

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:

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Greg Porter.....	Deputy City Manager
Melissa Valadez-Stephens	Assistant City Manager
Hardy Browder.....	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
Texas**

For the Fiscal Year Beginning

October 1, 2011

Linda C. Davidson Jeffrey R. Enser

President

Executive Director

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

Presented herein is the Fiscal Year 2012-2013 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, and the FY 2012-2013 theme is "Living responsibility, honoring our heritage and caring for the future."

PRIORITIES/BUDGET FACTORS

In preparing the FY 2012-2013 Budget, the City was faced with the following three major budget factors:

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

The budget factors in FY 2011-2012 were:

- Declining Property Tax Revenue
- Stagnant Sales Tax
- Declining Investment Income
- Rising Health Care Costs

Declining 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 one-time, lump-sum amount for all eligible 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 \$0.69569, which is a \$0.00981 increase to the tax rate to offset the loss in assessed valuation. The effective Maintenance & Operations (M&O) tax rate is estimated at \$0.50963 and the Interest and Sinking (I&S) tax rate is \$0.18606. The total taxable value this year is projected to decrease by 1.95% from \$2,751,093,808 to \$2,697,467,361. The decrease in taxable value totals \$53,626,447. New construction is estimated at \$13,026,685 and revaluations of existing property is estimated to decline \$66,653,132. General Fund property tax revenue for 2012-2013 is projected to increase by \$33,335 or 0.24% when compared to 2011-2012 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 increase \$1,215,635 or 4.25%. Included in the current year's revenues are transfers from other funds totaling \$1,445,500. \$1,165,500 will be transferred from the Capital Funds (\$790,790 from the Street Construction Fund, \$276,895 from the Drainage Fund and \$97,815 from the Building Improvement Fund). \$280,000 will be transferred from the Equipment Fund. Changes from previous year's estimates in General Fund revenues are discussed below.

Sales Tax – Fiscal Year 2012-2013 sales tax is estimated to increase 3.45% versus the Fiscal Year 2011-2012 Budget. This results in an increase of \$215,000 in revenue when compared to the Fiscal Year 2011-2012 Budget.

Franchise Taxes – Total franchise taxes are projected to increase \$203,000 versus the 2011-2012 budget. Electrical franchise is estimated to increase \$105,000; telephone franchise is estimated to increase \$5,000; gas franchise is projected to decline \$35,000; cable franchise is estimated to increase \$35,000; water/wastewater franchise is projected to increase \$95,000; and sanitation franchise is estimated to decline \$2,000. All changes are based upon current trends.

Administrative Services Revenue – This revenue source is projected to increase \$10,270 versus the 2011-2012 budget. This increase is due to increase in revenue from operating the Government Center.

Public Safety Revenue – This revenue source is projected to increase by \$187,500 when compared to the 2011-2012 budget. This increase is the result of increases in charges for services and charges to other governments.

Community Development Revenues – These revenues are projected to increase \$25,830 when compared to the 2011-2012 budget. The primary reason for the increase is grant revenues.

Inter-fund Transfer – The transfers of \$1,445,000, discussed above, are needed to keep the General Fund's fund balance at or above the 25% fund balance policy.

COMPENSATION PLAN

The budget includes funding for a 5% raise to all sworn public safety personnel on October 1, 2012. This was funded by expenditure reductions in Police and Fire and from a transfer from the Equipment Fund. The budget also includes a 3% one-time lump sum for all general employees.

The City's medical insurance carrier, *Blue Cross and Blue Shield of Texas (BCBSTX)*, initially quoted a 44.80% medical premium increase due to a high claims loss ratio of 130%. This would have cost an additional \$1.2 million dollars in health insurance premiums. During negotiations, *Blue Cross* offered a revised quote of a 14.50% increase for a plan that raises the deductible from \$1,500 to \$2,500. The City offered employees an additional option, a high deductible Health Savings Account (HSA) plan, with no additional premium cost. The City anticipates that health premiums will continue to increase due to rising health care costs, and employees will continue to absorb future increases.

GENERAL FUND EXPENDITURES

The General Fund is organized into four 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 FY 2012-2013 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 50 replacement desktop computers and nine replacement laptops.

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 replacing four patrol vehicles and two administrative sedans.

The **Fire Department's** budget includes replacing a rescue truck, two power stretchers, fourteen mobile data computers, four patient care tablets and an automatic external defibrillator.

The **Emergency Management Department's** budget includes the replacement of a warning siren.

The **Municipal Court's** budget includes replacing a patrol vehicle and the Juvenile Case Manager Program, which is self-funding.

The **Code Enforcement Department's** budget includes replacing a pickup truck.

The **Animal Shelter Department** will purchase a cage bank this year from the Animal Shelter Donation Fund.

COMMUNITY DEVELOPMENT

This function includes the Parks, Recreation, Library, Neighborhood Services and Planning Departments. No programs were recommended for these departments. However, 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 and two zero-turning-radius mowers. Also included in the budget are two solar-powered trash compactors funded by a grant.

The **Recreation Department's** budget includes replacing a vehicle with a hybrid SUV.

PUBLIC WORKS

This function includes the Street and Fleet Maintenance Departments. No programs were recommended for these departments. However, normal City operation will require equipment replacement which is included in the Equipment Fund's budget.

The **Street Department's** budget includes replacing a backhoe.

The **Fleet Maintenance Department's** budget includes replacing a tire changer, a vehicle lift and a wheel balancer.

WATER AND SEWER FUND

Revenues - The adopted rates represent a 2.91% increase to an average residential user. This increase is the result of slightly increased operating cost and lower average customer consumption. The minimum charge for water will increase by \$0.25 with no increase in the volume charge. The minimum charge for sewer will increase \$0.25 in addition to an increase in volume charge of \$0.43 per 1,000 gallons.

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 \$735,750 of replacement equipment and \$190,000 of new equipment is included in the budget. The General Fund will not pay a lease charge for the life of the equipment for equipment purchased this year.

SIGNIFICANT ACCOMPLISHMENTS FROM PRIOR YEAR

Clean Air Through Energy Efficiency (CATEE) Award – The City received this award for its continuing efforts to be environmentally friendly.

Distinguished Budget and Excellence Financial Reporting Awards – The Finance Department received an award for providing a distinguished budget; the department also received an award for excellent financial reporting.

Grant Recipients – The City received over \$100,000 for 3 grant projects (Wind Turbine, Solar-Powered Recycling and Electronic Charging Stations) to assist in the City's on-going recycling/conservations efforts. These grants will help the City provide clean, safe energy for its citizens and reduce electrical costs.

Mothers Against Drunk Drivers (MADD) – A Cedar Hill Police Officer received an award from MADD for a second year for getting the most DWI arrests in the area.

Scenic City Certification Award – The City received this award for demonstrating exclusive model standards for design and development of public roadways and public space into one program.


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.

Operation Clean Sweep – The City of Cedar Hill's Code Enforcement Department continued to educate the public on code enforcement issues, resulting in fewer City code violations.

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 2013 Budget. I am confident this budget reflects the policy and direction established by the City Council.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Alan E. Sims', written in a cursive style.

Alan E. Sims
City Manager



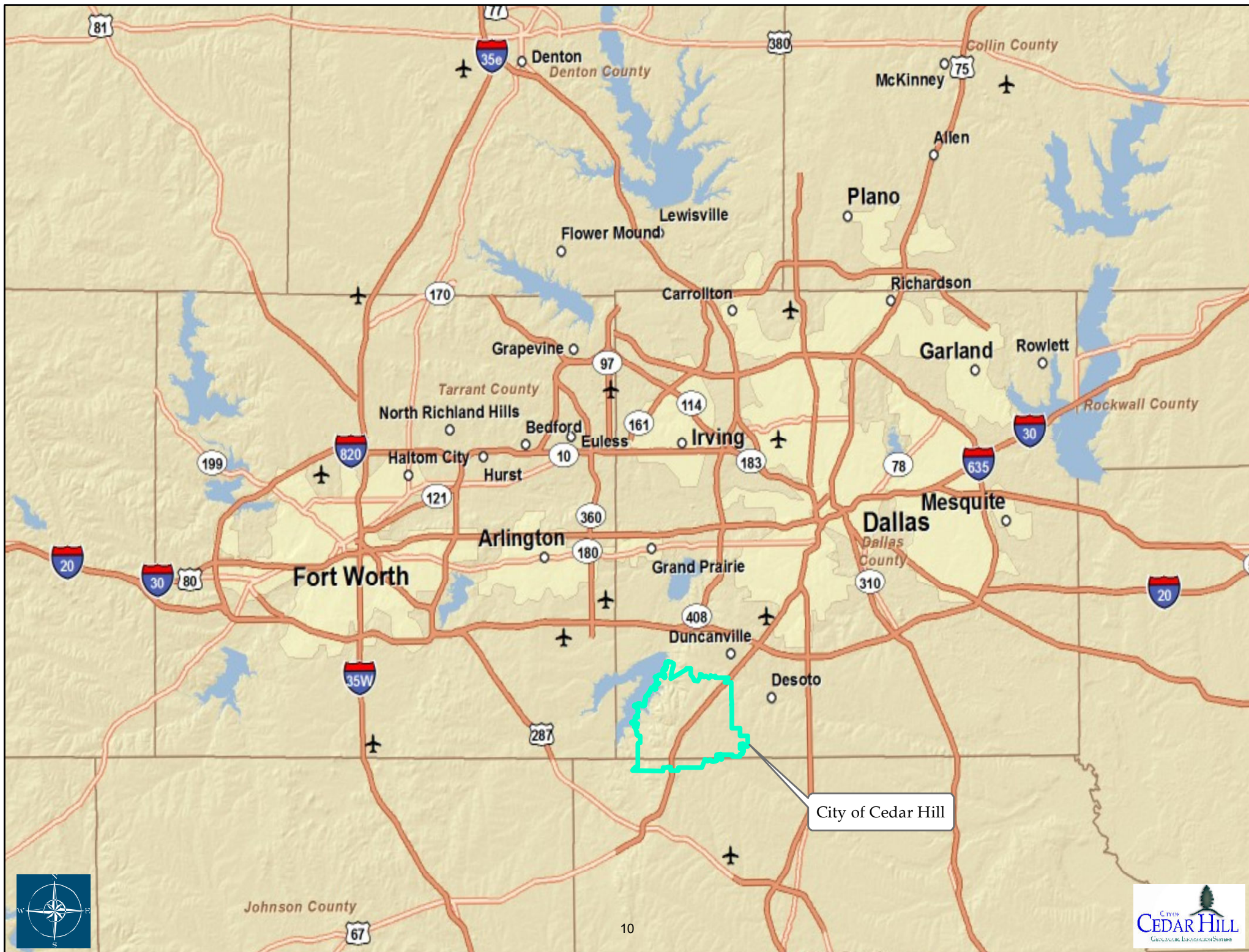
Vision Statement

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.



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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).....	261 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	15,236
• Number of Sewer Connections.....	13,956
• Number of Fire Hydrants.....	2,319
• Miles of Water Mains.....	278
• Miles of Sewer Mains.....	215
FIRE STATIONS.....	4
ANNUAL LIBRARY SERVICES:	
• Circulation	140,500
• Volumes	72,500
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	14
• Number of Teachers	505
• Number of Registered Students	8,280
• Number of District Employees	1,029
• Average Daily Attendance	97.48%
• Total Education Tax Rate	\$1.440 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)**	\$127,745

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 \$0.69569 for FY 2012-2013. A record vote was taken, and the City Council set the public hearing on the Budget on September 11th. The Annual Budget was adopted on September 11, 2012.

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.

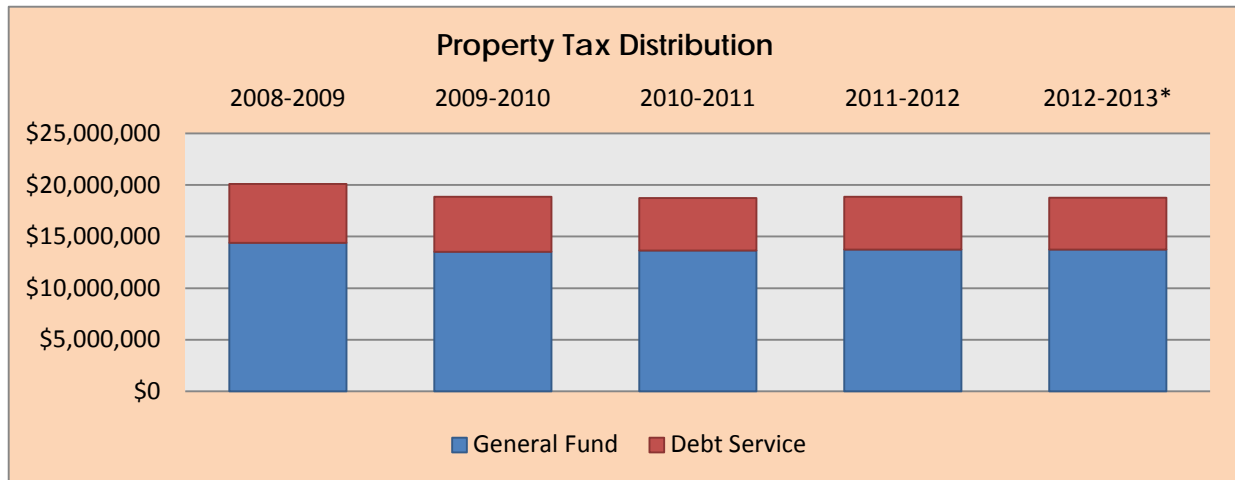
PROPERTY TAX RATE

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 0.146% (\$27,275); the taxable value declined by 1.95% (\$53,626,447). 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**
08/09	\$3,134,055,604	\$0.45949	\$0.18191	\$0.64140	\$20,101,833
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

* 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 \$0.69569 per \$100 of valuation. Therefore, the City tax on a \$100,000 home is \$695.69. 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 2012-2013, \$186.06 will be used for debt service requirements while the remaining \$509.63 will be used to fund City operations. For FY 2012-2013, the Maintenance and Operation (M and O) Tax Rate increased to \$0.50963, 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
08/09	\$0.64140	\$641.40	\$801.75	\$962.10	\$1,282.80	\$1,603.50
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

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

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 2012-2013 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 10, 2012, 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 March 20, the Water and Sewer Workshop on May 15, the preliminary Budget Workshop on June 19 and the Budget Workshop on August 10, 2012. On September 11, 2012, 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.

2013 Budget Calendar

DAY/DATE	EVENT
Monday, February 7 th	2012 Budget Kick-Off Meeting
April 2 nd - May 4 th	Budget Team interviews department director's financial projections
Tuesday, March 20th	City Council Facilities, Streets and Parks - Capital Improvement Workshop
May 7 th - June 8 th	City Manager interviews department directors
Tuesday, May 15th	City Council Water and Sewer Capital Improvement Workshop
Tuesday, June 19th	Preliminary 2013 Budget Workshop with City Council
June 20 th - June 29 th	Budget Team makes revisions from Preliminary Budget Workshop
July 2nd - July 12th	RESERVED FOR CITY MANAGER ANALYSIS
Friday, July 13 th	Deadline for all budget decisions
Monday, July 25 th	Dallas County Appraisal District and Ellis County Appraisal District provide taxable values
July 16 th - July 26 th	Budget Analyst makes final changes for City Council Workshop
Friday, July 27 th	Proposed budget delivered to Council Members
Thursday August 9 th	Deadline to provide newspaper with effective and rollback tax rates, schedules and fund balances for publication
Friday, August 10th	City Council Workshop - Cedar Hill Government Center, 285 Uptown Boulevard - Fourth Floor Conference Room

DAY/DATE	EVENT (page 2)
Friday, August 10 th	City Secretary posts 72-hour Notice of City Council Meeting to discuss Tax Rate
Tuesday, August 14th	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.
Sunday August 12 th	Newspaper publishes effective and rollback tax rates, schedules and fund balances
Thursday August 16 th	Deadline to provide newspaper with "Notice of Public Hearing on Tax Increase" is the first quarter-page in newspaper.
Sunday, August 19 th	Newspaper publishes Notice of Public Hearing on Tax Increase; the first quarter-page in newspaper (seven days before public hearing)
Friday, August 24 th	City Secretary posts 72-hour notice for first public hearing; Last day to file copy of Budget with City Secretary
Thursday, August 23 rd	Deadline to provide newspaper with one-quarter page ad entitled "Notice of Public Hearing on Tax Increase."
Tuesday, August 28th	First public hearing
Sunday, August 26 th	Newspaper publishes required second one-quarter page entitled "Notice of Public Hearing on Tax Increase"
Friday, August 31 th	City Secretary posts 72-hour notice for second public hearing;
Thursday, August 30 th	Deadline to provide newspaper with second one-quarter page "Notice of Tax Revenue Increase."
Tuesday, September 4th	Second public hearing

DAY/DATE	EVENT (page 3)
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Sunday,
September 2nd Newspaper publishes required one-quarter page entitled "Notice of Tax Revenue Increase"

Friday,
September 7th City Secretary posts 72-hour notice for meeting at which City Council will adopt Budget

Friday,
September 7th City Secretary posts 72-hour notice for meeting at which City Council will adopt Tax Rate

Tuesday, September 11th	Public Hearing on Budget; adopt Budget; adopt Tax Rate
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Wednesday,
September 12th File adopted Budget with City Secretary and Library; City Secretary to file Budget with County Clerk

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. Declining Property Tax Revenue:

The City had a certified tax value of \$2,697,467,361. This was a decrease of 1.95% from the prior year and reduced the tax roll by approximately \$54,000,000. Most of the decrease was in the residential component of the taxable values. It is worth noting that this year's reduction is a continuation of the 1.58% decrease from the prior year's estimate. This was the fourth consecutive year of a decline.

2. Minimal Growth in Sales Tax:

The Sales Tax Revenue was "flat" for all practical purposes. The City expects to receive \$6,440,000 which is a 2.38% increase from the FY 2012 estimate of \$6,290,000.

3. Rising Health Care Costs:

The City's medical insurance carrier, *Blue Cross and Blue Shield of Texas (BCBSTX)*, initially quoted a 44.80% medical premium increase due to a high claims loss ratio of 130%. This would have cost an additional \$1.2 million dollars in health insurance premiums. The City anticipates that health premiums will continue to increase due to rising health care costs, and employees will continue to absorb future increases.

Declining property tax revenue and minimal sales tax growth were two issues affecting the FY 2012 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.

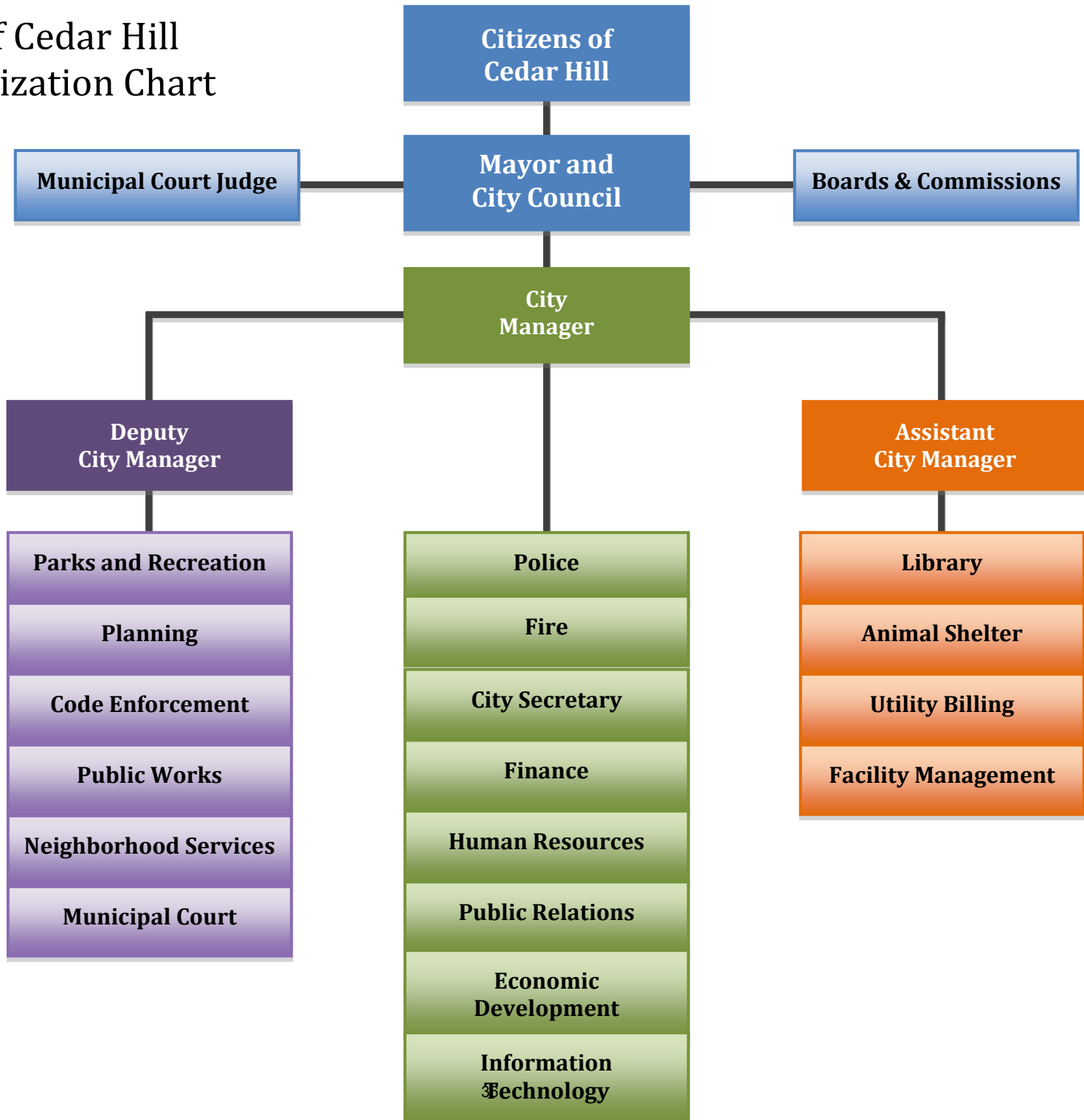
PREMIER STATEMENTS	SHORT-TERM GOALS	LONG-TERM GOALS
Cedar Hill is safe.	Fully staffed Public Safety	Safety everywhere at all times
Cedar Hill is safe.	A third Crime Analyst	Safe City reputation
Cedar Hill is safe.	All neighborhoods engaged in safety	Safest City in the metroplex
Cedar Hill has Texas Schools 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 CHSD
Cedar Hill has Texas Schools of Choice.	CHSD 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	08/09	09/10	10/11	11/12	12/13
Administration	10.00	10.00	10.00	10.00	10.00
Human Resources	5.00	5.00	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	2.50	4.39	2.50
Non-Departmental	1.50	1.50	0.77	0.77	2.27
Police	86.10	86.10	87.10	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	6.80	7.43	7.43	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	26.40
Recreation	12.50	12.50	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	294.05	292.95	295.14	295.25
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	6.79	7.79
Recreation Center	22.50	22.50	22.50	23.00	23.00
Total Community Development Operating Fund:	29.29	29.29	29.29	29.79	30.79
GRAND TOTAL:	370.99	370.99	369.89	372.58	373.69

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	08/09	09/10	10/11	11/12	12/13
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	0.00	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	1.00	0.00	0.00	0.00
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	2.00
Executive Secretary	614	0.00	0.00	0.00	1.00	1.00
Administrative Secretary	612	1.00	1.00	1.00	0.00	0.00
Part-Time Clerk	92	1.00	1.00	1.00	1.00	1.00
Subtotal:		10.00	10.00	10.00	10.00	10.00
Human Resources:						
Assistant City Manager	NA	1.00	1.00	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	0.00	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	1.00	0.00	0.00
Human Resources Assistant	613	1.00	1.00	1.00	1.00	1.00
Subtotal:		5.00	5.00	4.00	4.00	4.00
Information Technology:						
Information Technology Director	620	1.00	1.00	1.00	0.00	0.00
Information Technology Manager	620	0.00	0.00	0.00	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	0.50	2.39	0.50
Subtotal:		2.50	2.50	2.50	4.39	2.50
Non-Departmental:						
Building Maintenance Supervisor	617	1.00	0.00	0.00	0.00	0.00
Building Maintenance Crew Chief	614	0.00	0.00	0.00	0.00	0.00
Building Maintenance Worker	613	0.00	1.00	0.00	0.00	1.50
Part-Time Building Maintenance Worker	91	0.50	0.50	0.77	0.77	0.77
Subtotal:		1.50	1.50	0.77	0.77	2.27

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

DEPARTMENT	PAY GRADE	08/09	09/10	10/11	11/12	12/13
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	6.00	7.00	7.00
Police Sergeant	830	8.00	8.00	8.00	8.00	8.00
Police Corporal	825	0.00	0.00	0.00	8.00	8.00
Police Officer	820	50.00	50.00	50.00	41.00	41.00
Police Information Supervisor	617	1.00	1.00	1.00	1.00	1.00
Crime Manager (Grant)	616	0.00	0.00	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	0.00	1.00	1.00
Executive Secretary	615	1.00	1.00	1.00	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
Alarm Billing Clerk	612	0.00	0.00	0.00	0.00	0.00
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	0.50	0.80	0.80
Subtotal:		86.10	86.10	87.10	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	0.00	1.00	1.00
Assistant Fire Chief	960	1.00	1.00	1.00	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	0.00	1.00
Senior Court Clerk	614	1.00	1.00	1.00	1.00	1.00
Court Clerk	612	2.00	2.00	2.63	2.63	2.13
Bailiff	N/A	0.80	0.80	0.80	0.80	0.80
Subtotal:		6.80	6.80	7.43	7.43	7.93

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

DEPARTMENT	PAY GRADE	08/09	09/10	10/11	11/12	12/13
Code Enforcement:						
Building Official	620	1.00	1.00	1.00	1.00	1.00
Code Enforcement Supervisor	617	1.00	1.00	1.00	1.00	1.00
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	3.00
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	11.40
Subtotal:		26.40	26.40	26.40	26.40	26.40
Recreation:						
Recreation Superintendent	619	1.00	1.00	1.00	1.00	1.00
Athletic Supervisor	616	1.00	1.00	1.00	1.00	1.00
Athletic Coordinator	615	1.00	1.00	1.00	1.00	1.00
Project Specialist	615	0.00	0.00	0.00	1.00	1.00
Senior Center Supervisor	614	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	612	2.00	2.00	1.00	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	12.50	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	0.00	1.00	1.00	1.00	1.00
Children's Services Manager	617	0.00	0.00	0.00	0.00	1.00
Systems Librarian	617	1.00	1.00	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	1.00	0.00
Administrative Secretary	612	1.00	1.00	1.00	1.00	1.00
Library Assistant	612	1.00	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	2.00	3.00	3.00	3.00
Part-Time Page	90	0.37	0.37	0.37	0.37	0.37
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

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

DEPARTMENT	PAY GRADE	08/09	09/10	10/11	11/12	12/13
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	0.00	1.00	1.00
Executive Secretary	614	1.00	1.00	1.00	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 Meter Reader	614	1.00	1.00	1.00	1.00	1.00
Senior Customer Service Representative	614	0.00	0.00	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	1.00	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
Assistant Public Works Director	620	0.00	0.00	0.00	0.00	0.00
City Engineer	620	1.00	1.00	0.00	0.00	0.00
Civil Engineer	619	1.00	1.00	2.00	2.00	2.00
Project Engineer	618	0.00	0.00	0.00	1.00	1.00
Civil Engineer in Training (EIT)	618	1.00	1.00	1.00	0.00	0.00
Environmental Project Coordinator	618	1.00	1.00	1.00	1.00	1.00
Senior Construction Inspector	616	0.00	0.00	0.00	0.00	0.00
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
Public Works/Engineering Subtotal:		12.00	12.00	12.00	12.00	12.00

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

DEPARTMENT	PAY GRADE	08/09	09/10	10/11	11/12	12/13
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	0.00	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	6.79	7.79
Recreation Center:						
Recreation Center Manager	618	1.00	1.00	1.00	1.00	1.00
Recreation Center Coordinator	615	4.00	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	0.00	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	1.00	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	6.50	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	22.50	23.00	23.00
Economic Development:						
Economic Development Director	621	1.00	1.00	1.00	1.00	1.00
Business Retention and Marketing 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	370.99	369.89	372.58	373.69

FORMAT OF THE FY 2012-2013 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.

