



ADOPTED BUDGET | FY2021-2022

CITY OF CEDAR HILL, TEXAS



City of Cedar Hill

Fiscal Year 2021-2022

Budget Cover Page

This budget will raise more revenue from property taxes than last year's budget by an amount of **\$2,628,745**, which is a **9.00** percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is **\$432,071**.

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

| Voting by Member (For, Against, Present Not Voting, Absent): | Tax Rate Proposal | Adoption of Budget |
|---|------------------------------|-------------------------------|
| Stephen Mason, Mayor | For | For |
| Alan E. Sims, Mayor Pro Tem | For | For |
| Shirley Daniels, Councilmember | Absent | For |
| Daniel C. Haydin, Jr., Councilmember | For | For |
| Chad A. McCurdy, Councilmember | For | For |
| Gregory Glover, Councilmember | For | For |
| Clifford R. Shaw, Councilmember | For | For |

| Property Tax Rate Comparison | 2020-2021 | 2021-2022 |
|--|------------------|------------------|
| Property Tax Rate: | \$0.688102/100 | \$0.697029/100 |
| No New Revenue Tax Rate (NNR): | \$0.664835/100 | \$0.647467/100 |
| NNR Maintenance & Operations Tax Rate: | \$0.500557/100 | \$0.488070/100 |
| Voter Approval Tax Rate: | \$0.710632/100 | \$0.706559/100 |
| Debt Rate: | \$0.170031/100 | \$0.178877/100 |

Total debt obligation for City of Cedar Hill secured by property taxes:

| Summary of Debt Outstanding: | Principal | Interest | Total |
|-------------------------------------|---------------------|---------------------|---------------------|
| General Obligation Debt (GO): | \$55,640,000 | \$12,755,723 | \$68,395,723 |
| Certificates of Obligation (CO): | \$18,455,000 | \$6,705,187 | \$25,160,187 |
| Taxable Notes | \$3,345,000 | \$107,719 | \$3,452,719 |
| Total | \$77,440,000 | \$19,568,629 | \$97,008,629 |

Information Required for Texas Local Government Code - Chapter 140.0045

The table below itemizes certain expenditures required in certain political subdivision budgets

| | FY19 Actual | FY20 Actual | FY21 Estimated | FY22 Proposed |
|--|----------------|----------------|-------------------|------------------|
| Required Newspaper Publications | 11,263 | 5,834 | 15,135 | 15,000 |
| State Legislative Lobbying | 156,300 | 70,068 | 30,000 | 50,000 |

CITY OF CEDAR HILL

2021-2022 ANNUAL BUDGET

CITY COUNCIL



Stephen Mason Mayor
Alan E. SimsMayor Pro Tem
Shirley Daniels.....Place 1
Daniel C. Haydin, Jr.....Place 2
Chad A. McCurdy.....Place 4
Gregory Glover.....Place 5
Clifford R. Shaw.....Place 6

SENIOR BUDGET TEAM

Greg Porter.....City Manager
Melissa Valadez-Cummings.....Deputy City Manager
Alison Ream.....Assistant City Manager
Marie Watts.....Director of Administrative Services
Tia Pettis.....Finance Director
Latifia Coleman.....Assistant Finance Director
Tracey Kerezman.....Human Resources Director
Jenifer Sweeney.....Assistant Human Resources Director

ADOPTED BUDGET



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August 6, 2021

Mayor and City Council:

It is with great pleasure that I submit for your consideration the FY 2022 City Manager Proposed Budget for the City of Cedar Hill. The comprehensive budget and its components support the essential municipal services our citizens and customers rely on as well as advance the City Council's strategic priorities of public safety, bond implementation, planning & development, communications, and community engagement & neighborhood integrity. These priorities are the result of extensive and on-going community engagement as expressed through Cedar Hill's integrated network of strategic plans, community and neighborhood surveys, citizen committees, and community input meetings. Highlights of these priority areas include:

Public Safety – Cedar Hill's public safety departments continue to uphold the value of Cedar Hill is Safe. The Cedar Hill Police Department will continue to build and reinforce community relationships through initiatives such as the popular Neighborhood Walks, award-winning National Night Out and the return of the Cedar Hill Youth Summit. The Cedar Hill Fire Department will continue to support Coronavirus (COVID-19) vaccination and education efforts including partnerships with Dallas County, other partner cities, and the Texas Department of Emergency Management. Cedar Hill's emergency services will receive a significant enhancement in 2022 with the implementation of the Regional Public Safety radio system project. This project, a collaboration with our Best Southwest partner cities, will allow our public safety departments to have coverage and to interface with other emergency service agencies across Dallas County and significantly enhance interoperability. In addition to the radio project, our Police and Fire Departments will be initiate a joint strategic planning effort to identify and plan for Cedar Hill's evolving public safety needs and expectations.

Bond Implementation – The City will continue to implement the 2017 bond program, with two of the most anticipated projects breaking ground in 2022. Feedback from extensive public input, including the Citizens Design Committee, has been incorporated into the schematic designs of the new library and signature park & trail. The new community pool at Virginia Weaver Park will also begin construction this year. In addition, enhancements to neighborhood parks and asphalt and concrete street repairs will continue throughout the City.

Planning & Development – One of Cedar Hill's defining strengths has been planning, and 2022 will see extensive planning activities to prepare for and guide the City through the next decade. These efforts will include the completion of a new Comprehensive Plan, Economic Development Strategic Plan, the initiation of a joint Public Safety plan, and a comprehensive update to Cedar Hill's Parks & Open Space Vision Plan. These plans are well timed and will provide much needed guidance as our area is on the cusp of experiencing a period of significant growth.

Development services are experiencing a substantial increase in demand as development interest and projects are popping up all over town. High Point 67, a Class A logistics and manufacturing center with up to two million square feet, will transform Cedar Hill's industrial area into a 180+ acre master planned site within the Loop 9 corridor. Texas Health Resources is scouting property in Cedar Hill to build a hospital to enhance its presence in the area, which will bring one of the largest industries in North Texas to our community. In historic downtown, the groundbreaking of the Lake Moreno mixed-use project will coincide with enhancements to streets and pedestrian connections. These, plus numerous planned residential and commercial developments.

Communications – As we continue to navigate in-person/virtual hybrid environments due to COVID-19, the City will continue to focus communication efforts to meet people where they are. These include increasing the frequency of social media posts, using video to share community stories and, subject to appropriate safety protocols, hosting in-person events including Parties in the Park and restoring Senior Center and Recreation Center programming.

Community Engagement & Neighborhood Revitalization – The City continues to focus on enhancing older adult livability. Weekly phone calls continue to be made to older adult residents and a 55+ Citizens Services Outreach Liaison has been added to our City team to focus on engaging older adults. Staff continues to implement additional programs focused on health, wellness and social interactions for this community demographic and explore other means to enhance livability for residents age 55+.

While we will continue to advance the City's strategic priorities in 2022, we will remain prepared and actively engaged in navigating the on-going impacts of the COVID-19 pandemic and the latest Delta variant. This means continuing to plan and manage our budgets and fiscal health with an eye for the future. Doing so will allow the City to retain the flexibility and resiliency to insulate essential services from the uncertainties of the times, so residents can continue to rely on them regardless of the circumstances.

In closing, I would like to express my appreciation to Mayor Mason, the City Council, our Board & Commission partners, and our City staff for committing so many long hours and months to planning and deliberating the priorities, policies, and the documents represented in this proposal. I look forward to serving with you as we work together to make our community's vision of a premier city a reality.

Greg Porter

Greg Porter
City Manager

DISTINGUISHED BUDGET PRESENTATION AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Cedar Hill
Texas**

For the Fiscal Year Beginning

October 01, 2020

Christopher P. Morill

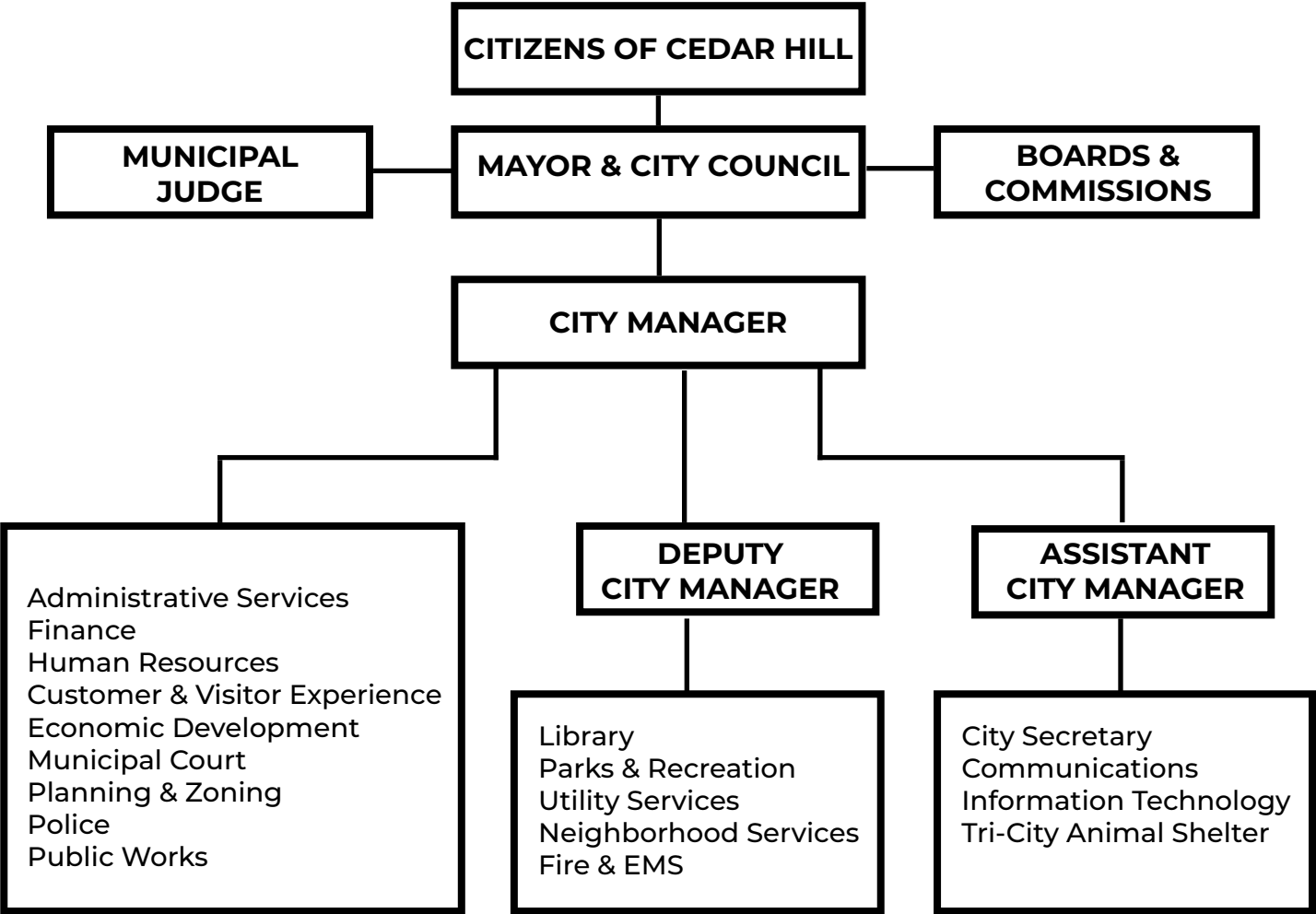
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Presentation Award to the **City of Cedar Hill, Texas**, for its Annual Budget for the fiscal year beginning **October 1, 2020**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Additional details regarding the Distinguished Budget Presentation Award and criteria can be found on the GFOA website www.gfoa.org/budget-award.

ORGANIZATIONAL CHART



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**.

Values

We believe that by communicating the values to the community, all others will begin reflecting, articulating, promoting and protecting the distinctive character that will continue Cedar Hill's success far into the future.

- **People and Relationships**
 - **Stewardship**
- **Highest Ethical Standards, Behavior and Integrity**
 - **Servant Leadership**



**PEOPLE &
RELATIONSHIPS**



STEWARDSHIP











**HIGHEST ETHICAL
STANDARDS,
BEHAVIOR & INTEGRITY**



**SERVANT
LEADERSHIP**

CITY COUNCIL PREMIER STATEMENT







The City Council envisions a “**Premier City**” to be defined by the **following Premier Statements**, which are in no order of importance:

| | |
|--|--|
| <p>DISTINCTIVE CHARACTER</p>  | <p>Character is the internal compass that guides thoughts and actions. The City Council will continue to recognize stellar examples of distinctive character demonstrated throughout the community.</p> |
|  | <p>We believe our highest-priority use of taxpayer funds is to keep Cedar Hill a safe community. The City Council is excited about the strong planning, strategic thinking and proactive steps taken by our public safety personnel.</p> |
| <p>CLEAN</p>  | <p>Our vision of a clean city is one in which pride of ownership is evident throughout our neighborhoods, businesses and community spaces. Clean is defined as more than just litter control or code enforcement. Having a clean city is all encompassing where citizens enjoy a healthy lifestyle and exude pride for the city in which we live, work and play.</p> |
| <p>ENGAGED COMMUNITY</p>  | <p>Our success is dependent on citizen engagement and our service delivery is shaped by the community that we serve. The City Council seeks opportunities for the community to provide broad public input to help guide the City Council and staff on the future of Cedar Hill. The City fosters opportunities for citizen engagement and relationship building with each other and the community.</p> |
| <p>VIBRANT PARKS & NATURAL BEAUTY</p>  | <p>We are blessed with some of the most beautiful topography, spectacular views and open spaces. As a result, the City believes it necessary to serve as good stewards of these precious natural resources to maintain, protect and preserve for generations to come.</p> |
|  <p>EXCELLENT, SAFE & EFFICIENT INFRASTRUCTURE</p> | <p>The City Council has developed a solid infrastructure which incorporates vehicular mobility, pedestrian walkability, hike/bike trails, and maintaining the roadways to achieve and maintain the excellent, safe and efficient mobility the City Council desires.</p> |
|  <p>STRONG & DIVERSE ECONOMY</p> | <p>We envision a community in which the development is balanced with the City's distinct natural resources our community loves to enjoy. The City Council desires a strong and diverse economy characterized by the City's growth and development, business and commerce for both day and night populations and one that can be sustained for years to come.</p> |
|  <p>TEXAS SCHOOLS OF CHOICE</p> | <p>The City of Cedar Hill is committed to supporting lifelong learning in our community. We are committed to partnering with all institutions of learning and supporting their efforts to become Texas schools of choice.</p> |

CITY COUNCIL PREMIER STATEMENT

DEPARTMENT ALIGNMENT TO CITY COUNCIL PREMIER STATEMENTS

This section identifies alignment as reflected in FY 22 budgeted programs and activities.

| City Council Premier Statements | |  |  |  |  |  |  |  |  |
|---------------------------------|-----------------------------|---|---|---|---|--|---|---|---|
| ID# | DEPARTMENT | | | | | | | | |
| 100 | Administration | X | X | X | X | X | X | X | X |
| 110 | Human Resources | X | X | | | X | X | X | X |
| 130 | Information Technology | | X | | X | X | X | X | |
| 150 | Finance | X | X | | | X | X | X | |
| 190 | Utility Services | X | X | X | | X | X | | |
| 195 | Government Center | X | X | X | X | | X | | X |
| 199 | Non-Departmental | | X | X | | | X | | |
| 310 | Police | X | X | | X | X | | | X |
| 320 | Police CCPD | X | X | | X | X | | | X |
| 330 | Animal Control | X | X | X | X | | | X | X |
| 340 | Fire | X | X | X | X | X | | | X |
| 350 | Emergency Management | X | X | X | X | X | X | X | |
| 360 | Municipal Court | X | X | | X | | | | X |
| 370 | Code Enforcement | X | X | X | X | X | X | X | |
| 380 | Animal Shelter | X | X | X | X | | | | |
| 400 | CDC Administration | X | | X | X | X | X | X | |
| 405 | Trail Maintenance | X | X | X | X | X | X | X | |
| 410 | Parks | X | X | X | X | X | | X | |
| 415 | Valley Ridge Park | X | X | X | X | X | | X | |
| 430 | Recreation | X | X | X | X | | | X | X |
| 435 | Recreation Center | X | X | X | X | | | X | X |
| 450 | Library | X | | | X | | | | X |
| 470 | Neighborhood Services | X | X | X | X | | | X | X |
| 480 | Historic Downtown | X | | X | X | X | | | |
| 520 | Planning & Zoning | X | X | X | X | X | X | X | |
| 610 | Economic Development | X | | | X | X | | | X |
| 611 | Tourism & Marketing | X | | | X | X | | X | |
| 700 | Public Works Administration | | X | X | | | X | | |
| 710 | Streets & Drainage | X | X | X | | | X | X | |
| 750 | Fleet Maintenance | | X | X | | | | | |
| 760 | Water & Sewer Operations | | X | X | | | X | X | |

BUDGET FY2021-22

City Council FY2021/2022 Strategic Priorities & Strategies

Priority 1: Public Safety

- Recruit and retain high quality public safety personnel
- Neighborhood Safety - enhance traffic control strategies and neighborhood walks
- Expand Community & Regional Public Safety Relationships
- Public Safety Future Planning: Develop joint public safety strategic Plan

Priority 2: Bond Implementation & Capital Investments

- Continue the 2017 Bond Implementation (Parks, Community Pool, Library & Signature Pak, Streets, Drainage and Facilities)
- Continue to engage and encourage Minority and Women-owned Businesses in soliciations and purchasing participation
- Public Input & Engagement for Bond Programs & Progress

Priority 3: Planning & Development

- Downtown Complete Streets Plan & Historic Downtown Development
- Business Growth and Support
- Comprehensive Plan - Cedar Hill Next
- Zonig Enhancements
- Strategic Plans (Public Safety, Econmic Development, Parks Master Plan, Sustainability Master Plan, Water/Sewer Master Plan, Long-Range Financial Plan)

Priority 4: Communications

- Enhanced Transparency (Webpage, Let's Talk, Biennial Community Survey, Neighborhood Walks, Social Media)
- Content & Design - increase frequency of content & video
- Content & Design - targeted campaigns, legislative impacts to City operations

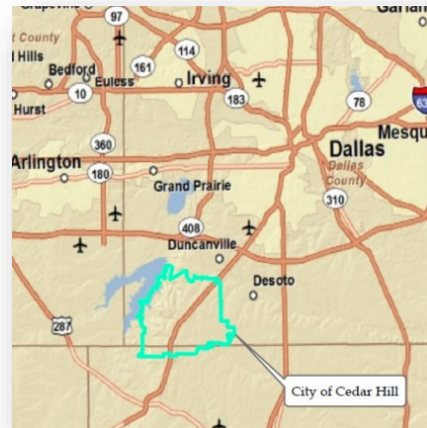
Priority 5: Communiy Engagement & Neighborhood Revitalization

- Citizen Engegement (focus on Hispanic Community Outreach)
- Neighborhood Engagement & Community Leadership Development
- Neighborhood Integrity - Single Family rental registration Program
- Over 65 Livability Study and planning
- Cedar Hill ISD engagement

CITY PROFILE

CITY PROFILE

Nestled twenty minutes southwest of downtown Dallas, Cedar Hill borders the eastern shore of Joe Pool Lake and Cedar Hill State Park. Its lush, tree-lined rolling hills and wide-open green space allow for hikes, bike rides, and other outdoor recreational opportunities. Whether visiting one of the specialty boutiques in historic downtown, shopping at national retail stores, or enjoying the day on Joe Pool Lake, Cedar Hill is a thriving suburb which maintains a small-town charm with big city amenities. With easy access to I-20 and I-35 from U.S. Highway 67, Cedar Hill is home to many residents who commute to and from employment in the Dallas-Fort Worth (DFW) metroplex.



The City was incorporated in 1938 under the general laws of the State of Texas and is the oldest organized community in Dallas County. Cedar Hill became a home-rule City in 1975. The median age of those living in the City is 36 years and the median household income is \$78,355.

Cedar Hill sits at the northern edge of the Balcones Escarpment, a line of low hills that separates the rich soils of Blackland prairie to the east from the scenic limestone formations to the west. This convergence of the ecosystems of east, west, and central Texas mark the start of the Texas Hill Country and make the corridor home to a unique combination of plants and animals unlike any other in the State. Preservation of the open spaces and critical ecosystems in this area is made possible through partnerships between the City of Cedar Hill, Texas Parks & Wildlife, Dogwood Canyon Audubon Center, and Dallas County, among many other organizations. The City's location in a major metro area provides access to nature, recreation, and environmental learning to a diverse urban population.

Parks and Recreation are important to the City and certainly part of its distinctive character. The City maintains 33 city parks. Parks facilities include a recreation center, senior center, softball fields, baseball fields, soccer fields, tennis courts, municipal swimming pool, football fields, playground equipment, picnic pavilions, basketball courts, amphitheater, fishing ponds, paved trails and nature preserves. The City is committed to the inclusion of neighborhood parks and the preservation of green space. To protect the scenic landscape, the City maintains a goal of preserving 20% of its land mass as open space.

Strayer University is housed in Cedar Hill. Additionally, a number of colleges and universities are in the surrounding area to promote lifelong learning and workforce development. Cedar Hill Independent School District (CHISD) is focused on providing choices to meet the needs of its students through innovative educational opportunities. A wide selection of charter and private schools adds to the expansive set of educational choices available to families and newcomers to Cedar Hill.

CITY PROFILE

Government Structure: The City operates under a council-manager form of government. Municipal authority is vested in the City Council, consisting of a mayor and six council members. The City Council appoints committees, boards, and commissions, the City Manager, and City Judge. The City Manager is responsible for carrying out the policies, implementing the ordinances and budget approved by the City Council as well as overseeing the day-to-day operations of the City.

Services Provided: The City provides a full range of municipal services authorized by statute or charter. These services include police protection, fire suppression, emergency medical services, water distribution, wastewater collection, building inspection, street maintenance and repair, code enforcement, park maintenance, full-service recreation services and programming, swimming pool operations, library services, planning, economic development, and general administrative services. The City maintains contracts with third parties for its water supply and treatment, wastewater treatment service, and solid waste services.

This accompanying budget includes all funds of the City including its component units. The City's component units are legally separate entities for which the City is financially accountable. The City's component units are the Cedar Hill Economic Development Corporation and the Cedar Hill Community Development Corporation.

Financial Planning, Fiscal Policies and Financial Impacts: The City has a long tradition of disciplined and prudent fiscal management. The City's budget reflects the community's priorities and the strategic goals set by the City Council to further the vision of Cedar Hill as a premier city. The City Council's budget objectives are to: continue to provide services the Cedar Hill Way, maintain fund balances, deliver a balanced budget, maintain a resilient tax rate, position the City for long-term financial stability, and use the budget as a communication tool.

The City completes a benchmarking survey of budgets, staffing, and selected activity measurements of eleven similar cities in the DFW metroplex as part of the annual budget process. These plans and the survey are used as an aid in determining budget allocations to the various departments and activities of the City. The City's fiscal management policies require minimum fund balances for numerous funds. Additionally, the City annually updates a five-year capital improvement plan for streets, utilities, and facilities, including the timing and amounts of debt to be issued to fund the plan.

