

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
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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
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REVENUES:				
Taxes	-	-	-	-
Forfeitures	126,237	30,000	30,000	30,000
Interest Income	3,355	500	500	500
Other	-	-	-	-
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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
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REVENUES:				
Interest Income	18	-	-	-
Other	11,085	-	-	-
Transfers from Other Funds	5,542	-	-	-
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TOTAL Revenues	16,645	-	-	-
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TOTAL AVAILABLE RESOURCES	18,418	-	18,418	18,418
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EXPENDITURES:				
Public Safety	-	-	-	-
Capital Expenditures	-	-	-	-
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TOTAL Expenditures	-	-	-	-
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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)
ENDING FUND BALANCE	23,007	59,246	23,407	23,307

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
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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.

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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:

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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
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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
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Revenue over (under) Expenditures	470,256	(241,265)	(241,265)	(287,000)
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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
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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
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TOTAL Revenues	4,202,721	4,040,000	4,150,000	4,518,894
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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
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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
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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
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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
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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
- Compete 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.