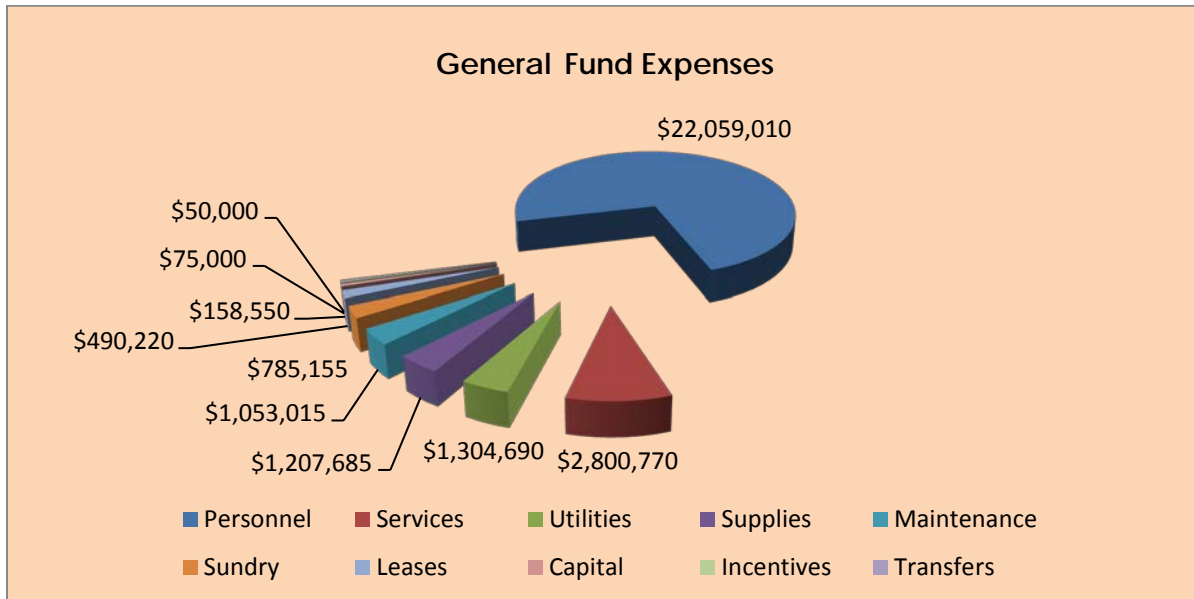
On the following page is a table which shows the relationship with fund, category, department/division and funding source.

FINANCIAL STRUCTURE OF THE BUDGET

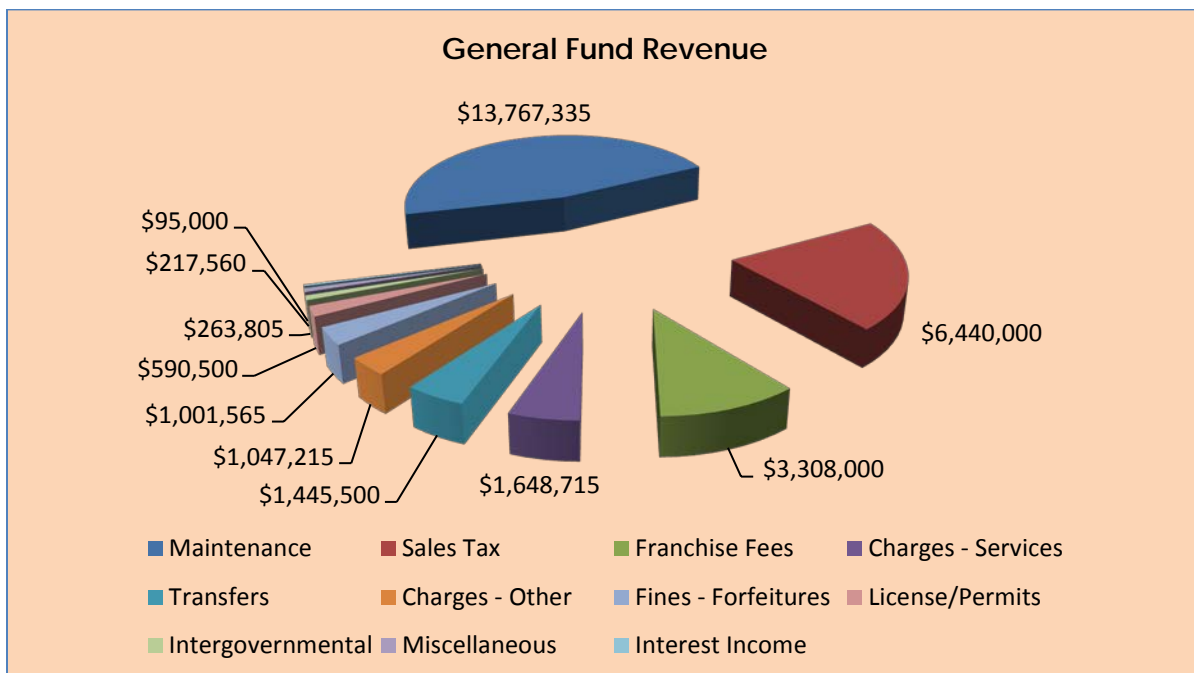
CATEGORY	DEPARTMENT/DIVISION	FUNDING SOURCE
General Administration	Administration Human Resources Information Technology Finance Government Center Non-Departmental	General Fund General Fund General Fund General Fund General Fund General Fund
Public Safety	Police Police Police Police	General Fund Forfeiture 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 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 \$29,984,095 for FY 2012-2013. This represents a 4.43% increase from the estimated total expenditures for FY 2011-2012. The pie chart below shows the expenditures [categories] budgeted in the General Fund for FY 2012-2013.



Revenue in the General Fund totals \$29,825,195 for FY 2012-2013. This represents a 3.59% increase from the estimated total for FY 2011-2012. The pie chart below reflects budgeted revenues [categories] in the General Fund for FY 2012-2013.

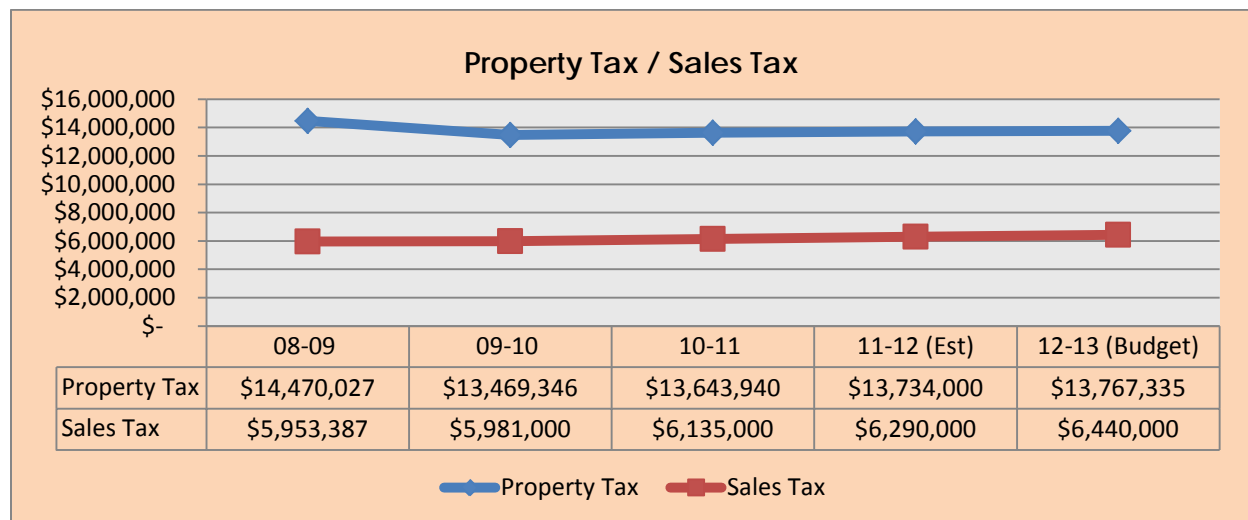


AD-VALEREM PROPERTY TAX

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, 2011. Certified property valuations, provided by the Dallas County Appraisal District and the Ellis County Appraisal District, totaled \$2,697,467,361. This is a decrease of \$53,626,447 or 1.95% below the previous Tax Roll. This is attributable to poor nation-wide market conditions. Ad-valorem property tax revenue for FY 2012-2013 is budgeted to generate \$13,767,335 in operating funds, inclusive of delinquent taxes and related penalty and interest charges. This amount represents 46.16% of all General Fund operating revenues. The FY 2012-2013 Budget in this revenue category increased by 0.24% from the estimated total collections for FY 2011-2012.

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 \$6,440,000 for FY 2012-2013. This amount is 21.59% of all General Fund revenues. The FY 2012-2013 Budget in this revenue category experienced a 2.38% increase over the estimated total collections for FY 2011-2012. The table and graph below provides a five year history of Sales and Property Tax.



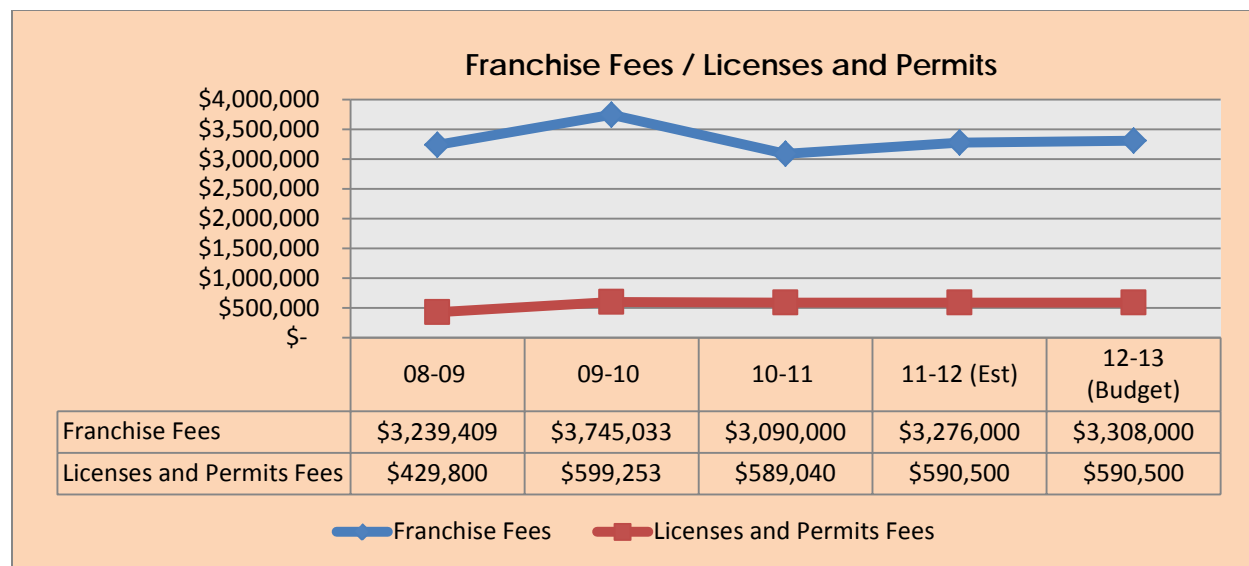
FRANCHISE FEES

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 2012-2013 are budgeted at \$3,308,000. This is a 0.98% increase from the estimated total collections of \$3,276,000 for FY 2011-2012. 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 11.09% 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 1.98% 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 1.54% from the FY 2011-2012 estimated totals. The Charges for Services revenue category is currently budgeted at \$1,648,715 and represents 5.53% of the General Fund revenue.

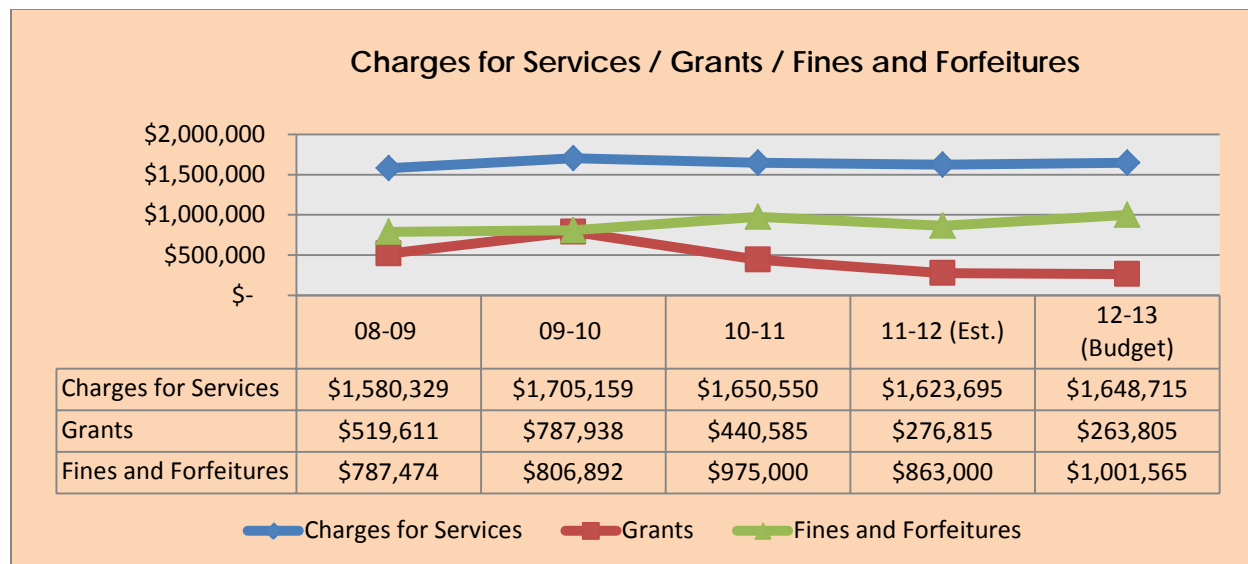
INTERGOVERNMENTAL GRANTS

Intergovernmental Grants account for funds received to reimburse cost for police and fire activities. For FY 2012-2013, the City anticipates receiving \$263,805 or 4.7% less grant funding than FY 2011-2012. This year's grant revenue is 0.88% 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 16.06% from the previous year's estimate of \$863,000. For FY 2012-2013, Fines and Forfeitures (\$1,001,565) represent 3.36% 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.



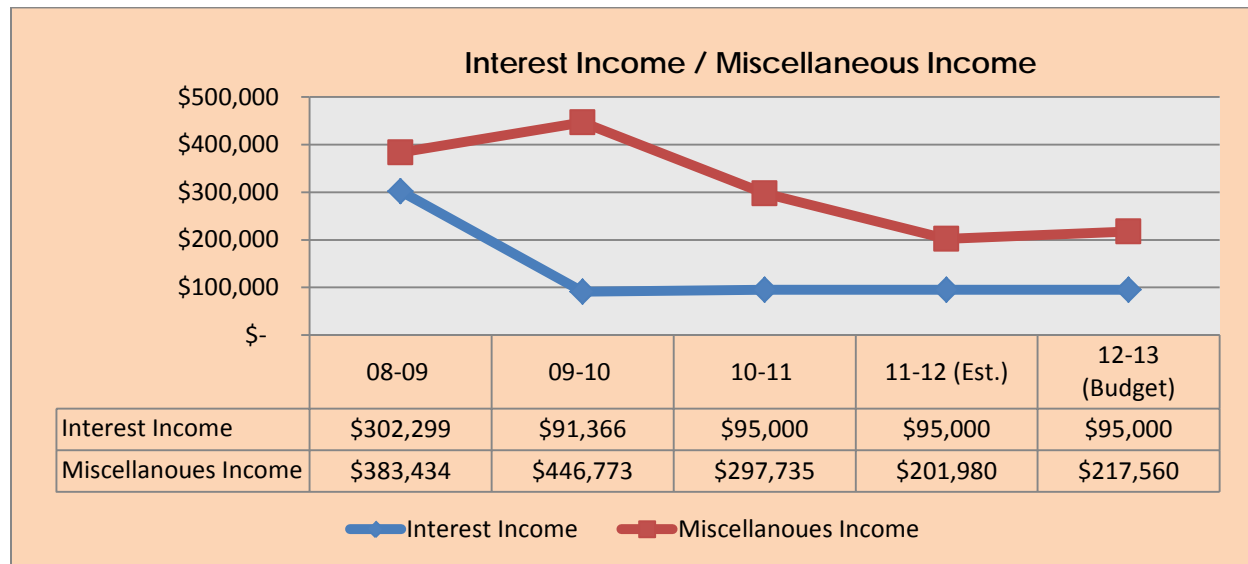
INTEREST INCOME

Interest Income represents yield on investments. This revenue source is anticipated to remain the same as last year's estimated earnings. The FY 2012-2013 Budget for Interest Income is \$95,000 and represents 0.32% 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 2012-2013, this revenue category is budgeted at \$217,560 and represents 0.73% 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 2012-2013 total \$29,984,095. The FY 2012-2013 estimated expenditures is \$28,711,510. The difference is \$1,272,585 and represents a 4.43% increase. This increase is partially due to a one-time lump-sum payment, 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 \$19,626,250 and represents 65.46% of the General Fund's budget. There was a 5.60% increase from the FY 2011-2012 estimate.

ADMINISTRATIVE SERVICES

Departments in this division include Administration, Human Resources, Information Technology, Finance, Government Center and Non-Departmental. The division is currently budgeted at \$4,534,255 and represents 15.12% of the General Fund's budget. There was a 0.89% increase from the FY 2011-2012 estimate.

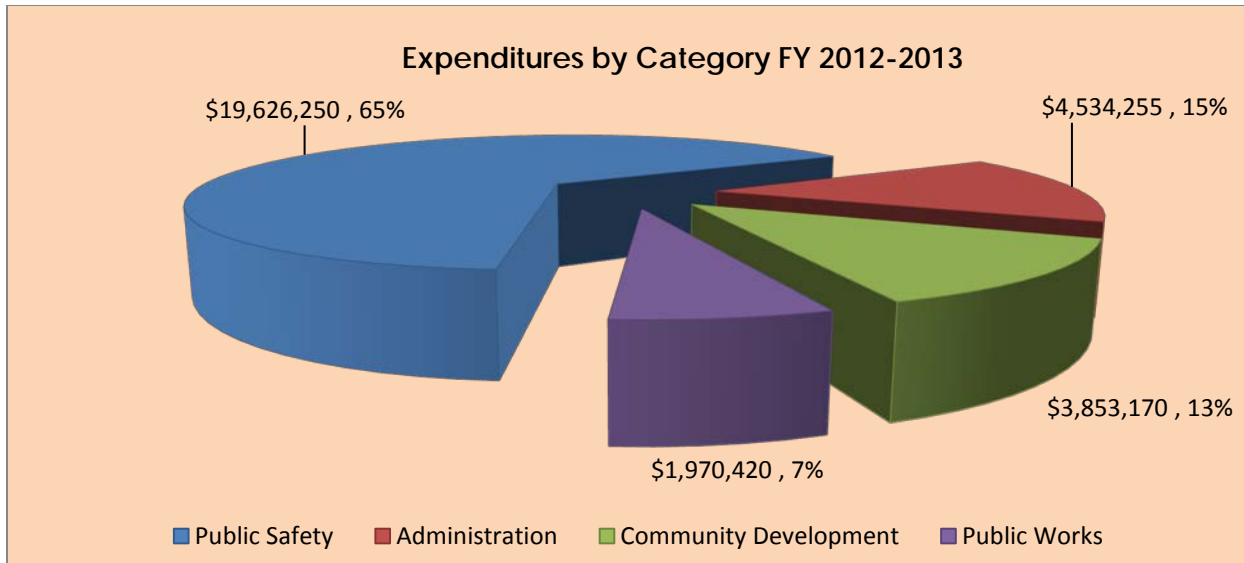
COMMUNITY DEVELOPMENT

Departments in this division include Parks, Recreation, Library, Neighborhood and Planning. The division is currently budgeted at \$3,853,170 and represents 12.85% of the General Fund's budget. There was a 4.57% increase from the FY 2011-2012 estimate.

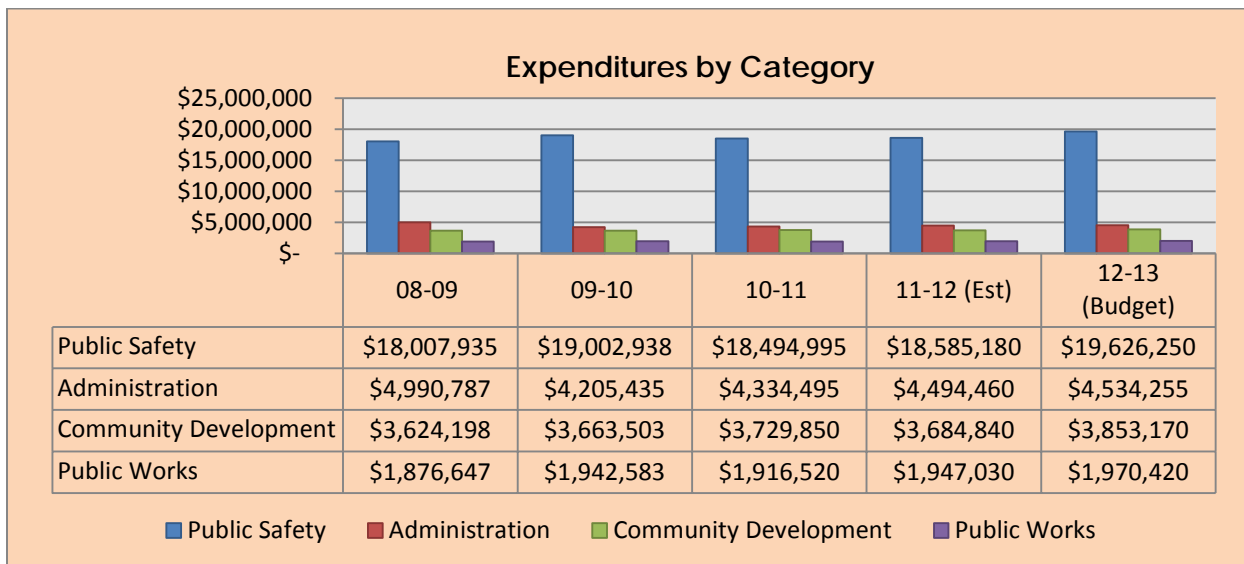
PUBLIC WORKS

Departments in this division include Fleet and Streets. The division is currently budgeted at \$1,970,420 and represents 6.57% of the General Fund's budget. There was a 1.20% increase from the FY 2011-2012 estimate.

The pie chart on the next page reflects that Public Safety utilizes most of the financial resources of the four categories for FY 2013.

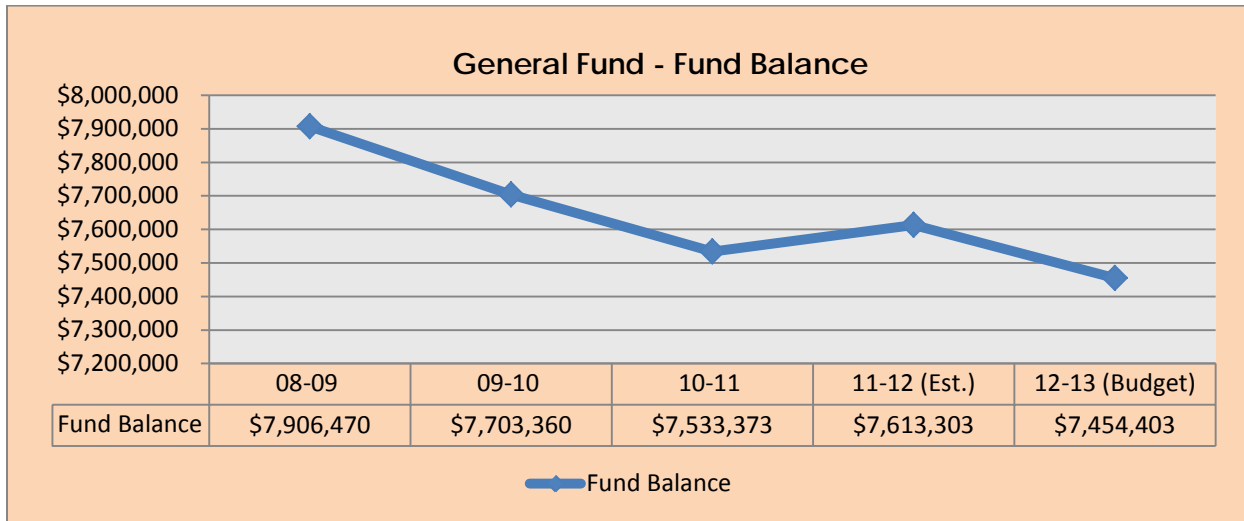


The bar graph below reflects that Cedar Hill has historically emphasized Public Safety to protect Cedar Hill's citizens, businesses and residents. The bar graph also provides a five year spending pattern regarding the General Fund's spending divisions.



GENERAL FUND BALANCE

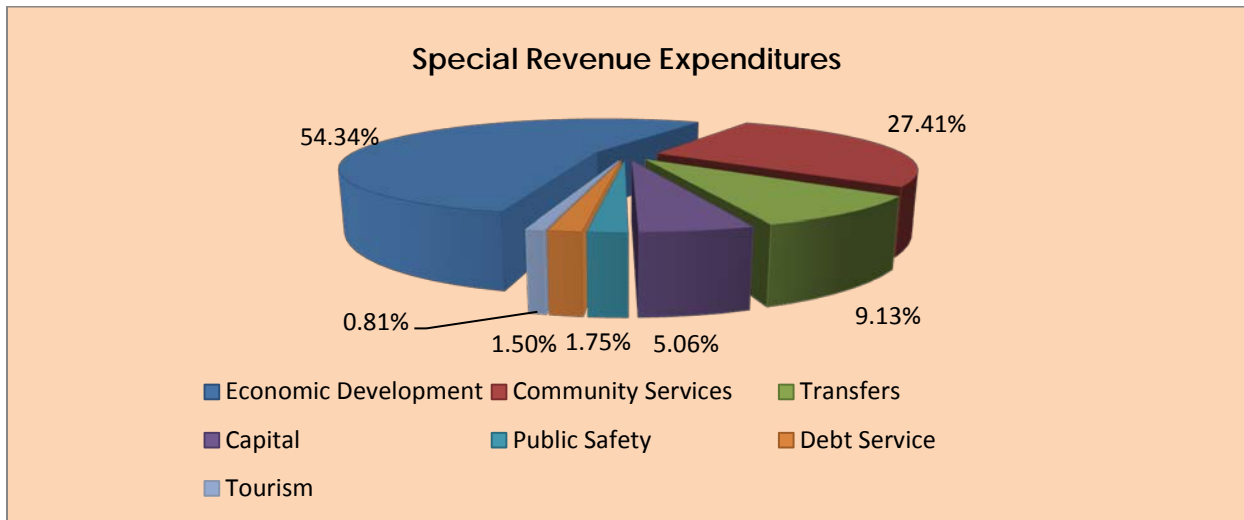
The fund balance, also known as surplus funds, is the excess of assets over liabilities. As reflected in the graph below, the General Fund Balance experienced a decline of 2.09% (\$158,900) from the FY 2012 estimate. This is another example of poor economic conditions. The \$7,454,403 fund balance is in accordance with City policy. The table and graph below provide a five year history of the General Fund's Fund Balance.



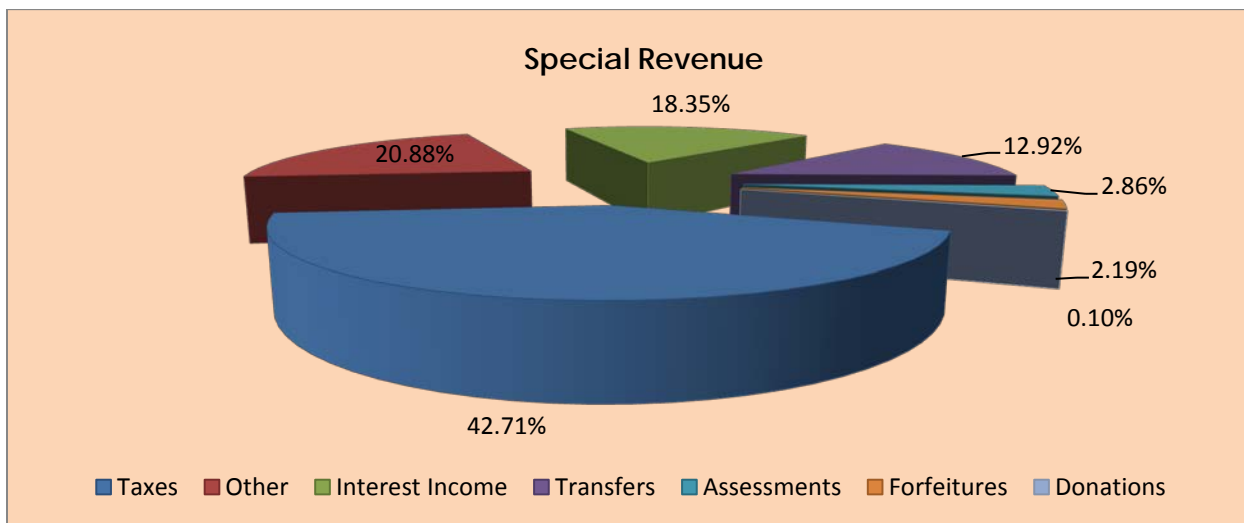
SPECIAL REVENUE FUNDS

COMPOSITION, ASSUMPTIONS AND CHANGES FROM PRIOR YEARS

Expenditures in the Special Revenue Funds total \$17,778,915 for FY 2012-2013. This represents an 113.66% increase over the estimated total expenditures for FY 2011-2012. This increase is largely attributed to Economic Development Incentives. The pie chart below reflects where the expenditures are directed.