Strategic Priorities and Master Planning: At their annual strategic retreat in the fall, the Cedar Hill City Council confirmed the City's vision, mission, and values and established their strategic goals and priorities focused on the following areas: public safety, bond implementation, planning & development, communications, and community engagement and neighborhood revitalization. Each of these areas has a work plan associated with them with initiatives to implement in support the City Council's strategic plan. Key strategic initiatives focus on enhancing operations to be responsive to citizens' needs, enhancing senior citizen livability, facility and infrastructure improvements throughout the City, business growth and support, development projects, strategic planning, engagement with CHSD, and enhanced communications and transparency.

CITY PROFILE

The Cedar Hill City Council engages the public throughout the year to gain input and feedback on their strategic priorities that are reflected in budget objectives, programs, and use of resources. Means of public engagement include Board & Commission appointments, neighborhood walks, city-wide biennial citizen satisfaction survey, neighborhood surveys, Let's Talk online engagement platform, and citizen committees.

As a planning community, Cedar Hill has a number of master plans that support the long-term direction and vision for the community. Extensive public input and outreach have been conducted to gain broad public input. Below is a representative list of adopted master plans.

| Strategic Plan | Year Adopted |
|---|---|
| Comprehensive Land Use & Thoroughfare Plan | 2008 Updated plan in process of being developed. |
| Sustainability Action Plan | 2011 Updated plan to begin development in 2023. |
| Water & Wastewater Master Plan | 2013 Updated plan to follow Comprehensive Plan approval. |
| Library Long-Range Plan | 2018 |
| Parks, Recreation, Trails & Open Space Master Plan Update | 2019 Updated plan to begin development in 2022. |
| Downtown Complete Streets Master Plan | 2020 |
| City Council Strategic Plan | 2021 Updated plan to be adopted in 2022. |
| Annual Report | 2021 |

Commercial and Residential Development: Cedar Hill's diverse economy corners the market on natural beauty where the City has championed the phrase, "Where opportunities grow naturally". This allows the City to distinguish itself from others in the metroplex. With its strategic central location in the fast-growing North Texas metroplex, the City is committed to preserving its natural beauty for generations to come. As development activities and interest continue to increase, City officials are committed to expanding economic development opportunities that will foster development on its abundant available land within its goal to maintain 20% of open green space.

Cedar Hill is the regional retail hub with 11 major shopping districts offering over 3.5 million square feet of retail, restaurants, office, and entertainment. Business development in the form of light manufacturing, commercial, and retail enterprises have substantially increased since 1998. The City has four industrial parks and several large industrially zoned tracts of land which will soon transform into an industrial campus. Despite challenges as a result of the Coronavirus pandemic, the Cedar Hill business community remains strong.

CITY PROFILE

With a major investment by Hillwood, one of the leading real estate firms in the United States, United Kingdom, and Europe, High Point 67 will soon transform Cedar Hill's industrial area into a 180+ acre master-planned site within the Loop 9 corridor. The project will be a Class A logistics and manufacturing center with up to two million square feet. The project is expected to generate more than \$75 million in capital investments, \$100 million in new taxable value, and support the creation of hundreds of jobs in Cedar Hill. The City's years of planning and smart, intentional growth helps usher this partnership, forging new connections and major thoroughfare upgrades to the industrial area's already bright future.



Industrial expansion includes a newly constructed tenant space with 11,900 square feet in 2019. Central States Manufacturing, Inc. celebrated 20 years in business in Cedar Hill in July 2020. Additionally, future construction plans include 15,000 square feet of tenant space, 6,000 square feet of warehouse, a 18,248 square -foot facility for API Precision Machining in the High Meadows Industrial Park, as well as a facility expansion for Delta Steel.

Historic downtown development continues to thrive in spite of the challenging year. In 2018, the Cedar Hill Economic Development Corporation (CHEDC) approved a development agreement with Lake Moreno Partners, LLC for a mixed-use project in historic downtown. The 40,000 square foot project, located at W. Belt Line Road and Broad Street, is envisioned to bring a mix of retail, restaurants, artisan space, and residential dwellings.

Since its founding, the City has been supportive of hard work and commerce, where today the small business owners whose shops give Cedar Hill its charm captured more than \$800,000 of Cedar Hill Strong Grant/Loan funds, funded by the CARES Act. The Cedar Hill Strong Grant/Loan program strengthened our small businesses and made them more resilient.

The office and retail sectors also continue to see growth. Indigo Dentistry and Woodus Obstetrics & Gynecology operate in Legacy Crossing, located at the southeast corner of Joe Wilson Road and Pleasant Run Road. There are plans for future construction of 7,000 square feet of additional office and retail space. Dr. Emilio Lopez and Ruiz Financial completed construction of new professional office space in 2019 with approximately 6,000 square feet per building.

The Hillside Village lifestyle center is a 615,000 square foot open-air regional shopping mall containing 67 active stores. The mall management works with City leaders to create an environment reflective of Cedar Hill's distinctive character. The lifestyle center continues to retain national branded retailers that attract local and regional shoppers.

As staycations and outdoor activities become increasingly in demand, Cedar Hill has remained a popular Texas tourist destination that showcases the area's attractions and natural beauty. The Dogwood Canyon Audubon Center opened 250-acres of national preserve with an interpretive center in 2011 which draws visitors to the City. This Center, in conjunction with Cedar Hill State Park,

CITY PROFILE

Cedar Mountain Preserve, and the City's numerous parks, extensive trail system, and open spaces continue to bring tourism to the City.

The City's residential sector continues to grow. Covenant Development entered the Cedar Hill market in 2018 to construct Preston Trail Center (the "Jane"), a 20-acre site located at the intersection of FM 1382 and Straus Road. The goal of Preston Trail Center is to create a thriving, mixed-use area that builds on, enhances, and highlights the unique character of Cedar Hill as a friendly, family-oriented, and nature-oriented Texas town. The multifamily component, The Jane at Preston Trail Center, has opened with approximately 300 units containing high-end amenities with an emphasis on walkability and connectivity. The second phase will be developed for retail, restaurant, and/or service uses to complement the residential component and simultaneously serve as a recreational anchor with a trailhead for the Balcones Trail.

The Luxe at Cedar Hill, a 153-unit senior housing complex featuring resort style villas on the south side of East Pleasant Run Road, is leasing homes for older adults. Additionally, The Lilacs development of duplexes will expand housing options in historic downtown.

The City continues to see single-family residential development interest. The Bear Creek subdivision is a 215-lot residential development that began permitting in 2019. The Vineyards will provide an additional 70 lots. Other residential developments include a 78-lot subdivision on Anderson Road next to the Fountain View-Lake Ridge subdivision and a 207-lot subdivision in Stonehill.

Major Initiatives: Community public safety relationships continue to be enhanced through neighborhood walks, community conversations, increased transparency through online access to public safety annual reports, and a crime mapping website. Additionally, public safety personnel continue to support response efforts to the Coronavirus pandemic including vaccinations and engaging the community on COVID-19 preventative safety.

Projects from the 2017 bond referendum continue to be implemented. Feedback from the Citizens Design Committee has been incorporated into the schematic design of the new library and signature park & trail. The City completed improvements to several neighborhood parks. The design elements of the new community



pool are being finalized and the facility is scheduled to open Memorial Day 2023. Asphalt and concrete street repairs continue throughout the City. U.S. Highway 67 is under improvement construction by Texas Department of Transportation with widening improvements, adding lanes, improving exit and entrance ramps all of which will enhance traffic flow, and reduce congestion for the City.

CITY PROFILE

The City continues its efforts on enhancing senior citizen livability. Several targeted surveys were implemented focused on senior citizen livability, an awareness campaign that included mailers and a website focused on residents age 55 and up was implemented.

Additionally, the ribbon cutting for the improved senior center was held in 2021. Weekly phone calls continue to be made to senior citizens and an additional staff member has been hired to specifically focus on senior citizen outreach in Cedar Hill. A senior citizen group regularly engaged with the Mayor and city staff to provide input and feedback regarding senior citizen livability in Cedar Hill. This has resulted in additional programs focused on health, wellness, and social interactions for residents age 55 and above. Staff continues to explore transportation options for destinations for senior citizens.

The Downtown Complete Streets project design is 100% complete and has a contractor onboard with the anticipation to begin with the franchise utility relocation portion in January 2022. Phase II of the historic downtown complete streets project design will be initiated in spring of 2022.



BUDGET FY2021-22

BUDGET CALENDAR- FISCAL YEAR 2021-2022

| | |
|------------------|---|
| Feb 23 | Budget Kick-Off Meeting |
| March/April | Submit Operating Budgets and Program Request |
| Apr 05-09 | Finance: Compiles and summaries budget data as submitted by departments Finance: Revenue Estimates and Projections |
| Apr 14-23 | Finance: Budget Review with Department Directors (Round 1) Finance: Revenue Assumptions, Estimates and Projections Preliminary |
| Apr 20 | Streets, Facilities, Drainage and Parks CIP 5 Year Plan Presentation and Library/Signature Park Workshop to City Council |
| Apr 27 | Quarterly Financials and Budget to Council |
| Apr 28 | Finance: Mid-Year Review of FY 21 Budget at Director Meeting |
| Apr 24 – May 11 | Finance: Compiles Budget Data in master budget documents |
| May 14-31 | Finance and City Management: Budget Overview: (Round 2) With Directors/Managers |
| May 18 | Water and Sewer 5-Year CIP Plan and Rate Study Presentation to Council |
| June 08 | CCPD Board Meeting and Budget Presentation |
| Jul 06 | City Council: Preliminary Budget Presentation |
| Jul 22 | Estimated Certified Appraisals from Chief Appraisers |
| Jul 23 – Aug 03 | Finance: Final revisions to budget- Executive Summary of Budget Document; Framing Budget for Presentation to City Council |
| Aug 6 | Finance: Receives Tax Calculation from Dallas County |
| Aug 13 | City Council: Budget Workshop - Presentation of City Manager Budget |
| Aug13 | Dallas County Publishes Tax Rate Notice (1/4 Page Ad) Publishes NNR Tax Rate and Voter Approval Tax Rates |
| Aug 24 | City Council : Discuss Tax Rate: if rate exceeds the NNR or Voter Approval Tax Rate (whichever is lower), take a record vote and schedule and announce public hearings |
| Sept 7 | City Publishes Notice of Public Hearing on the Budget |
| Sept 14 | City Council: (1) Approve certified tax rolls; submit certified values, No New Revenue (NNR) Tax Rate and Voter Approval Tax Rates |
| Sept 14 | City Council: Public Hearing & Adopt by Ordinance(s) the Tax Rate, FY22 Budget inclusive of CCPD, EDC, CDC, PIDs and CIP |

BUDGET FY2021-22

BUDGET PROCESS NARRATIVE

The annual operating budget for the City of Cedar Hill (the City) is the culmination of countless hours of review, research, analysis and discussions by the City Council and City staff who received input from the public during community meetings and via budget hearings. The creation of the budget has beginnings from about 20 years ago with the work of a City Council's Strategic Planning retreat in 2000 in which the vision, mission, values, and premier statements were revised. This section is intended to guide the reader through the budget document by highlighting the budget process and by giving a summary of the information to follow. The budget document is organized in a way that will help the reader to quickly locate information in a timely manner.

Budget Preparation Process

The annual budget process begins in the fall of the prior year with the City Council Retreat. During the retreat, the City Council revisits the mission, vision, and premier statements. They also set priorities both short term and long term. After the City Council Retreat the City Manager along with department directors determine the strategic focus areas and plans for the upcoming year to carry out the priorities identified by the City Council.



In **February**, the budget calendar is developed, and a budget kick-off meeting is coordinated by the Budget Team in which worksheet templates, forecasts and training materials are distributed to department budget representatives. The budget team continues to provide year-to-date financial data for revenues and expenditures, while adjusting forecast and projections as updated data becomes available.

In **March and April** key budget components are submitted to the Budget Team for review, they include the current year revised budget, the subsequent fiscal year proposed base budget, five-year projected budgets, requests for fleet, equipment, new personnel requests, capital and new program requests. The Budget Team works with departments to create proposed base estimates. The proposed base budget for the subsequent fiscal year omits capital and one-time purchases from the previous fiscal year as the base budget is intended to show the expenses related to maintaining the current year's operations.

Activities that require additional resources, new or replacement equipment, or new programs are included in the capital and supplemental requested amounts. For each item requested, departments provide a description, itemization, and justification of the estimated costs. These requests are submitted by the department in a list prioritized according to need. Fleet and computer replacements are submitted by the Fleet Division and Information Technology department for each department and evaluated during the departmental budget review meetings with directors.

BUDGET FY2021-22

In **May**, budgets are revised and reviewed by the Budget Team and the City Manager's Office to make any necessary adjustments. Special workshops are held to address capital projects and financing options. All requests are compiled by the Budget Team in summary format into master budget documents and submitted to the City Manager for review. A meeting is held with the City Manager's Office, Budget Team and all Directors in which each Director presents their new programs for the team's evaluation.

In **June/July**, a preliminary budget workshop is held in which the budget team shares with the City Council major revenue and expenditure forecasts, capital improvement projects (CIP) and a listing of proposed programs. During the workshop, the City Council shares with city staff some priorities for creating the proposed budget.

The Budget Team prepares a proposed operating budget that is balanced and maintains fund balance levels in accordance with the City's Fund Balance and Fiscal Management Policy (see appendix for full policy). In **July/August**, a budget workshop is held to share with the City Council, the new revised operational budgets and the certified appraisals from the Dallas County and Ellis County Appraisal Districts. The City Council has the opportunity to review the proposed budget, discuss their opinions and ask questions of the City Manager, provide feedback, and request changes.

After the City Council Budget Workshop, a public hearing is held on the budget prior to the adoption of the budget in **September**. Notices for public hearings for the adoption of both the budget and the tax rate are published in the local newspaper and on the City's website. If the proposed tax rate exceeds the no new revenue (**NNR**) rate, the City must publish the proposed tax rate and notices of a vote on the rate. Public hearings are a critical part of the budget process as they allow citizens a chance to voice their opinions and to ask questions.

By ordinance the City Council must adopt a final budget appropriation by **September 30th** for the fiscal year start date, October 1st.

Implementation Process

After adoption, the Finance Department creates an adopted budget book which is made available on the City's website, with the City Secretary and on file at the City Library.

On October 1st of the fiscal year, the budget is loaded into the accounting software system with a confirmation detailing the upload submitted to each department director. Department directors are responsible for approving and operating within budgetary controls. Budgetary control is established and maintained after adoption of the budget via quarterly revenue and expenditure statements provided to the City Manager and City Council.

A balanced budget is a budget adopted by the City Council and authorized by ordinance where the proposed expenditures are equal to or less than the proposed revenues plus fund balances. Fund balances may be appropriated for non-recurring expenditures (expenses).

BUDGET FY2021-22

Budget Amendments/Adjustments

Budget changes that do not affect the total for a department but transfer funds from one-line item to another within a department's operating budget are allowed at each Director's discretion. A budget adjustment that will bring a change in the total appropriation for a department may be allowed by the City Manager at the written request of the department, based on the City's ability to fund the request. A budget adjustment that requires a change in total appropriations at the fund level requires the City Council's approval.

ACCOUNTING METHOD & FUND STRUCTURE

FUND STRUCTURE

The financial structure of the budget is organized by funds. A fund is generally defined as a fiscal and accounting entity which has its own self-balancing set of accounts for recording cash and other financial resources, as well as any liabilities or residual equities or balances. Normally, funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

The City of Cedar Hill's financial structure includes four categories of funds: Governmental Funds, Proprietary Funds, Fiduciary Funds and Component Units. All four fund categories are utilized in this budget. **Governmental Funds** are used for most government activities such as general operating, debt service, and infrastructure. While **Proprietary Funds** are based on the premise that the city service should be conducted as a business with user fees covering expenses. **Fiduciary Funds** are funds in which the government acts as a trustee or agent for an outside entity, organization or other governmental units – usually a trust such as a Pension Trust. **Component Units** are legally separate organizations for which the elected officials of the primary government are financially accountable. Listed below are descriptions of the funds maintained by the City.

The budgets and financial statements for the Governmental Funds are prepared on the modified accrual basis of accounting. Under this basis of accounting, revenues are recognized when they become both available and measurable except where the accrual basis is specified by generally accepted accounting principles. Expenditures are recognized when the services or goods are received, and the liabilities are incurred. Budgets for the Proprietary Funds are prepared on the full accrual basis of accounting under which transactions are recognized when they occur regardless of timing or related cash flows.

Budgetary control is maintained at the department level in each departmental budget, and encumbrances are entered at the time a purchase order is issued. Unspent and unencumbered appropriations lapse at the end of the fiscal year, except for capital projects.

For Budget Purposes , a **Major Fund** is any fund whose revenues or expenditures constitutes more than 10% of the total appropriated budget. Cedar Hill Major Funds are General Fund, Debt Service Fund and the Water and Sewer Fund.

BUDGET FY2021-22

GOVERNMENTAL TYPE FUNDS

General Fund – the general operating fund for the City. Revenues include: property, sales and other taxes, franchise fees, fines, licenses and fees for services. Operating expenditures provide support for most traditional tax-supported municipal services, such as Public Safety, Parks and Recreation, Library, Administration, Planning and Zoning, Neighborhood Services and Public Works operations.

Special Revenue Funds – account for the accumulation and disbursement of legally restricted resources to expenditures for a specific purpose. Funds under this category include the Police Forfeiture Fund, Hotel Occupancy Tax Fund, Public Education (PEG) Fund, Animal Shelter Fund, JPL Nature Corridor Permanent Fund, JPL Nature Corridor Opportunity Fund, Library Donation Fund, Crime Control and Prevention (CCPD) Fund, the Tax Increment Financing Fund (TIF) and several other funds. Please see the complete listing in the Special Revenue Funds section.

Debt Service Funds – account for the accumulation of resources for expenditures related to general long-term debt, including principal, interest, and other related costs. The resources are generated by a tax levy based on property values and are used to pay debts incurred through the sale of bonds, certificates of obligation, notes payable and other debt instruments. The bonds finance long-term capital improvements to streets, parks, buildings and other infrastructure.

Capital Project Funds – account for the accumulation of resources designated to construct or acquire capital facilities and improvements. Resources include proceeds from sales of general obligation bonds, certificates of obligation, TxDOT funds, Impact fees and transfers from operating funds.

PROPRIETARY TYPE FUNDS

Enterprise Funds – account for operations that are financed and operated in a manner similar to private business; the intent of the City is to provide goods or services to the general public on a continuing basis that will be financed or recovered through user charges. The City maintains a few Enterprise Funds all related to Water and Sewer (Operations and Capital).

Internal Service Funds – funds designed to account for goods or services provided by one city department for another. The City's Internal Service Funds include the Equipment Fund and the Self-Insurance Fund. Charges are billed to departments to recover costs that are incurred by these funds.

FIDUCIARY FUNDS

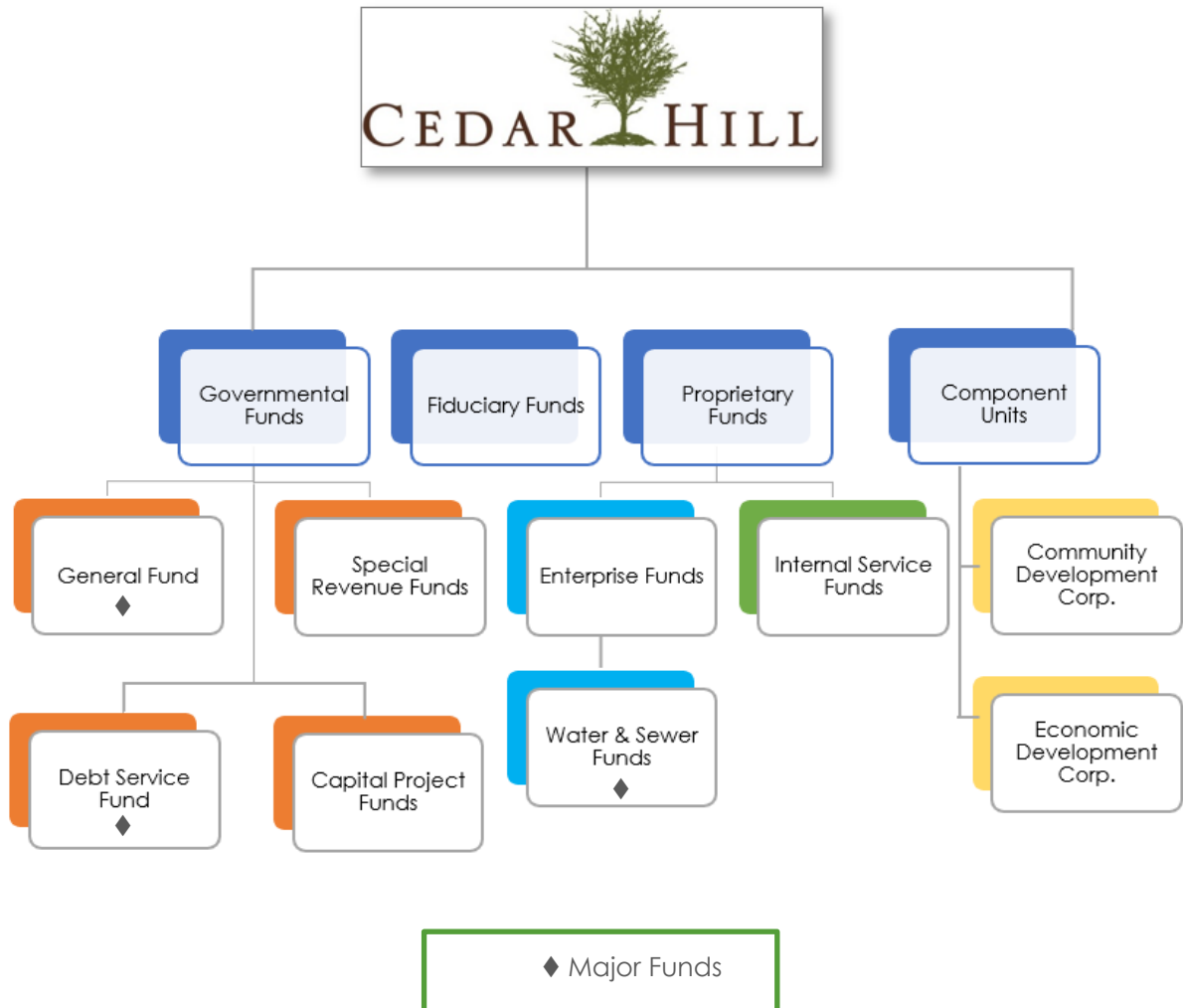
The City maintains a few fiduciary funds that account for transactions for private trust – such as the Police Pension Fund.

COMPONENT UNITS

The City maintains two funds that account for transactions for component units – the Community Development Corporation and the Economic Development Corporation.

