The General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges and other types of revenue. This fund usually includes most of the basic operating services such as fire and police protection, finance, data processing, parks and recreation, libraries, public works and general administration.

General Obligation Bonds - Bonds that finance a variety of public projects such as streets, building, and improvements. The repayment of these bonds is usually made from the General Fund and these bonds are backed by the full faith and credit of the issuing government.

GIS - Geographic Information System is a computerized database system utilizing maps, aerial photos and blueprints that are scanned into the system. The database allow more precise pinpointing of water mains, sewer lines, etc.

Grants - Contributions from another government to be used or expended for a specific purpose, activity or facility

I and I - Inflow and Infiltration is ground water that enters the City's wastewater system. I and I occur at cracks and bad joints in the sewer lines and manholes. Another source of I and I is missing clean outs on service lines. A large amount of I and I leads to Sanitary Sewer Overflows (SSOs).

I and S - Interest and Sinking is the portion of the tax rate that is dedicated to the payment of outstanding debt.

Impact Fees - A fee charged to new development to help defray the cost of expanding or building infrastructure to support the new development.

Inter-Fund Transfers - Amounts transferred from one fund to another fund

Internal Service Funds - A fund that is used to account for the purchases of equipment that costs in excess of \$1,000 per unit. The equipment is leased to the City's operating department which is equal to the City's yield on investments.

ISTEA - Intermodal Surface Transportation Enhancement Act that provides matching federal funding for street, road and bridge projects

ITB - Invitation to Bid is extended by the City to vendors for the purchase of goods and/or services over \$25,000. State law requires that the bid be awarded to the most responsible vendor producing the lowest price.

LAN - Local Area Network is a computer software program that connects several computers in one building.

Levy - To impose taxes, a special assessments or service charges for the support of city activities

Line-Item Budget - A budget that lists each expenditure category (salary, materials, telephone service travel, etc.) separately, along with the dollar amount budgeted for each specified category

Long-Term Debt - Debt with a maturity of more than once a year after the date of issuance

Mgd - Millions of gallons of water per day

M.I.C.U. - Mobile Intensive Care Unit

Modified Accrual Basis of Accounting - Accounting method where revenues are recognized when they are available and expenditures are recognized at the time they are paid

Municipal - Pertaining to a city or its government

MUTCD - Manual on Uniform Traffic Control Devices

NCTCOG - North Central Texas Council of Governments

NYSCA - National Youth Sports Coaching Association

O and M - Operations and maintenance costs of daily activities

OPAC - Online Public Access Catalog is a computerized library card catalog database

Operating Budget - The portion of the Budget which pertains to daily operations that provide basic governmental services. The operating Budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel and fuel.

Ordinance - An authoritative command or order

Property Tax - Ad-valorem taxes are levied on both real and personal property according to the property's valuation and the tax rate.

Proprietary Funds - Funds that must conform to existing conditions and/or restrictions

PSO - Public Safety Officer is a civilian City employee who helps with administrative duties at the Police Department.

Reserve - An account used to indicate that a portion of a fund balance is restricted for a specific purpose and is, therefore, not available for general appropriations

Revenue - Funds that the government receives as income. Revenue includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

Revenue Bonds - Bonds usually sold for constructing a project that will produce revenue for the government. The revenue is used to pay the principal and interest of the bond.

RFP - Request for Proposal (s) from vendors. This procurement method differs from a bid procedure in that it is typically used to procure professional services. This method allows for negotiation of price and a term before a contract for goods and/or services is signed.

ROFC - Rate of Flow Controller is the rate of water the City of Dallas (the City's potable water supplier) will deliver in one day. The City's current ROFC setting is 8.4 mgd. When the City's ground storage is full, the valve closes until the tank is four feet below the top, and then the valve will reopen. When more water is needed, the City may request an increase to the ROFC from the City of Dallas.

SCADA - Supervisory Control and Data Acquisition is a water and sewer monitoring device that alerts the main computer via radio frequency that monitors the water level in the water tanks and reports any problem with the sewer lift stations located within the City

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

Tax Levy - The total revenues to be raised by ad-valorem taxes for expenditures as authorized by the City Council

Tax Ordinance - The official enactment by the City Council to establish legal authority for city officials to levy property taxes

Tax Rate - The amount of tax levied for each \$100 of valuation

TMPRA - Texas Municipal Parks and Recreation Association

TNRCC - Texas Natural Resource Conservation Commission

TRA - Trinity River Authority

TRAPS - Texas Recreation and Parks Society

Unencumbered Balance - Available funds for future purchases

WAN - Wide Area Network is a computer software program that connects computers between buildings.

Water and Sewer Fund - A fund established to account for operations of the water and sewer system. It is operated similarly to private business enterprises, focusing on cost recovery.

Water/Wastewater Ordinance - The official enactment by the City Council to establish the legal authority for City officials to adjust the water rate and wastewater services

ZTR - A lawn mower that is able to turn in zero degrees