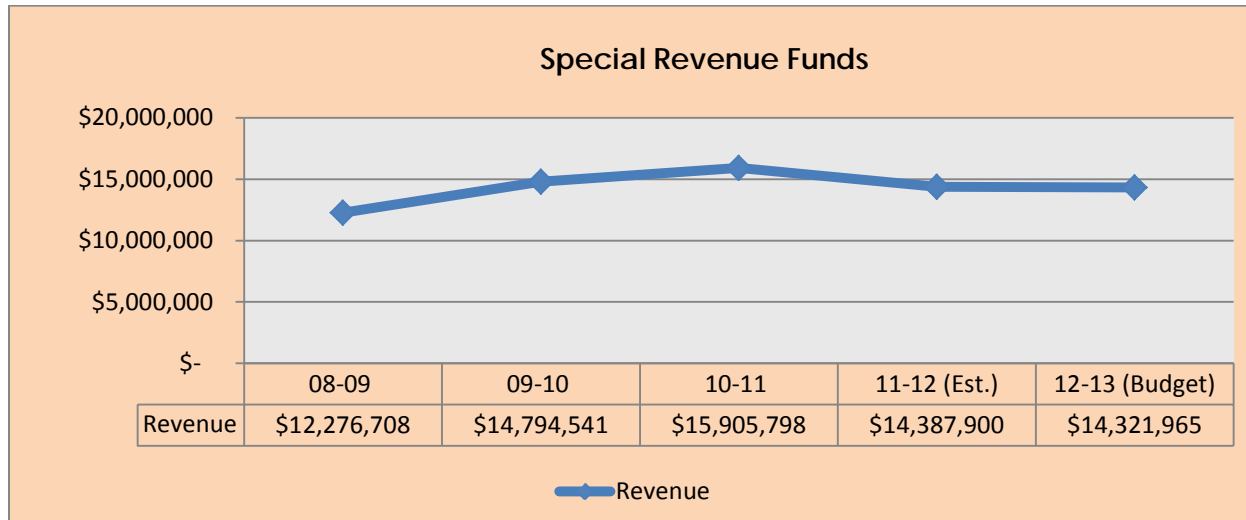


Revenue in the Special Revenue Funds total \$14,321,965 for FY 2012-2013. This represents an 8.09% increase from the total expenditures during FY 2011-2012. The pie chart below shows the operating category from which the revenue is anticipated to come.

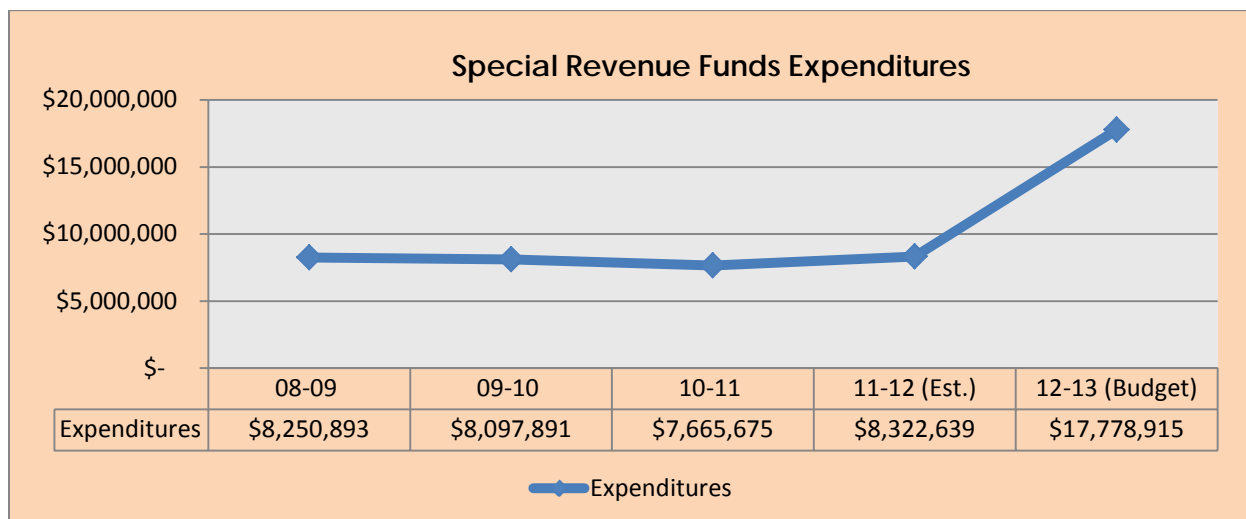


SPECIAL REVENUE FUNDS

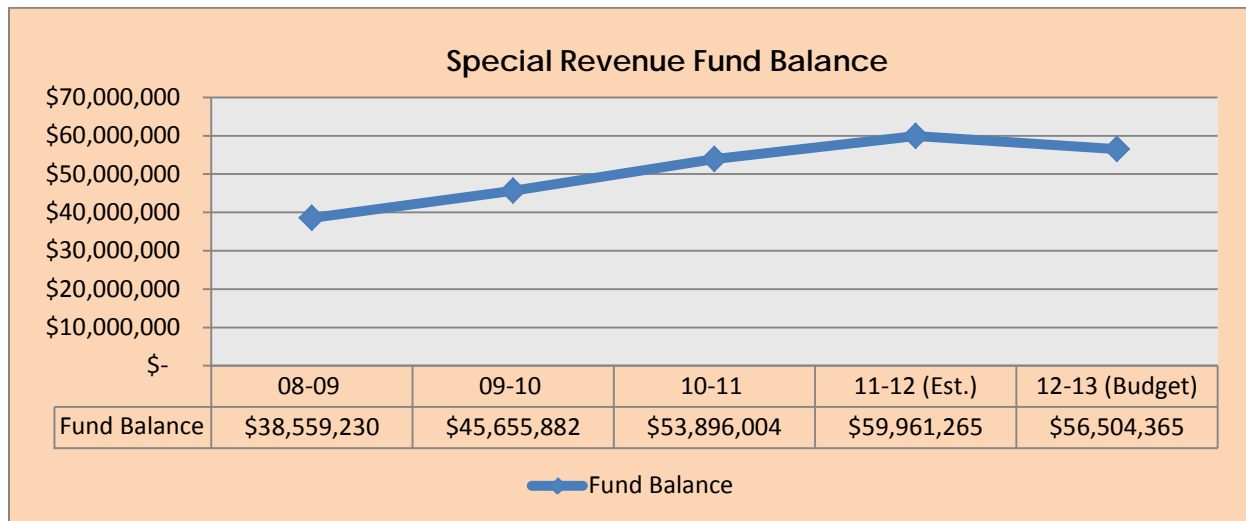
Special Revenue Funds revenue has consistently ranged between \$12 million and \$15 million since FY 2008-2009. For FY 2012-2013, this fund is budgeted at \$14,321,965 in revenues. The table and graph below provides a five year history of the Special Revenue Funds.



Special Revenue Funds expenditures are budgeted at \$17,778,915 for FY 2012-2013. 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 a decline of 2.98% from the FY 2012 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 2012-2013.

The **Forfeiture Fund** tracks forfeited drug monies dedicated for Police Department use. The FY 2012-2013 Budget total is \$29,050 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 2012-2013 Budget totals \$14,250.

The **Library Fund** tracks monies donated for books written about Cedar Hill. The FY 2012-2013 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 2012-2013 Budget includes \$330,550 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 2012-2013 Budget includes \$87,200 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 2012-2013 Budget totals \$19,055.

The **Landscape Beautification Fund** tracks monies set aside to fund citywide landscaping projects. The FY 2012-2013 Budget has total expenditures at \$2,375,000.

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 2012-2013 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 \$494,200 in the FY 2012-2013 Budget, including \$26,725 to the State of Texas.

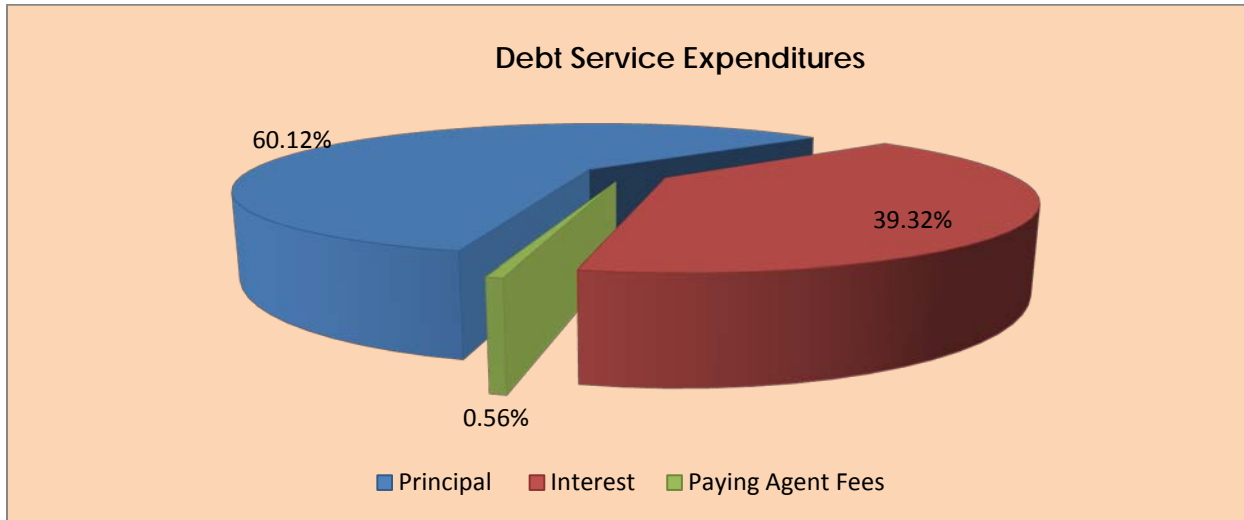
The **Community Development Corporation Fund** revenue source is from a one-half cent sales tax authorized by a 1994 local option election. The FY 2012-2013 Budget includes \$266,165 to be paid into the Debt Service and \$462,300 to be transferred into the City's Debt Service Fund. Recreation Center operations (\$1,685,100), Valley Ridge Park operations (\$697,215) and \$20,750 in operational expenditures equate to a total budget of \$3,442,530.

The **Economic Development Corporation Fund** revenue source is from a one-half cent sales tax authorized by a 1994 local option election. The FY 2012-2013 Budget includes \$8,815,000 for economic development incentives and a total budget of \$10,821,480.

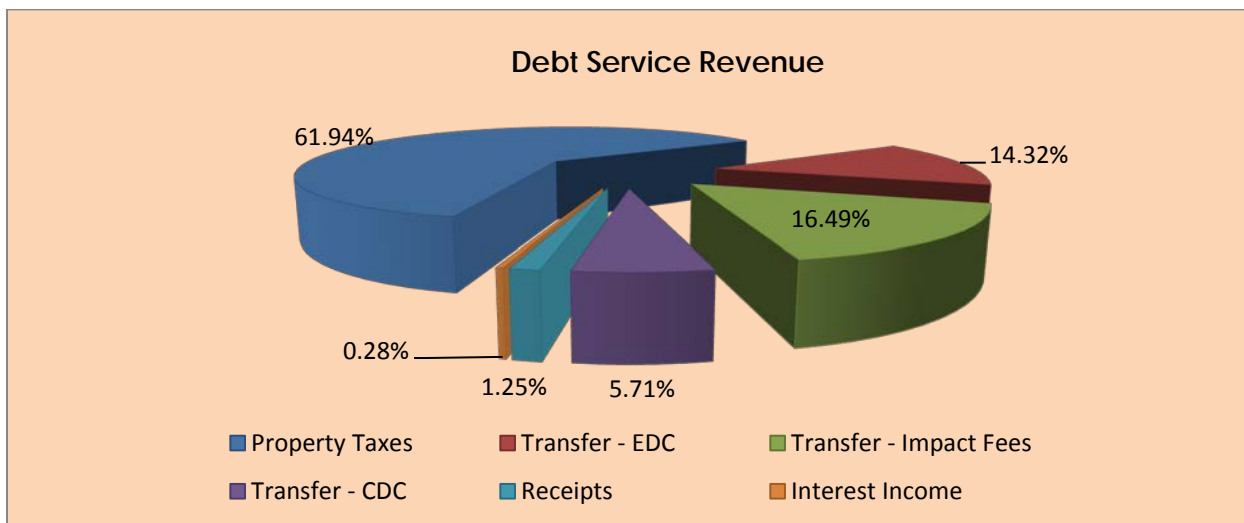
DEBT SERVICE FUND

COMPOSITION, ASSUMPTIONS AND CHANGES FROM PRIOR YEARS

Expenditures in the Debt Service Fund total \$7,972,015 for FY 2012-2013. This represents a 3.07% increase over the estimated total expenditures for FY 2011-2012. The pie chart below reflects where the expenditures are directed.



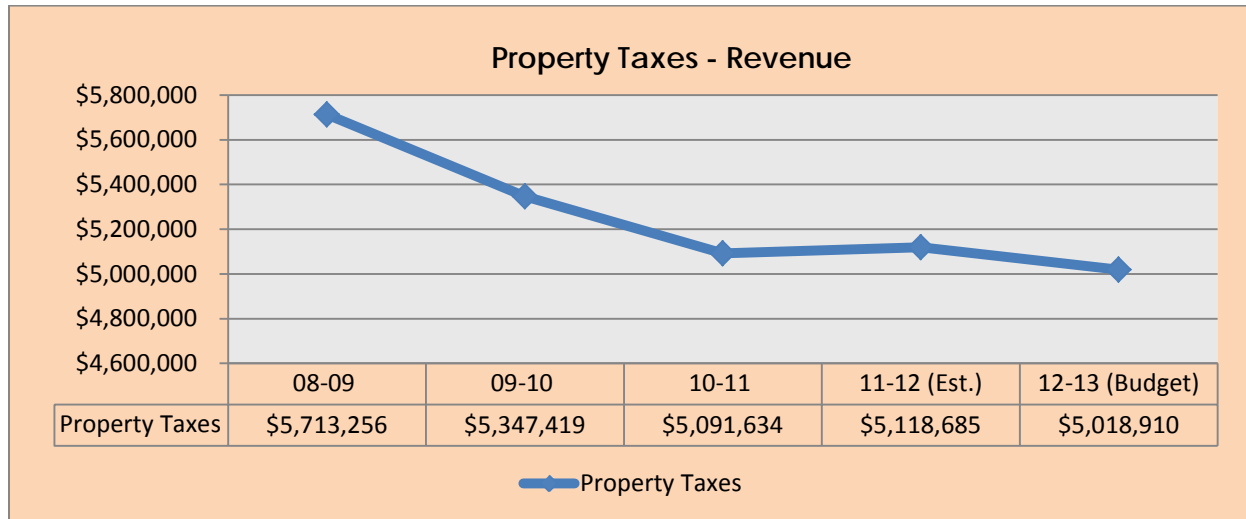
Revenue in the Debt Service Fund total \$7,972,015 for FY 2012-2013. This represents a 0.47% decrease from the total expenditures during FY 2011-2012. The pie chart below shows the operating category from which the revenue is anticipated to come.



DEBT SERVICE REVENUE

For FY 2013, the Interest and Sinking Tax Rate remained at \$0.1860. The FY 2013 revenue decrease by \$99,775 or 1.95%. 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 2012-2013, \$1,160,590 will be transferred to the Debt Service Fund. This is a 0.09% increase from the prior year's estimate.

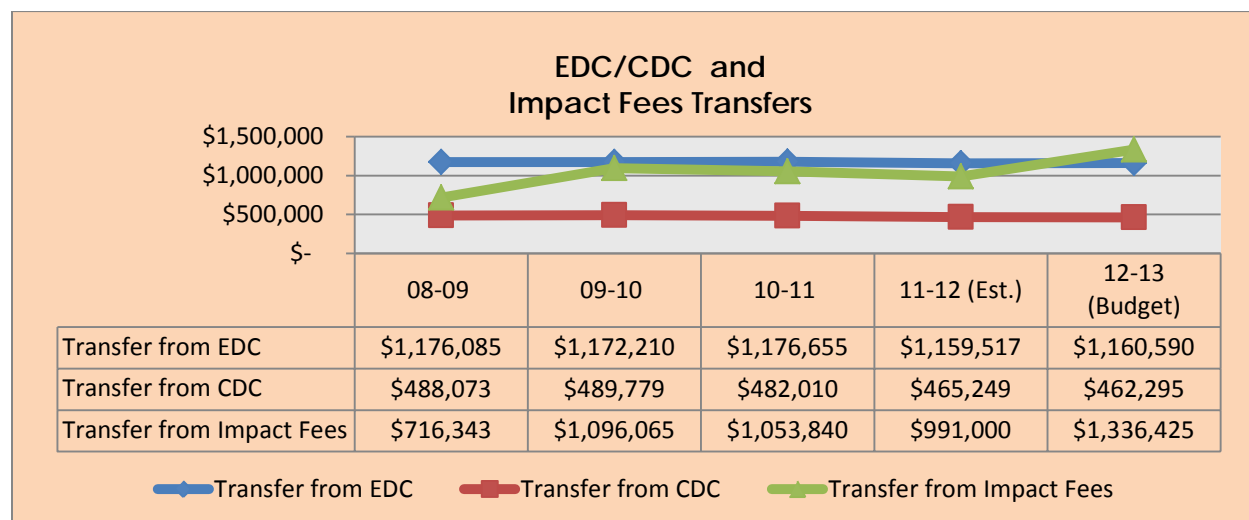
TRANSFER FROM COMMUNITY DEVELOPMENT CORPORATION (CDC)

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 2012-2013, \$462,295 will be transferred to the Debt Service Fund. This is a 0.63% decrease from the prior year's estimate.

TRANSFER FROM IMPACT FEES

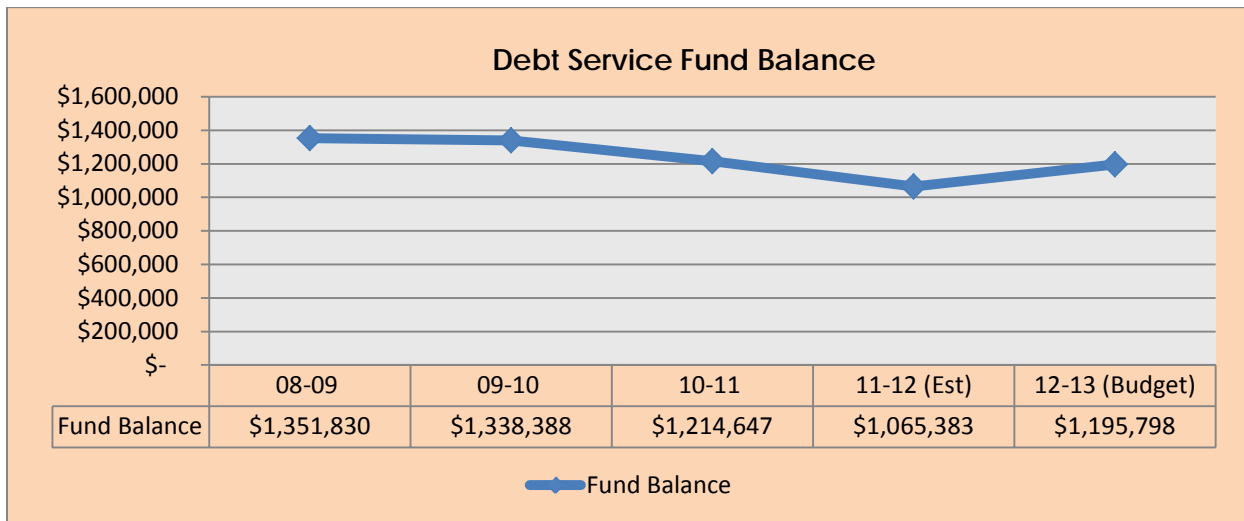
The Capital Recovery Fee Fund accounts for the assessment to developers on projects identified in the Street Capital Recovery Fee Study. These assessments are used to pay the debt service on eligible projects. For FY 2012-2013, \$1,336,425 will be transferred to the Debt Service Fund. This is a 34.86% decrease from the prior year.

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 \$130,415 increase (12.24%) from the FY 2012 estimate; however, the fund balance still 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.

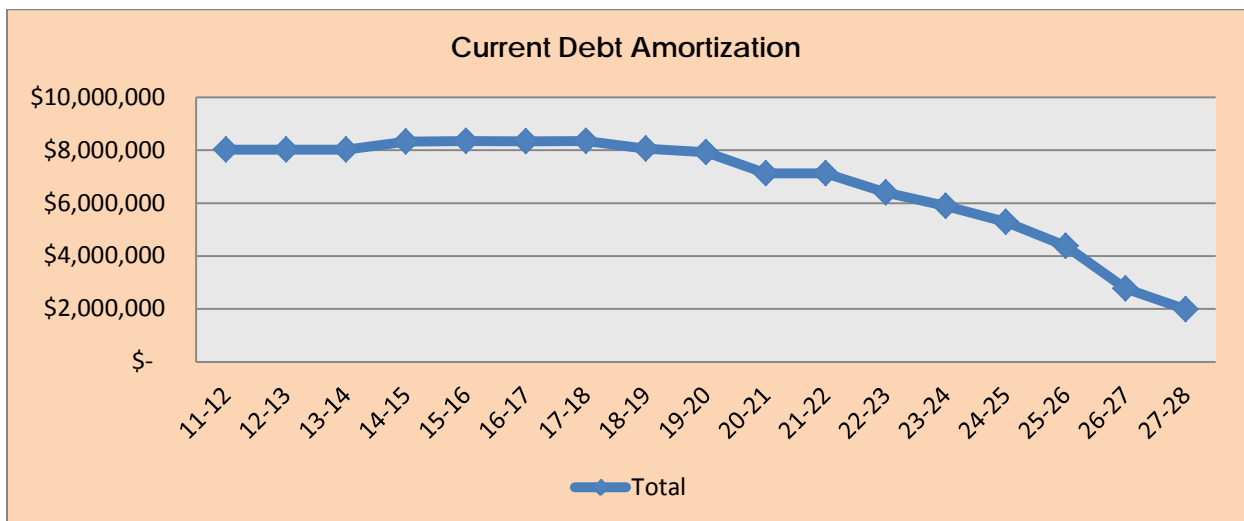


DEBT SERVICE FUND

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 2012-2013, the tax rate will increase from \$0.6858 per \$100 of valuation to \$0.6957 per \$100 of valuation. The Maintenance and Operation Rate will be \$0.5096, and the Interest and Sinking Rate will be \$0.1861. The fund's expenditures will be \$7,972,015 in FY 2012-2013. 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 Facilities, Streets and Parks Workshop was held on March 20, 2012. The Water and Sewer Workshop was held on May 15, 2012. 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." \$444,194 worth of improvements is anticipated for FY 2012-2013.

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 2012-2013.

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 \$15,000 in interest income. In FY 2012-2013, this fund will transfer \$790,790 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 \$5,300 in interest income. In FY 2012-2013, this fund will transfer \$276,895 to the General Fund.

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 \$1,800 in interest income. In FY 2012-2013, this fund will transfer \$97,815 to the General Fund.

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 \$6,678,706 in FY 2012-2013.

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 2012, the fund has expended all of its financial resources.

The **Building Renovation Fund** accounts for resources and renovations of various buildings. As of May 2012, 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 2012-2013.

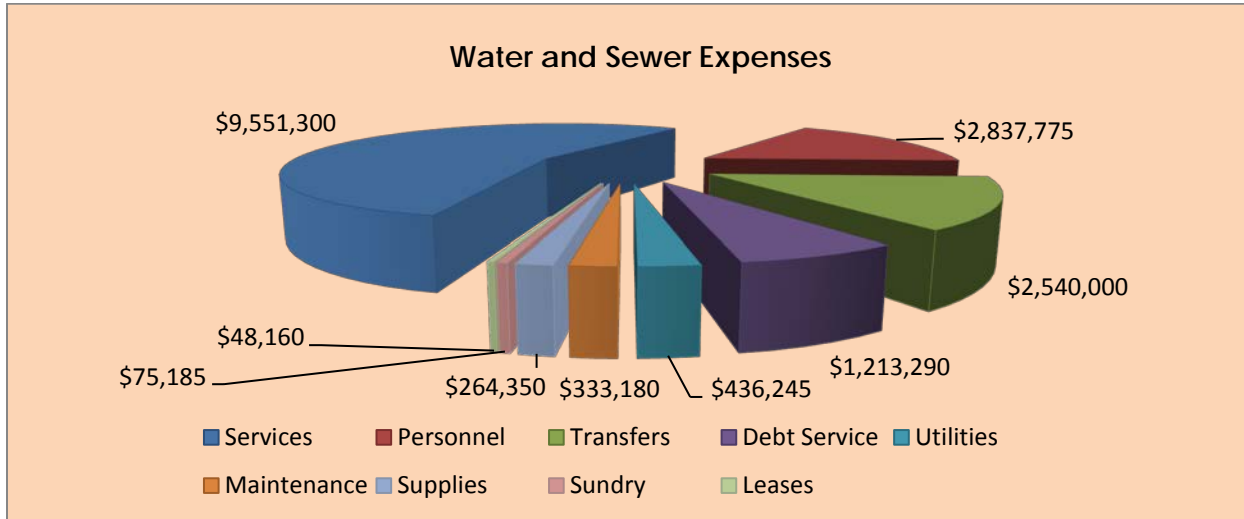
DESCRIPTION	ESTIMATED COST	JUSTIFICATION/FINANCIAL IMPACT	APPLICABLE PREMIER STATEMENT
Supervisory Control and Data Acquisition (SCADA)	\$250,000	Manage pump controls and lift stations remotely; reduce maintenance budget and improve departmental efficiency	Cedar Hill has excellent, safe and efficient Infrastructure
Valley Ridge Irrigation Improvements	\$182,000	Improve water flow and decrease water and maintenance expense	Cedar Hill has excellent, safe and efficient Infrastructure
Sanitary Sewer Lift Stations (2)	\$130,000	Update ageing lift stations and decrease maintenance expenses	Cedar Hill has excellent, safe and efficient Infrastructure
Video Camera/Monitoring System	\$125,000	Televises existing sanitary and sewer and storm sewer pipes; reduce outsourcing expenses	Cedar Hill is safe; Cedar Hill is Clean.

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

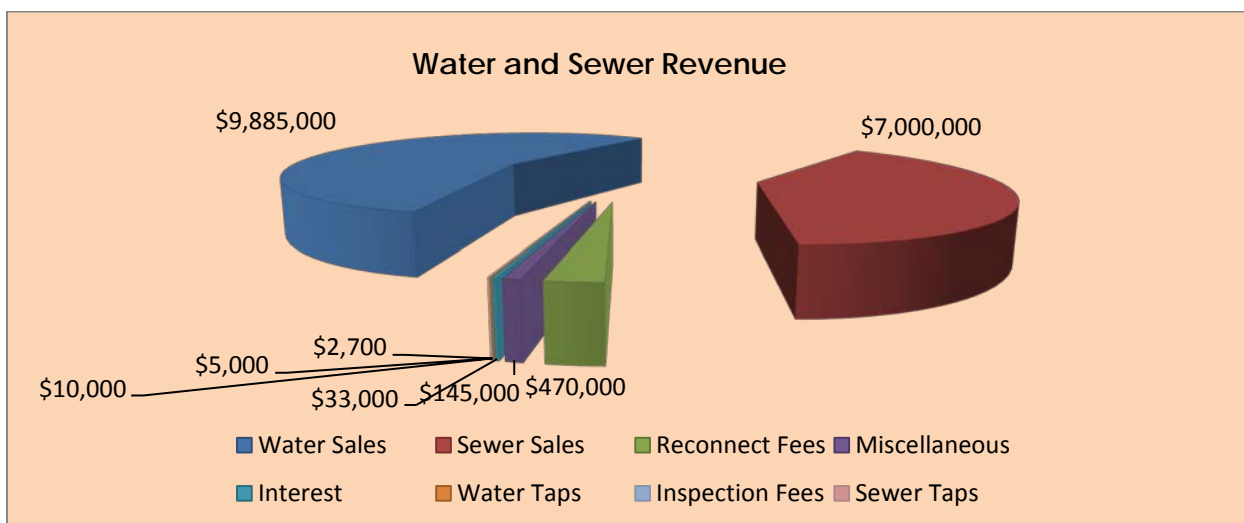
WATER AND SEWER FUND

COMPOSITION, ASSUMPTIONS AND CHANGES FROM PRIOR YEARS

Water and Sewer Expenditures are budgeted at \$17,299,485 for FY 2012-2013. This represents a 4.59% increase over the estimated total expenditures during FY 2011-2012. The pie chart below shows the expenditures budgeted in the Water and Sewer Fund for FY 2012-2013.



Revenue in the Water and Sewer Fund total \$17,550,700 for FY 2012-2013. This represents a 3.61% increase over the estimated total revenues during FY 2011-2012. 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 2012-2013.



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

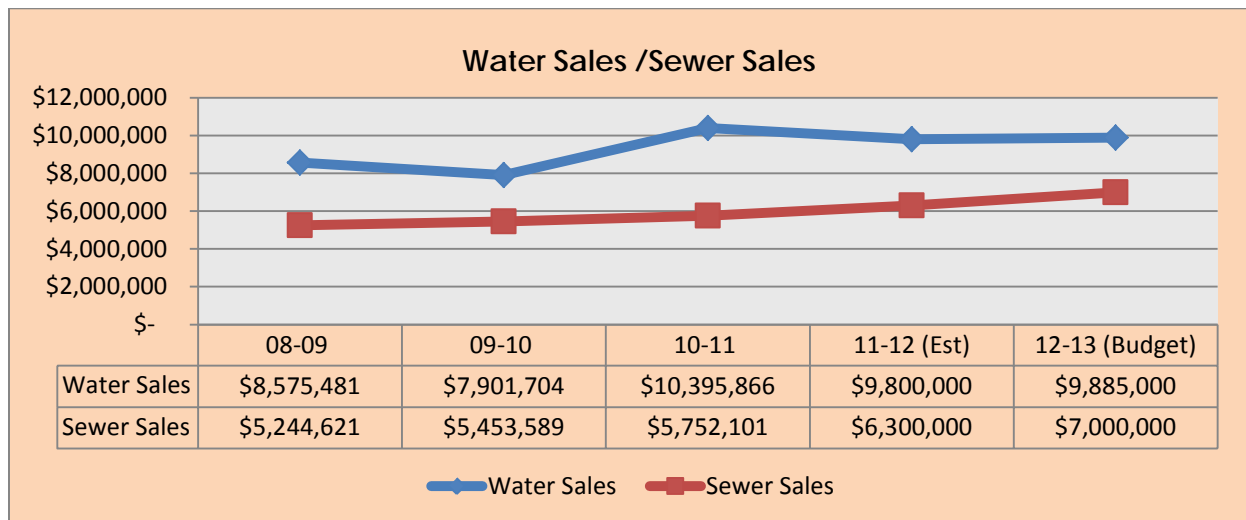
WATER SALES

Water Sales is the amount the City received for actual customer usage. Water Sales is currently projected to receive \$9,885,000. This is a 0.87% increase from the FY 2012 estimate of \$9,800,000. The water rate remained at \$4.98 (per thousand gallons) for FY 2013. Water Sales represents 56.32% 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 \$7,000,000. This is an 11.11% increase from the FY 2012 estimate of \$6,300,000. A partial reason for this increase is the increase of the sewer rate from \$6.27 in FY 2012 to \$6.70 (per thousand gallons) in FY 2013. Sewer Sales represents 39.88% of the Water and Sewer revenue budget.