BUDGET FY2021-22

Fund Structure Chart



BUDGET FY2021-22

DEPARTMENTS BY FUND


| ID# | Department | 0001 General Fund | 0100 Water & Sewer Fund | 0301 Animal Shelter Fund | 0302 Hotel Tax Fund | 0304 Municipal Court Fund | 0308 CDC Fund | 0309 EDC Fund | 0312 Library Donation Fund | 0322 CCPD Fund |
|-----|--------------------------------|-------------------------|----------------------------------|-----------------------------------|---------------------------|---------------------------------|---------------------|---------------------|-------------------------------------|----------------------|
| 100 | Administration | X | | | | | | | | |
| 110 | Human Resources | X | | | | | | | | |
| 130 | Information Technology | X | | | | | | | | |
| 150 | Finance | X | X | | | | | | | |
| 190 | Utility Services | | X | | | | | | | |
| 195 | Government Center | X | | | | | | | | |
| 199 | Non-Departmental | X | | | | | | | | |
| 310 | Police | X | | | | | | | | |
| 320 | Police CCPD | | | | | | | | | X |
| 330 | Animal Control | X | | | | | | | | |
| 340 | Fire | X | | | | | | | | |
| 350 | Emergency Management | X | | | | | | | | |
| 360 | Municipal Court | X | | | | X | | | | |
| 370 | Code Enforcement | X | | | | | | | | |
| 380 | Animal Shelter | X | | X | | | | | | |
| 400 | CDC Administration | | | | | | X | | | |
| 405 | Trail Maintenance | | | | | | X | | | |
| 410 | Parks | X | | | | | | | | |
| 415 | Valley Ridge Park | | | | | | X | | | |
| 430 | Recreation | X | | | | | | | | |
| 435 | Recreation Center | | | | | | X | | | |
| 450 | Library | X | | | | | | | X | |
| 470 | Neighborhood Services | X | | | | | | | | |
| 480 | Historic Downtown | X | | | | | | | | |
| 520 | Planning & Zoning | X | | | | | | | | |
| 610 | Economic Development | | | | | | | X | | |
| 611 | Tourism & Marketing | | | | X | | | | | |
| 700 | Public Works Administration | | X | | | | | | | |
| 710 | Streets & Drainage | X | | | | | | | | |
| 750 | Fleet Maintenance | X | | | | | | | | |
| 760 | Water & Sewer Operations | | X | | | | | | | |
| 799 | Non-Department Debt Service | | X | | | | | | | |

This matrix above shows the funding of departments by fund within the budget. Listed across the top of the matrix are the major funds. The departments are listed in the first column. An "X" indicates the correlation between departments and funds.

BUDGET FY2021-22

GLOSSARY OF EXPENDITURE CATEGORIES:

Throughout the document, the following **major expenditure categories** are summarized. In order to provide the reader with a better understanding of the types of items in each category, the definitions of the category are provided below. For a complete listing of terms, please see the full Glossary at the end of the document.

| | |
|---|---|
| Capital Outlay - Expenditure category that result in the acquisition of or addition to fixed assets or other large purposes, also include expenditures to extend the useful life of a fixed asset. |  |
| Inter-Fund Transfers/Transfers - Amounts transferred from one City fund to another City fund for purposes such as reimbursement of expenditures, general administrative services, debt service or payments-in-lieu of taxes. | Personnel – Expenditure category that includes salaries, wages, and related fringe benefits including taxes, health benefits, other benefits. |
| Lease/Rental – Expenditure category for use of equipment/facility or land owned by another party for a specified term such as equipment rentals, annual software user fees, and departmental payments to the Equipment Replacement Fund for items purchased via that fund on a lease back arrangement. | Services – Expenditure category used for mostly contractual or outsourced activity such as professional services from attorneys, engineers, accountants, printing services, insurance firms, subscription services, IT Network Charges, third party providers and other consultants. |
| Maintenance – Expenditure category that includes the upkeep, servicing and care of vehicles, machinery, computers, water systems, software, radios and other items. | Supplies – Expenditure category that includes expendable materials needed for operations such as office supplies, items to run programs, computer supplies, postage, minor equipment, fuel and oils, chemicals, etc. |
| Miscellaneous – Expenditure category that includes publications and dues, training, uniforms, meetings and luncheons, travel/mileage and other expenditures that are not captured in another expenditure category. | Utilities – Expenditure category that includes services for electricity, telephone, cable, internet, cell phones, water, gas, etc. |

BUDGET FY2021-22

GLOSSARY OF REVENUE CATEGORIES:

Throughout the document, the following **major revenue categories** are summarized. In order to provide the reader with a better understanding of the types of items in each category, the definitions of the category are provided below. For a complete listing of terms, please see the full Glossary at the end of the document.

| | |
|---|--|
| <p>Property Taxes - Ad valorem taxes are levied on both real (land, natural resources and permanent improvements) and personal property (vehicles, furniture, equipment and inventories) according to the property's valuation and the tax rate. This category includes current taxes, delinquent taxes, property tax fines and penalties.</p> | <p>Other Taxes – This category includes all other taxes levied that are not property taxes including sales and use taxes, mixed beverage taxes and franchise fees (electric, telephone, gas, cable, garbage and water/sewer).</p> |
| <p>Permits & Licenses – Revenues in this category gives the recipient a privilege to engage in an activity for a specific time, task or event. The following revenues are in this category: building permits, occupational licenses or permit, alarm monitoring permit, zoning permits, health permits, fire permits, sign permits, rental registration, and other licenses.</p> | <p>Charges for Services – Revenue category used for user fees and direct services. The charges in this category are only to those who are directly benefiting from the service. Revenues in this category include water service, recreation memberships, lease revenue, rental registrations for parks/recreation, animal service charges, etc.</p> |
| <p>Fines – This revenue category includes both fines and forfeitures. Fines are cost assessed due to a failure or breach of law that is in the City's jurisdiction for monitoring. Revenues in this category include Commercial Motor Vehicle Fines, Library Fines, Court Fines, excessive Burglar Alarm Fines, and Police Unclaimed Property (forfeiture.)</p> | <p>Charges to Other Governments – Revenue category that includes charges to other portions of the government. Such as revenue received for administrative services charged to CDC, EDC, PID, CHISD.</p> |
| <p>Miscellaneous – All other revenues that are not captured in another revenue category are considered miscellaneous. This category includes non-municipal grants, donations, interest revenue from bank accounts and investment, insurance claims proceeds, or other revenues.</p> | <p>Intergovernmental Resources – Revenue category whereas funds from one level of government is transferred to another level of government. This category represents funding from the federal government, state, or from another local entity. For example, cost sharing with the Tri-Cities for the Animal Shelter or Jail, TXDOT, FEMA or Federal Law Enforcement funding, etc.</p> |
| <p>Inter-Fund Transfers- In - Amounts transferred in from one City fund to another City fund for purposes such as reimbursement of expenditures, general administrative services, debt service or payments-in-lieu of taxes.</p> |  |

FY 2021-2022 BUDGET HIGHLIGHTS

AD VALOREM TAX RATES AND REVENUE



The FY 2022 budget is based upon the tax rate of \$0.697029 which is \$0.008927 or 1.30% higher than the tax rate from FY 2021 (\$0.688102). The Maintenance & Operations (M&O) tax rate is \$0.518152 and the Interest and Sinking (I&S) tax rate is \$0.178877.

Every year, the City receives the total value of all property in which taxes will be assessed from the Dallas and Ellis Central Appraisal Districts. The preliminary taxable assessed value utilized in developing the preliminary budget was \$4,614,246,853 or 7.60% increase over last year's certified value of \$4,288,479,669. The certified tax rolls received on July 22 including values in dispute were \$4,566,244,989. The increase in taxable values from the prior year is \$277,765,320 or 6.48%. Of this amount, \$61,987,580 is from new construction added to the tax rolls.

The FY 2022 tax levy based on the tax rate of \$.697029 per \$100 of taxable value is \$31,828,052. The tax levy is divided between M&O for \$23,660,090 and \$8,167,962 for I&S. When adjusting the tax levy for new construction the tax revenue increase is 7.5% over the prior year.

GENERAL FUND

GENERAL FUND REVENUES

General Fund revenues overall are projected to increase by 4.6% or \$1,831,154. The increase is primarily due to property tax and sales tax. Changes from the previous year's budget in General Fund revenues are discussed below.

Property Taxes - All property tax related revenue is increasing by \$1,361,065 or 6.0% due to increases in property values. This includes current and delinquent taxes, penalties and interest on late payments.

Sales and Mixed Beverage Taxes – Fiscal Year 2022 sales and mixed beverage taxes are budgeted for a combined total of \$9,508,296 and are increasing by \$703,489 or 8.0% over the FY 2021 budget of \$9,124,512. Sales tax revenues have increased in FY 2021 and are expected to continue to increase into FY 2022 as the economy recovers from the pandemic.

Franchise Taxes – Total franchise taxes (use of city rights-of-ways) are projected at \$3,608,900, a 3.9% decrease or (\$145,088) from the previous year's budget. The City's major franchise agreements are with our utility providers. Franchise fees are based on gross receipts from the customers and are impacted by growth or decline in accounts and weather which impacts consumption. Telecommunications and cable television franchise fees are decreasing by \$195,781 for FY 2022 due to the decline in use of telephone land lines and cable services.

FY 2021-2022 BUDGET HIGHLIGHTS

Licenses and Permit Fees – Total license and permit fees are projected at \$908,700 or -0.2% (\$2,115) less than FY 2021. There are projected increases proposed in building and construction related permits; however, this is offset by decreases in burglar alarm permits as new alarm technology changes consumer behavior.

Charges for Services – Charges for services totals \$1,306,528, an increase of 1.0% or \$12,314. There are no proposed scheduled service charge fee increases. Charges for services are revenue from fees as establish by ordinance. This category of revenue is user fee based such as ambulance fees, recreation fees, programming fees for athletics and aquatics as well as senior citizen programming fees and street construction inspection fees.

Fines and Fees – This category of revenue is generated from court, library and police departments and is projected to decrease \$(50,800) or -4.6%. The is primarily due to declines in court fines, burglar alarm fines, and library fine revenues.

Miscellaneous – This category is interest earnings and miscellaneous sources such as small donations, code abatements, copies, insurance proceeds and other miscellaneous revenues. This category is budgeted at \$138,062 and is decreasing \$143,138 or 50.9% over FY 2021 primarily due to declining interest rates.

Other Governments – This category is projected at \$520,580 or 3.1% (\$16,431) less than FY 2021. This category is related to shared Best Southwest entities including the Regional Jail, Regional Fire Training Officer, and Regional Emergency Management Operations Coordinator. Also included in this category is charges to the City's Economic Development and Community Development Corporations and Public Improvement Districts for administrative functions including accounting, audit, and budget.

The Cedar Hill Independent School District (CHISD) is charged in accordance with an agreement with the City for lease space on the third floor and maintenance of the Government Center. This annual charge to CHISD is budgeted at \$250,000. The cities of DeSoto and Duncanville participate in a cost share program for Fire Training and Crime Analysis for a total fixed cost amount of \$138,880.

Intergovernmental – This category is budgeted at \$312,300 and is increasing \$90,800 or 41.0% over FY 2021. Intergovernmental revenues are grants and shared resources from Federal and State Agencies. This category fluctuates from year to year based on the availability of grant programs and funding.

Transfers in – This category of revenue is from transfers from other City funds and are based on either a charge back for services provided or a fixed amount in support of a program initiative. The FY 2022 transfers in are from the Landscape and Beautification Fund for \$250,000 which is to offset mowing and rights-of-way maintenance. The Water and Sewer fund shares in the cost of Information Technology Support (IT) provided by the General Fund, based on 25% of the total IT budget. This transfer is budgeted at \$365,850 an increase of 6% over FY 2021.

FY 2021-2022 BUDGET HIGHLIGHTS

COMPENSATION AND BENEFIT PLAN

The City desires to achieve the objective to provide a competitive and sustainable compensation and benefits program to retain and recruit high quality employees. The proposed budget includes a 3% merit increase for employees.

The City offers employees two medical plans, an Exclusive Provider Organization (EPO) and a high deductible Health Savings Account (HSA) plan and will remain with United Healthcare. In FY 17-18, the City made a shift in the medical plan to self-insured, which provides more resiliency, service, and fiscal control over fully insured options. The health care cost savings allowed the City to establish the Self-Insurance Fund and immediately start building reserve requirements to maintain the fund. The reserve goal is to obtain a fund balance in the Self-Insurance Fund to equal to an average of 6 months of claims. There are no premium increases for employees in FY 2022.

GENERAL FUND EXPENDITURES BY FUNCTION

The General Fund is organized into four (4) major functions: General Government, Public Safety, Community Services, and Public Works. Each department or division is assigned to the appropriate major functional area. Projected operating expenditures in the General Fund total \$42,204,578 compared to \$39,838,871 in FY 2021, an increase of 5.9% or \$2,365,707. At the August 13th City Council budget workshop, one-time program and part-time position requests were added totaling \$570,000 and have been included in this adopted budget by category. A description of each function is presented below.

GENERAL GOVERNMENT

This function includes the Administration, Human Resources, Information Technology, Finance, Government Center and Non-departmental Departments. The General Government budget(s) total \$6,724,341 and is an increase of \$337,813 or 5.3% from FY 2021. The increase is due to compensation and benefits.

The Information Technology Department, a general government function, budget includes funding for 50 replacement computers and a new program for Disaster Recovery for \$120,000.

PUBLIC SAFETY

This function includes the Police, Animal Control, Fire, Emergency Management, Municipal Court, Code Enforcement and Animal Shelter Departments. The Public Safety budget(s) are increasing by 4.6 % or \$1,183,121. The Public Safety budgets make up 65% or \$27,153,823 of the General Fund budget. Several public safety vehicles and miscellaneous equipment have been proposed for replacement, which are detailed below.

FY 2021-2022 BUDGET HIGHLIGHTS

The Police Department budget (\$12.2 million) includes replacement of four patrol vehicles and one admin vehicle. In addition, new vehicle laptops (\$102,000) and a part-time administrative position were added to the FY 2022 budget. The Police and Community Team (PACT) unit and related expenses are illustrated in the Crime Control and Prevention District (CCPD) budget. The Police Department budget is 28.9% of the General Fund.

The Fire Department proposed budget is \$12.2 million. Fire & EMS make up 28.8% of the General Fund. Public safety equipment including a fire truck (\$900,000) and self-



contained breathing apparatus (\$443,180) are planned to be replaced using taxable notes (amortized at life cycle of equipment). Additional one-time program requests added to the FY 2022 budget include fire rescue boat (\$30,000), fire fitness equipment (\$18,000) and a part-time administrative position.

The Code Enforcement Department is adding a new position, Plan Reviewer/ Building Inspector, to meet the increasing needs of the department. This position will provide plan review, building inspections, assist with Development Review Committee and management of all building projects to permitting status.

The Court budget includes an additional part-time administrative position.

COMMUNITY SERVICES

This function includes the Parks, Recreation, Library, Neighborhood Services and Planning Departments. This portion of the General Fund Budget is proposed at \$5,794,102, a 6.8% increase over FY 2021. The Parks Department budget includes funding for a tractor, two front line trucks, tarp trailer and an athletic trailer. Additional program requests approved in this category include emergency trail markers & trail amenities (\$124,000), 55+ transportation pilot program (\$60,000), Downtown murals/banners (\$16,000) and a part-time planning intern position.

PUBLIC WORKS

This function includes the Street and Fleet Maintenance Departments. The Public Works portion of the General Fund budget is 6.0% or \$2,532,313 and is a 11.8% increase over FY 2021. This includes the addition of a signs and signal maintenance crew.

NON-DEPARTMENTAL

The General Fund ending fund balance at FY2022 is projected at \$11.8 million which is 27.8% of operating expenditures. The City's reserve requirement policy is set at 25%. In FY 2021 Estimate, \$900,000 of the excess fund balance over the 25% requirement was transferred out from Non-Departmental to the Street Construction Fund for funding of future projects. The FY 2022 budget includes a transfer out from Non-Departmental to the Hotel Occupancy Tax Fund for \$30,000 for Latin Fest.

FY 2021-2022 BUDGET HIGHLIGHTS

SPECIAL REVENUE FUNDS

The **Public, Educational and Governmental (PEG) Fund** tracks revenue received from television cable operators which can be spent on capital equipment and programming of government communication services. The proposed budget is \$10,000 which is for audio visual equipment.

The **Animal Shelter Fund** is the primary fund for all expenditures and revenues supporting the Tri-City Regional Animal Shelter. The participating entities are Cedar Hill, Duncanville and DeSoto. The proposed budget is \$1,136,180 which includes debt costs on the outstanding bonds and operational costs of the tri-city facility. The Tri-City Shelter is supported by entity contributions (1/3 each or \$341,800) as well as charges for services. Each entity's participating share in costs are increasing 2.1%. The total revenue from all sources is \$1,122,465. At the August 13th City Council budget workshop, a part-time position program request was added to the budget for \$15,000.

The **Hotel Occupancy Tax Fund** accounts for local occupancy taxes collected from hotels and motels at 7% against gross room receipts net of deductible expenses. The proposed budget of expenditures for this fund are \$334,554 and reflects activities to support tourism. Also included new for this budget is \$30,000 for Latin Fest. The FY 2022 budgeted occupancy tax revenues are expected to increase 20.0% (\$50,000) as hotel occupancies increase due to recovery from the pandemic.

The **Municipal Court Special Revenue Fund** includes funds collected through adjudicated municipal court cases. The estimated fees for FY 2022 are \$47,620 with an expenditure budget of \$26,958 to pay for the internal lease for an electronic ticket writer system for the Court and public safety (police patrol). This fund was established to track technology and security fees that are established by the State legislature and adopted by City ordinance.



The **Joe Pool Fund** was significantly impacted in December 2016 when the City's Joe Pool Lake liability was extinguished. The City Council established the **JPL Nature Corridor Permanent Fund** and **JPL Nature Corridor Opportunity Fund** in April 2019 for the long-term preservation of the Joe Pool Lake asset and maximize fiscal stability of the asset. The majority of the funds are in the **JPL Nature Corridor Permanent Fund**, which provides a perpetual revenue stream for the preservation and development of the JPL recreational and economic asset, and to fund initiatives that are consistent with the principles that formed the rationale for the initial creation of the asset and benefit all Cedar Hill citizens. A total of \$69,139 in expenditures is budgeted for FY 2022, which includes a \$61,639 transfer to the JPL Nature Corridor Opportunity Fund. The JPL Permanent Fund is projected to have a balance of \$19,630,964 at the close of fiscal year 2022. The **JPL Nature Corridor Opportunity Fund** was established to be the source of funds for JPL and nature corridor related operations and maintenance expenditures, one-time capital related Joe Pool Lake projects and potential initiatives associated with the JPL Nature Corridor. There are no expenditures anticipated for FY

FY 2021-2022 BUDGET HIGHLIGHTS

2022. The fund is projected to have a balance of \$367,470 at the close of the fiscal year 2022.

The **Library Donation Fund** tracks funds donated to the Library from patrons and the Friends of the Library. The proposed budget for this fund is \$37,500. The projected ending fund balance for FY 2022 is \$42,040.

The **Regional Fire Training Program Fund** was established in FY 2020 to track the revenues and expenditures of the tri-city regional fire training program which is supported by Interlocal Agreements from each participating city. The cities that are participating are the City of Lancaster, City of DeSoto, City of Duncanville and Cedar Hill. The City of Cedar Hill hires the Regional Training Officer and manages the budget. Each participating City has committed to fund the cost of the Training Officer and associated operating expenditures as well as a fixed annual amount of \$54,600 (divided equally) to support regional fire training programs. The fire training officer wages, benefits, operating expenditures and annual training commitments are billed (invoiced) by the City. The fire training officer is budgeted in the fire department of the General Fund.

The **Landscape Beautification Fund** accounts for the funds generated by the solid waste disposal contract and accumulated as sanitation billing fees from customers. Revenues from customers and other miscellaneous fees are proposed at \$3,287,104. The proposed budget is \$3,113,577 and includes solid waste collection services of \$2,784,877. Remaining funds are utilized for funding for city-wide contract mowing, landscape maintenance and beautification projects. The rates and charges are reviewed annually in accordance with the contract with the City's provider.



The **Traffic Safety Fund** includes the proposed budget of \$134,741. This budget provides funding for City staff to make traffic safety enhancements. The 86th Texas Legislature expired this program, and effective September 1, 2019, the City no longer collects fees under this program. This fund's residual amounts will be phased out. The Fund is paying for public safety body and car cameras and associated costs which this year is the fourth year of the lease/purchase program.

The **Crime Control and Prevention District Fund (CCPD)** is governed by a Board of Directors, which is comprised of the City Council. The City Council acting as the Crime Control and Prevention District Board of Directors recommends a \$1,177,281 budget to fund the PACT unit and related community policing programs and expenses. The CCPD fund includes funding of \$50,000 for participation with the Cedar Hill ISD for their school crossing guards. There are offsetting revenue sources (Child Safety Fees) from Dallas County and the City's municipal court to offset the City's portion. The fund is supported by 1/8th of 1% on the City's sales tax. Sales tax supporting the CCPD budget for FY 2021 is \$1,115,000 or a 4.0% increase over FY 2021 budget. The This budget supports and funds six (6) peace officers (4 Officers, 1 Corporal and 1 Sergeant) and will add one new PACT vehicle for FY 2022.

FY 2021-2022 BUDGET HIGHLIGHTS

The **Economic Development Incentive Fund (EDIF)** was established in FY 2017. The EDIF funds will be utilized under policy initiatives as established by the City Council related to Economic Development programs and initiatives. No expenditures are anticipated for FY 2022. The projected fund balance is estimated to be \$106,400 by fiscal year end 2022.



The **Tax Increment Financing Fund (TIF No. 1)** is an economic development fund to be utilized in the City's economic development tool chest for financing and support of projects in the TIF District which includes Hillside Village and properties along Uptown Boulevard as well as in the old Downtown area. The Fund is supported through captured values on the City's property tax roll at 75% of taxable value. The incremental capture of property value was effective January 1, 2017, and has captured property value of \$93.0 million which includes new construction values of \$14.9 million for FY 2022. The TIF Increment at 75% of the captured value is \$69.7 million. The TIF has a proposed levy amount of \$477,446 to be transferred in FY 2022. At the end of FY 2021, the TIF fund is estimated to have a balance of \$888,309 and a projected fund balance at the end of fiscal year 2022 of approximately \$1,106,892.

SPECIAL REVENUE FUNDS-PUBLIC IMPROVEMENT DISTRICTS (PIDS)

The Public Improvement Districts are ultimately established by resolution of City Council after a petition process and public hearing. All the PIDS in the City are considered subdivision maintenance PIDS. The City Council adopts the PID's annual budget, five-year service plan and annual assessment by City ordinance. This is done in conjunction with the City's budget process. The PIDS's annual assessment is based on a maximum rate of \$.10 (cents) per every \$100 of taxable value within the PID boundary. The City has approved and established funds for five (5) PIDS as follows:

The **High Pointe Public Improvement District (PID) No.1 Fund** presents a budget of \$558,724 and includes \$157,000 in new enhancements for the High Pointe PID as recommended by their board.



The **Waterford Oaks Public Improvement District (PID) No. 2 Fund** presents the proposed budget of \$186,778 which includes \$50,000 in enhancements for the Waterford Oaks PID as recommended by their board.

FY 2021-2022 BUDGET HIGHLIGHTS

The **Winding Hollow Public Improvement District (PID) No. 3 Fund** presents the proposed budget of \$52,158 for the Winding Hollow PID recommended by their board. This budget includes \$9,000 enhancements for the Winding Hollow PID as recommended by their board.

The **Windsor Park Public Improvement District (PID) No. 4 Fund** presents the proposed budget of \$122,071 with \$55,000 in new improvements for the Windsor Park PID recommended by their board.

The **Cedar Crest Public Improvement District (PID) No. 5 Fund** presents the proposed budget of \$117,143 with \$40,000 in new improvements for the Cedar Crest PID as recommended by their board. This is the second budget year for Cedar Crest.