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



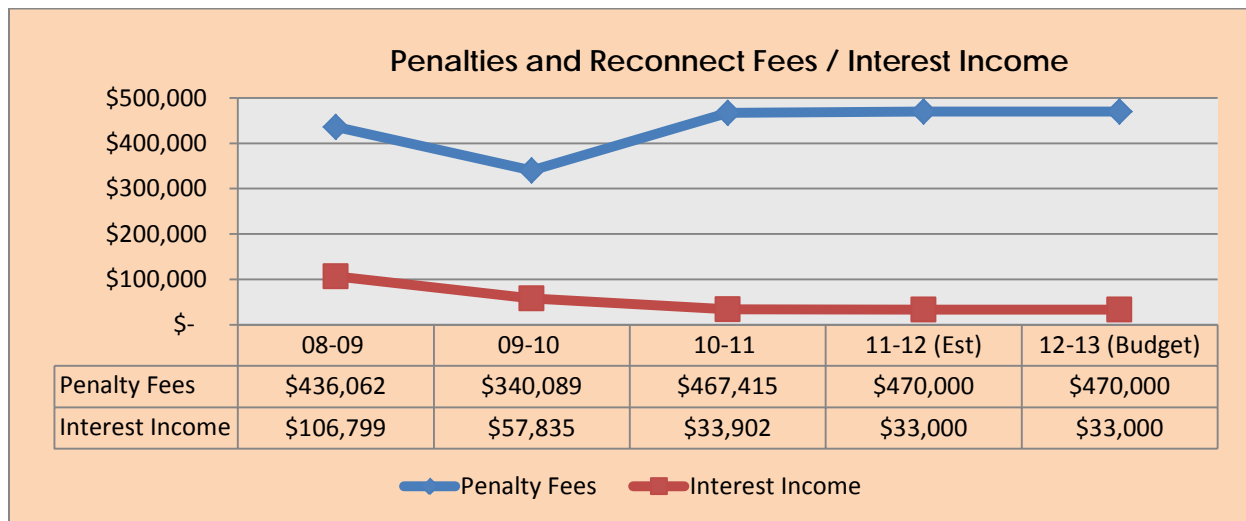
PENALTIES AND RECONNECT FEES

Penalties and Reconnect Fees are revenue the City receives [from customers] to reconnect and restore water services. This category is projected to generate \$470,000, which is identical to the FY 2012 estimate. Penalties and Reconnect Fees represent 2.68% of the Water and Sewer revenue budget.

INTEREST INCOME

Interest Income represents yield on investments. This revenue source is projected to generate \$33,000, which is identical to the FY 12 estimate. Interest Income represents 0.19% 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.



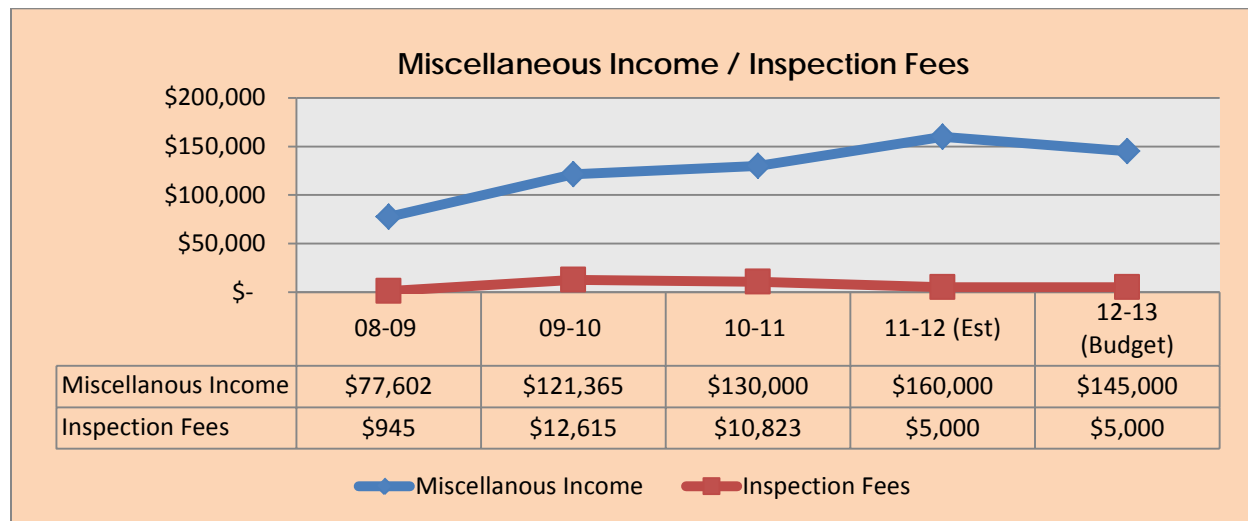
MISCELLANEOUS INCOME

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 \$145,000. This represents 0.83% of the Water and Sewer revenue.

INSPECTION FEES

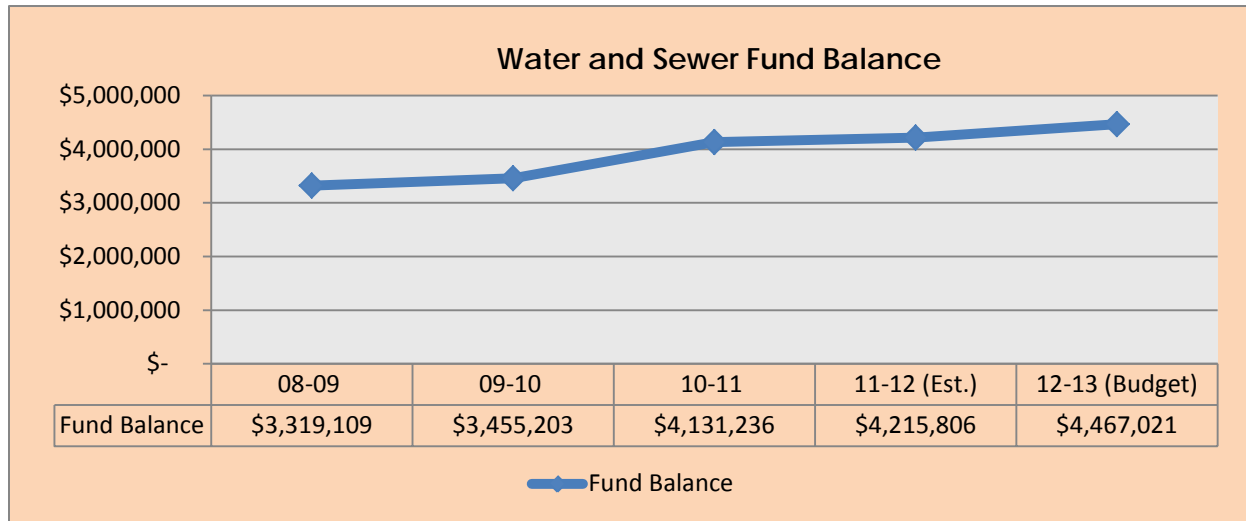
Inspection Fees is the revenue the City received for the inspection of public infrastructure established by a private developer. This revenue source is expected to generate \$5,000. This represents 0.03% of the Water and Sewer revenue.

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 5.93% (\$250,215) from the FY 2012 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 2012-2013 total \$925,750. The General Fund will not pay a lease charge for the life of the equipment purchased this year.

**BUDGETED EXPENDITURES
VARIANCE COMPARISONS - BUDGET TO ESTIMATED**

GENERAL FUND	BUDGET FY 11-12	ESTIMATED FY 11-12	VARIANCE FAVORABLE (UNFAVORABLE)	PERCENT CHANGE FAVORABLE (UNFAVORABLE)
Administration	\$ 1,282,005	\$ 1,289,380	\$ (7,375)	-0.57%
Human Resources	426,670	438,155	(11,485)	-2.62%
Information Systems	711,175	718,970	(7,795)	-1.08%
Finance	804,720	787,175	17,545	2.23%
Government Center	642,760	675,820	(33,060)	-4.89%
Non-Departmental	486,615	584,960	(98,345)	-16.81%
Police	9,068,080	8,804,350	263,730	3.00%
Animal Control	161,880	159,595	2,285	1.43%
Fire	7,925,940	7,638,720	287,220	3.76%
Emergency Management	78,380	80,380	(2,000)	-2.49%
Municipal Court	583,190	558,785	24,405	4.37%
Code Enforcement	788,625	760,385	28,240	3.71%
Animal Shelter	589,340	582,965	6,375	1.09%
Parks	1,883,045	1,878,090	4,955	0.26%
Recreation	617,215	582,975	34,240	5.87%
Library	791,230	789,815	1,415	0.18%
Neighborhood Services	133,710	126,270	7,440	5.89%
Planning	335,240	307,690	27,550	8.95%
Streets and Drainage	1,698,740	1,701,750	(3,010)	-0.18%
Fleet Maintenance	248,400	245,280	3,120	1.27%
TOTAL General Fund	\$ 29,256,960	\$ 28,711,510	\$ 545,450	1.90%

SPECIAL REVENUE FUNDS	BUDGET FY 11-12	ESTIMATED FY 11-12	VARIANCE FAVORABLE (UNFAVORABLE)	PERCENT CHANGE FAVORABLE (UNFAVORABLE)
Public Safety	317,000	315,590	1,410	0.45%
Community Development	4,690,724	4,628,665	62,059	1.34%
Economic Development	8,804,175	1,256,170	7,548,005	600.87%
Capital Expenditures	286,500	141,595	144,905	102.34%
Debt Service	269,475	269,675	(200)	-0.07%
Tourism	99,875	86,494	13,381	15.47%
Transfer to Other Funds	1,624,770	1,624,450	320	0.00%
TOTAL Special Revenue Funds	\$ 16,092,519	\$ 8,322,639	\$ 7,769,880	93.36%

**VARIANCE COMPARISONS
BUDGET TO ESTIMATED**

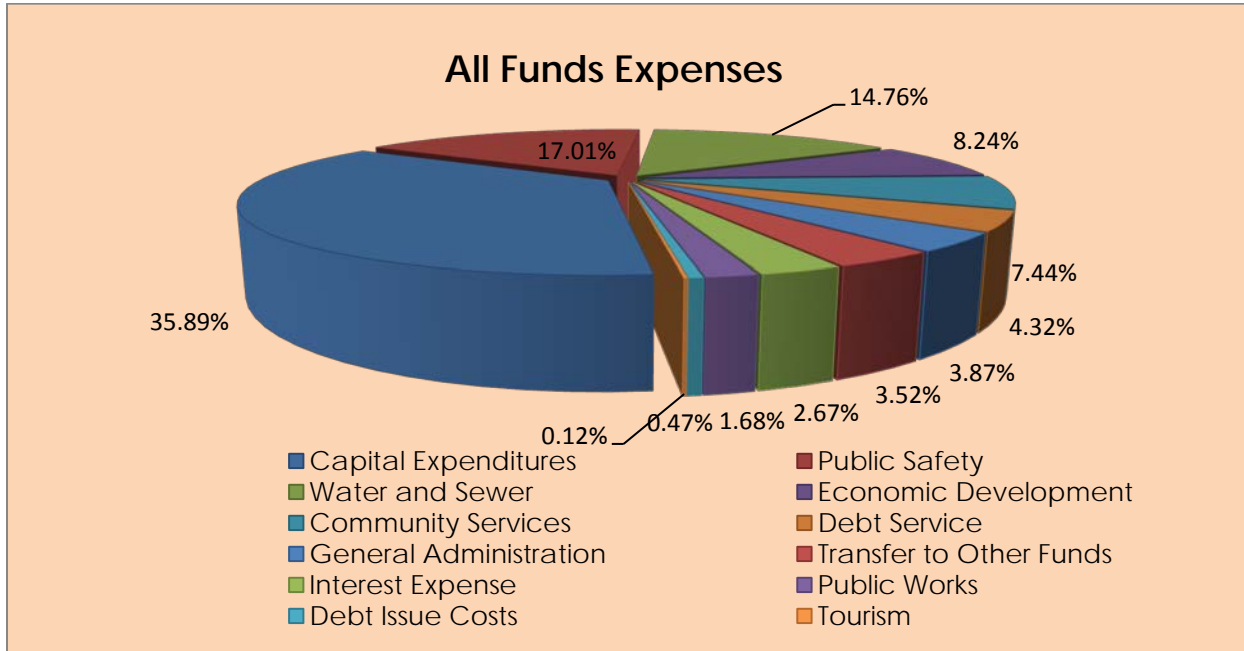
DEBT SERVICE FUND (Expenditures)	BUDGET FY 11-12	ESTIMATED FY 11-12	VARIANCE FAVORABLE (UNFAVORABLE)	PERCENT CHANGE FAVORABLE (UNFAVORABLE)
Principal	4,524,345	4,524,345	-	0.00%
Interest	3,440,715	3,440,715	-	0.00%
Paying Agent Fees	45,000	45,000	-	0.00%
TOTAL Debt Service	\$ 8,010,060	\$ 8,010,060	\$ -	0.00%

ENTERPRISE FUND (Expenditures)	BUDGET FY 11-12	ESTIMATED FY 11-12	VARIANCE FAVORABLE (UNFAVORABLE)	PERCENT CHANGE FAVORABLE (UNFAVORABLE)
Water and Sewer	\$ 17,369,000	\$ 16,780,700	\$ 588,300	3.51%
TOTAL Enterprise Fund	\$ 17,369,000	\$ 16,780,700	\$ 588,300	3.51%

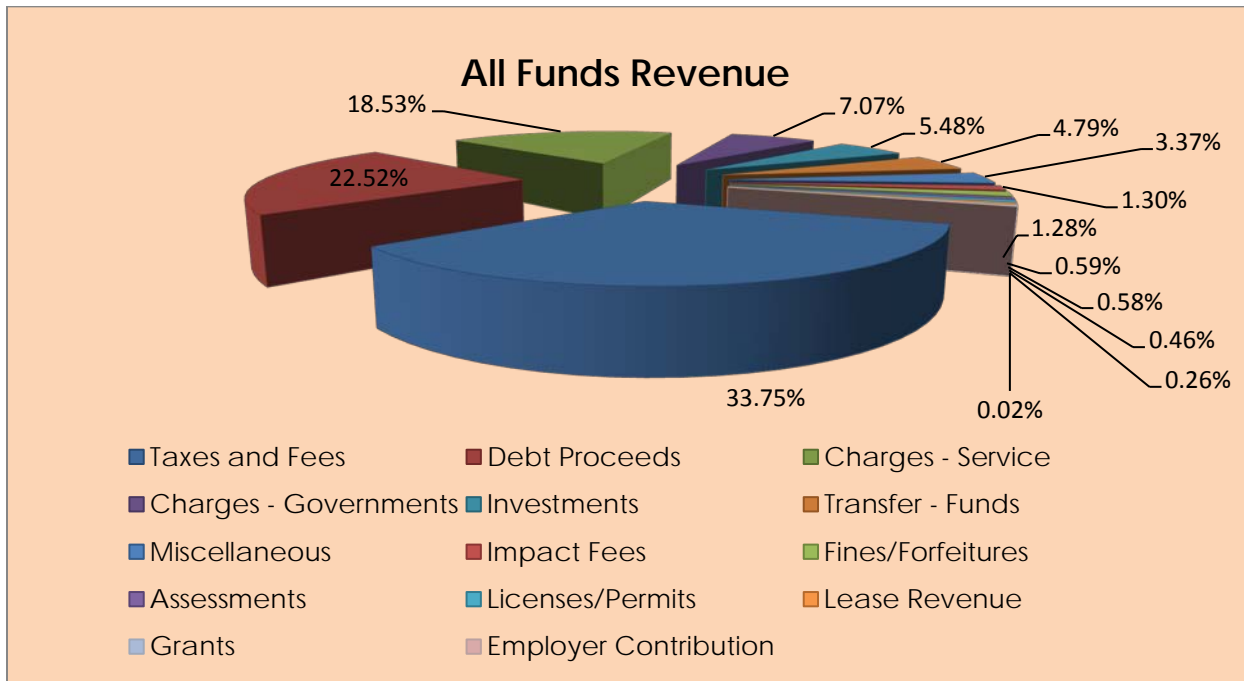
EQUIPMENT FUND (Expenditures)	BUDGET FY 11-12	ESTIMATED FY 11-12	VARIANCE FAVORABLE (UNFAVORABLE)	PERCENT CHANGE FAVORABLE (UNFAVORABLE)
Capital Expenditures	1,220,875	1,175,862	45,013	3.83%
TOTAL Equipment Fund	\$ 1,220,875	\$ 1,175,862	\$ 45,013	3.83%

ALL FUNDS SUMMARY

Capital Projects, Public Safety and Water and Sewer are the major expenses for FY 2012-2013, as reflected in the pie chart below.



Taxes and Fees, Debt Proceeds and Charges for Service are the major revenue sources for FY 2012-2013 as reflected in the pie chart below.



ALL FUNDS
SUMMARY OF REVENUES, EXPENDITURES
AND CHANGES IN FUND BALANCES

	TOTAL	TOTAL	GENERAL	SPECIAL	DEBT	GF CAPITAL	WS CAPITAL	ENTERPRISE	INTERNAL	TOTAL
	FUNDS	FUNDS	FUND	REVENUE	SERVICE	PROJECTS	PROJECTS	FUND	SERVICE	ALL FUNDS
	FY 11	FY 12	FY 13	FY 13	FY 13	FY 13	FY 13	FY 13	FY 13	FY 13
BEGINNING Fund Balance	\$ 78,293,867	\$ 82,741,238	\$ 7,613,303	\$ 59,961,315	\$ 1,065,383	\$ 9,779,605	\$ 8,584,748	\$ 4,215,806	\$ 1,168,635	\$ 92,388,795
REVENUES										
Taxes and Fees	33,943,005	34,482,685	23,515,335	6,116,500	5,018,910					34,650,745
Licenses and Permits	574,000	588,900	590,500							590,500
Charges for Services	18,830,603	18,881,990	1,648,715					17,372,700		19,021,415
Intergovernmental Grants	553,615	229,155	263,805							263,805
Fines and Forfeitures	1,222,000	1,367,000	1,001,565	314,000						1,315,565
Invest Income	4,015,361	5,347,659	95,000	2,628,380	23,000	2,772,808	65,000	33,000	10,000	5,627,188
Lease Revenue	831,788	502,876							467,532	467,532
Employer Contribution	10,000	10,000		20,000						20,000
Charges to Other Governments	7,076,548	7,127,628	1,047,215			6,213,613				7,260,828
Assessments	614,325	629,070		409,050		200,000				609,050
Transfers from Other Funds	3,568,540	4,379,765	1,445,500	1,850,000	1,622,885					4,918,385
Debt Proceeds	22,567,103	23,117,103				22,567,103			550,000	23,117,103
Impact Fees	1,053,838	991,000			1,336,425					1,336,425
Miscellaneous	3,047,669	3,269,008	217,560	2,984,035	101,210	11,763		145,000		3,459,568
TOTAL Revenues	97,908,395	100,923,839	29,825,195	14,321,965	8,102,430	31,765,287	65,000	17,550,700	1,027,532	102,658,109
TOTAL Available Resources	176,202,262	183,665,077	37,438,498	74,283,280	9,167,813	41,544,892	8,649,748	21,766,506	2,196,167	195,046,904
EXPENDITURES										
General Administration	4,232,355	4,353,945	4,534,255							4,534,255
Public Safety	18,977,425	19,512,435	19,626,250	311,480						19,937,730
Community Services	7,741,645	8,008,590	3,853,170	4,873,565						8,726,735
Public Works	1,947,350	1,947,140	1,970,420							1,970,420
Water and Sewer	17,161,350	17,147,180						17,299,485		17,299,485
Economic Development	7,374,000	8,804,175		9,660,885						9,660,885
Tourism	100,850	99,875		144,600						144,600
Capital Expenditures	42,969,726	41,082,427		899,325		31,589,869	8,380,970		1,205,750	42,075,914
Debt Service	4,536,275	4,793,820		266,165	4,792,415					5,058,580
Debt Issue Costs	557,016	552,016			45,000	507,012				552,012
Interest Expense	3,745,006	3,440,715			3,134,600					3,134,600
Transfer to Other Funds	2,776,128	3,520,770		1,622,895		2,501,925				4,124,820
TOTAL Expenditures	112,119,126	113,263,088	29,984,095	17,778,915	7,972,015	34,598,806	8,380,970	17,299,485	1,205,750	117,220,036
Revenue over (under) Expenditure	(14,210,731)	(12,339,249)	(158,900)	(3,456,950)	130,415	(2,833,519)	(8,315,970)	251,215	(178,218)	(14,561,927)
ENDING Fund Balance	64,083,136	70,401,989	7,454,403	56,504,365	1,195,798	6,946,086	268,778	4,467,021	990,417	77,826,868

Use of excess fund balance in the General Fund still complies with the 25% Fund Balance Policy.
Use of excess fund balance in the Debt Service Fund still complies with the 15% Fund Balance Policy.



ORDINANCE NO. 2012-479

AN ORDINANCE ADOPTING THE 2012-2013 OPERATING FUNDS' BUDGET EXPENDITURES FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2012, AND ENDING SEPTEMBER 30, 2013, 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, 2012, and ending September 30, 2013, 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, 2012, and ending September 30, 2013, are hereby fixed as follows:


General Fund	\$29,984,095
Police Forfeiture Fund	\$29,050
Animal Shelter Donation Fund	\$14,250
Library Fund	\$21,000
Hotel Occupancy Tax Fund	\$144,600
Police Reserve Pension Fund	\$19,055
Landscape Beautification Fund	\$1,800,000
Traffic Safety Fund	\$494,200
Community Development Corporation	\$3,131,530
Economic Development Corporation	\$10,821,480
Debt Service Fund	\$7,972,015
Street Construction Fund	\$790,790
Drainage Fund	\$276,895
Building Improvement Fund	\$97,815
Street Impact Fee Fund	\$1,336,425
Water and Sewer Fund	\$17,299,485
Equipment Fund	\$1,205,750
Total	\$75,438,435

Section 2. The City Manager be and is hereby authorized to make intra-departmental and inter-departmental fundtransfers 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 11th day of September, 2012.



Rob Franke, Mayor

ATTEST:



Lyn Hill, City Secretary

ORDINANCE NO. 2012-480

AN ORDINANCE ADOPTING A 2012-2013 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 11th day of September, 2012.



Rob Franke, Mayor

ATTEST:



Lyn Hill, City Secretary

EXHIBIT A

PROJECT	CURRENT BUDGET	CHANGE IN BUDGET	NEW BUDGET
STREET PROJECTS:			
Lakeridge Parkway Interchange	\$0	\$2,850,000	\$2,850,000
RESTRICTED PARKS PROJECTS:			
Cell 1	\$0	\$9,830	\$9,830
Cell 2	\$0	\$149,087	\$149,087
Cell 3	\$0	\$27,669	\$27,669
Cell 4	\$0	\$208,704	\$208,704
Cell 5	\$0	\$3,509	\$3,509
Cell 6	\$0	\$25,087	\$25,087
Cell 9	\$0	\$3,308	\$3,308
Donation	\$0	\$17,000	\$17,000
LANDSCAPING PROJECTS:			
South Clark Road	\$511,000	\$64,000	\$575,000
COMMUNITY DEVELOPMENT CORPORATION PROJECTS:			
Valley Ridge Shade Structures	\$0	\$129,000	\$129,000
Valley Ridge Irrigation Structures	\$0	\$182,000	\$182,000
WATER AND SEWER PROJECTS:			
Lakeridge Parkway Ground Storage Tank and Water Lines	\$3,575,000	\$(3,000,000)	\$575,000
U.S. Highway 67 Water Line	\$625,000	\$(625,000)	\$0
Ground System Controls Upgrade (SCADA)	\$0	\$250,000	\$250,000
Automatic Meter Reading System- Phase I	\$0	\$750,000	\$750,000
Miscellaneous Line Resizing	\$0	\$300,000	\$300,000
Bee Branch Interceptor	\$200,000	\$250,000	\$450,000
Sanitary Sewer Lift Stations Upgrade	\$350,000	\$130,000	\$480,000
Sub-Basin RO-7 Collector	\$650,000	\$(650,000)	\$0
Videocamera and Monitoring System	\$0	\$125,000	\$125,000
Citywide I&I Rehabilitation Project	\$0	\$300,000	\$300,000
Totals	\$5,911,000	\$1,499,194	\$7,410,194

ORDINANCE NO. 2012-481

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 2012-2013 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 2012-2013 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, 2012, 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, 2012, and not exempt by the constitution of the State of Texas and valid State laws, a tax of \$0.69569 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), \$0.50963 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 11th day of September, 2012, at a regular meeting of the City Council of the City of Cedar Hill, Texas, there being a quorum present, by __ yeas and __ nays, and approved by the Mayor on the date above set.



Mayor, Rob Franke

ATTEST:



Lyn Hill, City Secretary

ORDINANCE NO. 2012-485

AN ORDINANCE OF THE CITY OF CEDAR HILL, TEXAS, REPEALING ORDINANCE NO. 2011-449, OF THE CITY OF CEDAR HILL, TEXAS, AND PROVIDING IN ITS PLACE AN ORDINANCE FIXING AND DETERMINING THE WATER AND WASTEWATER RATES TO BE CHARGED FOR RESIDENTIAL CUSTOMERS, AND NON-RESIDENTIAL CUSTOMERS OF THE CITY OF CEDAR HILL, TEXAS; PROVIDING A MAXIMUM WASTEWATER RATE FOR A RESIDENTIAL CUSTOMER IN THE CITY OF CEDAR HILL, TEXAS; PROVIDING A PROVISION REPEALING INCONSISTENT PROVISIONS OF ORDINANCES; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the City Council of the City of Cedar Hill, Texas, finds and determines that it is in the best interest of the health, welfare and safety of the citizens of the City of Cedar Hill, Texas to provide an ordinance which fixes and determines the rates to be charged for water and wastewater service within the City of Cedar Hill, Texas to residential customers, multi-family customers, and commercial customers;

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

SECTION 1: REPEAL OF ORDINANCE 2011-449.

Ordinance No. 2011-449 of the City of Cedar Hill, Texas is hereby repealed in its entirety, effective October 1, 2012. This ordinance repeals only Ordinance No. 2011-449 and does not repeal any other ordinance of the City of Cedar Hill, Texas, except as such other ordinance or any provision thereof may be in direct conflict with any term or provision of this new ordinance.

That the rates set forth are applicable to each customer for each month for which water is used at the same location. The total monthly fee for a customer shall be the sum of the fixed rate charge plus the variable rate charge.

SECTION 2. DEFINITIONS.

Residential Customers: Customers that are single family or separately metered duplex dwelling units, or other premises containing dwelling units for which each unit is individually metered.

Non-Residential Customers: Customers that do not qualify as a residential customer. This includes commercial and multi-family customers with two (2) or more dwelling units served by a single meter.

SECTION 3. WATER RATES.

Residential customers: That the fixed rate charge established for each residential customer is \$7.50 per connection. The fixed rate charge will entitle the customer to 1,000 gallons of water. The variable rate charge is \$4.98 per 1,000 gallons in excess of 1,000 gallons.

Non-Residential customers: That the fixed rate charge established for each commercial customer is \$7.50 per connection. The fixed rate charge will entitle the customer to 1,000 gallons of water. The variable rate charge is \$4.98 per 1,000 gallons in excess of 1,000 gallons.

SECTION 4. WASTEWATER RATES.

Residential Customers: That the fixed rate charge established for each residential customer is \$7.75 per connection. The fixed rate charge will entitle the customer to 1,000 gallons of wastewater. The variable rate charge is \$6.70 per 1,000 gallons in excess of 1,000 gallons. The monthly volume of wastewater generated by a customer shall be assumed to be equivalent to 90% of the average monthly water consumption for the customer for the preceding November, December, January, and February, exclusive of the month of highest volume of water for the four months. If water consumption records are not available for a customer for these months, the monthly volume of wastewater shall be assumed to be 7,000 gallons. At the customer's request, the assumption of 7,000 gallons of wastewater volume may be reviewed by the Assistant City Manager and the assumption revised to ninety (90) percent of three months' average water volume. Notwithstanding the rates established in this Section, the maximum wastewater charge for any single-family residential dwelling located in the City of Cedar Hill, Texas, shall not exceed \$68.00 per monthly billing cycle.

Non-Residential Customers: That the fixed rate charge established for each commercial customer is \$7.75 per connection. The

monthly volume of wastewater generated by a customer shall be assumed to be equal to the volume of water purchased for that month. The fixed rate charge entitles each commercial customer to 1,000 gallons of wastewater. The variable rate charge is \$6.70 per 1,000 gallons in excess of 1,000 gallons.