FIDUCIARY FUND

The **Police Pension Reserve Fund** accounts for the funds set aside to fund the benefit plan for Police Reserve Officers. The proposed budget for this fund is \$13,950 for pension payments and administrative costs.

DEBT SERVICE FUND

The **Debt Service Fund** (sometimes referred to as the Interest and Sinking Fund) is used to account for the accumulation of resources for the repayment of general long-term debt. The proposed tax rate for FY 2022 is \$0.178877, which is higher than the debt rate for FY 2021 of \$0.170031. Principal and interest payments with paying agent fees total \$10,919,738 for FY 2022. Summary schedules and detailed information on individual bond obligations can be found in the Debt Service Fund section of this budget document.

Total revenue from property taxes and other sources including amounts transferred in from the Animal Shelter Fund, Economic Development Corporation, the Community Development Corporation, Tax Incremental Financing Fund and Street Impact Fee Fund total \$10,973,952. The Debt Service Fund is projected to maintain a reserve balance more than 15% of the City's annual tax pledged debt. The audited fund balance (reserves) was \$1,685,828 at the end of the FY 2020.

In November 2017, the citizens voted in general obligation bonds for improvements and new infrastructure in an amount of \$45 million. The FY 2022 Debt Service Budget includes provisions for phase three of the 2017 voted general obligation bonds (GO) for a planned issuance of \$12.9 million for streets, parks, library, facilities, and the community pool. In July 2021, an additional \$10.0 million for the library increased costs and enhancements was approved by City Council. Certificate of obligation (CO) bonds are planned to be issued in FY 2022 for \$4.0 million of the additional library funding, \$3.2 million for the new outdoor pool, \$125,000 for drainage improvements and \$279,000 in street improvements. There is also planned financing in taxable notes for public safety equipment totaling \$1.35 million. The GO bonds, CO bonds, and taxable notes will be sold with the ability of the City to maintain its stable tax rate initiative and policy. The City has developed a five-year infrastructure implementation

FY 2021-2022 BUDGET HIGHLIGHTS

guide and debt model with planned debt issuances over the next three to five years that reflect no requirement for a tax rate increase. A complete listing of these projects can be found in the General Government Capital Improvements Section of this document.

GENERAL GOVERNMENTAL CAPITAL FUNDS

For an in-depth narrative and matrix review of the City's CIP, please refer to the Capital Budget section of this document.

The **Building Capital Maintenance Fund** was created to prepare for planned and emergency repairs to existing City buildings. Potential uses for this fund would include major roof repairs, replacement of heating, ventilation and air conditioning systems, and planned remodeling of buildings. There are no expenditures anticipated for FY 2022.

The **Street Impact Fees Fund** provides a status report on the amount of fees collected and available for debt service on streets. Allowable expenses and uses of these funds are governed by Chapter 395 of the Local Government Code. The City collects and spends Street Impact Fees based on defined areas and have historically utilized street impact fees to pay annual debt costs on eligible projects. There are four zones or areas and were established by Ordinance 2012-478. \$210,000 is programmed to transfer to the Debt Service Fund in FY 2022.

The **Street Construction Fund** tracks the resources set aside for future street repair and reconstruction from the General Fund. The use of funds is governed by fiscal policy as adopted by Resolution R11-337 and are set-aside during the annual budget process as funds are available. FY 2021 estimated revenues include a transfer in from General Fund for \$900,000 for future projects. There are no expenditures programmed in FY 2022 from the Street Construction Fund leaving the projected ending fund balance at \$2,797,260.

The **Restricted Streets Fund** accounts for funds from developers (the old Street Prorata Fund) designated for use on specific streets. No street construction activity is budgeted for FY 2022.

The **Downtown/City Center Fund** tracks the restricted resources set aside for projects related to City Center and Downtown. \$13,970 is budgeted in FY 2022 for the finalization of the Comprehensive Plan Study and deliverables.

The **Drainage Fund** tracks the resources set aside from the General Fund for drainage improvements. There are no planned expenditures.

The **Drainage Detention Fund** tracks the restricted resources set aside for drainage and detention improvements. These funds were escrowed to the City from a developer. There are no proposed expenditures for FY 2022.

FY 2021-2022 BUDGET HIGHLIGHTS

The **Park Development Fee Fund** accounts for resources from park dedication fees and park donations as authorized by an ordinance of the City. These funds are restricted to use in specific zones of the City. The Park Development Fee Ordinance was updated in FY 2018-2019 and now consists of two zones (East and West). The previous nine zones were consolidated into two. Fee revenues for FY 2022 are proposed to increase by \$47,700. There are no planned expenditures in FY 2022.



WATER & SEWER FUND

The **Water & Sewer Fund** accounts for water and sewer revenues collected to support the expenditures associated with the capital and operational needs of the utility. Water and Sewer sales account for 96.2% (\$21.1 million) of system revenues. The budget includes Water and Sewer Impact Fees of \$525,000 to pay debt costs on eligible infrastructure projects financed over the last several years. The overall revenues of the system are increasing by 8.7% or \$1,751,121 primarily due to rate increases to be enacted in FY2022. Expenditures are budgeted at \$22,039,450 for FY 2022. And of this amount, over 54% is for pass-through costs (\$11.8 million) from the City's wholesale water and sewer treatment providers. The Water and Sewer Fund expenditures are increasing by \$1.4 million (6.7%). The Water and Sewer fund balance/working capital balance in FY 2022 is expected to fall to 24% (\$5.3 million) of operating expenditures which is below the 30% policy goal. Water rate increases have been adopted in FY 2022- FY 2024 to mitigate the fund balance to meet the policy goal in the next 3 years.

The Water and Sewer Fund has undergone its fourth year of an annual review by a third-party consulting firm that specializes in cost of services for public utilities. The consultant recommended rate increases and a new rate structure based on meter size. The new rate structure would provide more rate equity between user groups and introduces a discounted rate for seniors who average 5,000 gallons or less. City Council adopted the new design and new rates will be effective, October 1, 2021 (FY2022). For residential consumer groups above 3,000 gallons, the average percentage increase on a monthly bill is 10.4%. Total revenues are projected to increase by 8.7% or \$1.8 million in FY2022.

For new rates and a more in-depth analysis on the operations of the City's Water and Sewer fund please refer to the narrative, matrices, and graphs with the corresponding section of this document.

FY 2021-2022 BUDGET HIGHLIGHTS

INTERNAL SERVICE FUNDS

The **Equipment Replacement Fund** purchases and, in turn, leases equipment to other funds. The Equipment Replacement Fund is intended to be a perpetual fund. This fund operates as an internal service fund by obtaining assets (primarily equipment) and leasing the equipment back to the fund requesting replacement equipment or new equipment. The cost of the equipment acquired on behalf of a fund and department is amortized based on a useful life basis with an interest and inflation charge added. The fund/department receiving the equipment will budget for an annual lease payment back to the Equipment Replacement Fund amortized based on life cycle. At the end of the amortized period, sufficient funds should be accumulated to replace the equipment. The budget includes the purchase of equipment recommended for inclusion in the General Fund Budget. Other funds of the City are on a "pay-as-you-go" basis.

The proposed Equipment Replacement Fund Budget has an outflow of cash for equipment budgeted at \$964,900 for new and replacement equipment for FY2022. This amount includes \$100,000 budgeted for equipment costs carried over from FY 2021 due to delays in vehicle manufacturer production. The regularly scheduled equipment replacement includes six police department vehicles; two trucks, one tractor and two trailers for Parks Department; and one dump truck for Streets Department; and one dump truck for Water/Sewer Department. The annual lease revenue back to the Equipment Fund is budgeted at \$913,685 for FY 2022. The Equipment Replacement Fund remains solvent and continues to operate to program and replace equipment on a planned schedule as determined by the City's Fleet Manager.

The **Self-Insurance Fund** was established in FY 2017 to administer a self-insurance program for employee health insurance. This fund receives premiums through the City's payroll system for employee health care contributions and from each fund and department for the City's contribution. The self-insurance fund revenues total \$4,468,600 for FY 2022. The self-insurance fund expenditures total \$4,365,189 for FY 2022 which includes claims, stop loss premiums, administrative costs and pharmacy (Rx) costs. The fund reflects a 10.8% increase in self-insurance costs mostly attributable to an increase in claim payments. The fund has maintained sufficient reserves to meet claim projections.

COMPONENT UNITS

The **Community Development Corporation (CDC) Fund** includes the \$9,755,685 budget recommended by the Community Development Corporation's Board of Directors. The operations portion of the CDC Budget is proposed to increase by 27.3% or \$2,092,533 which primarily due to capital projects. The operating budget is proposed to increase by 17.0% (456,687) primarily due to the Parks, Recreation and Trails Master Plan costs (\$265,000) and additional personnel costs. This fund is supported by ½ of 1% of the City's total sales tax which is projected to increase 8.1% over FY 2021. The budget includes a federal grant participation award of \$1,053,151 for South Clark Road Trail System.

FY 2021-2022 BUDGET HIGHLIGHTS

The FY 2022 budget contains \$5,638,726 in capital projects that were approved in prior fiscal years including improvements for the Alan E. Sims Cedar Hill Recreation Center, Valley Ridge Park, and the trails system. The capital cost also includes funds for future park land for \$1.0 million.

The **Economic Development Corporation (EDC) Fund** includes the \$7,799,903 budget



recommended by the Economic Development Corporation Board of Directors, which is a 1.5% increase over the prior year. The operating portion of the EDC budget is proposed to decrease by 5.7% while incentives, capital and debt together will increase by 3.4% or \$207,973. The EDC Budget includes various incentive projects approved in prior year budgets and several in the FY 2022 budget. For more detail

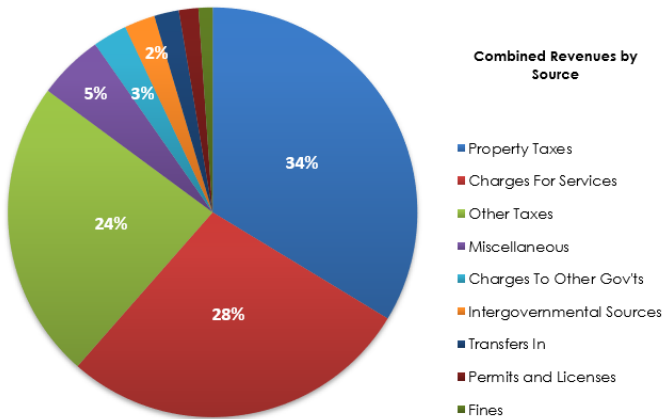
information regarding the fund's debt, incentive programs and strategies please refer to the EDC section of this document.

CONSOLIDATED CITYWIDE INFORMATION

BUDGET FY2021-22

Where The Money Comes From

FY 21/22 Resources (All Funds)

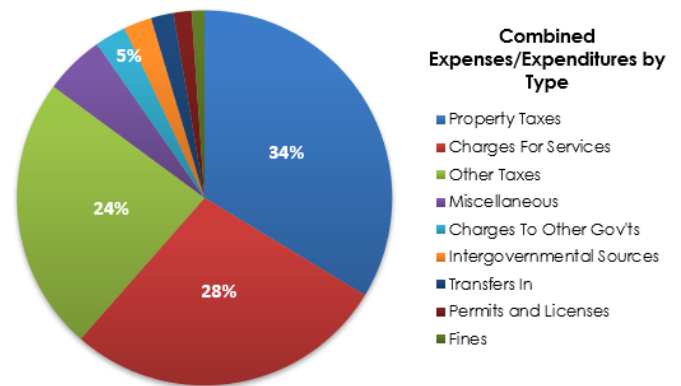


| Revenue Source by Type | | % |
|---------------------------|-------------------|-----|
| Property Taxes | 33,197,953 | 34% |
| Charges For Services | 27,405,292 | 28% |
| Other Taxes | 23,300,650 | 24% |
| Miscellaneous | 5,090,200 | 5% |
| Charges To Other Gov'ts | 2,665,526 | 3% |
| Intergovernmental Sources | 2,385,776 | 2% |
| Transfers In | 1,922,139 | 2% |
| Permits and Licenses | 1,518,900 | 2% |
| Fines | 1,093,000 | 1% |
| Grand Total | 98,579,436 | |

WHERE THE MONEY GOES

| Expenses/Expenditures by Type | | % |
|-------------------------------|--------------------|-----|
| Personnel | 38,588,752 | 36% |
| Services | 26,821,784 | 25% |
| Miscellaneous | 22,529,836 | 21% |
| Capital Outlay | 7,900,737 | 7% |
| Maintenance | 2,955,866 | 3% |
| Supplies | 2,029,840 | 2% |
| Utilities | 2,167,787 | 2% |
| Leases/Rentals | 1,273,079 | 1% |
| Transfers-Out | 2,213,364 | 2% |
| Grand Total | 106,481,045 | |

FY 21/22 Expenses/Expenditures (All Funds)



BUDGET FY2021-22

Citywide Revenues

Multi-Year Consolidated Revenues

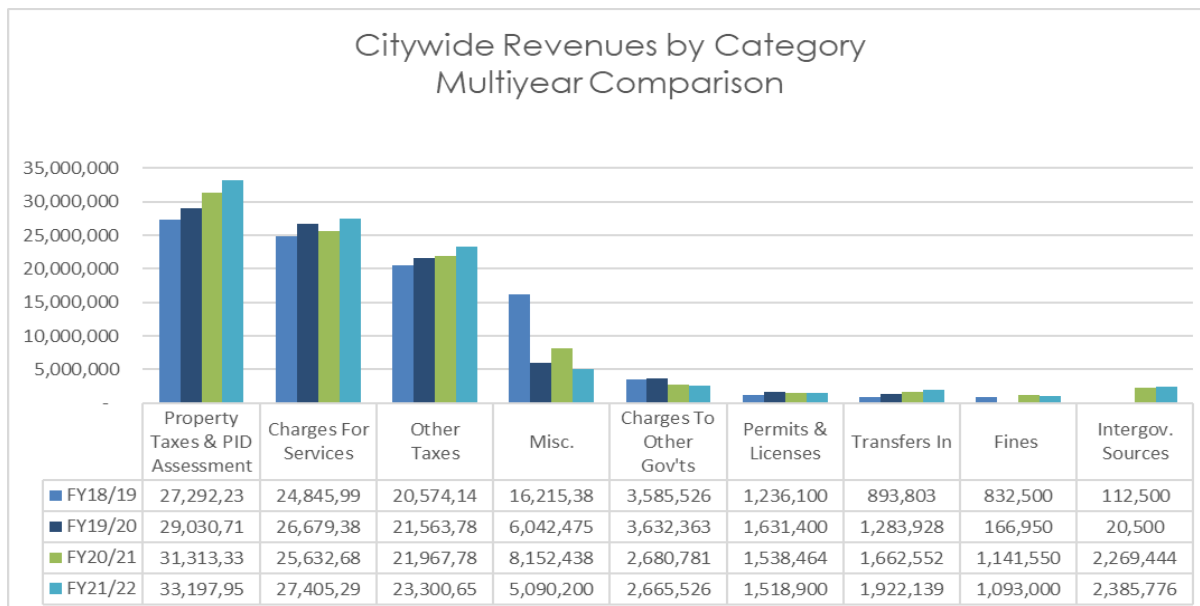
| Shown in (\$000's) | FY 18/19 Actuals | FY 19/20 Actuals | FY 20/21 Budget | FY 20/21 Estimate | FY 21/22 Budget |
|--|---------------------|---------------------|--------------------|----------------------|--------------------|
| Governmental Funds | 46,199 | 48,903 | 50,880 | 53,036 | 53,258 |
| 0001 - General Fund | 36,177 | 38,469 | 40,018 | 41,263 | 41,849 |
| 0004 - PEG Fee Fund | 100 | 91 | 83 | 84 | 81 |
| 0030 - Debt Service Fund | 9,303 | 9,583 | 10,388 | 10,201 | 10,974 |
| 1000 - Building Capital Maintenance Fund | 4 | 103 | 2 | 2 | 0 |
| 2511-2514 - Street Impact Fees | 487 | 300 | 301 | 290 | 264 |
| 2600 - Street Construction Fund | 60 | 156 | 50 | 937 | 31 |
| 2601 - Restricted Street (Prorata) Fund | 9 | 8 | 6 | 2 | 0 |
| 2602 - Downtown/City Center Fund | 21 | 16 | 10 | 4 | 1 |
| 2700 - Drainage Capital Fund | 11 | 11 | 10 | 3 | 1 |
| 2701 - Regional Drainage Detention Fund | 2 | 1 | 1 | 16 | 0 |
| 3000-3009 - Park Development Fees | 26 | 165 | 11 | 235 | 58 |
| Special Revenue Funds | 6,754 | 6,108 | 6,681 | 6,286 | 6,630 |
| 0301 - Animal Shelter Fund | 1,199 | 1,061 | 1,144 | 1,078 | 1,122 |
| 0302 - Hotel Occupancy Tax Fund | 423 | 302 | 266 | 288 | 335 |
| 0304 - Municipal Court Special Revenue Fund | 0 | 39 | 41 | 43 | 48 |
| 0306 - Police Forfeiture Fund | 31 | 7 | 7 | 3 | 0 |
| 0310 - JPL Nature Corridor Permanent Fund | 422 | 427 | 438 | 247 | 41 |
| 0311 - JPL Nature Corridor Opportunity Fund | 95 | 105 | 103 | 104 | 62 |
| 0312 - Library Donation Fund | 47 | 29 | 19 | 27 | 28 |
| 0316 - Regional Fire Training | 0 | 55 | 55 | 55 | 55 |
| 0317 - Landscape and Beautification Fund | 2,725 | 2,655 | 3,036 | 2,855 | 3,287 |
| 0318 - Traffic Safety Fund | 520 | 6 | 6 | 2 | 2 |
| 0320 - Police Federal Seizure | 49 | 26 | 23 | 8 | 10 |
| 0322 - Crime Control and Prevention District | 1,078 | 1,149 | 1,126 | 1,135 | 1,163 |
| 0326 - Eco Devo Incentive Fund | 3 | 1 | 1 | 1 | 0 |
| 0327 - Tax Increment Financing (TIF) Fund | 162 | 247 | 417 | 441 | 478 |
| Public Improvement Districts | 828 | 908 | 1,056 | 1,066 | 1,092 |
| 0313 - High Pointe PID | 518 | 590 | 604 | 600 | 611 |
| 0314 - Waterford Oaks PID | 169 | 171 | 174 | 186 | 190 |
| 0325 - Winding Hollow PID | 49 | 49 | 51 | 54 | 57 |
| 0328 - Windsor Park PID | 92 | 99 | 105 | 106 | 111 |
| 0329 - Cedar Crest PID | 0 | 0 | 123 | 121 | 123 |
| Fiduciary Funds | 5 | 14 | 9 | 15 | 21 |
| 0060 - Police Pension Fund | 5 | 14 | 9 | 15 | 21 |
| Component Units | 8,382 | 8,069 | 9,454 | 8,146 | 9,813 |
| 0308 - Community Dev. Corporation Fund | 4,977 | 4,761 | 6,083 | 4,705 | 6,231 |
| 0309 - Economic Dev. Corporation Fund | 3,405 | 3,308 | 3,371 | 3,441 | 3,582 |
| Enterprise Funds | 18,642 | 19,077 | 20,570 | 19,725 | 22,227 |
| 0100 - Water and Sewer Fund | 18,087 | 18,706 | 20,185 | 19,430 | 21,936 |
| 5000 - Water Impact Fee Fund | 357 | 242 | 263 | 204 | 201 |
| 5001 - Sewer Impact Fee Fund | 125 | 89 | 103 | 78 | 80 |
| 5002 - Water and Sewer Special Projects Fund | 41 | 17 | 10 | 9 | 1 |
| 5003 - Water and Sewer Prorata Fund | 32 | 23 | 11 | 4 | 10 |
| Internal Service Funds | 4,839 | 5,048 | 7,708 | 5,160 | 5,538 |
| 0040 - Equipment Replacement Fund | 1,093 | 1,083 | 3,536 | 1,154 | 1,070 |
| 0092 - Self Insurance Fund | 3,746 | 3,965 | 4,172 | 4,006 | 4,469 |
| Grand Total | 85,649 | 88,128 | 96,359 | 93,434 | 98,579 |

BUDGET FY2021-22

City-Wide Consolidated Revenues

The FY2021-2022 budgeted revenues were prepared based on historical trend analysis and with conservative estimates for growth-oriented revenues. In total Citywide revenues are projected to increase by \$2.2 million which is a 2.25% increase, over the prior year's budget. The increase is driven by the top two largest revenue categories – property taxes which will provide \$1.88 million in new revenue and charges for services which will provide \$1.77 million in new revenue. The increased property tax revenue is the result of increased property values on existing properties and new construction. In the charges for services category, increases can be attributed to water/wastewater revenues. The third largest revenue category is the other taxes category which will increase by \$1.3 million due to projected increases in sales taxes. The miscellaneous revenue category is expected to significantly decrease by \$3 million due to one-time grants received in the previous year. The chart below shows the revenue changes as compared to the prior year's budget.

| Citywide Revenues: Comparison to Prior Year by Revenue Category | | | | |
|---|-------------------|-------------------|------------------|--------------|
| | FY20/21 | FY21/22 | Variance | % change |
| Property Taxes & PID Assessments | 31,313,339 | 33,197,953 | 1,884,614 | 5.68% |
| Charges for Services | 25,632,686 | 27,405,292 | 1,772,606 | 6.47% |
| Other Taxes | 21,967,780 | 23,300,650 | 1,332,870 | 5.72% |
| Miscellaneous | 8,152,438 | 5,090,200 | (3,062,238) | -60.16% |
| Charges to Other Gov'ts | 2,680,781 | 2,665,526 | (15,255) | -0.57% |
| Permits & Licenses | 1,538,464 | 1,518,900 | (19,564) | -1.29% |
| Transfers In | 1,662,552 | 1,922,139 | 259,587 | 13.51% |
| Fines | 1,141,550 | 1,093,000 | (48,550) | -4.44% |
| Intergovernmental Sources | 2,269,444 | 2,385,776 | 116,332 | 4.88% |
| Grand Total | 96,359,034 | 98,579,436 | 2,220,402 | 2.25% |



BUDGET FY2021-22

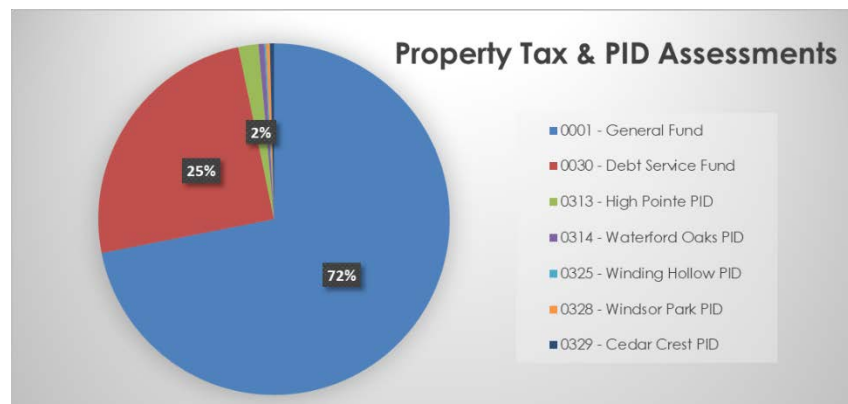
Discussion of Citywide Major Revenues

Property Taxes & Public Improvement District (PID) Assessments

Property Taxes and PID Assessments are combined into one revenue category. Together this category represents about 34% of the Citywide revenue which funds the operations of the city. This makes it the **largest source** of income for the city. The City of Cedar Hill adopted a tax rate of \$0.697029 per one hundred (\$100) dollars valuation of property. The O&M portion of the rate is \$0.518152 and the I&S portion of the rate is \$0.178877 per one hundred (\$100) of valuation. The property tax rate is explained in detailed in the Tax Section of this document.

The City collects PID Assessments on behalf of the 5 PIDs and serves in an administrative capacity. PIDs are formed when the majority of property owners in a defined geographical area formally petition the City to organize for the purpose of providing public improvements within the specified boundaries. During the formation, the property owners elect to assess a fee based on the appraised values of real property within the area. Currently all PIDs have an assessment rate of (\$0.10) per (\$100) of taxable value. These funds can only be used directly for specified improvements within the PID boundaries.

| Property Taxes & PID Assessments by Fund | Amount | % of Total |
|--|---------------------|--------------|
| 0001 - General Fund (O &M) | \$23,880,090 | 72% |
| 0030 - Debt Service Fund (I&S) | \$8,251,006 | 25% |
| 0313 - High Pointe PID | \$590,500 | 2% |
| 0314 - Waterford Oaks PID | \$185,800 | 1% |
| 0325 - Winding Hollow PID | \$56,436 | less than 1% |
| 0328 - Windsor Park PID | \$111,121 | less than 1% |
| 0329 - Cedar Crest PID | \$123,000 | less than 1% |
| Grand Total | \$31,197,953 | |

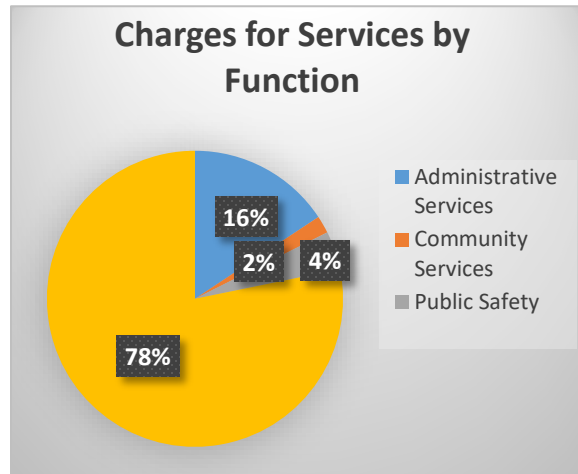


The General Fund portion of property tax revenues represents O&M and the Debt Service Fund portion of property tax revenues represents the I&S portion of the tax rate. PID Assessments are collected by each PID.

BUDGET FY2021-22

Consolidated Charges for Services (All Funds)

The **second largest revenue source** is Charges for Services which is about 28% of



Citywide revenues. This category includes revenues based on the benefits-received principal which states that persons who **directly** benefit bear the burden of the cost. This category includes city services that can be divided into measurable units with the usage being easily attributed to the end-user. The largest portion of this revenue category is water and wastewater fees which comprises 78% of this category. The chart below details charges for services based on functional categories and budgeted funds.

Administrative Charges for Services includes lease revenue in the General Fund, solid waste and sanitation fees in the Landscape Beautification Fund and lease payback fees in the Equipment Replacement Fund.

Community Services Charges for Services includes field and pavillion rentals for City parks, softball, soccer and pool fees and fees for the Alan E. Sims Recreational Center.

Public Safety Charges for Services includes fire inspection fees, ambulance subscription fees, court fees not related to fines and all fees related to the Tri-City Animal Shelter.

Public Works/Utilities Charges for Services includes development fees, capital recovery fees, water and wastewater fees, water tank lease fees and pro rata fees.

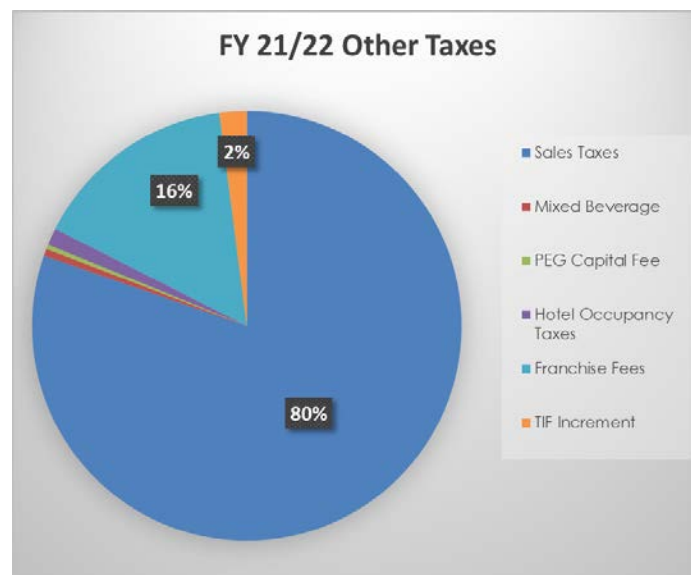
| Fund/ Function | Administrative Services | Community Services | Public Safety | PW/Utilities | Total |
|--|----------------------------|-----------------------|------------------|-------------------|-------------------|
| General Fund | 104,865 | 135,750 | 1,015,913 | 50,000 | 1,306,528 |
| Equipment Replacement Fund | 913,685 | | | | 913,685 |
| Water and Sewer Fund | | | | 21,374,480 | 21,374,480 |
| Animal Shelter Fund | | | 81,400 | | 81,400 |
| Community Development Corporation Fund | | 388,595 | | | 388,595 |
| Landscape Beautification Fund | 3,281,104 | | | | 3,281,104 |
| Crime Control & Prevention District Fund | | | 45,000 | | 45,000 |
| Water and Sewer Prorata Fund | | | | 10,000 | 10,000 |
| Municipal Court Special Revenue Fund | | | 4,500 | | 4,500 |
| Grand Total | 4,299,654 | 524,345 | 1,146,813 | 21,434,480 | 27,405,292 |

BUDGET FY2021-22

Consolidated Other Taxes (All Funds)

The Other Taxes category is the **third largest** revenue source for the city (24% of all revenues). It includes sales taxes, franchise fees and hotel occupancy taxes. The tax revenue in this category is mostly based on economic factors such as consumer behavior and environmental factors such as the weather which makes it more volatile. The largest revenue source in this category is sales taxes (80%) which is collected by the General Fund, EDC Fund, CDC Fund and CCPD Fund. (see the subsequent page for sales tax detail). Franchise Fees represent in total 15% of this revenue category or \$3,608,900.

| Other Taxes by Type and Fund | General Fund | PEG Fund | Hotel Motel Fund | CDC Fund | EDC Fund | CCPD Fund | TIF Fund | Total |
|------------------------------|-------------------|---------------|------------------|------------------|------------------|------------------|----------------|-------------------|
| Sales Taxes | 9,383,296 | | | 4,692,272 | 3,518,736 | 1,115,000 | | 18,709,304 |
| Mixed Beverage | 125,000 | | | | | | | 125,000 |
| PEG Capital Fee | | 80,000 | | | | | | 80,000 |
| Hotel Occupancy Taxes | | | 300,000 | | | | | 300,000 |
| Cable Franchise | 272,000 | | | | | | | 272,000 |
| Commercial Garbage Franchise | 116,700 | | | | | | | 116,700 |
| Electric Franchise | 1,714,950 | | | | | | | 1,714,950 |
| Gas Franchise | 300,000 | | | | | | | 300,000 |
| Telephone Franchise | 150,000 | | | | | | | 150,000 |
| W&S Franchise | 1,055,250 | | | | | | | 1,055,250 |
| TIF Increment | | | | | | | 477,446 | 477,446 |
| Grand Total | 13,117,196 | 80,000 | 300,000 | 4,692,272 | 3,518,736 | 1,115,000 | 477,446 | 23,300,650 |

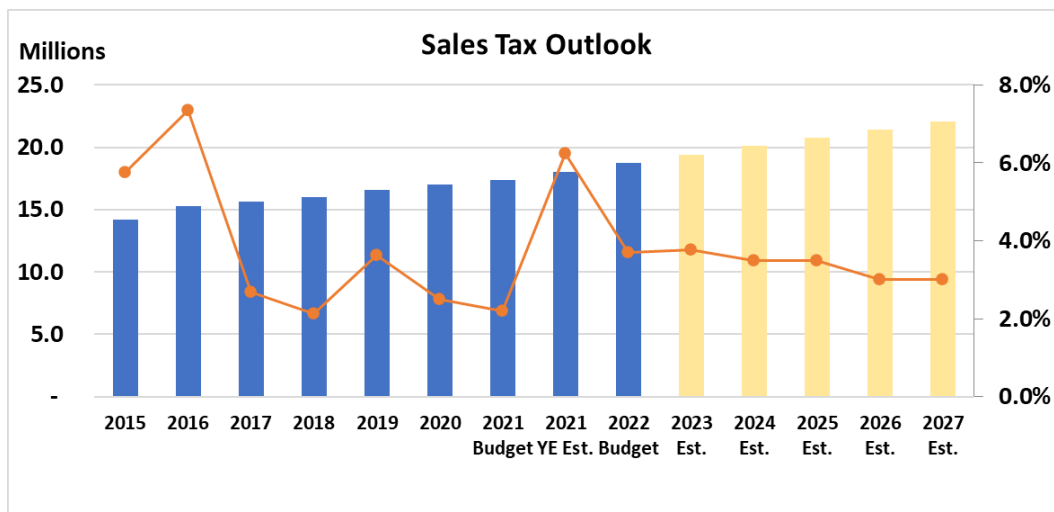


BUDGET FY2021-22

Consolidated Sales Tax Forecast (All Funds)

The chart below shows the consolidated sales tax history and a 5-year forecast. The City collects 2 cents of (8.25% of every purchase made in the City limits). The sales tax allocation is as follows: 1¢ for General Fund, 3/8 of 1¢ for EDC Fund, 1/2 ¢ for CDC Fund and 1/8¢ for CCPD Fund. The FY 2022 budget is based on a modified accrual basis and includes a 7.8% increase from the prior year's budget. The estimated revenue is based on trend analysis, historical data as well as projected growth due to the development of both single-family and multi-family homes that will have a significant impact on the sales tax base. It is estimated that sales tax will experience a modest 3.00% - 3.50% growth over the next 5 years.

| Fiscal Year | Sales Tax Citywide Budget | 1¢ City GF | 3/8 of 1¢ EDC | 1/2¢ CDC | 1/8 of 1¢ CCPD | Total Collected | % Change Yr/Yr | % of Budget (Actuals) |
|--------------|---------------------------|------------|---------------|-----------|----------------|-----------------|----------------|-----------------------|
| 2015 | 14,252,320 | 7,110,420 | 2,666,407 | 3,555,210 | 869,827 | 14,201,864 | 5.8% | 99.65% |
| 2016 | 14,563,065 | 7,629,897 | 2,861,211 | 3,814,948 | 940,477 | 15,246,533 | 7.4% | 104.69% |
| 2017 | 15,850,240 | 7,839,731 | 2,939,899 | 3,919,866 | 956,165 | 15,655,661 | 2.7% | 98.77% |
| 2018 | 16,684,990 | 8,000,947 | 3,000,355 | 4,000,473 | 986,361 | 15,988,136 | 2.1% | 95.82% |
| 2019 | 16,487,481 | 8,287,491 | 3,107,809 | 4,143,745 | 1,028,634 | 16,567,679 | 3.6% | 100.49% |
| 2020 | 17,063,565 | 8,484,406 | 3,181,652 | 4,242,203 | 1,071,396 | 16,979,657 | 2.49% | 99.51% |
| 2021 Budget | 17,353,193 | 8,683,377 | 3,256,266 | 4,341,688 | 1,071,862 | 17,353,193 | 2.20% | 100.00% |
| 2021 YE Est. | 17,353,193 | 9,022,400 | 3,383,400 | 4,511,800 | 1,123,500 | 18,041,100 | 6.25% | 103.96% |
| 2022 Budget | 18,709,304 | 9,383,296 | 3,518,736 | 4,692,272 | 1,115,000 | - | 3.70% | - |
| 2023 Est. | 19,413,600 | 9,711,800 | 3,641,800 | 4,856,500 | 1,203,500 | - | 3.76% | - |
| 2024 Est. | 20,093,076 | 10,051,713 | 3,769,263 | 5,026,478 | 1,245,623 | - | 3.50% | - |
| 2025 Est. | 20,796,334 | 10,403,523 | 3,901,187 | 5,202,404 | 1,289,219 | - | 3.50% | - |
| 2026 Est. | 21,420,224 | 10,715,629 | 4,018,223 | 5,358,476 | 1,327,896 | - | 3.00% | - |
| 2027 Est. | 22,062,830 | 11,037,098 | 4,138,770 | 5,519,231 | 1,367,733 | - | 3.00% | - |



BUDGET FY2021-22

Multi-Year Consolidated Expenditures/Expenses

| Shown in (\$000s) | FY 18/19 Actuals | FY 19/20 Actuals | FY 20/21 Budget | FY 20/21 YE Est | FY 21/22 Budget |
|--|---------------------|---------------------|--------------------|--------------------|--------------------|
| Governmental Funds | 44,128 | 48,041 | 50,705 | 51,339 | 53,525 |
| 0001 - General Fund | 34,842 | 37,424 | 39,839 | 40,373 | 42,205 |
| 0004 - PEG Fee Fund | 3 | 0 | 19 | 22 | 10 |
| 0030 - Debt Service Fund | 8,926 | 9,758 | 10,423 | 10,356 | 10,920 |
| 1000 - Building Capital Maintenance Fund | 0 | 0 | 0 | 0 | 0 |
| 2511-2514 - Street Impact Fees | 0 | 339 | 339 | 539 | 377 |
| 2600 - Street Construction Fund | 357 | 0 | 0 | 0 | 0 |
| 2601 - Restricted Street (Prorata) Fund | 0 | 0 | 0 | 0 | 0 |
| 2602 - Downtown/City Center Fund | 0 | 256 | 75 | 49 | 14 |
| 2700 - Drainage Capital Fund | 0 | 0 | 0 | 0 | 0 |
| 2701 - Regional Drainage Detention Fund | 0 | 0 | 0 | 0 | 0 |
| 3000-3009 - Park Development Fees | 0 | 264 | 10 | 0 | 0 |
| Special Revenue Funds | 5,519 | 5,702 | 5,850 | 5,877 | 6,413 |
| 0301 - Animal Shelter Fund | 964 | 1,039 | 1,181 | 1,284 | 1,136 |
| 0302 - Hotel Occupancy Tax Fund | 258 | 647 | 416 | 349 | 335 |
| 0304 - Municipal Court Special Revenue Fund | 0 | 28 | 27 | 27 | 27 |
| 0306 - Police Forfeiture Fund | 13 | 4 | 24 | 7 | 28 |
| 0310 - JPL Nature Corridor Permanent Fund | 95 | 113 | 110 | 102 | 69 |
| 0311 - JPL Nature Corridor Opportunity Fund | 0 | 0 | 0 | 0 | 0 |
| 0312 - Library Donation Fund | 57 | 37 | 15 | 63 | 38 |
| 0316 - Regional Fire Training | 0 | 11 | 55 | 27 | 55 |
| 0317 - Landscape and Beautification Fund | 2,565 | 2,637 | 2,735 | 2,704 | 3,114 |
| 0318 - Traffic Safety Fund | 522 | 126 | 137 | 129 | 135 |
| 0320 - Police Federal Seizure | 9 | 16 | 23 | 25 | 42 |
| 0322 - Crime Control and Prevention District | 1,036 | 1,045 | 1,129 | 1,160 | 1,177 |
| 0326 - Eco Devo Incentive Fund | 0 | 0 | 0 | 0 | 0 |
| 0327 - Tax Increment Financing (TIF) Fund | 0 | 0 | 0 | 0 | 259 |
| Public Improvement Districts | 1,092 | 663 | 914 | 777 | 1,037 |
| 0313 - High Pointe PID | 548 | 476 | 480 | 480 | 559 |
| 0314 - Waterford Oaks PID | 123 | 129 | 172 | 137 | 187 |
| 0325 - Winding Hollow PID | 360 | 28 | 90 | 87 | 52 |
| 0328 - Windsor Park PID | 62 | 31 | 104 | 68 | 122 |
| 0329 - Cedar Crest PID | 0 | 0 | 67 | 5 | 117 |
| Fiduciary Funds | 15 | 10 | 14 | 13 | 14 |
| 0060 - Police Pension Fund | 15 | 10 | 14 | 13 | 14 |
| Component Units | 6,407 | 6,483 | 15,347 | 7,977 | 17,556 |
| 0308 - Community Dev. Corporation Fund | 3,444 | 3,691 | 7,663 | 3,846 | 9,756 |
| 0309 - Economic Dev. Corporation Fund | 2,963 | 2,792 | 7,683 | 4,132 | 7,800 |
| Enterprise Funds | 18,494 | 20,038 | 21,186 | 21,167 | 22,606 |
| 0100 - Water and Sewer Fund | 18,494 | 20,017 | 20,661 | 20,642 | 22,039 |
| 5000 - Water Impact Fee Fund | 0 | 0 | 325 | 325 | 346 |
| 5001 - Sewer Impact Fee Fund | 0 | 21 | 200 | 200 | 221 |
| Internal Service Funds | 4,305 | 4,285 | 7,036 | 5,552 | 5,330 |
| 0040 - Equipment Replacement Fund | 1,083 | 813 | 3,095 | 1,316 | 965 |
| 0092- Self Insurance Fund | 3,221 | 3,472 | 3,942 | 4,237 | 4,365 |
| Grand Total | 79,960 | 85,221 | 101,052 | 92,702 | 106,481 |

BUDGET FY2021-22

Spend by City Council FY2021/2022 Strategic Priorities

| Expenditures/Expense by Priorities | | Operating Budgets (\$000's) | % of Total |
|------------------------------------|--|-----------------------------|------------|
| Priority 1 | Public Safety | 32,373 | 30% |
| Priority 2 | Bond Implementation & Capital Investments | 27,999 | 26% |
| Priority 3 | Planning & Development | 10,780 | 10% |
| Priority 4 | Communications | 1,513 | 1% |
| Priority 5 | Community Engagement and Neighborhood Revitalization | 33,816 | 32% |
| | | \$106,481 | |

City-Wide Consolidated Expenditures/Expenses

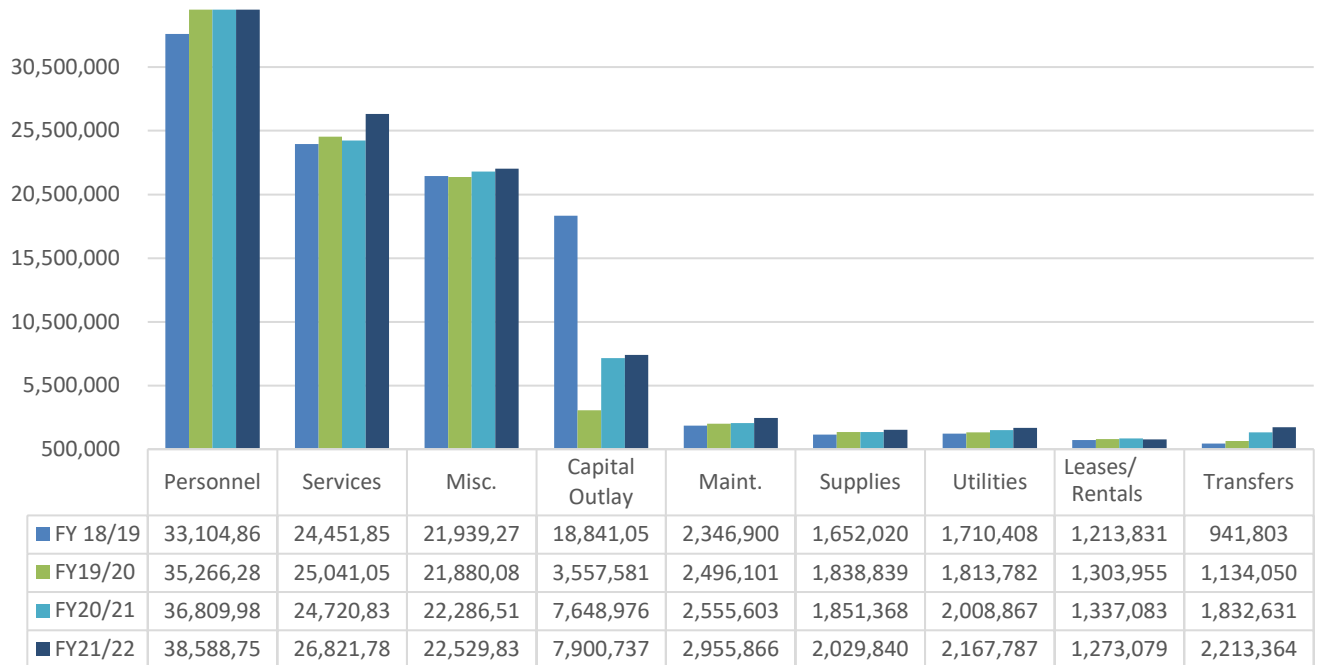
Citywide expense/ expenditures are expected to increase by \$5,429,190 which is a 5.37% increase from the prior year's budget. The increase is due to rising operating cost because of economic inflation. In general, it cost more to operate which is reflected in increases in personnel cost, supplies, maintenance, services, and utilities. Services account for an increase of \$2,100,952 or 38.7% of all new expenditures. Personnel cost increased by \$1,778,768 or 4.83% over the prior year due to a 3% merit increase for general employees and on average a 4.5% increase for sworn public safety employees. Transfers increased by \$380,733 or 20.78% over the prior year due to the budgeted general fund support for a few programs resulting one-time transfers. Omitting transfers in both years, the FY21/22 budget only increased by 5% or \$5,048,457.