SECTION 5.

The Assistant City Manager shall, upon the request of a customer, and subject to the conditions established below, authorize wastewater rates based upon 90% of the average monthly water consumption for the customer for the preceding November, December, January and February, exclusive of the month of highest water volume. If water consumption records are not available for a customer for these months, the monthly volume of wastewater shall be the average of the first three months of consumption. This charge shall be retroactively adjusted at the end of the three-month period. The commercial customer must satisfy the following conditions to qualify for the averaging method.

- 1) The meter is not used to provide water for the production of a product or as an integral part of their business, and
- 2) The meter under consideration must provide both structural and irrigation services, and
- 3) The meter maintains and irrigates a minimum of 2,000 square feet of landscaping or turf serviced, and
- 4) The meter operates continuously throughout the year. Seasonal businesses are specifically excluded from the averaging process.
- 5) The Assistant City Manager's determination of eligibility of the request for averaging cannot be appealed, subject to modifications of ordinances by the City Council. The Assistant City Manager may review and change this authorization at any time.

SECTION 6.

The Assistant City Manager shall have the authority to decide any question that may arise and to determine any adjustments to any charge and his decision in such cases shall be final.

SECTION 7. That all ordinances of the City of Cedar Hill, Texas in conflict with the provisions of this ordinance be, and the same are hereby, repealed and all other ordinances of the City of Cedar Hill, Texas not in conflict with the provision of this ordinance shall remain in full force and effect.

SECTION 8. That should any section, paragraph, sentence, clause, or phrase of this ordinance be held or determined to be unconstitutional or invalid for any reason, such holding or determination shall not affect the remaining provisions hereof, which are declared to be severable.

SECTION 9. Because of the nature of the interest and safeguards sought to be protected by this Ordinance, and in the interest of the City of Cedar Hill, Texas, this Ordinance shall take effect October 1, 2011, after passage approval and publication, as required by law. The City Secretary is hereby authorized and directed to cause publication of the descriptive caption and penalty clause hereof as an alternative method of publication provided by law.

PASSED, ADOPTED and APPROVED by the City Council of the City of Cedar Hill, Texas, on this the 11th day of September, 2012.


Rob Franke, Mayor

ATTEST:


Lyn Hill, City Secretary

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.



GENERAL FUND

The General Fund is the largest of the City's operating funds and provides citizens with basic governmental and administrative services. Revenue for this fund includes property, sales and franchise taxes; various license and permit fees; charges for services; fines and forfeitures and interest earnings. Other sources of revenue include equipment sales and donations. This fund provides for the following operational and support services:

General Administration - City Manager's office, human resources, information technology systems, financial services, facility management and a non-departmental cost center

Public Safety - Police and fire protection, code enforcement, building inspection, animal control, animal shelter, emergency management and municipal court

Community Services - Park maintenance, right-of-way mowing, recreation programs, library materials, neighborhood services and planning/development services

Public Works - Street repair and fleet maintenance

**GENERAL FUND
SUMMARY OF FY 2012-2013 BUDGET**

CATEGORY	FY 10-11 ACTUAL	FY 11-12 BUDGET	FY 11-12 ESTIMATED	FY 12-13 BUDGET
Fund Balance-Beginning of Year	\$7,703,360	\$7,036,180	\$7,533,373	\$7,613,303
Revenues:				
Taxes	\$19,764,086	\$19,959,000	\$20,024,000	\$20,207,335
Franchise Fees	3,188,429	3,105,000	3,276,000	3,308,000
Investment Income	96,552	95,000	95,000	95,000
Intergovernmental Grants	536,977	229,155	276,815	263,805
Charges for Services	1,629,063	1,642,990	1,623,695	1,648,715
Charges to Other Governments	846,495	914,015	935,450	1,047,215
Licenses and Permits	520,502	588,900	590,500	590,500
Fines and Forfeitures	992,402	975,000	863,000	1,001,565
Miscellaneous Revenue	327,980	195,500	201,980	217,560
Interfund Transfer	-	905,000	905,000	1,445,500
Total Revenue	\$27,902,486	\$28,609,560	\$28,791,440	\$ 29,825,195
Expenditures:				
Public Safety	\$18,268,453	\$19,195,435	\$18,585,180	\$19,626,250
General Administration	4,237,868	4,353,945	4,494,460	4,534,255
Community Services	3,657,299	3,760,470	3,684,840	3,853,170
Public Works	1,908,853	1,947,140	1,947,030	1,970,420
Total Expenditures	\$ 28,072,473	\$ 29,256,990	\$ 28,711,510	\$ 29,984,095
* Revenue over (under) Expenditures	\$ (169,987)	\$ (647,430)	\$ 79,930	\$ (158,900)
Fund Balance-End of Year	\$ 7,533,373	\$ 6,388,750	\$ 7,613,303	\$ 7,454,403

* City policy requires the General 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 funds are included in the resources available to fund expenditures. These resources will be used only for non-recurring expenditures. Therefore, expenditures can exceed revenue and still meet or exceed the Fund Balance Policy.

CITY OF CEDAR HILL
GENERAL FUND
2013 BUDGET
REVENUES

DESCRIPTION	FY2011 ACTUAL	FY2012 BUDGET	FY2012 ESTIMATED	FY2013 BUDGET
GENERAL GOVERNMENTAL REVENUES:				
Property Taxes	\$13,652,879	\$13,734,000	\$13,734,000	\$13,767,335
Sales and Mixed Beverage Taxes	6,111,207	6,225,000	6,290,000	6,440,000
Franchise Fees	3,188,429	3,105,000	3,276,000	3,308,000
Investment Income	96,552	95,000	95,000	95,000
Miscellaneous	128,960	35,000	35,000	35,000
TOTAL GENERAL GOV'T REVENUES	\$ 23,178,027	\$ 23,194,000	\$ 23,430,000	\$ 23,645,335
ADMINISTRATIVE SERVICES:				
Intergovernmental Revenue (Grants)	1,733	1,730	1,730	1,730
Charges for Service	91,399	91,100	91,500	91,750
Charges to Other Governments	242,436	270,900	280,620	280,520
Miscellaneous	21,799	1,000	1,000	1,000
TOTAL ADMINISTRATIVE SERVICES	\$ 357,366	\$ 364,730	\$ 374,850	\$ 375,000
PUBLIC SAFETY:				
Licenses and Permits	220,150	215,000	215,000	215,000
Intergovernmental Revenue (Grants)	518,467	227,425	273,565	219,685
Charges for Service	1,385,594	1,427,070	1,437,805	1,462,805
Charges to Other Governments	604,059	643,115	654,830	766,695
Fines and Forfeitures	973,858	957,000	845,000	983,565
Miscellaneous	17,335	24,000	22,500	33,360
TOTAL PUBLIC SAFETY	\$ 3,719,461	\$ 3,493,610	\$ 3,448,700	\$ 3,681,110
COMMUNITY DEVELOPMENT:				
Intergovernmental Revenue (Grants)	16,778	-	1,520	42,390
Licenses and Permits	300,352	373,900	375,500	375,500
Charges for Service	138,510	123,820	92,690	92,660
Fines and Forfeitures	18,543	18,000	18,000	18,000
Miscellaneous	159,887	135,000	143,480	148,000
TOTAL COMMUNITY DEVELOPMENT	\$ 634,071	\$ 650,720	\$ 631,190	\$ 676,550
PUBLIC WORKS:				
Charges for Service	13,560	1,000	1,700	1,500
Miscellaneous	-	500	-	200
TOTAL PUBLIC WORKS	\$ 13,560	\$ 1,500	\$ 1,700	\$ 1,700
INTERFUND TRANSFERS:				
Street Construction Fund	-	535,000	535,000	790,790
Drainage Fund	-	-	-	276,895
Building Maintenance Fund	-	-	-	97,815
Restricted Street Fund	-	370,000	370,000	-
Equipment Fund	-	-	-	280,000
TOTAL INTERFUND TRANSFERS	\$ -	\$ 905,000	\$ 905,000	\$ 1,445,500
TOTAL GENERAL FUND	\$ 27,902,486	\$ 28,609,560	\$ 28,791,440	\$ 29,825,195

**GENERAL FUND EXPENDITURES
BY CATEGORY
SUMMARY OF FY 2012-2013 BUDGET**

CATEGORY		FY 10-11 ACTUAL		FY 11-12 BUDGET		FY 11-12 ESTIMATED		FY 12-13 BUDGET
Personnel	\$	20,376,205	\$	21,540,565	\$	20,999,305	\$	22,059,010
Supplies		1,005,909		1,179,375		1,129,615		1,207,685
Maintenance		883,230		978,640		1,036,360		1,053,015
Services		2,887,805		2,811,705		2,768,000		2,800,770
Utilities		1,306,396		1,230,310		1,266,845		1,304,690
Lease / Rentals		872,547		612,830		621,675		490,220
Sundry		608,958		765,265		751,410		785,155
Capital Outlay		5,562		13,300		13,300		158,550
Incentives		75,000		75,000		75,000		75,000
Transfers		50,861		50,000		50,000		50,000
TOTAL Expenditures	\$	28,072,473	\$	29,256,990	\$	28,711,510	\$	29,984,095

CATEGORY		FY 10-11 ACTUAL		FY 11-12 BUDGET		FY 11-12 ESTIMATED		FY 12-13 BUDGET
Public Safety	\$	18,268,453	\$	19,195,435	\$	18,585,180	\$	19,626,250
Administration		4,237,868		4,353,945		4,494,460		4,534,255
Community Services		3,657,299		3,760,470		3,684,840		3,853,170
Public Works		1,908,853		1,947,140		1,947,030		1,970,420
TOTAL Expenditures	\$	28,072,473	\$	29,256,990	\$	28,711,510	\$	29,984,095

**GENERAL FUND EXPENDITURES
BY DEPARTMENT / DIVISION
SUMMARY OF FY 2012-2013 BUDGET**

DEPARTMENT/DIVISION	FY 10-11 ACTUAL	FY 11-12 BUDGET	FY 11-12 ESTIMATED	FY 12-13 BUDGET
Expenditures:				
Administration	1,224,903	1,282,005	1,289,380	1,294,625
Human Resources	342,772	426,670	438,155	453,895
Information Technology	684,136	711,175	718,970	699,900
Finance	786,099	804,720	787,175	833,110
Government Center	643,020	642,760	675,820	625,465
Non-Departmental	556,938	486,615	584,960	627,260
Police	8,798,566	9,068,080	8,804,350	9,265,725
Animal Control	153,544	161,880	159,595	164,020
Fire	7,425,673	7,925,940	7,638,720	8,118,770
Emergency Management	75,073	78,380	80,380	93,665
Municipal Court	561,065	583,190	558,785	601,785
Code Enforcement	695,876	788,625	760,385	758,510
Animal Shelter	558,656	589,340	582,965	623,775
Parks	1,836,020	1,883,045	1,878,090	1,959,220
Recreation	565,349	617,215	582,975	597,070
Library	811,224	791,230	789,815	823,790
Neighborhood Services	102,678	133,710	126,270	132,535
Planning	342,028	335,240	307,690	340,555
Streets	1,677,707	1,698,770	1,701,750	1,714,280
Fleet Maintenance	231,146	248,400	245,280	256,140
Total Expenditures	\$ 28,072,473	\$ 29,256,990	\$ 28,711,510	\$ 29,984,095

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**

2012-2013 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

**SUMMARY
ADMINISTRATION**

EXPENDITURES	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 1,041,568	\$ 1,081,160	\$ 1,096,880	\$ 1,066,340
Supplies	8,066	12,220	8,220	12,220
Maintenance	9,750	9,000	7,500	9,500
Services	46,153	58,315	54,015	77,285
Utilities	3,747	4,180	4,180	4,180
Lease / Rentals	6,092	6,090	6,090	3,555
Sundry	109,527	111,040	112,495	121,545
TOTAL Department Budget	\$ 1,224,903	\$ 1,282,005	\$ 1,289,380	\$ 1,294,625

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
City Manager	1.00	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	0.00	1.00	1.00	1.00
City Secretary	1.00	1.00	1.00	1.00
Assistant to the City Manager	1.00	0.00	0.00	0.00
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	2.00	2.00
Executive Secretary	0.00	1.00	1.00	1.00
Administrative Secretary	1.00	0.00	0.00	0.00
Part-Time Clerk	1.00	1.00	1.00	1.00
TOTAL Department Staff	10.00	10.00	10.00	10.00

PERFORMANCE INDICATORS	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Direct City Departments toward Council's Premier Statements	100%	100%	100%	100%
Produce and post Council meetings within 72 hours	100%	100%	100%	100%

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 competitive compensation and benefits system
- 3) **Performance Development and Management** - Formulate the direction that enables the organization to achieve its training, performance and change initiatives
- 4) **Employee Incentives and Retention Strategies** - Ensure that the workforce has career opportunities, incentives and a quality of work life that favorably competes with other employers
- 5) **Employee Relations and Accountability Standards** - Provide expertise, guidance and options on employee-related matters

2012-2013 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 employment practices, procedures and guidelines annually
- Ensure departmental Recruitment Plans are 100% complete prior to advertising vacant employment opportunities
- Review at least 3,500 applications/resumes annually
- Forward applications that meet or exceed the required qualifications of the vacant position to the hiring department(s) on a weekly basis
- 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 within one week after a vacant position has been filled

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 over 4,000 personnel action forms and benefit documents annually
- Review and update all vacant job descriptions before filling the position
- 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 quarterly Safety Committee meetings
- Coordinate Mid-Level Supervisor monthly staff meetings
- 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 as needed
- Provide approval for tuition reimbursement requests for career path development within three business days
- Coordinate Employee Recognition Program and Employee of the Quarter Program
- Offer a minimum of three Wellness Programs annually
- Coordinate quarterly employee luncheons
- Visit one department a month not located in the Government Center
- Coordinate the annual service awards ceremony

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 FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 258,631	\$ 273,890	\$ 261,000	\$ 261,225
Supplies	16,040	30,500	28,700	28,700
Maintenance	6,979	6,200	6,200	6,000
Services	31,305	42,770	68,945	85,920
Utilities	959	1,150	1,150	1,150
Lease / Rentals	5,928	7,790	7,790	6,530
Sundry	22,930	64,370	64,370	64,370
TOTAL Department Budget	\$ 342,772	\$ 426,670	\$ 438,155	\$ 453,895

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Assistant City Manager	1.00	0.00	0.00	0.00
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Generalist - II	0.00	1.00	1.00	1.00
Human Resources Generalist - I	1.00	1.00	1.00	1.00
Human Resources Analyst	1.00	0.00	0.00	0.00
Human Resources Assistant	1.00	1.00	1.00	1.00
TOTAL Department Staff	5.00	4.00	4.00	4.00

PERFORMANCE INDICATORS	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Number of applications received	3,566	3,000	5,000	5,500
Average length to fill positions (days)	45	43	40	40

INFORMATION TECHNOLOGY

MISSION STATEMENT:

The mission of the Information Technology Department is to provide the highest quality support, guidance 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

2012-2013 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 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 the City's document imaging system, call management systems, GIS systems and other applications annually
- Implement vendor supplied changes to related backup management, server management and 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 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 daily
- Renew all security certificates annually
- Implement security systems changes - to protect the City's systems from external and internal damage from attacks such as viruses, intrusion and spam daily

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
- Research all available sources, especially Texas Department of Information Resources qualified vendors, for determining eligible sources of information systems and equipment
- 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
- Use industry standards for soliciting and documenting system requirements

Activity Measurement:

- Replace servers and major network components on a five-year replacement program
- Replace microcomputers 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 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 258,673	\$ 293,275	\$ 291,695	\$ 293,310
Supplies	8,994	11,905	11,800	11,800
Services	117,976	141,065	141,065	141,065
Maintenance	110,980	114,875	125,625	118,625
Utilities	4,800	6,020	5,200	5,800
Leases / Rentals	163,776	121,555	121,555	107,270
Sundry	18,937	22,480	22,030	22,030
TOTAL Department Budget	\$ 684,136	\$ 711,175	\$ 718,970	\$ 699,900

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Information Technology Director	1.0	0.0	0.0	0.0
Information Technology Manager	0.0	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 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Installed desktop computers	40	30	30	50
On-site calls	4,000	3,500	3,000	3,000
Vendor/product evaluations	15	10	10	15

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 Program

2012 – 2013 WORK PLAN

CORE FUNCTION: #1 Perform Financial Accounting

Action:

- Process approximately 13,300 invoices and 7,350 checks
- Issue approximately 150 purchase orders
- Prepare and distribute payroll checks for approximately 375 employees
- Prepare financial 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
- 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 15th 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 SSA 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 providers of bidding opportunities at least two weeks before the deadline
- Review all bids submitted in accordance with the bidding proposal timetable and provide recommendations to departments/administration

**SUMMARY
FINANCE**

EXPENDITURES	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 548,063	\$ 567,305	\$ 547,805	\$ 581,555
Supplies	5,889	4,000	3,880	3,675
Maintenance	1,308	3,200	3,350	3,200
Services	213,428	207,740	215,690	222,350
Utilities	249	250	325	610
Sundry	17,162	22,225	16,125	21,720
TOTAL Department Budget	\$ 786,099	\$ 804,720	\$ 787,175	\$ 833,110

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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 FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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

2012 - 2013 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 FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 159,878	\$ 160,660	\$ 224,175	\$ 170,320
Supplies	18,238	22,055	26,300	26,800
Maintenance	72,791	65,200	65,700	65,700
Services	99,930	109,245	70,245	70,245
Utilities	288,829	276,350	282,350	282,350
Sundry	3,354	9,250	7,050	10,050
TOTAL Department Budget	\$ 643,020	\$ 642,760	\$ 675,820	\$ 625,465

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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	2.39	2.39	0.50
TOTAL Department Staff	4.39	4.39	4.39	2.50

PERFORAMANCE INDICATORS	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Work orders submitted	-	600	700	725
Work orders responded within 24 hours	-	99%	99%	99%

**SUMMARY
NON-DEPARTMENTAL**

EXPENDITURES	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 17,308	\$ 19,705	\$ 19,305	\$ 90,790
Supplies	42,891	41,355	41,450	41,450
Maintenance	26,014	26,550	51,000	76,150
Services	257,062	136,600	188,760	135,325
Utilities	46,045	41,345	62,585	61,685
Development Incentives	75,000	75,000	75,000	75,000
Lease / Rentals	2,109	2,110	2,110	2,110
Sundry	40,509	93,950	94,750	94,750
Transfers	50,000	50,000	50,000	50,000
TOTAL Department Budget	\$ 556,938	\$ 486,615	\$ 584,960	\$ 627,260

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Building Maintenance Worker	0.77	0.77	0.77	2.27
TOTAL Department Staff	0.77	0.77	0.77	2.27

POLICE

MISSION STATEMENT:

The mission 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 of fairness and integrity.

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

2012 – 2013 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*
- Attend at least one Neighborhood Home Association/Crime Watch meeting for each active group
- Offer and complete two Citizen Police Academy classes
- Perform 100% compliance checks on all registered sex offenders monthly
- Decrease residential burglaries by 10% during proactive enforcement initiatives
- Participate in at least two national or state traffic safety initiatives for the recognized/specified 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 20% for Index Crimes and a Clearance Rate of at least 35% for overall crimes for reporting year 2012
- Achieve 30% of property recovered-to-stolen ratio for reporting year 2012
- 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
- Purchase a portable internet-based security camera system and implement pilot program

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%
- Utilize one security camera in three strategic locations and measure its effectiveness in reducing property crimes

Meets City Council's Premier Statements:

Cedar Hill is Safe.

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 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.
- 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 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 7,025,410	\$ 7,506,605	\$ 7,081,795	\$ 7,532,705
Supplies	263,517	321,355	312,575	321,155
Maintenance	84,597	113,115	104,040	113,115
Services	1,074,202	1,064,400	1,039,695	1,064,400
Utilities	58,405	50,050	55,050	50,050
Lease / Rentals	165,046	103,780	60,255	45,650
Sundry	121,827	138,650	137,640	138,650
Capital Outlay & Grant	5,562	-	13,300	-
TOTAL Department Budget	\$ 8,798,566	\$ 9,297,955	\$ 8,804,350	\$ 9,265,725

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Police Chief	1.00	1.00	1.00	1.00
Assistant Police Chief	2.00	2.00	2.00	2.00
Police Lieutenant	6.00	7.00	7.00	7.00
Police Sergeant	8.00	8.00	8.00	8.00
Police Corporal	0.00	8.00	8.00	8.00
Police Officer	50.00	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	0.00	1.00	1.00	1.00
Executive Secretary	1.00	0.00	0.00	0.00
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	0.50	0.50	0.80
TOTAL Department Staff	87.10	87.10	87.10	87.40

PERFORMANCE INDICATORS	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Emergency response time (minutes)	5:43	6:15	6:19	6:30
Non-emergency response time (minutes)	17:39	16:30	16:36	17:02
Approval rate on cases filed with the District Attorney	98%	98%	98%	98%
Property room Accuracy Rate	100%	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.

2012-2013 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 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	132,532	140,635	141,765	142,035
Supplies	10,973	11,730	8,700	11,730
Maintenance	5,004	1,000	1,800	1,800
Services	2,064	3,140	2,955	3,080
Utilities	1,392	1,725	1,725	1,725
Sundry	1,579	3,650	2,650	3,650
TOTAL Department Budget	\$ 153,544	\$ 161,880	\$ 159,595	\$ 164,020

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Calls for service (activities)	3,624	3,600	3,800	4,000

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

2012 – 2013 WORK PLAN

CORE FUNCTION: #1 Emergency Medical Services

Action:

- Meet established national standards for response to approximately 3,700 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 six minutes one second
- Ensure 99% of all calls get proper care and meet all protocols
- Conduct AED Training for City employees annually
- Conduct CPR Training for City employees annually
- Conduct weekly blood pressure checks to City employees and daily to citizens as requested
- Complete 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 1,600 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 forty-eight 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 semi-annual maintenance on more than 2,300 hydrants
- Complete 18 new target hazard pre-plans annually
- Perform inspections of all department 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 commercial buildings in Cedar Hill annually
 - ✓ Perform 670 building inspections by the Fire Marshal's Office - completed 592 (CY-2011)
 - ✓ Perform 300 inspections annually by Suppression personnel - completed 292 (CY-2011)
- 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 semi-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
 - ✓ Improve inter-operability with 450 Mhz radio system
 - ✓ Attend monthly regional and county Fire Chief's meetings
 - ✓ Attend monthly FIANT meetings
 - ✓ Attend 11-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 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 6,082,560	\$ 6,585,200	\$ 6,302,340	\$ 6,698,460
Supplies	217,872	225,465	222,885	242,065
Maintenance	167,366	204,880	200,830	188,800
Services	375,880	371,530	371,165	368,465
Utilities	88,496	80,225	82,460	85,600
Lease / Rentals	315,379	281,030	281,070	243,745
Sundry	178,120	177,610	177,970	183,085
Capital/Grant	-	-	-	108,550
TOTAL Department Budget	\$ 7,425,673	\$ 7,925,940	\$ 7,638,720	\$ 8,118,770

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Fire Chief	1.00	1.00	1.00	1.00
Deputy Fire Chief	0.00	1.00	1.00	1.00
Assistant Fire Chief	1.00	0.00	0.00	0.00
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 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Calls for service	5,481	5,600	5,450	5,600
Emergency Medical Aid	3,759	3,900	3,810	3,900
Total inspections	1,860	1,600	1,700	1,800

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

2012-2013 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 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ -	\$ -	\$ -	\$ -
Supplies	1,566	1,400	1,900	1,400
Maintenance	12,733	15,100	16,600	22,700
Services	48,568	49,500	49,500	57,585
Utilities	2,963	2,930	2,930	2,930
Leases / Rentals	3,817	3,950	3,950	3,950
Sundry	5,426	5,500	5,500	5,100
TOTAL Department Budget	\$ 75,073	\$ 78,380	\$ 80,380	\$ 93,665

PERFORMANCE INDICATORS	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Respond and activate EOC within 15 minutes of notice	99%	99%	99%	99%
Successfully activate and opearate 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

2012 - 2013 WORK PLAN

CORE FUNCTION: #1 Process Class-C Misdemeanor cases

Action:

- Document and maintain case activity for approximately 6,000 cases annually

Activity Measurement:

- Enter citations into the Municipal Court System on same day of case(s) being filed
- Record and prepare deposit of payments of citations within one business day
- Monitor and appropriately dispose of pending cases weekly
- Process warrants within ten days of delinquency
- Update web payments daily
- Process incoming mail, jail paperwork 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 3,500 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 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 customer via telephone within five to 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 8,000 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 2013
- Create a Policy and Procedures Manual for court by July 2013

**SUMMARY
MUNICIPAL COURT**

EXPENDITURES	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 408,078	\$ 419,375	\$ 453,940	\$ 494,305
Supplies	14,979	19,010	12,625	12,270
Maintenance	8,043	8,200	8,340	8,200
Services	124,580	127,640	74,700	75,000
Utilities	2,507	2,865	2,865	2,865
Sundry	2,878	6,100	6,315	9,145
TOTAL Department Budget	\$ 561,065	\$ 583,190	\$ 558,785	\$ 601,785

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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	0.00	0.00	1.00
Senior Court Clerk	1.00	1.00	1.00	1.00
Court Clerk	2.63	2.63	2.63	2.13
Bailiff	0.80	0.80	0.80	0.80
TOTAL Department Staff	7.43	7.43	7.43	7.93

PERFORMANCE INDICATORS	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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%	67%	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

2012 - 2013 WORK PLAN

CORE FUNCTION: #1 Enforce Property Maintenance Codes

Action:

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

Activity Measurement:

- Respond to complaints within two business days
- Patrol each neighborhood weekly - initiating code violations
- Initiate approximately 5,200 code violation cases annually
- Respond to approximately 750 citizen complaints and violations annually

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 98% of all inspections on date requested within one business day
- Perform 5,200 building inspections annually

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/issue Single-Family Building Permits within three business days of receipt
- Review all commercial building plans within five days of receipt
- Issue 50 Single-Family Building Permits annually
- Issue 45 Commercial Plan Review Comments and Permits annually
- Issue 510 Plumbing, Electrical, Mechanical, Storage Building 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 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 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 564,007	\$ 583,150	\$ 533,515	\$ 541,660
Supplies	11,412	13,385	14,885	13,385
Maintenance	5,533	6,050	6,050	6,050
Services	96,101	164,055	182,415	175,795
Utilities	3,274	4,250	4,070	4,070
Leases / Rentals	1,145	-	-	-
Sundry	14,404	17,735	19,450	17,550
TOTAL Department Budget	\$ 695,876	\$ 788,625	\$ 760,385	\$ 758,510

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Building Official	1.00	1.00	1.00	1.00
Code Enforcement Supervisor	1.00	1.00	1.00	1.00
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 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Complaints responded to within two business days	97%	97%	95%	97%
Inspections performed on 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 when possible
- 4) **Promote responsible pet care and ownership** - Provide information to the public on pet issues

2012 - 2013 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 5,000 animals annually
- Clean 100% 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:

- Attempt to 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
- Coordinate with veterinary clinic to perform pre-spay/neuter on adopted dogs and cats

Activity Measurement:

- Administer 800 adoptions annually
- Rescue/transfer to other organizations 800 cases annually
- Perform heartworm tests on 100% of age appropriate adopted adult dogs
- Perform Feline Leukemia Virus (FeLV) and/or Feline Immunodeficiency Virus (FIV) tests on high risk cats or upon request of adopters
- 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
- 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
- Submit an informative 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
- Microchip pets for the public on demand
- Conduct low-cost microchip clinics onsite monthly

Meets City Council's Premier Statement:

Cedar Hill is Safe.