Citywide Expenses Comparison to Prior Year

| By Category | FY20/21 | FY21/22 | Variance | % change |
|----------------|--------------------|--------------------|------------------|--------------|
| Personnel | 36,809,984 | 38,588,752 | 1,778,768 | 4.83% |
| Supplies | 1,851,368 | 2,029,840 | 178,472 | 9.64% |
| Maintenance | 2,555,603 | 2,955,866 | 400,263 | 15.66% |
| Services | 24,720,832 | 26,821,784 | 2,100,952 | 8.50% |
| Utilities | 2,008,867 | 2,167,787 | 158,920 | 7.91% |
| Miscellaneous | 22,286,511 | 22,529,836 | 243,325 | 1.09% |
| Leases/Rentals | 1,337,083 | 1,273,079 | -64,004 | -4.79% |
| Transfers | 1,832,631 | 2,213,364 | 380,733 | 20.78% |
| Capital Outlay | 7,648,976 | 7,900,737 | 251,761 | 3.29% |
| Total | 101,051,855 | 106,481,045 | 5,429,190 | 5.37% |

BUDGET FY2021-22

Citywide Expenses by Category
PY Comparison



Citywide Expenditures/Expenses by Category & Fund Type

| Category shown in the (\$000's) | General Fund | Water & Sewer Funds | Debt Service Fund | EDC Fund | CDC Fund | Internal Service Funds | Special Revenue Funds | PIDS | Capital Project Funds | Fiduciary Funds | Total |
|---------------------------------|--------------|---------------------|-------------------|----------|----------|------------------------|-----------------------|-------|-----------------------|-----------------|---------|
| Personnel | 31,048 | 3,664 | 0 | 497 | 1,713 | 0 | 1,654 | 0 | 0 | 12 | 38,589 |
| Supplies | 1,289 | 390 | 0 | 20 | 166 | 0 | 159 | 6 | 0 | 0 | 2,030 |
| Maintenance | 1,709 | 363 | 0 | 35 | 245 | 0 | 239 | 365 | 0 | 0 | 2,956 |
| Services | 3,767 | 13,542 | 0 | 855 | 638 | 4,365 | 3,407 | 231 | 14 | 2 | 26,822 |
| Utilities | 1,410 | 301 | 0 | 4 | 318 | 0 | 64 | 70 | 0 | 0 | 2,168 |
| Miscellaneous | 1,043 | 3,204 | 10,920 | 6,149 | 1,015 | 0 | 188 | 11 | 0 | 0 | 22,530 |
| Leases/Rentals | 1,143 | 12 | 0 | 30 | 22 | 0 | 42 | 25 | 0 | 0 | 1,273 |
| Transfers | 434 | 891 | 0 | 0 | 0 | 0 | 661 | 18 | 210 | 0 | 2,213 |
| Capital Outlay | 362 | 237 | 0 | 210 | 5,639 | 965 | 10 | 311 | 167 | 0 | 7,901 |
| Grand Total | 42,205 | 22,606 | 10,920 | 7,800 | 9,756 | 5,330 | 6,423 | 1,037 | 391 | 14 | 106,481 |

BUDGET FY2021-22

Consolidated Capital Improvement Projects

The table below provides a list of capital projects adopted for FY2021-22 by project type. Five-year CIP summaries are in the Water & Sewer Capital Funds Section and the General Government Capital Funds section of this budget document. The 5-Year CIP is adopted under separate ordinance by the City Council and provides a list of all **current projects** (adopted prior to FY 2022), **adopted projects** (adopted during FY 2022) and forecasted future projects for the next five fiscal years.

| Consolidated Capital Improvement Projects | | |
|--|---------------|------------------------------|
| Capital Project Cost in (000's) | FY22 Budget | Total Estimated Project Cost |
| Streets Capital Projects | 1,779 | 30,947 |
| Parks & Trails Capital Projects | 6,110 | 27,237 |
| * CDC Funded Parks & Trails | 2,282 | 3,373 |
| Public Facilities Projects & Capital Equipment | 10,350 | 40,970 |
| Drainage | 125 | 2,025 |
| Water Capital Projects | 1,900 | 17,225 |
| Sewer Capital Projects | 1,300 | 6,402 |
| Grand Total - All Capital Projects | 23,846 | 128,179 |

* Projects adopted by the Community Development Corporation and detailed in the operating section of the CDC Fund

See Ordinance 2021-732 for the adopted 2021-2022 Capital Budget authorizing the 5-Year Capital Improvement Program (CIP)

COMBINED BUDGET SUMMARY

Fiscal Year 2021-2022

Revenues and Expenses and Changes in Fund Balances

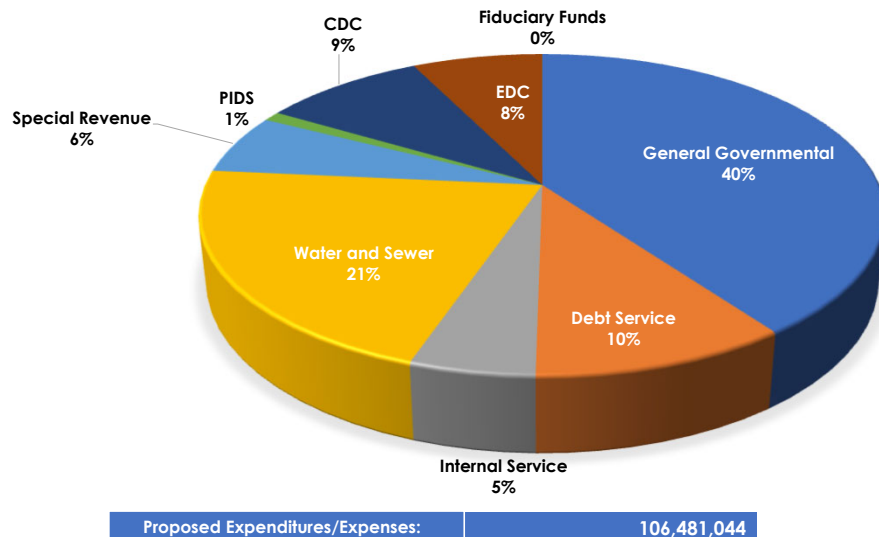
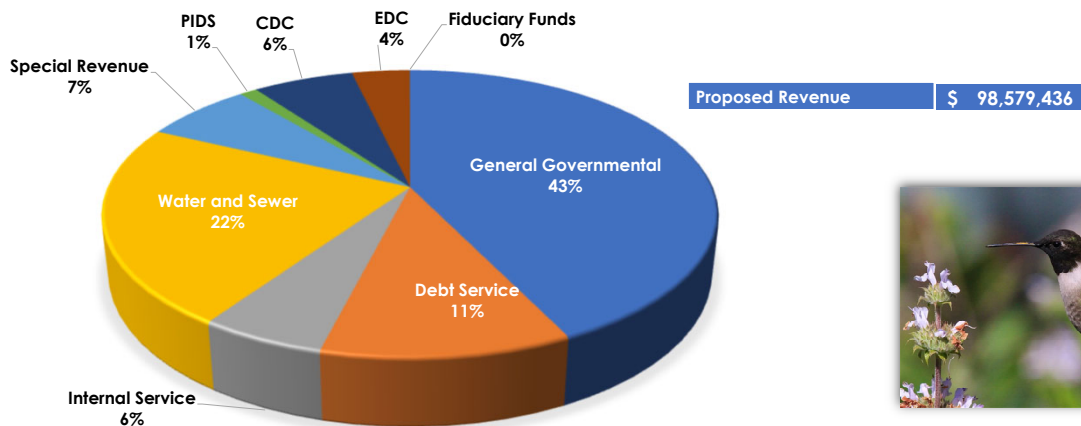
The following Combined Budget Summary is intended to provide the reader a "high-level" summary of all funds of the City including all fund types. The Beginning Fund Balances are estimated and unaudited balances for fiscal year ending September 30, 2021. Each fund reflects estimated revenues and expenditures with ending fund balances for fiscal year ending September 30, 2022. The reader is also reminded that revenues and expenditures do not balance as some funds of the City are intended to be drawn down and spent on capital projects and other intentional and planned projects, incentives or programs during the fiscal year. The City's budget is considered "**balanced**" as the expenditures are less than revenues plus fund balance.

| (Major and Non-Major Funds) | Beginning Fund Balances | Revenue | Expenditures | Net Change | Estimated Ending Fund Balances |
|---|-------------------------|----------------------|-----------------------|-----------------------|--------------------------------|
| Governmental Type Funds | \$ 23,082,197 | \$ 53,177,615 | \$ 53,514,954 | \$ (337,339) | \$ 22,744,859 |
| General Fund | 12,086,030 | 41,849,306 | 42,204,578 | (355,272) | 11,730,759 |
| Debt Service Fund | 1,530,404 | 10,973,952 | 10,919,738 | 54,214 | 1,584,618 |
| Street Construction Fund | 2,815,760 | 30,500 | 0 | 30,500 | 2,846,260 |
| Downtown/City Center Fund | 661,878 | 1,000 | 13,970 | (12,970) | 648,908 |
| Building Capital Maintenance Fund | 289,279 | 250 | 0 | 250 | 289,529 |
| Restricted Street (Prorata) Fund | 398,731 | 350 | 0 | 350 | 399,081 |
| Drainage Capital Fund | 589,474 | 500 | 0 | 500 | 589,974 |
| Regional Drainage Detention Fund | 111,263 | 100 | 0 | 100 | 111,363 |
| Park Development Fees | 277,460 | 57,757 | 0 | 57,757 | 335,217 |
| Street Impact Fees | 4,321,918 | 263,900 | 376,668 | (112,768) | 4,209,150 |
| Special Revenue Funds | 24,199,466 | 6,710,410 | 6,423,473 | 286,937 | 24,486,405 |
| Landscape and Beautification Fund | 669,656 | 3,287,104 | 3,113,577 | 173,527 | 843,183 |
| Hotel Occupancy Fund | 649,648 | 335,000 | 334,554 | 446 | 650,094 |
| Crime Control and Prevention District | 452,103 | 1,162,500 | 1,177,281 | (14,781) | 437,322 |
| JPL Nature Corridor Permanent Fund | 19,659,479 | 40,624 | 69,139 | (28,515) | 19,630,964 |
| JPL Nature Corridor Opportunity Fund | 305,231 | 62,239 | 0 | 62,239 | 367,470 |
| Animal Shelter Fund | 185,538 | 1,122,465 | 1,136,180 | (13,715) | 171,823 |
| PEG Fee Fund | 679,109 | 80,522 | 10,000 | 70,522 | 749,632 |
| Library Donation Fund | 51,940 | 27,600 | 37,500 | (9,900) | 42,040 |
| Regional Fire Training Fund | 71,553 | 54,750 | 54,600 | 150 | 71,703 |
| Traffic Safety Fund | 263,016 | 1,500 | 134,741 | (133,241) | 129,775 |
| Police State Forfeiture | 77,474 | 54 | 27,743 | (27,689) | 49,785 |
| Police Federal Forfeiture | 112,225 | 10,350 | 41,800 | (31,450) | 80,775 |
| Municipal Court Special Revenue Fund | 27,885 | 47,620 | 26,958 | 20,662 | 48,547 |
| Eco Devo Incentive (EDI) Fund | 106,300 | 100 | 0 | 100 | 106,400 |
| Tax Increment Financing Fund (TIF) | 888,309 | 477,982 | 259,400 | 218,582 | 1,106,892 |
| Public Improvement Districts | 1,164,346 | 1,092,071 | 1,036,874 | 55,196 | 1,219,543 |
| High Pointe PID | 393,303 | 611,300 | 558,724 | 52,576 | 445,879 |
| Waterford Oaks PID | 418,466 | 189,725 | 186,778 | 2,947 | 421,413 |
| Winding Hollow PID | 100,688 | 56,590 | 52,158 | 4,432 | 105,120 |
| Windsor Park PID | 136,220 | 111,333 | 122,071 | (10,739) | 125,482 |
| Cedar Crest PID | 115,669 | 123,123 | 117,143 | 5,980 | 121,649 |
| Fiduciary Funds | 108,265 | 20,500 | 13,950 | 6,550 | 114,817 |
| Police Pension Fund | 108,265 | 20,500 | 13,950 | 6,550 | 114,817 |
| Component Units | 21,108,654 | 9,813,220 | 17,555,588 | (7,742,369) | 13,366,285 |
| Community Development Corporation Fund | 12,387,315 | 6,231,484 | 9,755,685 | (3,524,202) | 8,863,113 |
| Economic Development Corporation Fund | 8,721,339 | 3,581,736 | 7,799,903 | (4,218,167) | 4,503,172 |
| Enterprise Type Funds | 8,274,061 | 22,227,335 | 22,606,116 | (378,780) | 7,895,283 |
| Water and Sewer Fund | 5,382,579 | 21,935,818 | 22,039,450 | (103,631) | 5,278,948 |
| Water Impact Fee Fund | 1,088,885 | 200,510 | 345,833 | (145,323) | 943,562 |
| Sewer Impact Fee Fund | 355,385 | 80,300 | 220,833 | (140,533) | 214,852 |
| Water and Sewer Prorata Fund | 70,733 | 10,072 | 0 | 10,072 | 80,806 |
| Water and Sewer Special Projects Fund | 1,376,479 | 635 | 0 | 635 | 1,377,115 |
| Internal Service Funds | 2,870,732 | 5,538,285 | 5,330,089 | 208,196 | 3,078,928 |
| Equipment Replacement Fund | 1,372,055 | 1,069,685 | 964,900 | 104,785 | 1,476,840 |
| Self-Insurance Fund | 1,498,677 | 4,468,600 | 4,365,189 | 103,411 | 1,602,088 |
| Total City Wide Summary (sources and uses) | \$ 80,807,721 | \$ 98,579,436 | \$ 106,481,044 | \$ (7,901,609) | \$ 72,906,120 |

* Funds Not Budgeted [Grant Fund (0321), CDBG Fund (0307), PD Seizure Fund (0305) & Capital Funds]

CITYWIDE SUMMARY CHARTS

| Fund Type | Revenues | Expenditures |
|----------------------|-------------------|--------------------|
| General Governmental | 42,203,663 | 42,595,216 |
| Debt Service | 10,973,952 | 10,919,738 |
| Internal Service | 5,538,285 | 5,330,089 |
| Water and Sewer | 22,227,335 | 22,606,116 |
| Special Revenue | 6,710,410 | 6,423,473 |
| PIDS | 1,092,071 | 1,036,874 |
| CDC | 6,231,484 | 9,755,685 |
| EDC | 3,581,736 | 7,799,903 |
| Fiduciary Funds | 20,500 | 13,950 |
| Total | 98,579,436 | 106,481,044 |



The total above does not include capital project funds and the following other non-budgeted funds:

| | |
|-----------------------------|---|
| CDBG FUND (0307): | A fund to account for Community Development Block Grant Funds (reimbursable Federal Pass-thru Grant) |
| POLICE SEIZURE FUND (0305): | A fund to account for seized property resulting from criminal cases until a district court decision is rendered |
| GRANT FUND (0321): | A fund to account for State and Federal reimbursable grants |

* Capital Project Funds are adopted by the City Council under separate Capital Budget Ordinance

CITYWIDE PROGRAMS REQUESTED- FY21-22

| # | FY21-22 PROGRAM REQUEST | REQUESTING DEPARTMENT | RECURRING COST | ONE-TIME COST | TOTAL FIRST YEAR COST | AMOUNT APPROVED | CITY MANAGER PROPOSED | FUND |
|----|---|---|----------------|---------------|-----------------------|-----------------|-----------------------|-------------------------------|
| 1 | Records Retention Project (Phase 2) | (100) Administration | - | 25,000 | 25,000 | - | N | (0001) GENERAL |
| 2 | Conversion of PT IT Technician to FT | (130) Information Technology | 35,737 | - | 35,737 | - | N | (0001) GENERAL |
| 3 | Cyber Security | (130) Information Technology | 103,892 | 3,336 | 107,228 | - | N | (0001) GENERAL |
| 4 | Disaster Recovery | (130) Information Technology | 68,200 | 120,000 | 176,050 | 120,000 | Y (Partial) | (0001) GENERAL |
| 5 | PT IT Administrator to FT | (130) Information Technology | 37,044 | - | 37,044 | | N | (0001) GENERAL |
| 6 | FT Purchasing and Contracts Manager | (150) Finance | 122,800 | - | 122,800 | | N | (0001) GENERAL |
| 7 | (2) New Trucks for Field Technicians | (190) Utility Services | | 50,900 | 50,900 | 25,450 | Y (Partial) | (0100) WATER/SEWER |
| 8 | (4) FT Police Officers | (310) Police | 398,103 | 132,000 | 530,103 | | N | (0001) GENERAL |
| 9 | FT Civilian Support Staff | (310) Police | 58,559 | - | 58,559 | 14,795 | Y (Partial) | (0001) GENERAL |
| 10 | Ammunition and Weapon Secure Storage | (310) Police | - | 5,000 | 5,000 | 5,000 | Y | (0320) FED. FORT. |
| 11 | Citywide Replacement of in-car Public Safety Computers | (310) Police (360) Municipal Court (330) Animal Control | - | 174,000 | 174,000 | 174,000 | Y | (0001) GENERAL & (0040) EQ |
| 12 | New CMVE Vehicle | (310) Police | - | 71,000 | 71,000 | | N | (0001) GENERAL |
| 13 | New Front Line Police Vehicle | (310) Police | - | 66,000 | 66,000 | | N | (0001) GENERAL |
| 14 | New Front Line Police Vehicle | (310) Police | - | 66,000 | 66,000 | | N | (0001) GENERAL |
| 15 | New PACT Vehicle | (320) CCPD | | 66,000 | 66,000 | 66,000 | Y~ | (0322) CCPD |
| 16 | FT Fire Admin Assistant | (340) Fire | 58,599 | - | 58,599 | 14,795 | Y (Partial) | (0001) GENERAL |
| 17 | Rescue Boat | (340) Fire | - | 30,000 | 30,000 | 30,000 | Y | (0001) GENERAL |
| 18 | FT EMS Lieutenant | (340) Fire | 158,133 | - | 158,133 | | N | (0001) GENERAL |
| 19 | FT Fire Inspector | (340) Fire | 108,192 | - | 108,192 | | N | (0001) GENERAL |
| 20 | Fire Fitness Equipment | (340) Fire | - | 18,000 | 18,000 | 18,000 | Y | (0001) GENERAL |
| 21 | FT Court Clerk | (360) Municipal Court | 59,259 | - | 59,259 | 15,764 | Y (Partial) | (0001) GENERAL |
| 22 | FT Plan Reviewer/ Building Inspector | (370) Code | 70,628 | 27,050 | 97,678 | 70,628 | Y (Partial) | (0001) GENERAL |
| 23 | FT Administrative Assistant | (380) Animal Shelter | 58,926 | | 58,926 | 15,000 | Y (Partial) | (0001) GENERAL |
| 24 | FT Tri-Cities Wildlife Officer or Additional Animal Control Officer | (380) Animal Shelter | 65,896 | - | 65,896 | | N | (0301) ANIMAL SHELTER |

CITYWIDE PROGRAMS REQUESTED- FY21-22

| # | FY21-22 PROGRAM REQUEST | REQUESTING DEPARTMENT | RECURRING COST | ONE-TIME COST | TOTAL FIRST YEAR COST | AMOUNT APPROVED | CITY MANAGER PROPOSED | FUND |
|----|--|-----------------------------|----------------|---------------|-----------------------|-----------------|-----------------------|---------------------|
| 25 | Parks Recreation & Trails Master Plan | (400) CDC Admin | | 265,000 | 265,000 | 265,000 | Y | (0308) CDC |
| 26 | Future Parkland Acquisition Set-A-Side | (400) CDC Admin | | 1,000,000 | 1,000,000 | 1,000,000 | Y | (0308) CDC |
| 27 | Emergency Trail Markers & Trail Amenities | (410) Parks | - | 124,000 | 124,000 | 124,000 | Y | (0001) GENERAL |
| 28 | Compact Utility Loader | (410) Parks | - | 54,000 | 54,000 | | N | (0001) GENERAL |
| 29 | YEAR 2 : Playground Replacement Schedule for Valley Ridge Park | (415) Valley Ridge | | 170,000 | 170,000 | 170,000 | Y | (0308) CDC |
| 30 | Athletic Field Lighting Additions & Conversions Set-A-Side | (415) Valley Ridge | | 466,590 | 466,590 | 466,590 | Y | (0308) CDC |
| 31 | Convert PT Senior Center Assistant to Recreation Specialist | (430) Recreation | 43,798 | - | 43,798 | | N | (0001) GENERAL |
| 32 | 55+ Transportation Pilot Program | (430) Recreation | - | 60,000 | 60,000 | 60,000 | Y | (0001) GENERAL |
| 33 | HVAC Chiller Replacement Set-A-Side | (435) Recreation Center | | 910,000 | 303,333 | 303,333 | Y | (0308) CDC |
| 34 | Replace Roof on Alan E. Sims Recreation Center Set-A-Side | (435) Recreation Center | | 725,684 | 120,948 | 120,948 | Y | (0308) CDC |
| 35 | Barnyard Outdoor Upgrade | (435) Recreation Center | | 101,593 | 101,593 | 101,593 | Y | (0308) CDC |
| 36 | Barnyard Indoor Upgrade | (435) Recreation Center | | 24,000 | 24,000 | 24,000 | Y | (0308) CDC |
| 37 | ^ New Library O&M Study | (450) Library | - | - | - | - | Y | (0001) GENERAL |
| 38 | 2021 SUV Request | (470) Neighborhood Services | - | 26,330 | 26,330 | | N | (0001) GENERAL |
| 39 | FT Downtown Coordinator | (480) Historic Downtown | 75,847 | - | 75,847 | | N | (0001) GENERAL |
| 40 | Mural/Banner Creation and Maintenance | (480) Historic Downtown | - | 16,000 | 16,000 | 16,000 | Y | (0001) GENERAL |
| 41 | Update Capital Impact Fee Plan | (520) Planning | | 250,000 | 250,000 | 250,000 | Y | CAPITAL IMPACT FEES |
| 42 | PT Planning Intern | (520) Planning | 9,646 | - | 9,646 | 9,646 | Y | (0001) GENERAL |
| 43 | LatinFest 2022 | (611) Tourism & Marketing | 95,100 | | 95,100 | 30,000 | Y (Partial) | (0001) GENERAL |
| 44 | Sustainability Plan Update | (700) PW Administration | | 50,000 | 50,000 | | N | (0100) WATER/SEWER |
| 45 | Traffic Signal Box Art | (700) PW Administration | | 32,000 | 32,000 | | N | (0100) WATER/SEWER |
| 46 | Cubicle Reconfiguration | (700) PW Administration | | 8,046 | 8,046 | | N | (0100) WATER/SEWER |
| 47 | Engineer In Training | (700) PW Administration | 104,073 | | 104,073 | | N | (0100) WATER/SEWER |
| 48 | Signs and Signals Maintenance Crew | (710) Streets | 117,279 | 45,000 | 162,279 | 162,279 | Y | (0001) GENERAL |

^ Library O&M Study Conducted In-House (no budget needed)

~ Some Programs have been partially funded, please see details at the department level

CITYWIDE PROGRAMS REQUESTED- FY21-22

| # | FY21-22 PROGRAM REQUEST | REQUESTING DEPARTMENT | RECURRING COST | ONE-TIME COST | TOTAL FIRST YEAR COST | AMOUNT APPROVED | CITY MANAGER PROPOSED | FUND |
|---|-------------------------|-----------------------|----------------|---------------|-----------------------|-----------------|-----------------------|------|
|---|-------------------------|-----------------------|----------------|---------------|-----------------------|-----------------|-----------------------|------|

| | |
|-----------------------------------|-----------|
| Total Programs Requested: Y1 Cost | 5,808,687 |
| Programs Approved for Funding | 3,671,832 |
| Total Unfunded Programs | 2,136,855 |

| Approved Programs by Funding Source | |
|-------------------------------------|-----------|
| (0001) GENERAL FUND | 801,918 |
| (0040) EQUIPMENT FUND | 72,000 |
| (0100) WATER/SEWER FUND | 25,450 |
| (0308) CDC | 2,451,464 |
| (0322) CCPD | 66,000 |
| (0320) FED. FORF. | 5,000 |
| CAPITAL IMPACT FUNDS | 250,000 |
| Total included in FY22 Budget | 3,671,832 |

| Approved Programs by Department | |
|---------------------------------|-----------|
| (130) Information Technology | 120,000 |
| (190) Utility Services | 25,450 |
| (310) Police | 173,795 |
| (330) Animal Control | 10,000 |
| (320) CCPD | 66,000 |
| (340) Fire | 62,795 |
| (360) Municipal Court | 24,775 |
| (370) Code | 70,628 |
| (380) Animal Shelter | 15,000 |
| (400) CDC Admin | 1,265,000 |
| (410) Parks | 124,000 |
| (415) Valley Ridge | 636,590 |
| (430) Recreation | 60,000 |
| (435) Recreation Center | 549,874 |
| (480) Historic Downtown | 16,000 |
| (520) Planning | 259,646 |
| (611) Tourism & Marketing | 30,000 |
| (710) Streets | 162,279 |
| Total included in FY22 Budget | 3,671,832 |

CITYWIDE EQUIPMENT REQUEST - FY21-22

Equipment Requested by Type & Funding Source

| DPT. / REQ. | New (N) Replacement (R) | EST. COST | LIFE | TYPE | RECOMMENDED: Y/N | FUND |
|--|------------------------------|-------------------------|------|-------------------------------------|---------------------|-------------------------|
| [130] Information Systems | | \$ 45,000 | | | | |
| 50 Personal Computers | R | 45,000 | 5 | Computers/Software | Y | 0040- EQ |
| [190] Utility Services | | \$ 50,900 | | | | |
| New Utility Services Truck | N | 25,450 | 5 | Motor Vehicle | Y | 0100-WS |
| New Utility Services Truck | N | 25,450 | 5 | Motor Vehicle | N | - |
| [310/320] Police Department: | | \$ 733,000 | | | | |
| New PACT Vehicle | N | 66,000 | 4 | Motor Vehicle | Y | 0040- EQ |
| New CMVE Vehicle | N | 71,000 | 4 | Motor Vehicle | N | - |
| New Front Line Police Vehicle | N | 66,000 | 4 | Motor Vehicle | N | - |
| New Front Line Police Vehicle | N | 66,000 | 4 | Motor Vehicle | N | - |
| 2022 Patrol Vehicle - SUV | R | 66,000 | 4 | Motor Vehicle | Y | 0040- EQ |
| 2022 Patrol Vehicle - Car | R | 66,000 | 4 | Motor Vehicle | Y | 0040- EQ |
| 2022 Patrol Vehicle - Car | R | 41,000 | 4 | Motor Vehicle | Y | 0040- EQ |
| 2022 CSO Admin Vehicle | R | 46,000 | 7 | Motor Vehicle | Y | 0040- EQ |
| 2022 Patrol Vehicle - SUV | R | 66,000 | 4 | Motor Vehicle | Y | 0040- EQ |
| Ammunition & Weapon Secure Storage | N | 5,000 | 5 | Other Equipment | Y | 0320- FF |
| Citywide Replacement of in-car Public Safety Computers | N | 174,000 | 5 | Computers/Software | Y | 0040- EQ & 0001 - GF |
| [340] Fire Department: | | \$ 1,391,180 | | | | |
| 2022 Fire Engine | R | 900,000 | 10 | Public Safety Equipment | Y | 2022 - Tax Note |
| Rescue Boat | N | 30,000 | 10 | Public Safety Equipment | Y | 0001 - GF |
| Fire Fitness Equipment | N | 18,000 | 5 | Other Equipment | Y | 0001 - GF |
| Self Contained Breathing Apparatus (SCBA) | R | 443,180 | 7 | Public Safety Equipment | Y | 2022 - Tax Note |
| [370] Code Department | | \$ 27,050 | | | | |
| Plan Reviewer/Building Inspector Truck | N | 27,050 | 5 | Motor Vehicle | N | - |
| [410] Parks Department: | | \$ 208,900 | | | | |
| 2022 Tractor | R | 36,000 | 10 | Other Equipment | Y | 0040- EQ |
| Parks Front-Line Truck | R | 51,200 | 5 | Motor Vehicle | Y | 0040- EQ |
| Parks Front-Line Truck | R | 51,200 | 5 | Motor Vehicle | Y | 0040- EQ |
| Compact Utility Loader | N | 54,000 | 5 | Other Equipment | N | - |
| Tarp Trailer | R | 13,000 | 7 | Other Equipment | Y | 0040- EQ |
| Athletics Trailer | R | 3,500 | 7 | Other Equipment | Y | 0040- EQ |
| [470] Neighborhood Services | | \$ 26,330 | | | | |
| SUV | N | 26,330 | 5 | Motor Vehicle | N | - |
| [700] PW Administration | | \$ 30,327 | | | | |
| Heavy Duty Scanner & Plotter | R | 30,327 | 10 | Computers/Software | Y | 0100-WS |
| [710] Streets Department: | | \$ 185,000 | | | | |
| Dump Truck | R | 140,000 | 10 | Other Equipment | Y | 0040- EQ |
| Signs & Signals Truck | N | 45,000 | 5 | Motor Vehicle | Y | 0001 - GF |
| [760] Water/Sewer | | \$ 140,000 | | | | |
| Dump Truck | R | 140,000 | 10 | Other Equipment | Y | 0100-WS |
| Total Requested | | | | | 2,837,687 | |
| Total Approved | | | | | 2,501,857 | |
| Summary of Equipment by Funding Source | | | | Summary of Equipment by Type | | |
| Fund | Amount (\$) | Type | | Amount (\$) | | |
| 0001 (GF) General Fund | 195,000 | Motor Vehicles | | 523,850 | | |
| 0040 (EQ) Equipment Fund | 762,900 | Public Safety Equipment | | 1,373,180 | | |
| 0100 (WS) Water & Sewer Fund | 195,777 | Other Equipment | | 355,500 | | |
| 0320 (FF) Federal Forfeiture Fund | 5,000 | Computers/Software | | 249,327 | | |
| 2022 Tax Notes | 1,343,180 | | | | | |
| Total | 2,501,857 | | | 2,501,857 | | |

BUDGET FY2021-22

Citywide Staffing Summary

FTE

Full Time Equivalent (FTE) describes a ***budgeted position*** for an employee working 2,080 annual hours or 2,912 annual hours for sworn firefighters

The number of individuals employed in FY22 total 380

338 Full Time
42 Part Time
Or
376.73 FTE

The FTE chart includes:
filled & vacant
Full Time &
Part Time ***budgeted positions***
temporary & seasonal employees are excluded from totals

By Function and Department - All Funds

Summary of staffing changes:

- **General Government (Changes in Dept. 199): [-1.25 FTE]**
custodial hours were reduced due subcontracting with a custodian firm
- **Community Services (Changes in Dept. 410, 435 & 520):[-0.07 FTE]**
The Assistant Director of Parks position was not funded in FY22 for Dept. 410. In Dept. 435 a current employee will go from PT to FT in the new position, 55+ Citizen Services Outreach Liaison resulting in an additional .58 FTE , in Dept. 520 a Planning Intern was added with limited hours .35 FTE
- **Public Safety (Changes in Dept. 310, 340, 360, 370, 380): [3 FTE]**
The City added 1 FT Plan Reviewer/Building Inspector and 3 Part Time Administrative Staff in Depts. 310, 340, 360, and 380.
- **Public Works (Changes in Dept. 710): [2 FTE]**
The City added a 2 member Signs and Signals Crew
- **Global changes resulted in the addition of [3.68 FTE]**

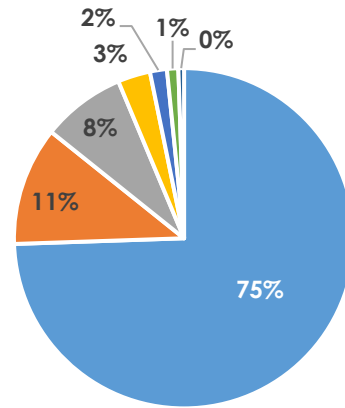
| | FY18 Actual | FY19 Actual | FY 20 Actual | FY21 Actual | FY 22 Adopted | Diff PY (#) |
|-----------------------------------|----------------|----------------|-----------------|----------------|------------------|----------------|
| General Government | 32.00 | 30.70 | 31.45 | 32.45 | 31.20 | -1.25 |
| 100 - Administration | 9.50 | 8.50 | 8.50 | 8.50 | 8.50 | 0.00 |
| 110 - Human Resources | 3.80 | 3.50 | 4.00 | 4.00 | 4.00 | 0.00 |
| 130 - Information Technology | 5.20 | 5.20 | 5.20 | 5.20 | 5.20 | 0.00 |
| 150 - Finance | 8.00 | 8.00 | 8.00 | 9.00 | 9.00 | 0.00 |
| 195 - Government Center | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| 199 - Non-Departmental | 2.50 | 2.50 | 2.75 | 2.75 | 1.50 | -1.25 |
| Community Services | 76.21 | 76.34 | 77.39 | 78.60 | 78.53 | -0.07 |
| 410 - Parks | 17.42 | 17.55 | 17.55 | 17.55 | 16.55 | -1.00 |
| 415 - Valley Ridge Park | 5.00 | 5.00 | 6.00 | 6.00 | 6.00 | 0.00 |
| 430 - Recreation | 5.75 | 5.75 | 5.75 | 5.75 | 5.75 | 0.00 |
| 435 - A.E. Sims Rec. Center | 23.00 | 23.00 | 23.00 | 23.00 | 23.58 | 0.58 |
| 450 - Library | 13.04 | 13.04 | 13.09 | 13.30 | 13.30 | 0.00 |
| 470 - Neighborhood Services | 1.00 | 1.00 | 1.00 | 2.00 | 2.00 | 0.00 |
| 480 - Historic Downtown | 1.50 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| 520 - Planning and Zoning | 4.00 | 4.00 | 4.00 | 4.00 | 4.35 | 0.35 |
| 610 - Economic Development | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| 611 - Tourism & Marketing | 1.50 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Public Safety | 203.21 | 202.33 | 204.00 | 204.00 | 207.00 | 3.00 |
| 310 - Police | 87.00 | 87.00 | 86.50 | 86.50 | 87.00 | 0.50 |
| 320 - Police (PACT) | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 0.00 |
| 330 - Animal Control | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| 340 - Fire | 80.00 | 79.00 | 79.00 | 79.00 | 79.50 | 0.50 |
| 360 - Municipal Court | 6.88 | 7.00 | 7.00 | 7.00 | 7.50 | 0.50 |
| 370 - Code Enforcement | 10.00 | 10.00 | 12.00 | 12.00 | 13.00 | 1.00 |
| 380 - Animal Shelter | 11.33 | 11.33 | 11.50 | 11.50 | 12.00 | 0.50 |
| Public Works | 57.00 | 56.00 | 57.00 | 58.00 | 60.00 | 2.00 |
| 190 - Utility Services | 11.00 | 11.00 | 12.00 | 13.00 | 13.00 | 0.00 |
| 700 - Public Works Administration | 13.00 | 12.00 | 11.00 | 11.00 | 11.00 | 0.00 |
| 710 - Street and Drainage | 14.00 | 14.00 | 14.00 | 14.00 | 16.00 | 2.00 |
| 750 - Fleet Maintenance | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| 760- Waste & Wastewater | 16.00 | 16.00 | 17.00 | 17.00 | 17.00 | 0.00 |
| Grand Total | 368.42 | 365.37 | 369.84 | 373.05 | 376.73 | 3.68 |

BUDGET FY2021-22

Staffing by Fund

Based on FTE Calculations

| | FY22 Adopted | % of Total |
|-------------------------------|-----------------|---------------|
| General | 281.15 | 74.6% |
| Water & Sewer | 42.00 | 11.1% |
| CDC | 29.58 | 7.9% |
| Animal Shelter | 12.00 | 3.2% |
| CCPD | 6.00 | 1.6% |
| EDC | 4.00 | 1.1% |
| Hotel/Motel | 2.00 | 0.5% |
| FTEs by Funding Source | 376.73 | 100.0% |



Delivering Premier Customer Service - The Cedar Hill Way



TAX INFORMATION



Each county has an appraisal district that determines the appraised value of all taxable property in the County Cedar Hill resides in both Dallas County and Ellis County. The combined appraised values for properties located within the City's boundaries is the basis of all property tax calculations and estimates.

BUDGET FY2021-2022

CERTIFIED VALUES

| VALUES, RATES, TAX BILL AND 1¢ EQUIVALENT | 2019-2020 | 2020-2021 | 2021-2022 | \$ Chg over Prior Year | % Chg to PY |
|---|------------------|------------------|------------------|------------------------|-------------|
| Taxable Value ⁽¹⁾ | \$ 4,017,354,076 | \$ 4,150,755,923 | \$ 4,591,804,327 | \$ 441,048,404 | 10.63% |
| Add: Protest Values (ARB) | \$ 65,502,027 | \$ 205,982,320 | \$ 52,535,023 | xxx | xxx |
| Less: TIF Increment | \$ 50,081,960 | \$ 68,258,574 | \$ 78,094,361 | xxx | xxx |
| Taxable Value with ARB totals | \$ 4,032,774,143 | \$ 4,288,479,669 | \$ 4,566,244,989 | \$ 277,765,320 | 6.48% |
| New Construction | \$ 30,072,813 | \$ 55,388,243 | \$ 61,987,580 | xxx | xxx |
| Taxable Value Used for NNR Calc | \$ 4,002,701,330 | \$ 4,233,091,426 | \$ 4,504,257,409 | \$ 271,165,983 | 6.41% |
| Average Single Family Home Value ² | \$ 193,818 | \$ 208,284 | \$ 218,849 | \$ 10,565 | 5.07% |
| Average SF Tax Bill | \$ 1,351 | \$ 1,433 | \$ 1,525 | \$ 92 | 6.44% |
| One Penny Equivalent ¹ | \$ 403,277 | \$ 428,848 | \$ 456,624 | \$ 27,777 | 6.48% |

| CALCULATED RATES | 2019-2020 | 2020-2021 | 2021-2022 | \$ Chg over Prior Year | % Chg to PY |
|---|--------------------|--------------------|--------------------|------------------------|---------------|
| No-New-Revenue Rate (NRR) | \$ 0.659513 | \$ 0.664835 | \$ 0.647467 | \$ (0.01737) | -2.61% |
| No-New-Revenue M&O Rate | \$ 0.485325 | \$ 0.500557 | \$ 0.488070 | \$ (0.01249) | -2.49% |
| No-New-Revenue M&O Rate (3.50%) | \$ 0.502311 | \$ 0.518076 | \$ 0.505152 | \$ (0.01292) | -2.49% |
| No-New-Revenue M&O Rate (8.00%) | \$ 0.524151 | \$ 0.540601 | \$ 0.527116 | \$ (0.01349) | -2.49% |
| Debt Rate (I&S) | \$ 0.172974 | \$ 0.170031 | \$ 0.178877 | \$ 0.00885 | 5.20% |
| Voter-Approved Tax Rate ³ | \$ 0.697125 | \$ 0.710632 | \$ 0.684029 | \$ (0.02660) | -3.74% |
| Unused Increment Rate | \$ - | \$ - | \$ 0.022529 | \$ 0.02253 | xxx |
| Voter-Approved Tax Rate (Adjusted) | \$ 0.697125 | \$ 0.710632 | \$ 0.706558 | \$ (0.00407) | -0.57% |

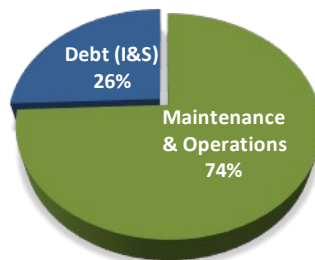
| TAX RATE & LEVY BUDGETED | 2019-2020 | 2020-2021 | 2021-2022 | \$ Chg over Prior Year | % Chg to PY |
|--------------------------|---------------|---------------|---------------|------------------------|-------------|
| Total Tax Rate | \$ 0.697028 | \$ 0.688102 | \$ 0.697029 | \$ 0.00893 | 1.30% |
| Operations (M&O) | \$ 0.524054 | \$ 0.518071 | \$ 0.518152 | \$ 0.00008 | 0.02% |
| Debt (I&S) | \$ 0.172974 | \$ 0.170031 | \$ 0.178877 | \$ 0.00885 | 5.20% |
| Tax Levy (100%) | \$ 28,427,405 | \$ 29,509,129 | \$ 31,828,052 | \$ 2,318,922 | 7.86% |
| Operations | \$ 21,320,358 | \$ 22,217,370 | \$ 23,660,090 | \$ 1,442,719 | 6.49% |
| Debt | \$ 7,107,047 | \$ 7,291,759 | \$ 8,167,962 | \$ 876,203 | 12.02% |

| | | | |
|--|----------------|----------------|----------------|
| Increase over NNRR | \$ 0.0375 | \$ 0.0233 | \$ 0.0496 |
| % Increase over NNRR | 5.6884% | 3.4997% | 7.6548% |
| % Increase over NNRR M&O Rate | 7.9800% | 3.4990% | 6.1634% |
| Tax Revenue from new construction | \$ 209,616 | \$ 381,128 | \$ 432,071 |
| NNRR Revenue Increase | \$ 1,501,631 | \$ 984,921 | \$ 2,232,400 |

(1) Dallas and Ellis Counties; (2) Dallas County average home value

(3) In FY2021 the Voter Approval rate was calculated at 8.0% above the NNR M&O Rate due to disaster declaration.

2021-2022



BUDGET FY2021-2022

TAX RATE HISTORY - Based on Total Tax Rate

| Fiscal Year | Tax Rate (Cents/\$100) | Certified Taxable Values (Net w/ ARB Totals) | Change in Taxable Value | Percent Change | New Construction | Revaluation |
|-------------|------------------------|--|-------------------------|----------------|------------------|---------------|
| 2010 | 0.64140 | 2,943,557,019 | (190,498,585) | -6.1% | 76,597,889 | (267,096,474) |
| 2011 | 0.67000 | 2,795,373,935 | (148,183,084) | -5.0% | 17,875,044 | (166,058,128) |
| 2012 | 0.68590 | 2,751,093,808 | (44,280,127) | -1.6% | 18,040,575 | (62,320,702) |
| 2013 | 0.69570 | 2,697,467,361 | (53,626,447) | -1.9% | 13,026,685 | (66,653,132) |
| 2014 | 0.69876 | 2,702,074,018 | 4,606,657 | 0.2% | 12,054,420 | (7,447,763) |
| 2015 | 0.69876 | 2,852,269,239 | 150,195,221 | 5.6% | 31,402,629 | 118,792,592 |
| 2016 | 0.69876 | 3,024,899,863 | 172,630,624 | 6.1% | 61,933,000 | 110,697,624 |
| 2017 | 0.69876 | 3,240,030,312 | 215,130,449 | 7.1% | 47,565,475 | 167,564,974 |
| 2018 | 0.69876 | 3,453,234,301 | 213,203,989 | 6.6% | 33,811,761 | 179,392,228 |
| 2019 | 0.69703 | 3,779,101,307 | 325,867,006 | 9.3% | 35,376,844 | 285,672,152 |
| 2020 | 0.69703 | 4,032,774,143 | 253,672,836 | 6.8% | 30,072,813 | 228,418,033 |
| 2021 | 0.68810 | 4,288,479,669 | 255,705,526 | 6.3% | 55,388,243 | 200,317,283 |
| 2022 | 0.69703 | 4,566,244,989 | 277,765,320 | 6.5% | 61,987,580 | 215,777,740 |

- The chart above provides a history of **taxable values** and year-over-year changes. In addition, the above data is intended to show the reader a history of the City's adopted tax rates. These rates are set by ordinance of the City Council and are designed to provide sufficient revenue to support operating and maintenance (O&M) costs of the City's core services and also provide revenue to pay the City's annual debt related interest and sinking (I&S) payments.
- Truth-in-taxation** is a concept embodied in the Texas Constitution that requires local taxing units to make taxpayers aware of tax rate proposals. The City of Cedar Hill is in strict compliance each fiscal year with the Texas Constitution in regard to legal publication of the City's calculated tax rates as seen in the Chart above.
- Creating a budget and **adopting a property tax rate** to support that budget are major functions of a taxing unit's governing body. This is accomplished by following truth-in-taxation requirements to ensure the public is informed of any increases or decreases.
- During the 86th Legislature the terminology and process for adopting a tax rate has changed with the approval of Senate Bill 2. This legislature created the law enacting the **No New Revenue Rate (NNR)**. The **NNR** is the rate needed to effectively raise the same amount of tax revenue the City had in the previous fiscal year while the **Voter Approval Tax Rate** is the maximum rate (3.5% over the NNR O&M plus debt service rate) that the City can adopt before the City must call an election to adopt a tax rate.
- The City of Cedar Hill has never exceeded more than 8% over the NNR. Over the last ten (10) years, the City has on average exceeded the NNR by 4.0%. In fiscal years 2009 -2014, the City actually adopted a tax rate under the NNR. The current year proposed tax rate of **\$0.697029** per \$100 of taxable value is 6.16% over the NNR (O&M) due to the use of an unused increment available from the prior year. The additional revenues generated are proposed to be utilized for maintaining current service levels across all functions of the City.