**SUMMARY
ANIMAL SHELTER**

EXPENDITURES	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 443,179	\$ 460,420	\$ 453,035	\$ 473,460
Supplies	23,160	29,415	27,200	47,100
Maintenance	9,194	4,545	10,945	11,445
Services	33,187	45,635	44,460	42,955
Utilities	40,482	40,360	40,560	40,560
Leases / Rentals	1,391	1,375	1,375	1,365
Sundry	7,202	7,590	5,390	6,890
Transfers	861	-	-	-
TOTAL Department Budget*	\$ 558,656	\$ 589,340	\$ 582,965	\$ 623,775

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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 INDICATORS	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Number of incoming animals	4,909	5,300	5,300	5,000
Adoptions administered	724	830	830	800
Number of reclamations	769	790	790	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 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

2012 - 2013 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 (654 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 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 Rd, Joe Wilson Rd, Uptown Blvd, N. Cedar Hill Rd, Beltline Rd, Broad St and S Clark Rd.) biweekly
- Visually inspect and make necessary repairs to 24 playgrounds weekly
- Complete playground inspection reports and make necessary repairs monthly
- Inspect 31 parks and make necessary repairs weekly
- Inspect irrigation systems at 24 parks, four streets with medians and eight buildings and make necessary repairs monthly
- Make necessary repairs to 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 and buildings daily (767 acres)
- Remove litter from medians and rights-of-way weekly (195 acres)
- Respond to citizens' and departments' 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, 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 annually for projects that would benefit the community
- Research grant availability annually and apply accordingly
- Ensure that ADA compliance is received on all facilities within one year of project completion
- Annually review all areas maintained by parks personnel to determine the appropriate classification, service requirements and associated maintenance cost
- 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 FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 1,190,636	\$ 1,239,570	\$ 1,286,490	\$ 1,296,255
Supplies	152,264	165,210	169,195	178,555
Maintenance	114,891	131,600	138,000	140,000
Services	41,440	33,695	31,925	32,805
Utilities	229,470	183,175	197,900	223,460
Leases / Rentals	89,157	74,665	35,415	17,320
Sundry	18,162	21,945	19,165	20,825
Capital	-	-	-	50,000
TOTAL Department Budget	\$ 1,836,020	\$ 1,849,860	\$ 1,878,090	\$ 1,959,220

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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	3.00
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	11.40
TOTAL Department Staff	26.40	26.40	26.40	26.40

PERFORMANCE INDICATORS	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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

2012-2013 WORK PLAN

CORE FUNCTION: #1 Coordinate Athletic Programs

Action:

- Make available youth and adult athletic programs

Activity Measurement:

- Facilitate youth tennis by providing three sessions of three classes annually (300 participants)
- Offer three seasons of adult softball leagues annually (100 teams)
- Host four adult softball tournaments annually (55 teams)
- Offer three seasons of adult kickball leagues annually (24 teams)
- Offer two sessions of adult golf lessons annually (12 students)
- Co-sponsor with "Flagfootball X", three seasons of adult flag football annually (18 teams)
- Co-sponsor with the tennis association, the following activities annually:
 - Men's, women's and doubles leagues (115 adult participants)
 - Two seasons of two youth leagues (12 youth participants)
 - Two adult tournaments (26 adult participants)
 - Two youth tournaments (24 youth participants)
- Co-sponsor with the youth baseball association, the following activities annually:
 - Two seasons of leagues (72 teams)
 - Nine tournaments (141 teams)
- Co-sponsor with youth softball association, the following activities annually:
 - Two seasons of leagues (18 teams)
 - Two recreation tournaments (14 teams)
- Co-sponsor with youth basketball association, the following activities annually:
 - Two seasons of leagues (59 teams)
- Co-sponsor with youth football associations, the following activities annually:
 - One season of one league each (33 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 (210 teams)
 - Four tournaments (240 teams)
 - Two seasons of adult female leagues (38 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
- Co-host one event with the Audubon Society at Dogwood Canyon annually
- Develop a private/public partnership to host one family oriented benefit walk/run – "Lights for Life Parade of Hope" 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 annually (300 hours of instruction, including six swim levels)
- Coordinate 11 weeks of fitness and water aerobics classes (84 hours)
- Provide special day care swim time daily
- Establish one lifeguard certification program annually (new program)
- Provide 11 weeks of lap swimming annually (84 hours)
- Coordinate 72 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 and two themed Family Swim Nights
- Offer private swim lessons (new program) weekly
- Establish semi-private swim lessons twice per season

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
- Provide and administer the "Adopt A Park" Program

Activity Measurement:

- Offer an Arbor Day ceremony in support of Tree City USA annually
- Recruit 12 members 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

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 FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 378,709	\$ 422,235	\$ 392,535	\$ 410,835
Supplies	32,019	55,690	35,085	47,900
Maintenance	7,582	6,510	16,815	7,600
Services	109,400	89,080	94,565	87,595
Utilities	2,070	3,980	2,500	2,500
Leases / Rentals	22,936	21,715	21,715	21,715
Sundry	12,633	18,005	19,760	18,925
TOTAL Department Budget	\$ 565,349	\$ 617,215	\$ 582,975	\$ 597,070

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Recreation Superintendent	1.00	1.00	1.00	1.00
Athletic Supervisor	1.00	1.00	1.00	1.00
Athletic Coordinator	1.00	1.00	1.00	1.00
Project Specialist	0.00	1.00	1.00	1.00
Senior Center Supervisor	1.00	1.00	1.00	1.00
Administrative Secretary	2.00	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 FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Aquatics Attendance	11,016	12,500	10,915	11,043
Athletic Adult Teams for Leagues/Tournaments	141	175	148	175
Athletic Youth Associations	7	7	7	6
Athletic Youth Teams for Leagues/Tournaments	690	650	795	860
Senior Center Attendance/bus/van usage	14,250	16,500	16,800	17,500
Special Events	16	15	21	22

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

2012 - 2013 WORK PLAN

CORE FUNCTION: #1 Create Young Readers

Action:

- Offer 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 210 children's programs annually
- Organize and conduct 45 programs for teens and pre-teens annually
- Provide 50 toddler programs annually
- Provide 50 preschool programs annually
- Offer a Summer 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
- Present Scholastic BookFlix to computer teachers and Parents, Teachers, Student Associations of six elementary schools with an e-mail presentation to each elementary teacher and parent of an elementary school age child by the end of the fiscal year

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 400 faxes for resume/job search purposes at no cost to the resident
- Offer four TAKS/SAT preparation classes annually
- Provide at least two GED Exam Preparation Course annually and ongoing tutoring
- Respond to 16,000 customer requests for assistance and information in-house and via telephone annually
- Respond to 100% of online "Ask a Librarian" requests within one business day
- Borrow 250 items and loan 200 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 150 Zula B. Wylie Public Library card holders annually
- Present Mango language programs to two CHISD schools, the Cedar Hill High School and Highland Elementary school and distribute 2,000 brochures, bookmarks and flyers to promote the Mango program throughout the school district
- Distribute 1,000 brochures, bookmarks, and flyers to promote E-books annually
- Present the E-book program to high school teachers/students at least once and to students attending Northwood University when we visit during student orientation by the end of the fiscal year

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 46,000 sessions annually
- Provide free access to Internet, etc., via public access interlibrary laptops for 1,500 sessions annually
- Provide 5,200 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 by the end of the fiscal year
- Distribute 3,000 brochures, bookmarks and flyers to promote online language program by the end of the fiscal year
- Provide four E-book programs and three language programs to introduce the 3M Cloud and Mango, respectively by the end of the fiscal year

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 Walk the Lights Art Festival
- 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
- Annual participation at Country Day on the Hill, including a booth providing information and Library cards and a performance hosted by the Library
- Annual participation in the Walk the Light Arts Festival with performances in the amphitheater, programs in the meeting room, and providing information and library cards
- Partner with Cedar Hill Independent School District on the annual Summer Reading Program Poster Contest and present the 8 finalist for public voting during Walk the Light Art Festival
- Establish a Genealogical webpage on our website for the newly founded Cedar Hill Genealogical Society(CHGS) by December 2012
- Assist the CHGS with four programs and the development of one genealogical collection by the end of the fiscal year

Meets City Council's Premier Statement:

Cedar Hill has Distinctive Character.

**SUMMARY
LIBRARY**

EXPENDITURES	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 504,520	\$ 522,585	\$ 528,425	\$ 565,055
Supplies	106,083	126,100	124,650	124,950
Maintenance	88,043	40,100	41,100	37,240
Services	70,498	58,360	48,000	52,055
Utilities	34,475	35,515	38,000	35,400
Leases / Rentals	837	835	835	835
Sundry	6,768	7,735	8,805	8,255
TOTAL Department Budget	\$ 811,224	\$ 791,230	\$ 789,815	\$ 823,790

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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	0.00	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
Circulation Coordinator	1.00	0.00	0.00	0.00
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 FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Items checked-out	141,349	140,000	134,000	140,000
Library visits	249775*	350,000	131,000	135,000
Number of computer users	52,065	52,000	52,000	55,000

*The library counter was not functioning properly during June - August 2011.

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 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

2012 - 2013 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.

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

2012 - 2013 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 semi-annual inventory of downtown properties and vacant land tracts
- Coordinate and report architectural review findings of the Main Street Board to the Planning and Zoning Commission and City Council monthly
- Perform annual maintenance inspection of benches, decorative lighting and banners
- Facilitate Main Street Board meetings monthly
- Coordinate completion of ongoing streetscape projects by September 2013
- Facilitate, at least four meetings, 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

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 annually
- 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.

**SUMMARY
NEIGHBORHOOD SERVICES**

EXPENDITURES	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 79,713	\$ 82,445	\$ 83,945	\$ 87,645
Supplies	6,237	15,815	10,880	9,700
Maintenance	275	600	275	300
Services	11,096	24,765	24,290	24,990
Utilities	633	770	770	770
Sundry	4,724	9,315	6,110	9,130
TOTAL Department Budget	\$ 102,678	\$ 133,710	\$ 126,270	\$ 132,535

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Neighborhood Services Coordinator	1.00	1.00	1.00	1.00
TOTAL Department Staff	1.00	1.00	1.00	1.00

PERFORMANCE INDICATORS	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Percentage of response time to neighborhood request(s) within one business day	99%	99%	99%	99%

PLANNING

MISSION STATEMENT:

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

CORE FUNCTIONS:

- 1) **Manage Comprehensive Long Range Planning** – Analyze and maintain *The Comprehensive Plan* to develop plans, policies and procedures for its implementation
- 2) **Develop Implementation and Enforcement Strategies** - Analyze and maintain the Zoning Code, Subdivision Ordinance and various other Land Development ordinances and policies, which are designed to facilitate the concepts contained within *The Comprehensive Plan*
- 3) **Facilitate Development Review and Approval** – Review of land development proposals for compliance with City plans, codes and policies, as well as guide proposals through the public review process

2012-2013 WORK PLAN

CORE FUNCTION: #1 Manage Comprehensive Long Range Planning

Action:

- As development occurs, evaluate development applications based on their compatibility to *The Comprehensive Plan*
- Explore and study new planning and design concepts and trends such as *New Urbanism*, for their possible application in Cedar Hill
- Continue to develop and refine specific area plans for the Downtown, Midtown and Uptown Districts as delineated in the City Center Vision Plan and City Center Phase II
- Support regional rail initiatives by North Central Texas Council of Governments (NCTCOG) and the Regional Transportation Council (RTC)

Activity Measurement:

- Conduct at least four meetings with the Planning and Zoning Commission to discuss and develop strategies for the implementation of *The Comprehensive Plan*
- Conduct at least one meeting with stakeholders in the Downtown, Midtown and Uptown areas to obtain feedback on the planning process for the City Center Vision Plan
- Conduct at least one workshop to educate the public about the concepts outlined in the City Center Plan
- Attend at least one New Urbanism Seminar to learn ways of incorporating New Urbanism design trends, i.e. Transit Orientated Development (TOD) district within the fiscal year
- Conduct at least four meetings with the City Center Advisory Committee and professional planning consultant to begin work on City Center Plan Phase II
- Conduct at least four meetings with the Planning and Zoning Commission and the Main Street Board on development of a Downtown/Uptown Plan
- Coordinate quarterly meetings with cities along the rail corridor to create enthusiasm and develop momentum for commuter rail

Meets City Council's Premier Statements:

Cedar Hill is Safe.

Cedar Hill is Clean.

Cedar Hill has Vibrant Parks and Natural Beauty.

Cedar Hill has Excellent, Safe and Efficient Mobility.

Cedar Hill has a Strong and Diverse Economy.

CORE FUNCTION #2 Develop Implementation and Enforcement Strategies

Action:

- Facilitate, maintain and revise, as necessary, the Zoning Ordinance
- Facilitate, maintain and revise, as necessary, the Subdivision Regulations
- Study and examine the need for the creation of various land use and development related ordinances, such as Historic Preservation and Form Based Codes
- Ensure City codes and policies are current relative to changes in State Law, the activities of area cities and changes in planning practices and procedures

Activity Measurement:

- Conduct quarterly meetings with the Planning and Zoning Commission to review various City Land Development Codes
- Conduct at least one public meeting with area stakeholders to present and discuss standards and guidelines for a Historic Preservation Ordinance
- Conduct at least four meetings with the Code Enforcement Officers to discuss violations and any zoning enforcement related 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 developing community in the submission of land development proposals
- Accept proposals for land development, coordinate the applications through the City review process and advise the applicant of any needed changes
- Notify the general public, as required, and schedule development proposals for consideration by the appropriate boards, commissions and City Council
- Coordinate and report to the reviewing boards, commissions or City Council decisions and recommendations received from City Staff and other boards, and comments from the general public
- Execute Planning and Zoning's and City Council's actions regarding development

Activity Measurement:

- Process various development applications, platting, site plan, zoning changes and conditional use permit requests within 30-45 days or as established by City and State guidelines
- Coordinate with City staff to maintain and review the Development Services Handbook monthly
- Ensure that legal notifications are processed within 30 days of receipt of complete application
- Conduct Development Review Committee (DRC) meetings weekly or as warranted by development workload
- Transmit DRC comments to applicants within ten business days

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 FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 277,233	\$ 281,715	\$ 278,045	\$ 288,530
Supplies	1,069	2,350	1,825	2,450
Maintenance	1,998	2,910	2,400	2,300
Services	47,763	34,010	11,295	30,650
Utilities	1,077	1,230	1,200	1,200
Sundry	12,888	13,055	12,925	15,425
TOTAL Department Budget	\$ 342,028	\$ 335,270	\$ 307,690	\$ 340,555

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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	0.00	1.00	1.00	1.00
Executive Secretary	1.00	0.00	0.00	0.00
TOTAL Department Staff	4.00	4.00	4.00	4.00

PERFORMANCE INDICATORS	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Number of applications processed for review	42	50	34	50
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

2012 - 2013 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
- Sand City-owned parking lots and priority intersections and assist police and fire departments during 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 routine 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 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 817,083	\$ 854,900	\$ 829,980	\$ 863,855
Supplies	54,077	47,650	53,000	55,000
Maintenance	145,693	191,500	204,500	202,000
Services	82,949	69,840	62,820	68,470
Utilities	483,172	467,080	467,080	483,080
Leases / Rentals	87,812	58,910	75,910	33,515
Sundry	6,921	8,860	8,460	8,360
TOTAL Department Budget	\$ 1,677,707	\$ 1,698,740	\$ 1,701,750	\$ 1,714,280

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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

2012-2013 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

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:

- Submit and distribute monthly detail billing reports to departments for equipment and vehicle repairs
- 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

Activity Measurement:

- Provide a fuel usage report to respective departments monthly
- Respond to requests for fuel inventory records or reports within one business day
- Provide fully-trained certified facility representatives to assist in meeting full compliance requirements through TCEQ (Texas Commission on Environmental Quality)

Meets City Council's Premier Statement:

Cedar Hill is Safe.

**SUMMARY
FLEET MAINTENANCE**

EXPENDITURES	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 188,424	\$ 197,715	\$ 192,635	\$ 200,670
Supplies	10,563	14,710	13,860	15,380
Maintenance	(2,540)	5,850	9,850	9,850
Services	11,219	7,550	6,935	7,175
Utilities	13,351	14,560	13,945	14,705
Lease / Rentals	7,122	3,605	3,605	2,660
Sundry	3,007	4,410	4,450	5,700
TOTAL Department Budget	\$ 231,146	\$ 248,400	\$ 245,280	\$ 256,140

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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 FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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 13 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 to assist issues regarding the red light cameras.

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.

SPECIAL REVENUE FUNDS

Combined Funds

CATEGORY	ACTUAL 2010-11	BUDGET 2011-12	ESTIMATED 2011-12	BUDGET 2012-13
BEGINNING FUND BALANCE	\$ 45,655,881	\$ 50,460,733	\$ 53,896,004	\$ 59,961,315
REVENUES:				
Taxes	6,165,256	6,300,000	6,365,000	6,116,500
Forfeitures	336,825	392,000	314,000	314,000
Interest Income	4,158,689	2,332,340	2,559,190	2,628,380
Employer Contribution	10,000	10,000	20,000	20,000
Donations	18,202	16,000	13,500	14,000
Other	2,946,855	2,842,400	2,856,125	2,970,035
Assessments	417,386	409,070	410,085	409,050
Transfers from Other Funds	1,852,585	1,850,000	1,850,000	1,850,000
TOTAL Revenues	\$ 15,905,798	\$ 14,151,810	\$ 14,387,900	\$ 14,321,965
TOTAL AVAILABLE RESOURCES	\$ 61,561,679	\$ 64,612,543	\$ 68,283,904	\$ 74,283,280
EXPENDITURES:				
Public Safety	407,907	317,000	315,590	311,480
Community Services	4,188,112	4,690,724	4,628,665	4,873,565
Economic Development	810,861	8,804,175	1,256,170	9,660,885
Capital Expenditures	270,768	286,500	141,595	899,325
Debt Service	267,025	269,475	269,675	266,165
Tourism	62,341	99,875	86,494	144,600
Transfer to Other Funds	1,658,661	1,624,770	1,624,450	1,622,895
TOTAL Expenditures	\$ 7,665,675	\$ 16,092,519	\$ 8,322,639	\$ 17,778,915
Revenue over (under) Expenditures	8,240,123	(1,940,709)	6,065,261	(3,456,950)
ENDING FUND BALANCE	\$ 53,896,004	\$ 48,520,024	\$ 59,961,265	\$ 56,504,365

SPECIAL REVENUE FUNDS

Police Forfeiture Fund

CATEGORY	ACTUAL 2010-11	BUDGET 2011-12	ESTIMATED 2011-12	BUDGET 2012-13
BEGINNING FUND BALANCE	\$ 59,989	\$ 50,184	\$ 43,214	\$ 29,539
REVENUES:				
Taxes	-	-	-	-
Forfeitures	4,138	60,000	30,000	30,000
Interest Income	1,448	-	1,000	500
Other	-	-	-	-
TOTAL Revenues	5,586	60,000	31,000	30,500
TOTAL AVAILABLE RESOURCES	65,575	110,184	74,214	60,039
EXPENDITURES:				
Public Safety	22,361	10,800	44,675	29,050
TOTAL Expenditures	22,361	10,800	44,675	29,050
Revenue over (under) Expenditure:	(16,775)	49,200	(13,675)	1,450
ENDING FUND BALANCE	43,214	99,384	29,539	30,989

SPECIAL REVENUE FUNDS

Animal Shelter Fund

CATEGORY	ACTUAL 2010-11	BUDGET 2011-12	ESTIMATED 2011-12	BUDGET 2012-13
BEGINNING FUND BALANCE	\$ 4,019	\$ -	\$ 5,319	\$ 5,369
REVENUES:				
Interest Income	34	-	-	50
Transfers from Other Funds	2,585	-	-	-
TOTAL Revenues	2,619	-	-	50
TOTAL AVAILABLE RESOURCES	6,638	-	5,369	5,419
EXPENDITURES:				
Public Safety	1,319	-	-	-
Capital Expenditures	-	-	-	-
TOTAL Expenditures	1,319	-	-	-
Revenue over (under) Expenditures	1,300	-	-	50
ENDING FUND BALANCE	5,319	-	5,369	5,419

SPECIAL REVENUE FUNDS

Animal Shelter Donation Fund

CATEGORY	ACTUAL 2010-11	BUDGET 2011-12	ESTIMATED 2011-12	BUDGET 2012-13
BEGINNING FUND BALANCE	\$ 269,890	\$ 54,440	\$ 58,946	\$ 58,846
REVENUES:				
Interest Income	1,624	2,000	650	650
Donations	18,202	16,000	13,500	14,000
TOTAL Revenues	19,826	18,000	14,150	14,650
TOTAL AVAILABLE RESOURCES	289,716	72,440	73,096	73,496
EXPENDITURES:				
Community Services	4,581	6,250	6,250	6,250
Capital Expenditures	226,189	8,000	8,000	8,000
TOTAL Expenditures	230,770	14,250	14,250	14,250
Revenue over (under) Expenditures	(210,944)	3,750	(100)	400
ENDING FUND BALANCE	58,946	58,190	58,846	59,246

SPECIAL REVENUE FUNDS

Library Fund

CATEGORY	ACTUAL 2010-11	BUDGET 2011-12	ESTIMATED 2011-12	BUDGET 2012-13
BEGINNING FUND BALANCE	\$ 63,841	\$ 62,535	\$ 64,273	\$ 64,953
REVENUES:				
Interest Income	682	700	680	680
TOTAL Revenues	682	700	680	680
TOTAL AVAILABLE RESOURCES	64,523	63,235	64,953	65,633
EXPENDITURES:				
Community Services	250	21,000	-	21,000
TOTAL Expenditures	250	21,000	-	21,000
Revenue over (under) Expenditures	432	(20,300)	680	(20,320)
ENDING FUND BALANCE	64,273	42,235	64,953	44,633

SPECIAL REVENUE FUNDS

Hotel-Motel Tax Fund

CATEGORY	ACTUAL 2010-11	BUDGET 2011-12	ESTIMATED 2011-12	BUDGET 2012-13
BEGINNING FUND BALANCE	\$ 443,757	\$ 502,667	\$ 521,844	\$ 579,950
REVENUES:				
Taxes	135,676	125,000	140,000	140,000
Interest Income	4,752	4,600	4,600	4,600
TOTAL Revenues	140,428	129,600	144,600	144,600
TOTAL AVAILABLE RESOURCES	584,185	632,267	666,444	724,550
EXPENDITURES:				
Tourism	62,341	99,875	86,494	144,600
TOTAL Expenditures	62,341	99,875	86,494	144,600
Revenue over (under) Expenditures	78,087	29,725	58,106	-
ENDING FUND BALANCE	521,844	532,392	579,950	579,950

SPECIAL REVENUE FUNDS

High Pointe Public Improvement District Fund

CATEGORY	ACTUAL 2010-11	BUDGET 2011-12	ESTIMATED 2011-12	BUDGET 2012-13
BEGINNING FUND BALANCE	\$ 66,549	\$ 66,549	\$ 82,083	\$ 82,083
REVENUES:				
Interest Income	1,475	1,940	1,940	1,500
Other	28,225	20,000	20,000	20,000
Assessments	318,824	313,070	313,070	309,050
TOTAL Revenues	348,524	335,010	335,010	330,550
TOTAL AVAILABLE RESOURCES	415,073	401,559	417,093	412,633
EXPENDITURES:				
Community Services	332,990	274,510	274,510	275,050
Capital Expenditures	-	60,500	60,500	55,500
TOTAL Expenditures	332,990	335,010	335,010	330,550
Revenue over (under) Expenditures	15,534	-	-	-
ENDING FUND BALANCE	82,083	66,549	82,083	82,083

SPECIAL REVENUE FUNDS

Waterford Oaks Public Improvement District Fund

CATEGORY	ACTUAL 2010-11	BUDGET 2011-12	ESTIMATED 2011-12	BUDGET 2012-13
BEGINNING FUND BALANCE	\$ 140,317	\$ 177,192	\$ 172,964	\$ 199,869
REVENUES:				
Interest Income	1,870	2,300	1,420	2,300
Other	2,328	3,300	6,625	3,300
Assessments	98,562	96,000	97,015	100,000
TOTAL Revenues	102,760	101,600	105,060	105,600
TOTAL AVAILABLE RESOURCES	243,077	278,792	278,024	305,469
EXPENDITURES:				
Community Services	70,113	57,200	58,530	57,200
Capital Expenditures	-	30,000	19,625	30,000
TOTAL Expenditures	70,113	87,200	78,155	87,200
Revenue over (under) Expenditures	32,647	14,400	26,905	18,400
ENDING FUND BALANCE	172,964	191,592	199,869	218,269

SPECIAL REVENUE FUNDS

Police Reserve Pension Fund

CATEGORY	ACTUAL 2010-11	BUDGET 2011-12	ESTIMATED 2011-12	BUDGET 2012-13
BEGINNING FUND BALANCE	\$ 102,693	\$ 103,593	\$ 83,232	\$ 100,017
REVENUES:				
Interest Income	(15,674)	5,000	15,800	5,000
Employer Contribution	10,000	10,000	20,000	20,000
TOTAL Revenues	(5,674)	15,000	35,800	25,000
TOTAL AVAILABLE RESOURCES	97,019	118,593	119,032	125,017
EXPENDITURES:				
Public Safety	13,787	18,100	19,015	19,055
TOTAL Expenditures	13,787	18,100	19,015	19,055
Revenue over (under) Expenditures	(19,461)	(3,100)	16,785	5,945
ENDING FUND BALANCE	83,232	100,493	100,017	105,962

SPECIAL REVENUE FUNDS

Landscape Beautification Fund

CATEGORY	ACTUAL 2010-11	BUDGET 2011-12	ESTIMATED 2011-12	BUDGET 2012-13
BEGINNING FUND BALANCE	\$ 702,962	\$ 1,029,262	\$ 1,006,819	\$ 1,320,319
REVENUES:				
Interest Income	7,718	7,200	9,500	9,500
Other	1,918,970	2,064,100	2,007,000	2,124,235
TOTAL Revenues	1,926,688	2,071,300	2,016,500	2,133,735
TOTAL AVAILABLE RESOURCES	2,629,650	3,100,562	3,023,319	3,454,054
EXPENDITURES:				
Community Services	1,622,831	1,728,500	1,703,000	1,800,000
Capital Expenditures	-	-	-	575,000
TOTAL Expenditures	1,622,831	1,728,500	1,703,000	2,375,000
Revenue over (under) Expenditures	303,857	342,800	313,500	(241,265)
ENDING FUND BALANCE	1,006,819	1,372,062	1,320,319	1,079,054

SPECIAL REVENUE FUNDS**Joe Pool Lake Escrow Fund**

CATEGORY	ACTUAL 2010-11	BUDGET 2011-12	ESTIMATED 2011-12	BUDGET 2012-13
BEGINNING FUND BALANCE	\$ 33,303,314	\$ 36,503,314	\$ 39,186,264	\$ 43,436,264
REVENUES:				
Interest Income	4,032,950	2,190,000	2,400,000	2,500,000
Transfers from Other Funds	1,850,000	1,850,000	1,850,000	1,850,000
TOTAL Revenues	5,882,950	4,040,000	4,250,000	4,350,000
TOTAL AVAILABLE RESOURCES	39,186,264	40,543,314	43,436,264	47,786,264
EXPENDITURES:				
TOTAL Expenditures	-	-	-	-
Revenue over (under) Expenditures	5,882,950	4,040,000	4,250,000	4,350,000
ENDING FUND BALANCE	39,186,264	40,543,314	43,436,264	47,786,264

SPECIAL REVENUE FUNDS

Traffic Safety Fund

CATEGORY	ACTUAL 2010-11	BUDGET 2011-12	ESTIMATED 2011-12	BUDGET 2012-13
BEGINNING FUND BALANCE	\$ 327,077	\$ 298,623	\$ 248,595	\$ 230,825
REVENUES:				
Forfeitures	332,687	332,000	284,000	284,000
Interest Income	3,850	3,600	3,600	3,600
TOTAL Revenues	336,537	335,600	287,600	287,600
TOTAL AVAILABLE RESOURCES	663,614	634,223	536,195	518,425
EXPENDITURES:				
Public Safety	370,440	288,100	251,900	263,375
Capital Expenditures	44,579	188,000	53,470	230,825
TOTAL Expenditures	415,019	476,100	305,370	494,200
Revenue over (under) Expenditures	(78,482)	(140,500)	(17,770)	(206,600)
ENDING FUND BALANCE	248,595	158,123	230,825	24,225

SPECIAL REVENUE FUNDS

Community Development Corporation Fund

CATEGORY	ACTUAL 2010-11	BUDGET 2011-12	ESTIMATED 2011-12	BUDGET 2012-13
BEGINNING FUND BALANCE	\$ 3,922,806	\$ 4,336,252	\$ 4,807,483	\$ 5,461,183
REVENUES:				
Taxes	3,014,790	3,087,500	3,112,500	3,187,500
Interest Income	43,742	40,000	40,000	30,000
Other	732,523	755,000	822,500	822,500
TOTAL Revenues	3,791,055	3,882,500	3,975,000	4,040,000
TOTAL AVAILABLE RESOURCES	7,713,861	8,218,752	8,782,483	9,501,183
EXPENDITURES:				
Community Services	2,157,347	2,603,264	2,586,375	2,714,065
Debt Service	267,025	269,475	269,675	266,165
Transfer to Other Funds	482,006	465,250	465,250	462,300
TOTAL Expenditures	2,906,378	3,337,989	3,321,300	3,442,530
Revenue over (under) Expenditures	884,677	544,511	653,700	597,470
ENDING FUND BALANCE	4,807,483	4,880,763	5,461,183	6,058,653

VALLEY RIDGE PARK

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) **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

2012 - 2013 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 and repair as needed
- Document playground inspections monthly
- Inspect fences and bleachers daily and repair as needed
- Monitor irrigation systems daily for distribution efficiency and repair as needed
- Inspect seven park structures weekly and make necessary repairs

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 daily from Valley Ridge Park

Meets City Council's Premier Statements:

Cedar Hill is Clean.

Cedar Hill has Vibrant Parks and Natural Beauty.

**SUMMARY
VALLEY RIDGE**

EXPENDITURES	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 240,017	\$ 259,895	\$ 240,500	\$ 308,694
Supplies	36,370	43,625	43,135	43,135
Maintenance	79,920	61,200	80,500	70,000
Utilities	200,203	149,780	162,780	162,780
Lease/Rentals	-	-	995	33,605
Sundry	1,687	-	28,000	79,000
Capital	-	48,575	-	-
Miscellaneous		2,390	-	-
TOTAL Department Budget	\$ 558,197	\$ 565,465	\$ 555,910	\$ 697,214

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Maintenance Crew Chief	0.00	0.00	0.00	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	6.79	6.79	7.79

PERFORMANCE INDICATORS	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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 of parks, programs and activities utilizing City resources in an effective, efficient and responsive manner.

CORE FUNCTIONS:

- 1) **Retain Current Customers and Attract New Customers** – Provide premier customer service to existing members and patrons and secure new customers
- 2) **Prepare athletic fields** - Administer, supervise, implement and improve membership, classes, leagues, special events, rentals and all building uses
- 3) **Provide Building Maintenance** – Maintain a clean, safe and operable facility for public use

2012 - 2013 WORKPLAN

CORE FUNCTION: #1 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 and inquire if they have any questions or need any assistance daily
- Enthusiastically offer all new guests or rental inquiries tours of the facility daily
- Implement an ongoing incentive program for members who give membership referrals that result in at least a three-month membership
- 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 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: #2 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
- 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 five 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
- Develop, promote, and evaluate three distinctive camps annually
- 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 7,000 memberships: 1,225 annual memberships; 3,110 three-month memberships; and 2,670 one-month memberships annually
- Sell, a minimum of, 12,015 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: #3 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 and as needed
- 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 or as needed
- 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 or as needed
- 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 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 821,383	\$ 932,525	\$ 927,140	\$ 987,995
Supplies	68,633	67,700	69,015	102,175
Maintenance	61,202	72,530	79,415	75,400
Services	238,698	218,625	239,780	228,475
Utilities	204,387	207,340	202,020	201,800
Leases/Rentals	20,483	25,875	22,215	44,790
Sundry	9,941	49,850	12,120	44,465
TOTAL Department Budget	\$ 1,424,727	\$ 1,574,445	\$ 1,551,705	\$ 1,685,100

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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	1.00	1.00	2.00
Part-Time Recreation Assistant	2.50	2.50	2.50	2.50
Part-Time Member Services Assistant	6.50	6.50	6.50	6.00
Part-Time Building Attendant	1.50	1.50	1.50	1.50
TOTAL Department Staff	22.50	22.50	22.50	23.00

PERFORMANCE INDICATORS	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Athletic Volleyball Leagues	55	56	50	56
Paid program registrations	5,226	4,700	5,219	5,300
Room rentals (All)	914	950	1,198	1,200
Number of paid memberships	6,843	6,200	6,500	6,800

COMMUNITY DEVELOPMENT CORPORATION FUND

DEBT SERVICE SCHEDULE OF REQUIREMENTS

Sales Tax Revenue Bonds

Series 2004 Refunding

FISCAL PERIOD	PRINCIPAL	INTEREST	TOTAL
2012-13	250,000	14,163	264,163
2013-14	270,000	4,894	274,894
TOTAL	<u>\$520,000</u>	<u>\$19,057</u>	<u>\$539,057</u>

Interest due February 15 and August 15

Principal due February 15

Interest Rates:

3.500% 2013

3.630% 2014

Purpose: Development of Valley Ridge Park and expansion of Library parking lot

SPECIAL REVENUE FUNDS

Economic Development Corporation Fund

CATEGORY	ACTUAL 2010-11	BUDGET 2011-12	ESTIMATED 2011-12	BUDGET 2012-13
BEGINNING FUND BALANCE	\$ 6,248,667	\$ 7,276,122	\$ 7,614,968	\$ 8,392,098
REVENUES:				
Taxes	3,014,790	3,087,500	3,112,500	2,789,000
Interest Income	74,218	75,000	80,000	70,000
Other	264,809	-	-	-
TOTAL Revenues	3,353,817	3,162,500	3,192,500	2,859,000
TOTAL AVAILABLE RESOURCES	9,602,484	10,438,622	10,807,468	11,251,098
EXPENDITURES:				
Economic Development	810,861	8,804,175	1,256,170	9,660,885
Transfer to Other Funds	1,176,655	1,159,520	1,159,200	1,160,595
TOTAL Expenditures	1,987,516	9,963,695	2,415,370	10,821,480
Revenue over (under) Expenditures:	1,366,301	(6,801,195)	777,130	(7,962,480)
ENDING FUND BALANCE	7,614,968	474,927	8,392,098	429,618

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

2012 – 2013 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.

**SUMMARY
ECONOMIC DEVELOPMENT**

EXPENDITURES	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 278,871	\$ 284,985	\$ 271,465	\$ 282,435
Supplies	4,584	4,000	4,000	4,000
Maintenance	11,091	12,075	47,075	32,075
Services	134,867	161,055	159,850	160,265
Marketing	233,416	308,170	308,170	276,820
Utilities	2,240	3,535	3,935	3,935
Lease / Rentals	26,490	26,490	26,490	26,490
Sundry	52,782	59,865	59,865	59,865
Incentives	66,520	7,944,000	375,000	8,815,000
Transfers	1,176,655	1,159,520	1,159,520	1,160,595
TOTAL Department Budget	\$ 1,987,516	\$ 9,963,695	\$ 2,415,370	\$ 10,821,480

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Economic Development Director	1.00	1.00	1.00	1.00
Business Retention/ Marketing 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 FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Businesses Visited	54	60	50	60
Businesses Contacted	120	150	81	150
Advertisements/Promotions	47	45	53	50
Event Sponsorships	20	20	14	15



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 City has outstanding: \$59,092,275 in General Obligation bonds and \$20,880,000 in Certificates of Obligation, as of September 30, 2012. 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 Fiscal Year 2012, the City issued \$10,641,000 in General Obligation Refunding Bonds to refund the 1998 General Obligation Bonds.

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 \$1,195,798 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 2012-2013 BUDGET

CATEGORY	FY 10-11 ACTUAL	FY 11-12 BUDGET	FY 11-12 ESTIMATED	FY 12-13 BUDGET
Fund Balance-Beginning of Year	\$1,338,388	\$1,350,774	\$1,214,647	\$1,065,383
Revenue				
Property Taxes	\$5,091,634	\$5,118,685	\$5,118,685	\$5,018,910
Interest Income	23,905	23,000	23,000	23,000
Transfer from EDC	1,176,655	1,159,515	1,159,517	1,160,590
Transfer from CDC	482,007	465,250	465,249	462,295
Transfer from Impact Fee Funds	1,053,840	991,000	991,000	1,336,425
Transfer from Other Funds	-	-	-	-
Receipts from Duncanville and Desoto	102,078	103,345	103,345	101,210
Total Revenue	\$7,930,119	\$7,860,795	\$7,860,796	\$8,102,430
Total Available Resources	\$9,268,507	\$9,211,569	\$9,075,443	\$9,167,813
Expenditures				
Principal	\$4,271,275	\$4,524,345	\$4,524,345	\$4,792,415
Interest	3,743,065	3,440,715	3,440,715	3,134,600
Paying Agent Fees	39,520	45,000	45,000	45,000
Total Expenditures	\$8,053,860	\$8,010,060	\$8,010,060	\$7,972,015
Revenue over (under) Expenditures	(\$123,741)	(\$149,265)	(\$149,264)	\$130,415
Fund Balance-End of Year	\$1,214,647	\$1,201,509	\$1,065,383	\$1,195,798

* 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 are included in the resources available to fund expenditures. Therefore, expenditures can exceed revenue and still meet or exceed the fund balance policy.

DEBT SERVICE SCHEDULE OF REQUIREMENTS

General Obligations Bonds

2003-A Series

FISCAL PERIOD	PRINCIPAL	INTEREST	TOTAL
2012-13	305,000	64,814.25	369,814.25
TOTAL	\$305,000	\$64,814.25	\$369,814.25

Interest due February 15 and August 15

Principal due February 15

Interest Rates:

4.250% 2013

Purpose: Street improvements to major arterials and street overlays

DEBT SERVICE SCHEDULE OF REQUIREMENTS

General Obligation Bonds 2004 Series

FISCAL PERIOD	PRINCIPAL	INTEREST	TOTAL
2012-13	370,000	21,568	391,567.50
2013-14	385,000	7,315	392,315.00
TOTAL	<u>\$755,000</u>	<u>\$28,882.50</u>	<u>\$783,882.50</u>

Interest due February 15 and August 15

Principal due February 15

Interest Rates:

3.750% 2012-13

3.800% 2013-14

Purpose: Provide \$7,700,000 for the construction of a Government Center, \$500,000 for street overlays and \$300,000 for downtown streetscaping

DEBT SERVICE SCHEDULE OF REQUIREMENTS

General Obligation Refunding Bonds 2005 Series

FISCAL PERIOD	PRINCIPAL	INTEREST	TOTAL
2012-13	660,000	236,658	896,657.50
2013-14	685,000	212,264	897,263.75
2014-15	710,000	185,575	895,575.00
2015-16	740,000	156,930	896,930.00
2016-17	770,000	126,345	896,345.00
2017-18	805,000	93,655	898,655.00
2018-19	750,000	58,000	808,000.00
2019-20	785,000	19,625	804,625.00
TOTAL	<u>\$5,905,000</u>	<u>\$1,089,051.25</u>	<u>\$6,994,051.25</u>

Interest due February 15 and August 15

Principal due February 15

Interest Rates:

3.500%	2010-13	4.100%	2016-17
3.750%	2013-14	4.200%	2017-18
3.900%	2014-15	5.000%	2018-20
4.000%	2015-16		

Purpose: Partial refunding of prior debt

DEBT SERVICE SCHEDULE OF REQUIREMENTS

General Obligation Estimated

2005 Series

FISCAL PERIOD	PRINCIPAL	INTEREST	TOTAL
2012-13	520,000	377,401	897,401.26
2013-14	540,000	354,851	894,851.26
2014-15	565,000	329,989	894,988.76
2015-16	595,000	304,633	899,632.51
2016-17	620,000	279,589	899,588.76
2017-18	645,000	254,289	899,288.76
2018-19	670,000	226,733	896,732.51
2019-20	700,000	197,639	897,638.76
2020-21	730,000	168,145	898,145.01
2021-22	760,000	137,129	897,128.76
2022-23	795,000	104,275	899,275.01
2023-24	830,000	66,113	896,112.51
2024-25	875,000	22,422	897,421.88
TOTAL	<u>\$8,845,000</u>	<u>\$2,823,205.75</u>	<u>\$11,668,205.75</u>

Interest due February 15 and August 15

Principal due February 15

Interest Rates:

4.000%	2012-13	4.125%	2019-21
4.500%	2013-15	4.200%	2021-22
4.250%	2015-16	4.250%	2022-23
4.000%	2017-18	5.125%	2023-24

Purpose: Provide financial resources for the Municipal Government Center

DEBT SERVICE SCHEDULE OF REQUIREMENTS

General Obligation Bonds

2006 Series

FISCAL PERIOD	PRINCIPAL	INTEREST	TOTAL
2012-13	160,000	123,860	283,860.00
2013-14	165,000	117,360	282,360.00
2014-15	170,000	110,660	280,660.00
2015-16	180,000	103,660	283,660.00
2016-17	185,000	96,129	281,128.75
2017-18	195,000	88,054	283,053.75
2018-19	200,000	79,660	279,660.00
2019-20	210,000	70,895	280,895.00
2020-21	220,000	61,540	281,540.00
2021-22	230,000	51,525	281,525.00
2022-23	240,000	40,950	280,950.00
2023-24	250,000	29,925	279,925.00
2024-25	265,000	18,338	283,337.50
2025-26	275,000	6,188	281,187.50
TOTAL	\$2,945,000	\$998,742.50	\$3,943,742.50

Interest due February 15 and August 15

Principal due February 15

Interest Rates:

4.000% 2006-15

4.250% 2016-19

4.300% 2019-20

4.400% 2020-21

4.500% 2021-26

Purpose: Provide financial resources for Pleasant Run Street improvements

DEBT SERVICE SCHEDULE OF REQUIREMENTS

Certificate of Obligation

2006 Series

FISCAL PERIOD	PRINCIPAL	INTEREST	TOTAL
2012-13	295,000	530,033	825,032.50
2013-14	660,000	510,933	1,170,932.50
2014-15	685,000	484,033	1,169,032.50
2015-16	715,000	455,139	1,170,138.75
2016-17	745,000	424,114	1,169,113.75
2017-18	775,000	391,426	1,166,426.25
2018-19	810,000	356,953	1,166,952.50
2019-20	845,000	321,168	1,166,167.50
2020-21	890,000	280,750	1,170,750.00
2021-22	935,000	235,125	1,170,125.00
2022-23	980,000	187,250	1,167,250.00
2023-24	1,030,000	137,000	1,167,000.00
2024-25	1,085,000	84,125	1,169,125.00
2025-26	1,140,000	28,500	1,168,500.00
TOTAL	\$11,590,000	\$4,426,546.25	\$16,016,546.25

Interest due February 15 and August 15

Principal due February 15

Interest Rates:

4.000% 2006-15

4.250% 2015-17

4.350% 2017-19

4.300% 2019-20

5.000% 2020-26

Purpose: Provide financial resources for the Municipal Government Center

DEBT SERVICE SCHEDULE OF REQUIREMENTS

General Obligation Bonds

2006-A Series

FISCAL PERIOD	PRINCIPAL	INTEREST	TOTAL
2012-13	95,000	71,704	166,703.76
2013-14	95,000	67,904	162,903.76
2014-15	100,000	64,004	164,003.76
2015-16	105,000	59,904	164,903.76
2016-17	110,000	55,535	165,535.01
2017-18	115,000	50,894	165,894.38
2018-19	120,000	45,973	165,972.50
2019-20	125,000	40,766	165,766.25
2020-21	130,000	35,315	165,315.00
2021-22	135,000	29,618	164,617.50
2022-23	140,000	23,635	163,635.00
2023-24	145,000	17,365	162,365.00
2024-25	155,000	10,688	165,687.50
2025-26	160,000	3,600	163,600.00
TOTAL	<u>\$1,730,000</u>	<u>\$576,903.18</u>	<u>\$2,306,903.18</u>

Interest due February 15 and August 15

Principal due February 15

Interest Rates:

4.000%	2005-15
4.125%	2016-18
4.250%	2018-20
4.300%	2020-22
3.500%	2022-23
4.000%	2023-25
4.500%	2025-26

Purpose: Provide financial resources for renovating various building and the Municipal Government Center

DEBT SERVICE SCHEDULE OF REQUIREMENTS

General Obligation Bonds

2007 Series

FISCAL PERIOD	PRINCIPAL	INTEREST	TOTAL
2012-13	330,000	302,713	632,712.50
2013-14	345,000	285,838	630,837.50
2014-15	365,000	268,088	633,087.50
2015-16	385,000	249,338	634,337.50
2016-17	405,000	229,588	634,587.50
2017-18	420,000	211,063	631,062.50
2018-19	440,000	193,863	633,862.50
2019-20	455,000	175,678	630,678.13
2020-21	475,000	156,438	631,437.51
2021-22	495,000	136,063	631,062.51
2022-23	520,000	114,169	634,168.76
2023-24	540,000	90,981	630,981.26
2024-25	565,000	66,809	631,809.38
2025-26	590,000	41,175	631,175.00
2026-27	620,000	13,950	633,950.00
TOTAL	\$6,950,000	\$2,535,750.05	\$9,485,750.05

Interest due February 15 and August 15

Principal due February 15

Interest Rates:

5.000%	2012-17	4.250%	2021-22
4.000%	2018-19	4.375%	2023-25
4.125%	2019-20	4.500%	2026-27
4.150%	2020-21		

Purpose: Provide financial resources for various street improvements

DEBT SERVICE SCHEDULE OF REQUIREMENTS

Certificate of Obligation

2007 Series

FISCAL PERIOD	PRINCIPAL	INTEREST	TOTAL
2012-13	85,000	72,126	157,126.26
2013-14	90,000	68,626	158,626.26
2014-15	90,000	65,026	155,026.26
2015-16	95,000	61,326	156,326.26
2016-17	100,000	57,426	157,426.26
2017-18	105,000	53,261	158,260.63
2018-19	110,000	48,826	158,826.25
2019-20	115,000	44,143	159,142.50
2020-21	120,000	39,208	159,207.50
2021-22	125,000	33,953	158,953.13
2022-23	130,000	28,375	158,375.01
2023-24	135,000	22,578	157,578.13
2024-25	140,000	16,563	156,562.50
2025-26	145,000	10,238	155,237.50
2026-27	155,000	3,488	158,487.50
TOTAL	\$1,740,000	\$625,161.95	\$2,365,161.95

Interest due February 15 and August 15

Principal due February 15

Interest Rates:

4.000%	2007-17
4.125%	2018-19
4.200%	2020-21
4.375%	2022-25
4.500%	2026-27

Purpose: Provide financial resources for the South Joe Wilson Road Rehabilitation,
Fire Station Number 4 and concrete repair

DEBT SERVICE SCHEDULE OF REQUIREMENTS

Certificate of Obligation

2008 Series

FISCAL PERIOD	PRINCIPAL	INTEREST	TOTAL
2012-13	340,000	302,870	642,870.00
2013-14	355,000	288,970	643,970.00
2014-15	375,000	274,370	649,370.00
2015-16	385,000	259,170	644,170.00
2016-17	400,000	243,470	643,470.00
2017-18	420,000	227,070	647,070.00
2018-19	440,000	209,870	649,870.00
2019-20	455,000	191,970	646,970.00
2020-21	470,000	173,470	643,470.00
2021-22	490,000	153,903	643,902.50
2022-23	510,000	133,153	643,152.50
2023-24	535,000	111,469	646,468.75
2024-25	555,000	88,713	643,712.50
2025-26	585,000	64,773	649,772.50
2026-27	605,000	39,631	644,631.25
	630,000	13,388	643,387.50
TOTAL	\$7,550,000	\$2,776,257.50	\$10,326,257.50

Interest due February 15 and August 15

Principal due February 15

Interest Rates:

4.000% 2008-20

4.150% 2021-23

4.200% 2024-25

4.250% 2026-28

Purpose: Provide financial resources for the Animal Shelter and Ring Road for
Uptown Boulevard

DEBT SERVICE SCHEDULE OF REQUIREMENTS

General Obligations Bonds 2008 Series

FISCAL PERIOD	PRINCIPAL	INTEREST	TOTAL
2012-13	290,000	277,938	567,937.50
2013-14	300,000	267,238	567,237.50
2014-15	310,000	255,800	565,800.00
2015-16	325,000	243,488	568,487.50
2016-17	335,000	230,288	565,287.50
2017-18	350,000	216,588	566,587.50
2018-19	365,000	202,059	567,059.38
2019-20	380,000	186,219	566,218.76
2020-21	400,000	168,906	568,906.26
2021-22	415,000	150,569	565,568.76
2022-23	435,000	131,172	566,171.88
2023-24	455,000	110,591	565,590.63
2024-25	480,000	88,669	568,668.76
2025-26	500,000	65,081	565,081.26
2026-27	530,000	39,975	569,975.01
2027-28	555,000	13,528	568,528.13
TOTAL	\$6,425,000	\$2,648,106.33	\$9,073,106.33

Interest due February 15 and August 15

Principal due February 15

Interest Rates:

3.500%	2012-13	4.500%	2020-22
3.750%	2013-15	4.625%	2022-24
4.000%	2015-18	4.750%	2024-25
4.125%	2018-19	4.875%	2025-28
4.375%	2019-20		

Purpose: To provide financial resources for Pleasant Run Road; issued in October

DEBT SERVICE SCHEDULE OF REQUIREMENTS

General Obligation Refunding Bonds

2009 Series

FISCAL PERIOD	PRINCIPAL	INTEREST	TOTAL
2012-13	282,415	51,734.04	334,149.04
2013-14	295,860	43,609.26	339,469.26
2014-15	301,240	35,219.96	336,459.96
2015-16	312,000	26,603.92	338,603.92
2016-17	325,450	17,647.77	343,097.77
2017-18	333,515	8,389.30	341,904.30
2018-19	131,795	1,851.69	133,646.69
TOTAL	\$1,982,275	\$185,055.94	\$2,167,330.94

Interest due February 15 and August 15

Principal due February 15

Interest Rates:

2.81% 2011-19

Purpose: Refund the 1998 General Obligation Bonds

DEBT SERVICE SCHEDULE OF REQUIREMENTS

General Obligation Refunding Bonds 2011 Series

FISCAL PERIOD	PRINCIPAL	INTEREST	TOTAL
2012-13	965,000	478,331.26	1,443,331.26
2013-14	645,000	452,568.76	1,097,568.76
2014-15	975,000	424,218.76	1,399,218.76
2015-16	1,020,000	389,306.26	1,409,306.26
2016-17	1,050,000	360,956.26	1,410,956.26
2017-18	1,080,000	334,256.26	1,414,256.26
2018-19	1,120,000	298,456.26	1,418,456.26
2019-20	1,165,000	261,381.26	1,426,381.26
2020-21	1,210,000	224,243.76	1,434,243.76
2021-22	1,250,000	183,487.51	1,433,487.51
2022-23	560,000	151,893.76	711,893.76
2023-24	580,000	130,518.76	710,518.76
2024-25	605,000	104,518.76	709,518.76
2025-26	630,000	76,400.01	706,400.01
2026-27	660,000	46,906.26	706,906.26
2027-28	695,000	15,203.13	710,203.13
TOTAL	\$14,210,000	\$3,932,647.03	\$18,142,647.03

Interest due February 15 and August 15

Principal due February 15

Interest Rates:

3.00%	2011-13	3.375%	2021-22
3.50%	2013-16	3.750%	2022-24
2.00%	2016-17	5.000%	2024-25
3.00%	2017-18	4.125%	2025-26
3.50%	2018-19	5.000%	2026-27
3.00%	2019-20	4.375%	2027-28
3.250%	2020-21		

Purpose: Refund the 1998 General Obligation Bonds

DEBT SERVICE SCHEDULE OF REQUIREMENTS

General Obligation Refunding Bonds

2012 Series

FISCAL PERIOD	PRINCIPAL	INTEREST	TOTAL
2012-13	95,000	222,850.00	317,850.00
2013-14	410,000	217,800.00	627,800.00
2014-15	815,000	205,550.00	1,020,550.00
2015-16	830,000	189,100.00	1,019,100.00
2016-17	845,000	172,350.00	1,017,350.00
2017-18	865,000	155,250.00	1,020,250.00
2018-19	880,000	137,800.00	1,017,800.00
2019-20	905,000	115,425.00	1,020,425.00
2020-21	930,000	87,900.00	1,017,900.00
2021-22	965,000	59,475.00	1,024,475.00
2022-23	990,000	30,150.00	1,020,150.00
2023-24	510,000	7,650.00	517,650.00
TOTAL	<u>\$9,040,000</u>	<u>\$1,601,300.00</u>	<u>\$10,641,300.00</u>

Interest due February 15 and August 15

Principal due February 15

Interest Rates:

3.00% 2012-20

3.50% 2020-24

Purpose: Refund the 1998 General Obligation Bonds

ANNUAL REQUIREMENTS TO AMORTIZE DEBT

As of September 30, 2012

FISCAL PERIOD	PRINCIPAL	INTEREST	TOTAL
2012-13	4,792,415	3,134,598.33	7,927,013.33
2013-14	4,970,860	2,895,275.55	7,866,135.55
2014-15	5,461,240	2,702,532.50	8,163,772.50
2015-16	5,687,000	2,498,596.46	8,185,596.46
2016-17	5,890,450	2,293,436.56	8,183,886.56
2017-18	6,108,515	2,084,194.33	8,192,709.33
2018-19	6,036,795	1,860,043.59	7,896,838.59
2019-20	6,140,000	1,624,908.16	7,764,908.16
2020-21	5,575,000	1,395,915.04	6,970,915.04
2021-22	5,800,000	1,170,845.67	6,970,845.67
2022-23	5,300,000	945,021.92	6,245,021.92
2023-24	5,010,000	724,190.04	5,734,190.04
2024-25	4,725,000	500,843.78	5,225,843.78
2025-26	4,025,000	295,953.77	4,320,953.77
2026-27	2,570,000	143,950.02	2,713,950.02
2027-28	1,880,000	42,118.76	1,922,118.76
TOTAL	<u>\$79,972,275</u>	<u>\$24,312,424</u>	<u>\$104,284,699.48</u>



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 is \$444,194 worth of anticipated expenditures this fiscal year. A large portion is dedicated to signage/site improvements in cell number 4.

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 \$3,500 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 \$15,000 in interest income. The Street Construction Fund will transfer \$790,790 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 \$5,300 in interest income. The Drainage Fund will transfer \$276,895 to the General Fund 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 \$1,800 in interest income. The Building Improvement Fund will transfer \$97,815 to the General Fund 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 is anticipated to earn approximately \$85,000 in interest income. This fund will transfer \$1,336,425 to the Debt Service Fund this fiscal year.

Government Center Fund - This fund accounts for restricted resources for the construction of the Municipal Government Center. This project is substantially complete and expended \$28,946,402.

Building Renovation Fund - This fund accounts for restricted resources for the renovations of various municipal buildings and the debt issues costs (\$82,485). This fund has provided resources to renovate:

- The old police station (\$1,063,945),
- Parks building (\$16,109),
- Public Works building (\$361,721) and,
- Three fire stations (\$982,029).

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 2017) is listed in the later portion of this section.

GENERAL GOVERNMENT CAPITAL PROJECTS FUNDS

Combined Funds

CATEGORY	BUDGET
BEGINNING FUND BALANCE	\$ 9,779,605
REVENUES:	
Interest Income	2,772,808
Contributions from Other Governments	6,213,613
Other	11,763
Debt Proceeds	22,567,103
Assessments	200,000
TOTAL Revenues	\$ 31,765,287
TOTAL AVAILABLE RESOURCES	\$ 41,544,892
EXPENDITURES:	
Capital Expenditures	31,589,869
Debt Issue Costs	507,012
Transfer to Other Funds	2,501,925
TOTAL Expenditures	\$ 34,598,806
Revenue over (under) Expenditures	(2,833,519)
ENDING FUND BALANCE	\$ 6,946,086

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	444,194
Debt Issue Costs	-
Transfer to Other Funds	-
TOTAL Expenditures	444,194
Revenue over (under) Expenditures	(442,194)
ENDING FUND BALANCE	1,392

GENERAL GOVERNMENT CAPITAL PROJECTS FUNDS

Restricted Streets Fund

CATEGORY	BUDGET
BEGINNING FUND BALANCE	\$ 359,651
REVENUES:	
Interest Income	3,500
Contributions from Other Governments	-
Other	-
Debt Proceeds	-
Assessments	-
TOTAL Revenues	3,500
TOTAL AVAILABLE RESOURCES	363,151
EXPENDITURES:	
Capital Expenditures	-
Debt Issue Costs	-
Transfer to Other Funds	-
TOTAL Expenditures	-
Revenue over (under) Expenditures	3,500
ENDING FUND BALANCE	363,151

GENERAL GOVERNMENT CAPITAL PROJECTS FUNDS

Street Construction Fund

	BUDGET
CATEGORY	
BEGINNING FUND BALANCE	\$ 1,564,747
REVENUES:	
Interest Income	15,000
Contributions from Other Governments	-
Other	-
Debt Proceeds	-
Assessments	-
TOTAL Revenues	15,000
TOTAL AVAILABLE RESOURCES	1,579,747
EXPENDITURES:	
Capital Expenditures	-
Debt Issue Costs	-
Transfer to Other Funds	790,790
TOTAL Expenditures	790,790
Revenue over (under) Expenditures	(775,790)
ENDING FUND BALANCE	788,957

GENERAL GOVERNMENT CAPITAL PROJECTS FUNDS

Drainage Fund

	BUDGET
CATEGORY	
BEGINNING FUND BALANCE	\$ 541,593
REVENUES:	
Interest Income	5,300
Contributions from Other Governments	-
Other	-
Debt Proceeds	-
Assessments	-
TOTAL Revenues	5,300
TOTAL AVAILABLE RESOURCES	546,893
EXPENDITURES:	
Capital Expenditures	-
Debt Issue Costs	-
Transfer to Other Funds	276,895
TOTAL Expenditures	276,895
Revenue over (under) Expenditures	(271,595)
ENDING FUND BALANCE	269,998

GENERAL GOVERNMENT CAPITAL PROJECTS FUNDS

Building Improvement Fund

CATEGORY	BUDGET
BEGINNING FUND BALANCE	\$ 191,322
REVENUES:	
Interest Income	1,800
Contributions from Other Governments	-
Other	-
Debt Proceeds	-
Assessments	-
TOTAL Revenues	1,800
TOTAL AVAILABLE RESOURCES	193,122
EXPENDITURES:	
Capital Expenditures	-
Debt Issue Costs	-
Transfer to Other Funds	97,815
TOTAL Expenditures	97,815
Revenue over (under) Expenditures	(96,015)
ENDING FUND BALANCE	95,307

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	1,336,425
TOTAL Expenditures	1,536,425
Revenue over (under) Expenditures	(1,251,425)
ENDING FUND BALANCE	5,427,281

GENERAL GOVERNMENT CAPITAL PROJECTS FUNDS

Government Center Fund

CATEGORY	BUDGET
BEGINNING FUND BALANCE	-
REVENUES:	
Interest Income	2,453,923
Contributions from Other Governments	6,213,613
Other	11,763
Debt Proceeds	20,267,103
Assessments	-
TOTAL Revenues	28,946,402
TOTAL AVAILABLE RESOURCES	28,946,402
EXPENDITURES:	
Capital Expenditures	28,521,871
Debt Issue Costs	424,531
Transfer to Other Funds	-
TOTAL Expenditures	28,946,402
Revenue over (under) Expenditures	-
ENDING FUND BALANCE	-

GENERAL GOVERNMENT CAPITAL PROJECTS FUNDS

Building Renovation Fund

CATEGORY	BUDGET
BEGINNING FUND BALANCE	-
REVENUES:	
Interest Income	206,285
Contribution from Other Governments	-
Other	-
Debt Proceeds	2,300,000
Assessments	-
TOTAL Revenues	2,506,285
TOTAL AVAILABLE RESOURCES	2,506,285
EXPENDITURES:	
Capital Expenditures	2,423,804
Debt Issue Costs	82,481
Transfer to Other Funds	-
TOTAL Expenditures	2,506,285
Revenue over (under) Expenditures	-
ENDING FUND BALANCE	-

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

PROJECT NAME	ACTIVITY	FROM	TO	FYE 13	FYE 14	FYE 15	FYE 16	FYE 17	FUTURE YEAR PROJECTS	TOTAL
STREETS:										
19 Concrete Street Repair Program	Miscellaneous Projects								1,000,000	\$ 1,000,000
20 Bellline/Mansfield III	Four Lane Arterial	Community Center	West City Limits		15,500,000					\$ 15,500,000
21 Bellline/Mansfield III - County Participation					(6,000,000)					\$ (6,000,000)
22 Bellline/Mansfield III-Funds on Hand					(6,900,000)					\$ (6,900,000)
23 Future Street Overlays	Street Overlays	City-wide	City-wide		1,400,000					\$ 1,400,000
24 Miscellaneous Street Remediation		Various Locations Citywide			1,000,000					\$ 1,000,000
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	US Highway 67	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	Bellline 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	Bellline 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
41 US 67/Wintergreen Improvements	City's 25% share - EDC Funded	NA	NA						294,525	\$ 294,525
42 US 67/FM 1382 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	Lakewood 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 R	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

CITY OF CEDAR HILL
STREET, FACILITY AND DRAINAGE CIP PLAN

PROJECT NAME	ACTIVITY	FROM	TO	FYE 13	FYE 14	FYE 15	FYE 16	FYE 17	FUTURE YEAR PROJECTS	TOTAL
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
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

PROPOSED ADDITIONS TO PLAN:

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 FMI 1382 at entrances of Audubon Center and Northwood University			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
95 Misc Drainage Improvements								200,000	\$	200,000
SUBTOTAL				\$50,000	\$5,000,000	\$0	\$0	\$0	\$270,631,555	\$275,681,555

FACILITIES AND EQUIPMENT:

CURRENT APPROVED PLAN:

96 Library Expansion	Improvements								9,000,000 \$	9,000,000
99 Relocate Fire Station #2	Relocate Fire Station #2								3,570,000 \$	3,570,000
100 Service Center Improvements	Master plan and improvements								2,000,000 \$	2,000,000
101 Generators	Varous Locations								1,212,000 \$	1,212,000
SUBTOTAL				\$0	\$0	\$0	\$0	\$0	\$15,782,000	\$15,782,000

DRAINAGE:

PROPOSED ADDITIONS TO PLAN:

102 Misc drainage			300,000						\$	300,000
103 Regional Detention Analysis			250,000		150,000				\$	400,000
104 Floodplain Studies						500,000			\$	500,000
SUBTOTAL			\$0	\$550,000	\$150,000	\$500,000	\$0	\$0	\$0	\$1,200,000

TOTAL STREET AND FACILITY PROJECTS:

\$50,000	\$5,550,000	\$150,000	\$500,000	\$0	\$286,413,555	\$292,663,555
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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 Fund is currently below the 25% threshold. The City anticipates that the rate increase described below will result in an increase in the fund balance.

For FY 2012-2013, the volume charge for water remained at \$4.98 per 1,000 gallons. The volume charge for sewer increased from \$6.27 per 1,000 gallons to \$6.70 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).

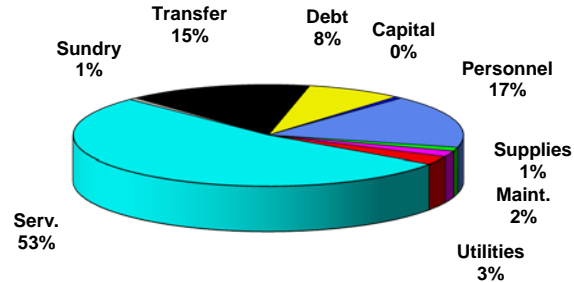
Water Services and personnel costs are the primary expenses in the Enterprise Fund, as reflected on the graph and table on the next two pages.

**WATER AND SEWER FUND
SUMMARY OF FY 2012-2013 BUDGET**

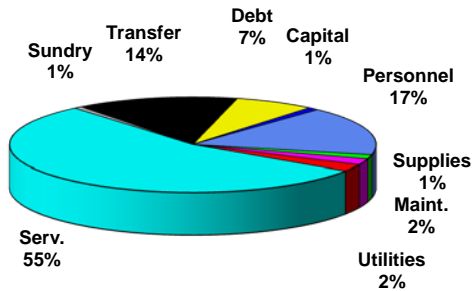
CATEGORY	FY 10-11 ACTUAL	FY 11-12 BUDGET	FY 11-12 ESTIMATED	FY 12-13 BUDGET
Fund Balance-Beginning of Year	\$3,455,203	\$4,511,612	\$4,131,236	\$4,215,806
Revenues:				
Water Sales	\$10,395,866	\$9,770,000	\$9,800,000	\$9,885,000
Sewer Sales	5,752,101	6,969,000	6,300,000	7,000,000
Penalties and Reconnect Fees	467,415	475,000	470,000	470,000
Interest	33,902	30,000	33,000	33,000
Water Taps	11,706	12,500	10,000	10,000
Inspection Fees	10,823	12,000	5,000	5,000
Sewer Taps	750	500	2,700	2,700
Miscellaneous	130,000	100,000	160,000	145,000
Total Revenue	\$16,802,563	\$17,369,000	\$16,780,700	\$17,550,700
Total Available Resources	\$20,257,766	\$21,880,612	\$20,911,936	\$21,766,506
Expenditures:				
Services	\$8,487,831	\$9,340,675	\$8,903,155	\$9,551,300
Personnel	2,602,061	2,835,555	2,803,675	2,837,775
Transfers	2,526,658	2,460,000	2,525,000	2,540,000
Debt Service	1,207,443	1,215,160	1,213,160	1,213,290
Utilities	471,004	420,955	419,745	436,245
Maintenance	311,230	349,230	322,870	333,180
Supplies	239,785	241,610	231,920	264,350
Capital Outlay	193,456	162,100	162,860	-
Sundry	55,562	73,735	65,585	75,185
Leases	31,500	48,160	48,160	48,160
Total Expenditures	\$16,126,530	\$17,147,180	\$16,696,130	\$17,299,485
Revenues over (under) Expenditures *	\$676,033	\$221,820	\$84,570	\$251,215
Fund Balance-End of Year	\$4,131,236	\$4,733,432	\$4,215,806	\$4,467,021

* 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.

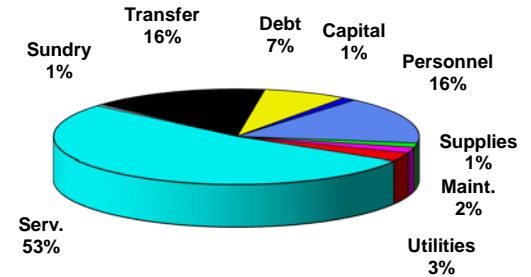
WATER & SEWER EXPENDITURES BY CATEGORY



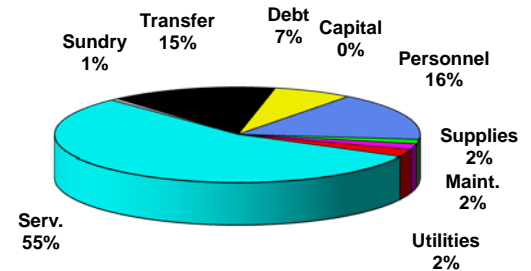
FYE 10 Actual \$15,856,758



FYE 12 Budget \$17,147,180



FYE 11 Actual \$16,126,530



FYE 13 Budget \$17,299,485

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 of all City water meters
- 3) **Citizen Contact Center** – First point of contact at the Government Center for citizens making inquiries regarding municipal services.

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 utility payments on same business day of receipt
- Prepare deposits for transport to the bank within one business day
- Process and respond to customer complaints and or requests for action within two business days
- Issue billing statements to all 15,500 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 100 returned checks monthly
- Provide same-day connection of water service if all necessary information or payments is received by 3:00 pm each business day
- Suspend all commercial and residential water utility accounts that are at least 30 days past the due date
- Suspend water service for all defaulted pay arrangements and return check notifications within three business days of payment default
- Research and reply to 5,000 customer contacts monthly

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 and commercial 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
- Turn on or off 350 water meters monthly per customer service requests
- Suspend water service to approximately 500 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 Call 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 100 citizen calls per day
- Respond to 20 daily customer emails per day
- Create ten daily citizen requests for service within *Gov Outreach*

SUMMARY
UTILITY BILLING / METER READING

EXPENDITURES	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 672,823	\$ 779,495	\$ 804,295	\$ 814,695
Supplies	36,774	42,325	28,300	83,100
Maintenance	25,345	10,045	9,985	9,795
Services	371,696	304,670	347,990	369,300
Utilities	2,583	2,875	2,625	2,625
Sundry	11,599	11,315	8,865	11,565
Capital Outlay	-	29,000	29,760	-
TOTAL Department Budget	\$ 1,120,820	\$ 1,179,725	\$ 1,231,820	\$ 1,291,080

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Service Specialist	1.00	1.00	1.00	1.00
Senior Meter Reader	1.00	1.00	1.00	1.00
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 FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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

2012 - 2013 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
- Seek 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
- Submit application for available state, county, and federal grants for City and school-related safety projects within deadlines
- 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.)
- Continue to explore funding sources for new projects as these funding sources become available

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 each submitted set of plans and specifications to assure compliance with comprehensive plan and construction standards within ten working days
- Review all plans within ten working days
- Perform daily inspections of construction projects taking place within the City's right-of-way
- Receive 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 compliance with the comprehensive plan and with the various infrastructure system master plans on every capital project
- Review all engineering plans and specifications to assure compliance with City design criteria and construction standards within three weeks
- Coordinate with residents, business owners, franchise utilities, other agencies and contractor to complete construction of all capital projects within project schedule
- Provide construction inspection services for 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 all Capital Improvements Projects (CIP) prior to, during, and after project implementation via the website, public information meetings and mailings

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 by July 1st for the Water Quality Report
- 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 FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 951,199	\$ 1,019,345	\$ 992,900	\$ 1,007,605
Supplies	12,958	19,535	15,720	16,350
Maintenance	8,657	6,440	6,140	4,140
Services	16,306	41,625	37,905	35,675
Utilities	5,657	6,620	6,820	6,820
Sundry	28,645	38,725	32,825	38,225
Capital Outlay	20,215	-	-	-
TOTAL Department Budget	\$ 1,043,637	\$ 1,132,290	\$ 1,092,310	\$ 1,108,815

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Public Works Director	1.00	1.00	1.00	1.00
Civil Engineer	2.00	2.00	2.00	2.00
Project Engineer	0.00	1.00	1.00	1.00
Civil Engineer in Training (EIT)	1.00	0.00	0.00	0.00
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 FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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

2012 - 2013 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

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

Meets City Council Premier Statements:

Cedar Hill is Safe.

Cedar Hill is Clean.

CORE FUNCTION: #3 Maintain water pump stations

Action:

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

Activity Measurement:

- Pump 3 billion gallons of water through City water pump stations annually
- 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 immediate notification for emergency repairs

Meets City Council Premier Statements:

Cedar Hill is Safe.

Cedar Hill is Clean.

SUMMARY
WATER and SEWER OPERATIONS

EXPENDITURES	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Personnel	\$ 977,042	\$ 1,036,715	\$ 1,006,480	\$ 1,015,475
Supplies	174,275	151,350	172,250	137,250
Maintenance	203,070	228,700	217,700	230,200
Services	8,047,988	8,912,305	8,449,480	9,066,250
Utilities	462,765	411,460	410,300	426,800
Leases / Rentals	2,896	9,000	9,000	9,000
Sundry	10,174	16,800	17,000	18,500
Capital Outlay	167,611	73,000	73,000	-
TOTAL Department Budget	\$ 10,045,821	\$ 10,839,330	\$ 10,355,210	\$ 10,903,475

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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 INDICATORS	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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 10-11	FY 11-12	FY 11-12	FY 12-13
Supplies	\$ 15,779	\$ 30,200	\$ 27,650	\$ 27,650
Maintenance	74,162	87,050	89,045	89,045
Services	40,045	51,550	58,075	58,075
Lease / Rentals	28,605	41,660	39,160	39,160
Sundry	5,145	7,895	6,895	6,895
Capital Outlay	5,630	-	60,100	-
TOTAL Department Budget	\$ 169,366	\$ 218,355	\$ 280,925	\$ 220,825

STAFFING	ACTUAL	BUDGET	ESTIMATED	BUDGET
	FY 10-11	FY 11-12	FY 11-12	FY 12-13

(Budgeted in the General Fund)

SUMMARY
WATER and SEWER - NON-DEPARTMENT

EXPENDITURES	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
Supplies	\$ -	\$ -	\$ -	\$ -
Services	11,790	24,000	9,705	22,000
Sundry	-	-	-	-
Debt Service/Transfers	3,734,101	3,675,160	3,738,160	3,753,290
TOTAL Department Budget	\$ 3,745,891	\$ 3,699,160	\$ 3,747,865	\$ 3,775,290

STAFFING	ACTUAL FY 10-11	BUDGET FY 11-12	ESTIMATED FY 11-12	BUDGET FY 12-13
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None



WATER AND SEWER CAPITAL PROJECTS

Water and Sewer Capital Projects have one or more funding sources. Currently, the funding sources consist of Capital Recovery Fees, bond proceeds and transfers from the Water and Sewer Operating Fund. Projects eligible for Capital Recovery Fees (also known as Impact Fees) must be identified in a Capital Recovery Fee study. There are three significant Water and Sewer Capital Projects budgeted this fiscal year.

1) SCADA (Supervisory Control and Data Acquisition) Upgrade

JUSTIFICATION: The City currently has an outdated system which only provides basic control and monitoring of system performance. The updated system will provide much more sophisticated control and integration of major system components such as pump stations, storage tanks and lift stations. The updated capabilities include greater analytics for detecting inefficiencies and overall system performance.

FY 2013 BUDGET: \$250,000

OPERATING BUDGET IMPACT: The project is anticipated to save 10% of the department's \$230,000 maintenance budget and make the department more efficient.

2) Sanitary Sewer Lift Stations (2)

JUSTIFICATION: The City has two lift stations that are ageing and in need of updating. Once completed, the project will improve water pumps, piping and controls City-wide.

FTY 2013 BUDGET: \$130,000

OPERATING BUDGET IMPACT: The project will save the City, a minimum of, \$10,000 (annually) by reducing maintenance costs.

3) Video Camera/Monitoring System

JUSTIFICATION: The City has been paying an outside vendor to view and record sanitary sewer lines' conditions. Once the system is acquired, this function can be performed internally for a quicker response time to our citizens.

FY 2013 BUDGET: \$125,000

OPERATING BUDGET IMPACT: The project will save the City approximately \$50,000 (annually) by eliminating out-sourcing expenses.

A complete listing of potential projects (through 2017) is listed in the later portion of this section.

CITY OF CEDAR HILL
WATRE AND WASTEWATER CIP WORKSHOP

	PROJECT NAME	ACTIVITY	FROM	TO	FYE 13	FYE 14	FYE 15	FYE 16	FYE 17	FUTURE YEAR PROJECTS	TOTAL
	WATER PROJECTS:										
	CURRENT PROPOSED PLAN:										
5	Lakeridge Pkwy Ground Storage Tank & Water Lines	Lake Ridge 2 MG Storage Tank	Lake Ridge Parkway		(3,000,000)	3,000,000					\$0
6	US Highway 67 Water Line	16" & 20" Water Line	Lake Ridge Parkway	Mount Lebanon	(625,000)	625,000					\$0
7	Water System Controls Upgrade (SCADA)	Replacing existing panels and radios due to changes in FCC regulations		Various	250,000						\$250,000
8	Automatic Meter Reading System Phase I				750,000						\$750,000
9	Automatic Meter Reading System Phase I-Grant Funding				(300,000)						(\$300,000)
10	Miscellaneous Line Resizing	Miscellaneous Line Resizing	Various	Various	300,000		200,000				\$500,000
11	Meadowcrest Ground Storage Tank	Ground Storage Tank					2,000,000	2,350,000			\$4,350,000
12	Joe Wilson 16" Water Line	16" Water Line	Parkerville Road	Bear Creek				665,000			\$665,000
13	Parkerville Water Line	16" Water Line	Parkerville Tank	Joe Wilson Road				930,000			\$930,000
14	Parkerville Rd. 24" Water Line	24" Water Line	Clark Rd	Houston Street @ Tidwell						1,775,000	\$1,775,000
15	Belt Line Water Line	12" Water Line	Waterford Oaks	Duncanville Road						494,000	\$494,000
16	Duncanville Road Water Line	16" Water Line	Pleasant Run Road	Parkerville Road						1,580,000	\$1,580,000
17	Wintergreen Rd./Duncanville Road 16" Water Line	16" Water Line	Wintergreen Road @ US67	Duncanville Road @ E. Pleasant Run Road						1,070,000	\$1,070,000
18	12" Water Line loop from Lake Ridge Parkway to US67	12" Water Line	Lake Ridge Parkway	US Highway 67						1,525,000	\$1,525,000
19	12" Water Lines & PRV near Cedar Hill State Park	12" Water Line, Pressure Reducing Valve	Various	Various						1,365,000	\$1,365,000
20	Flameleaf Transmission Water Line	30" Water Line	Flame leaf via Strauss	Belt Line Road						4,845,000	\$4,845,000
21	Flameleaf Transmission (Road "A") Water Line	30" Water Line	Belt Line Road	Houston Street						985,000	\$985,000
22	Flame Leaf Pump Station Expansion	PS Expansion	N/A	N/A						2,898,000	\$2,898,000
23	Belt Line Rd. 20"/24" Water Line	24"/20" Water Line	Flame leaf Transmission Line	Meadowcrest Transmission Line						2,270,000	\$2,270,000
24	Clark Road 20" Water Line	16" Water Line	Belt Line Road	Parkerville Road						1,160,000	\$1,160,000
25	12" Water Line Connector - Windmill Hill Subdivision to US67	12" Water Line	US Highway 67	Windmill Hill Subdivision						790,000	\$790,000
26	Clark Road 16" Water Line	16" Water Line	Parkerville Road	Capricorn Road						905,000	\$905,000
27	FM 1382 - 12" Water Line Loop	12" Water Line	FM 1382	Along City Limits						1,275,000	\$1,275,000
28	Waterford Oaks Water Line	12" Water Line	Waterford Oaks	Parkerville Road						310,000	\$310,000
29	Weaver Street (south extension) Water Line	12" Water Line	Weaver Street	Duncanville Road						250,000	\$250,000
30	Bear Creek Road Water Line	12" Water Lines	Joe Wilson Road	Duncanville Rd.						565,000	\$565,000
31	Parkerville/Bear Creek Connector	12" Water Line	Parkerville Road	Bear Creek Road						625,000	\$625,000
32	Little Creek 12" Water Line	12" Water Line	Clark Road	Joe Wilson Road						775,000	\$775,000
33	Clark Road Water Line	16" Water Line	Capricorn Rd	Bear Creek Road						425,000	\$425,000
34	Rocky Brook Extension Water Line	12" Water Line	Rocky Brook	Bear Creek Extension						240,000	\$240,000
35	Bear Creek Extension Water Line	12" Water Line	Joe Wilson Rd	S. Clark Rd.						660,000	\$660,000
36	S. Clark Road/Lake Ridge Water Line Connector	12" Water Line	Clark Road	Lake Ridge Parkway						1,170,000	\$1,170,000
37	Texas Plume 12" Water Line	12" Water Line	Mt. Lebanon	Lake Ridge Parkway						645,000	\$645,000
38	Meadow Crest Pump Station	Pump Station Replacement	N/A	N/A						290,000	\$290,000
39	US 67 Elevated Storage Tank Replacement	Replace Elevated Storage Tank								4,420,000	\$4,420,000
40	Parkerville Rd. 24" water Line Extension	24" Water Line	Clark Rd	Parkerville Elevated Storage Tank						300,000	\$300,000
41	Joe Wilson Road Water Line Loop south of Bear Creek Road	12" Water Line	Joe Wilson Road at Bear Creek Road	Bear Creek Subdivision						1,080,000	\$1,080,000
42	Parkerville Road/ Cockrell Hill Road Water Line	12" Water Line	Parkerville Road @ Duncanville Rd.	Cockrell Hill Rd @ Bear Creek Rd.						1,015,000	\$1,015,000
43	S. Clark Rd./US67 Water Line Loop	12" Water Line	S. Clark Road @ Bear Creek	US Highway 67						1,840,000	\$1,840,000
44	Cedar Hill Road 12" Water Line	12" Water Line	Parkerville Rd. @ US67	Massey Lane						530,000	\$530,000
45	Kingswood Ground Storage Tank Rehab	Replace cooling tower system and repaint								300,000	\$300,000
46	PS Power Generators	Generators for water pump stations								2,000,000	\$2,000,000

CITY OF CEDAR HILL
WATRE AND WASTEWATER CIP WORKSHOP

	PROJECT NAME	ACTIVITY	FROM	TO	FYE 13	FYE 14	FYE 15	FYE 16	FYE 17	FUTURE YEAR PROJECTS	TOTAL
SEWER:											
CURRENT PROPOSED PLAN:											
48	Lake Ridge 10" Lift Station & Force Main (Phase II)	Lake Ridge Lift Station and Force Main	Lake Ridge	Lake Ridge						3,800,000	\$3,800,000
49	Bee Branch Interceptor (TRA)	Relocate a 21" Interceptor	Joe Wilson Road	Bee Branch	250,000						\$250,000
50	Sanitary Sewer Lift Stations Upgrade	Rehabilitate Existing Sewer Lift Stations			130,000						\$130,000
51	Sub-Basin RO-7 Collector	12" Sewer Line	Cedar Hill Road	Parkerville Road	(650,000)					650,000	\$0
52	Videoamera/and Monitoring System	To televise the existing sanitary sewer & storm sewer pipes			125,000						\$125,000
53	Citywide I & I Rehabilitation	Rehab Existing Sewer Lines	Various	Various	300,000	250,000	250,000	250,000	250,000		\$1,300,000
54	Cedar Hill Relief Line (Shady Brook)	18" Relief	North of Pleasant Run	North of Pleasant Run		150,000					\$150,000
55	Sub-Basin RO-2 Interceptor	Various Sizes Sewer Lines	Joe Wilson Road	Red Oak Interceptor		1,410,000					\$1,410,000
56	Sub-Basin TCN-1 Collector	10" Sewer Line	Northwest Cedar Hill City Limits	FM1382			490,000				\$490,000
57	Stewart Branch Collector (Phase I)	10" & 12" Collectors	Northern City Limits							780,000	\$780,000
58	Bear Creek Interceptor	Various Sizes Sewer Lines	Duncanville Road	Bear Creek Road						1,240,000	\$1,240,000
59	South Sub-Basin RO - 2 Interceptor	12" & 15" Sewer Lines	Cedar Hill Rd.	Joe Wilson Rd.						1,680,000	\$1,680,000
60	RO-8 Sub-basin Collector, Lift Station & Force Main	Lift Station, 8" Force Main, 8" Sewer Line	US67	Cedar Hill Road						1,275,000	\$1,275,000
61	Baggett Branch Interceptor Extension	10" & 12" Sewers, 10" Force Main, Expand Lift Station	Lake Ridge II & III Lift Stations	Baggett Branch Lift Station						1,640,000	\$1,640,000
62	Sub-Basin RO-3 Interceptor	Various Sizes Sewer Lines	Clark Road	Little Creek						645,000	\$645,000
63	Clark Road Interceptor Relief	12"/24" Relief Sewer	Clark Road	Little Creek						1,165,000	\$1,165,000
64	Bear Creek Interceptor Extension	Various Sizes Sewer Lines	Highlands Lift Station	Duncanville Road						2,060,000	\$2,060,000
65	Duncanville Road Interceptor	10"/12"/15" Sewer Lines	Duncanville Road	North of Belt Line						885,000	\$885,000
66	Stewart Branch Collector (Phase II)	10" & 12" Sewer Lines	Northern City Limits							740,000	\$740,000
67	Sub-Basin TCN-1 Additional Collector	10" Sewer Line	Northwest Cedar Hill City Limits	FM1382						665,000	\$665,000
68	Belt Line Road Sanitary Sewer Improvements	Expand LS, 15" Sewer Line	Shady Ridge Drive	Belt Line LS						860,000	\$860,000
69	Lakeview Improvements	Expand LS, 10" Sewer Line	Lakeview							960,000	\$960,000
70	FM1382 Improvements	Expand LS, 16" Force Main	FM1382 Lift Station	30" Force Main						710,000	\$710,000
71	RO -2 Interceptor Sub-basin Collector, Lift Station and Force Main	LS, Force Main, 10" Sewer Line	Southeast Cedar Hill	Southeast Cedar Hill						1,560,000	\$1,560,000
72	Lake Ridge Collectors	10" Sewer Line	Existing Lift Station	East of Briarwood						330,000	\$330,000
73	Sub-Basin RO-2 Collector	10" Sewer Line	Tar Road	Johnson Rd						490,000	\$490,000
74	Sub-basin RO-8 Collector	8" Sewer Lines	US67	Cedar Hill Road						540,000	\$540,000
75	Sub-basin TCN-2 Collector	8" Sewer Lines	Sherwood Ct.	Northwood University						230,000	\$230,000
76	24" Red Oak Interceptor Relief	24" Relief Main	Capricorn Street	Clark Rd						540,000	\$540,000
Water & Sewer Fund					(\$2,470,000)	\$5,435,000	\$2,940,000	\$4,195,000	\$250,000	\$63,822,000	\$74,172,000

ANNUAL REQUIREMENTS TO AMORTIZE DEBT

As of September 30, 2012

FISCAL PERIOD	PRINCIPAL	INTEREST	TOTAL
2012-13	705,000	501,497.52	1,206,497.52
2013-14	740,000	472,021.26	1,212,021.26
2014-15	765,000	439,241.26	1,204,241.26
2015-16	805,000	405,072.52	1,210,072.52
2016-17	845,000	368,115.02	1,213,115.02
2017-18	885,000	328,941.26	1,213,941.26
2018-19	920,000	289,118.76	1,209,118.76
2019-20	655,000	247,146.26	902,146.26
2020-21	680,000	218,806.26	898,806.26
2021-22	720,000	188,958.76	908,958.76
2022-23	740,000	156,376.26	896,376.26
2023-24	780,000	122,838.76	902,838.76
2024-25	590,000	87,001.26	677,001.26
2025-26	620,000	59,770.00	679,770.00
2026-27	420,000	30,675.00	450,675.00
2027-28	215,000	10,750.00	225,750.00
TOTAL	<u>\$11,085,000</u>	<u>\$3,926,330.16</u>	<u>\$15,011,330.16</u>

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 2012-2013 total \$1,205,750.

EQUIPMENT FUND

Budget Summary

CATEGORY	ACTUAL 2010-11	BUDGET 2011-12	ESTIMATED 2011-12	BUDGET 2012-13
BEGINNING FUND BALANCE	\$ 1,892,232	\$ 1,663,725	\$ 1,808,446	\$ 1,168,635
REVENUES:				
Rental/Lease Charges	794,688	502,876	526,051	467,532
Interest Income	18,438	10,000	10,000	10,000
Debt Proceeds	-	550,000	-	550,000
Equipment Sales	45,330	-	-	-
TOTAL Revenues	858,456	1,062,876	536,051	1,027,532
TOTAL AVAILABLE RESOURCES	2,750,688	2,726,601	2,344,497	2,196,167
EXPENDITURES:				
Capital Expenditures				
Motor Vehicles	494,795	994,000	846,915	497,600
Safety Equipment	-	21,500	22,323	92,400
Office Equipment	57,312	110,200	234,333	-
Miscellaneous	38,171	51,775	69,640	222,600
Minor Apparatus	351,964	43,400	2,651	113,150
Transfer to General Fund	-	-	-	280,000
TOTAL Expenditures	942,242	1,220,875	1,175,862	1,205,750
Revenue over (under) Expenditures	(83,786)	(157,999)	(639,811)	(178,218)
ENDING FUND BALANCE	1,808,446	1,505,726	1,168,635	990,417

EQUIPMENT FUND
Approved Equipment Purchases
2012-2013

DESCRIPTION OF ITEM	DEPARTMENT	COST
Motor Vehicles:		
Pick-Up Truck	Code	18,000
Rescue Truck	Fire	30,000
Patrol Vehicle	Municipal Court	39,000
Pick-Up Truck	Parks	31,000
Zero-Turning Mowers (2)	Parks	18,600
Administrative Sedans (2)	Police	45,000
Patrol Vehicles (4)	Police	156,000
Hybrid SUV	Recreation	30,000
Backhoe	Streets and Drainage	105,000
Total Motor Vehicles:		\$ 472,600
Office Equipment:		
Desk Top Computers (50)	Information Technology	70,000
Lap-Tops (7)	Information Technology	4,200
Lap-Tops (2-Animal Control)	Information Technology	10,000
Total Office Equipment:		\$ 84,200
Miscellaneous Equipment:		
Tire Changer	Fleet Maintenance	5,000
Vehicle Lift	Fleet Maintenance	15,000
Wheel Balancer	Fleet Maintenance	4,500
Park Pump System Improvements	Valley Ridge	190,000
Elliptical Machines (2)	Recreation Center	12,600
Exercise Bicycles (2)	Recreation Center	22,750
Total Miscellaneous Equipment:		\$ 249,850
Safety Equipment		
Warning Siren	Emergency Management	25,000
AED's	Fire	1,700
Stretchers (2)	Fire	25,400
Security Camera	Recreation Center	67,000
Safety Equipment:		\$ 119,100
TOTAL EQUIPMENT:		\$ 925,750



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