BUDGET FY2021-2022

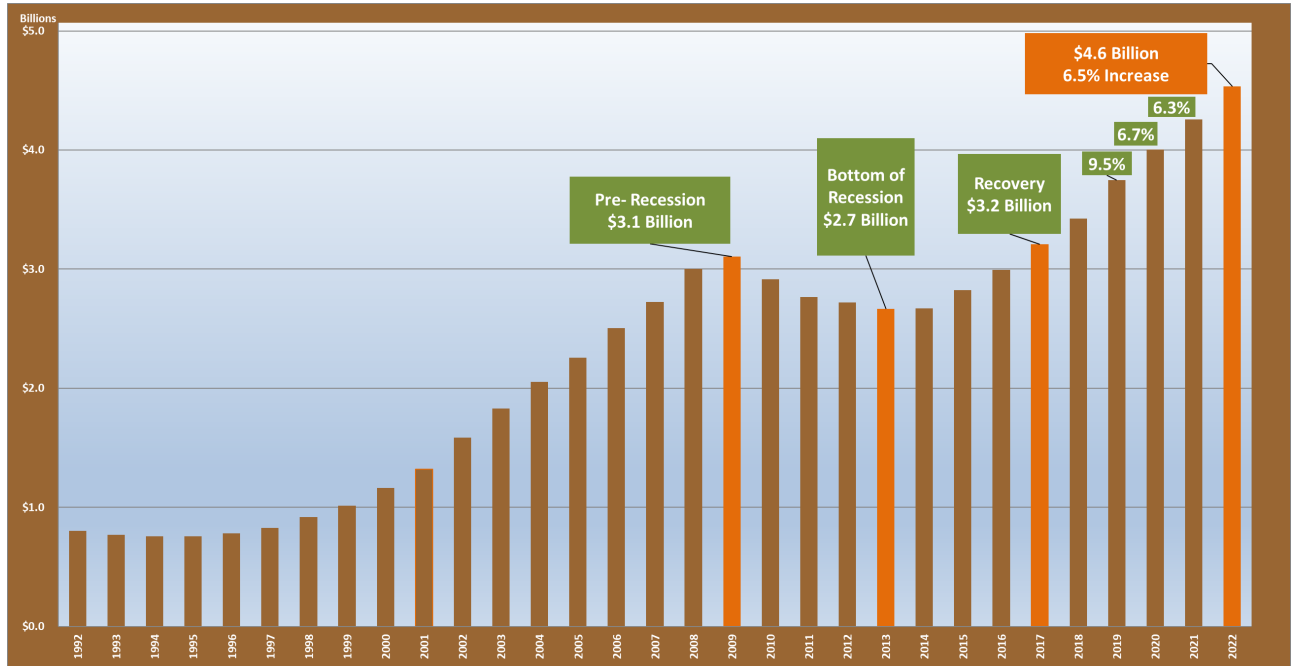
HISTORICAL TAX ROLL, TAX RATE & CERTIFIED VALUES

| Tax Roll | Fiscal Year | Tax Rate (Cents/\$100) | Certified Taxable Values (Net w/ARB Totals) | Change in Taxable Value | Percent Change |
|----------|-------------|------------------------|---|-------------------------|----------------|
| 1983 | 1984 | 51.000 | 263,783,537 | | |
| 1984 | 1985 | 50.980 | 294,492,683 | 30,709,146 | 11.64% |
| 1985 | 1986 | 55.420 | 365,580,630 | 71,087,947 | 24.14% |
| 1986 | 1987 | 34.674 | 676,218,790 | 310,638,160 | 84.97% |
| 1987 | 1988 | 35.690 | 817,450,479 | 141,231,689 | 20.89% |
| 1988 | 1989 | 37.078 | 920,815,255 | 103,364,776 | 12.64% |
| 1989 | 1990 | 42.063 | 900,424,631 | (20,390,624) | -2.21% |
| 1990 | 1991 | 48.736 | 878,908,815 | (21,515,816) | -2.39% |
| 1991 | 1992 | 56.902 | 833,798,586 | (45,110,229) | -5.13% |
| 1992 | 1993 | 61.388 | 797,574,528 | (36,224,058) | -4.34% |
| 1993 | 1994 | 64.217 | 785,536,903 | (12,037,625) | -1.51% |
| 1994 | 1995 | 64.100 | 786,995,814 | 1,458,911 | 0.19% |
| 1995 | 1996 | 65.289 | 809,921,941 | 22,926,127 | 2.91% |
| 1996 | 1997 | 66.130 | 856,221,336 | 46,299,395 | 5.72% |
| 1997 | 1998 | 64.269 | 947,690,708 | 91,469,372 | 10.68% |
| 1998 | 1999 | 64.269 | 1,042,083,543 | 94,392,835 | 9.96% |
| 1999 | 2000 | 64.269 | 1,192,376,628 | 150,293,085 | 14.42% |
| 2000 | 2001 | 64.269 | 1,348,285,778 | 155,909,150 | 13.08% |
| 2001 | 2002 | 64.140 | 1,615,903,346 | 267,617,568 | 19.85% |
| 2002 | 2003 | 64.140 | 1,857,625,121 | 241,721,775 | 14.96% |
| 2003 | 2004 | 64.140 | 2,081,650,728 | 224,025,607 | 12.06% |
| 2004 | 2005 | 64.140 | 2,286,298,634 | 204,647,906 | 9.83% |
| 2005 | 2006 | 64.140 | 2,533,305,250 | 247,006,616 | 10.80% |
| 2006 | 2007 | 64.140 | 2,754,768,497 | 221,463,247 | 8.74% |
| 2007 | 2008 | 64.140 | 3,033,267,960 | 278,499,463 | 10.11% |
| 2008 | 2009 | 64.140 | 3,134,055,604 | 100,787,644 | 3.32% |
| 2009 | 2010 | 64.140 | 2,943,557,019 | (190,498,585) | -6.08% |
| 2010 | 2011 | 67.000 | 2,795,373,935 | (148,183,084) | -5.03% |
| 2011 | 2012 | 68.590 | 2,751,093,808 | (44,280,127) | -1.58% |
| 2012 | 2013 | 69.570 | 2,697,467,361 | (53,626,447) | -1.95% |
| 2013 | 2014 | 69.876 | 2,702,074,018 | 4,606,657 | 0.17% |
| 2014 | 2015 | 69.876 | 2,852,269,239 | 150,195,221 | 5.56% |
| 2015 | 2016 | 69.876 | 3,024,899,863 | 172,630,624 | 6.05% |
| 2016 | 2017 | 69.876 | 3,240,030,312 | 215,130,449 | 7.11% |
| 2017 | 2018 | 69.876 | 3,453,234,301 | 213,203,989 | 6.58% |
| 2018 | 2019 | 69.703 | 3,779,101,307 | 325,867,006 | 9.44% |
| 2019 | 2020 | 69.703 | 4,032,774,143 | 253,672,836 | 6.71% |
| 2020 | 2021 | 68.810 | 4,288,479,669 | 255,705,526 | 6.34% |
| 2021 | 2022 | 69.703 | 4,566,244,989 | 277,765,320 | 6.48% |

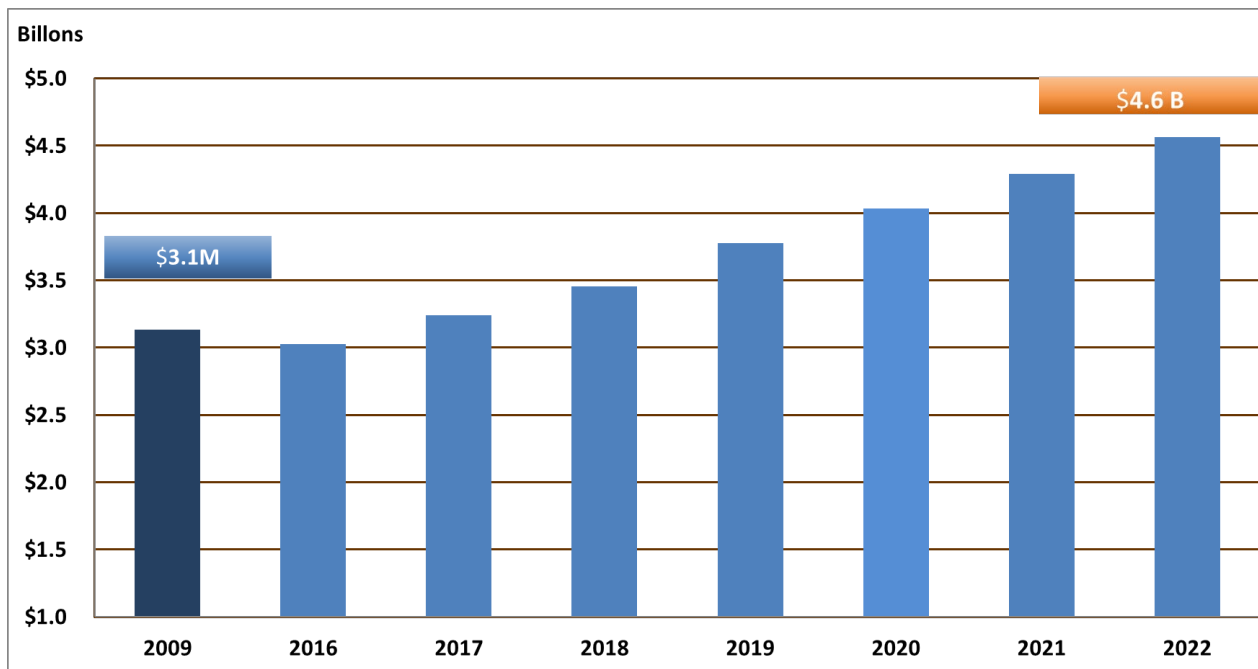
BUDGET FY2021-2022

CHANGE IN TAXABLE VALUES

Every year the appraisal districts provide a certified tax roll in July which is used for budgeting prospective revenues that the government will use the following fiscal year. The table below shows historical changes in taxable values for the City of Cedar Hill, TX.

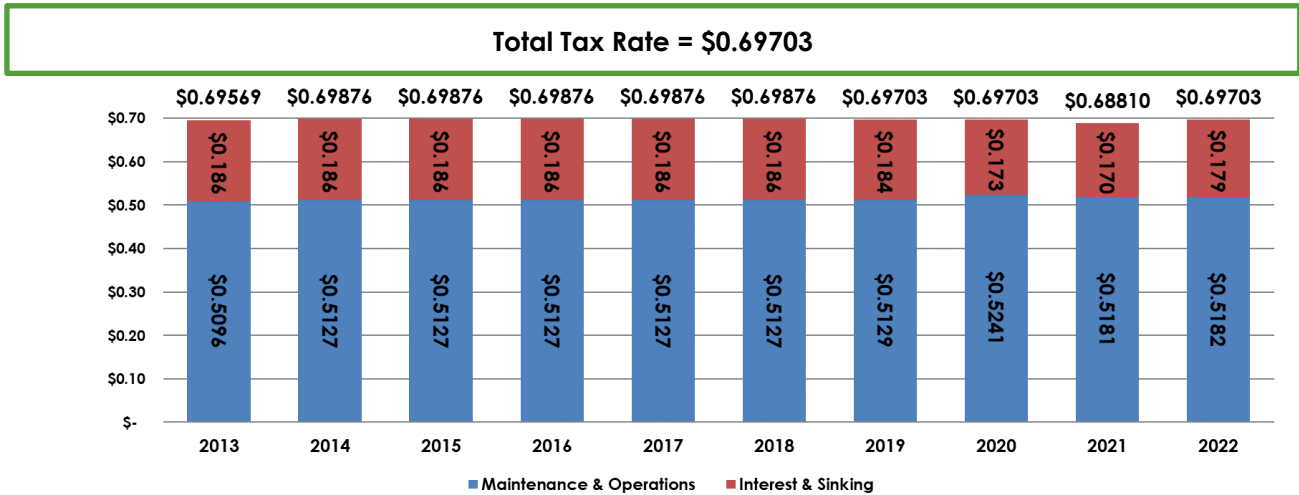


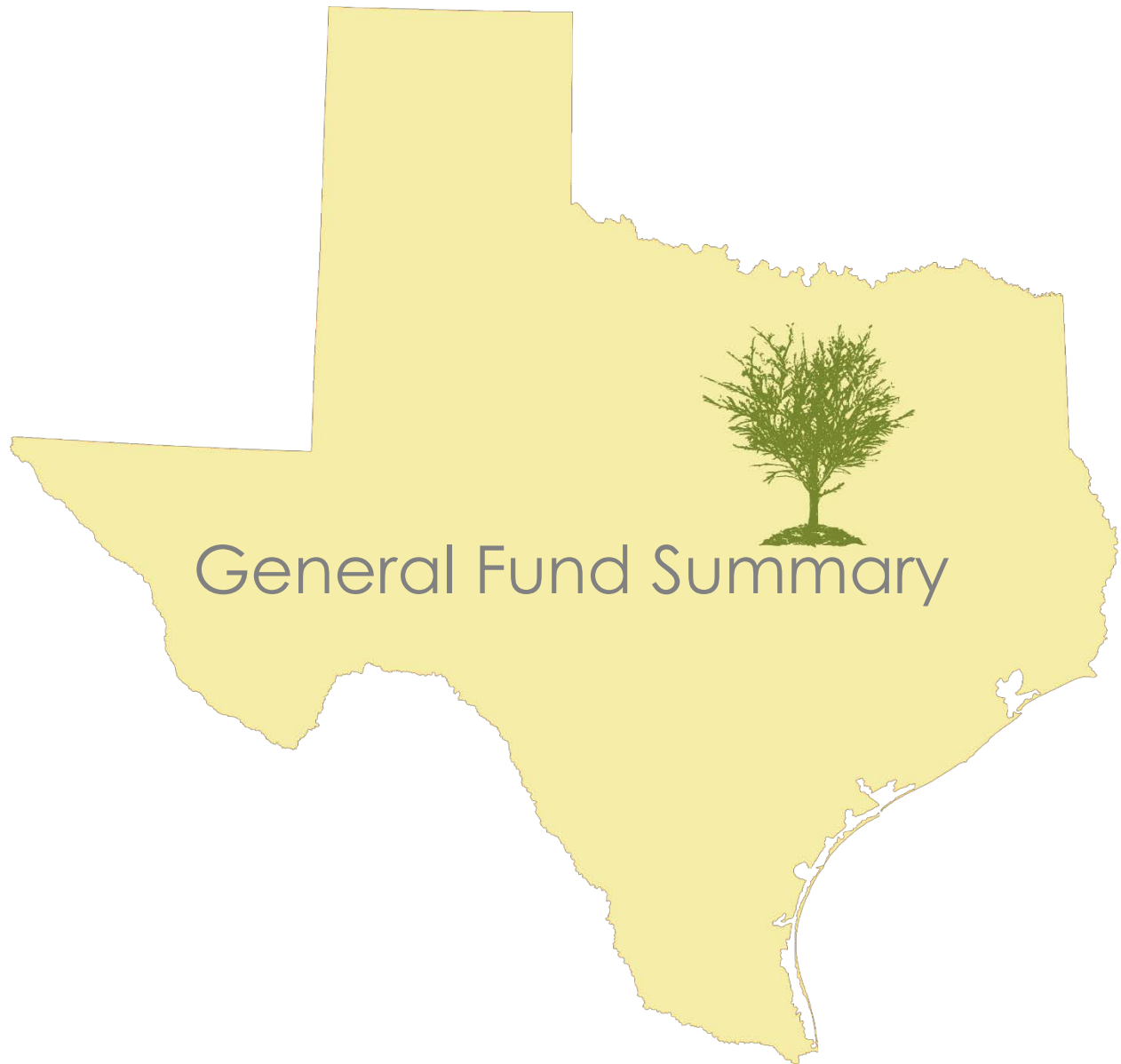
In 2008 taxable values were \$3.1B entering the recession, \$2.7B at the bottom of the recession and has grown to \$4.6B.



BUDGET FY2021-2022

STABLE TAX RATE FOR OVER 10 YEARS



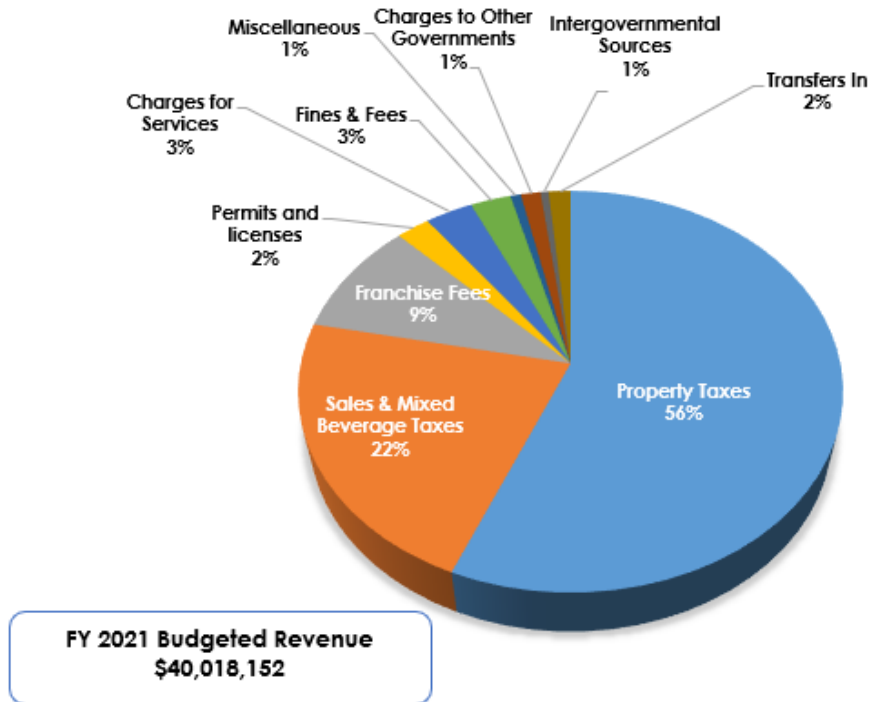


BUDGET FY2021-22

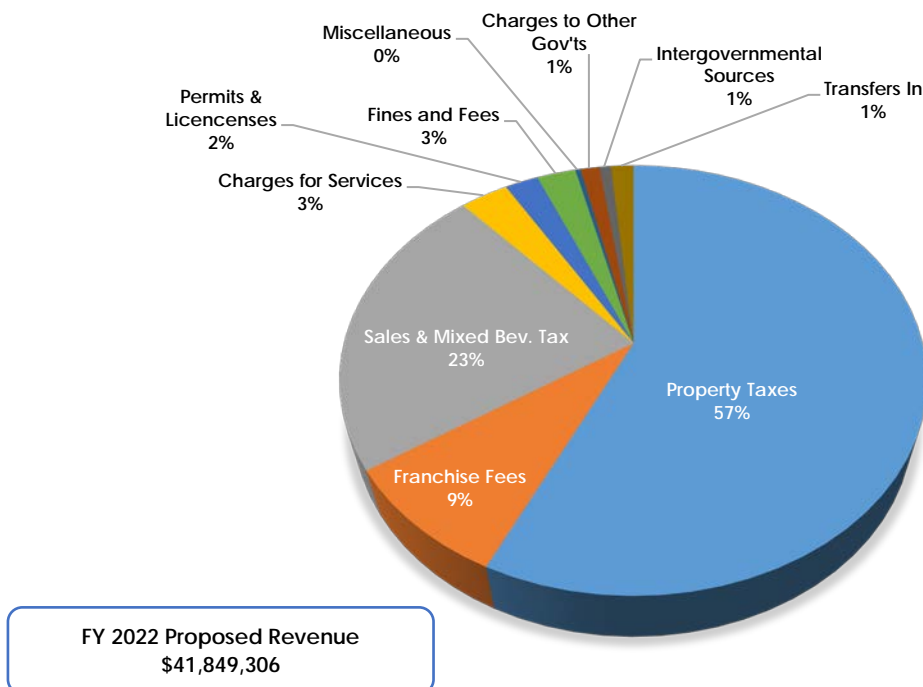
Summary Charts

GENERAL FUND REVENUE COMPARISON BY CATEGORY (to prior year)

GENERAL FUND REVENUE BY CATEGORY – FY20/21



GENERAL FUND REVENUE BY CATEGORY – FY21/22



BUDGET FY2021-22

GENERAL FUND REVENUE SUMMARIES

| Revenues By Category: | 2020-2021 Budget | 2020-2021 Estimate | 2021-2022 Proposed | Variance (budget) | |
|---------------------------------|---------------------|-----------------------|-----------------------|-------------------|-------------|
| Property Taxes | 22,519,025 | 22,643,677 | 23,880,090 | 1,361,065 | 6.0% |
| Sales & Mixed Beverage Taxes | 8,804,807 | 9,124,512 | 9,508,296 | 703,489 | 8.0% |
| Franchise Fees | 3,753,988 | 3,431,189 | 3,608,900 | (145,088) | -3.9% |
| Permits and licenses | 910,815 | 847,855 | 908,700 | (2,115) | -0.2% |
| Charges for Services | 1,294,214 | 1,233,514 | 1,306,528 | 12,314 | 1.0% |
| Fines & Fees | 1,100,800 | 917,193 | 1,050,000 | (50,800) | -4.6% |
| Miscellaneous | 281,200 | 189,061 | 138,062 | (143,138) | -50.9% |
| Charges to Other Governments | 537,011 | 461,787 | 520,580 | (16,431) | -3.1% |
| Intergovernmental Sources | 221,500 | 982,863 | 312,300 | 90,800 | 41.0% |
| Transfers In | 594,792 | 1,431,589 | 615,850 | 21,058 | 3.5% |
| Total | 40,018,152 | 41,263,240 | 41,849,306 | 1,831,154 | 4.6% |

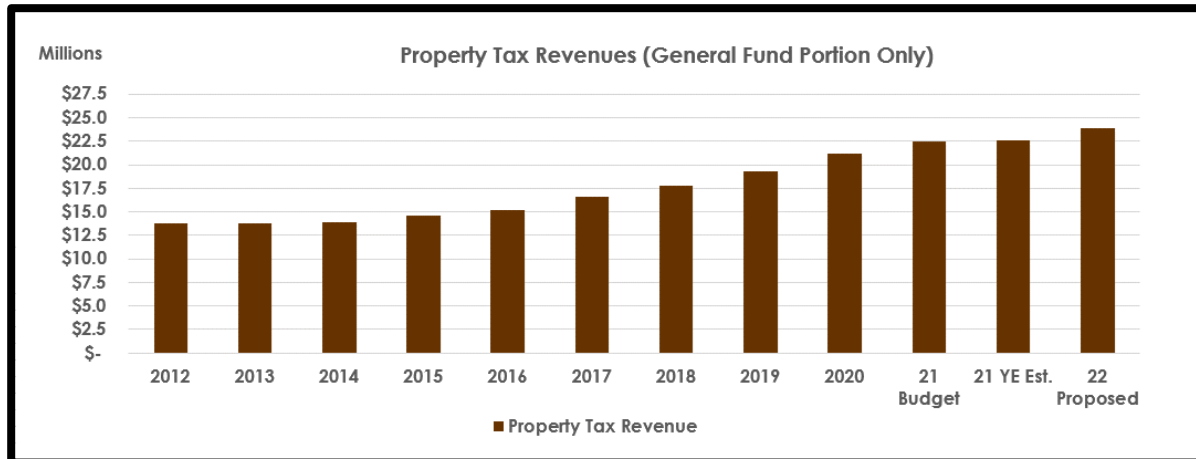
| Revenues By Function: | 2020-2021 Budget | 2020-2021 Estimate | 2021-2022 Proposed | Variance (budget) | |
|--------------------------|---------------------|-----------------------|-----------------------|-------------------|-------------|
| General Government | 36,119,400 | 36,105,820 | 37,897,963 | 1,778,563 | 4.9% |
| Public Safety | 2,687,437 | 4,020,711 | 2,731,893 | 44,456 | 1.7% |
| Community Services | 1,154,515 | 1,067,070 | 1,166,450 | 11,935 | 1.0% |
| Public Works | 56,800 | 69,639 | 53,000 | (3,800) | -6.7% |
| Total | 40,018,152 | 41,263,240 | 41,849,306 | 1,831,154 | 4.6% |

BUDGET FY2021-22

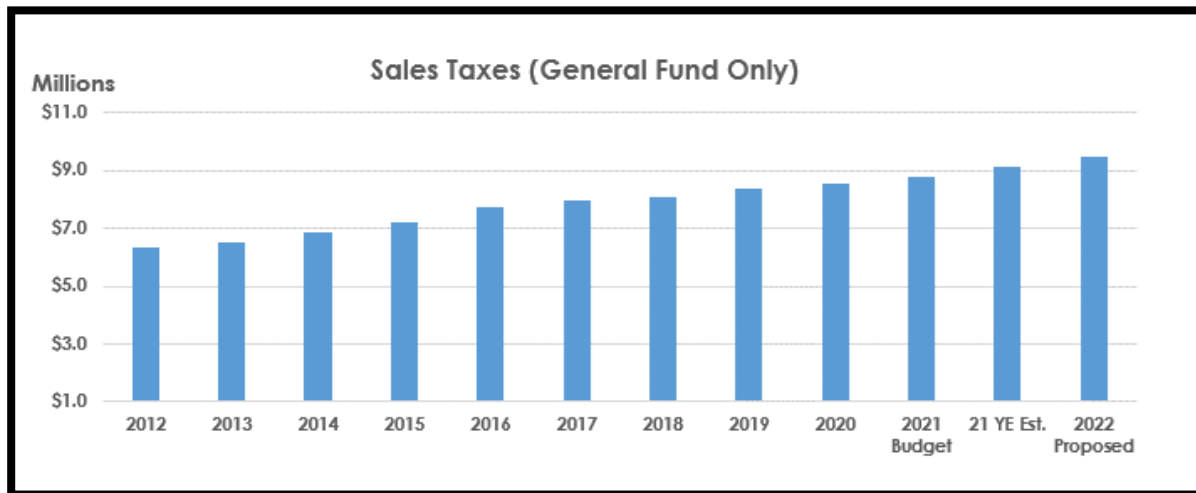
General Fund Major Revenue Sources - Charts

Property Tax Revenue

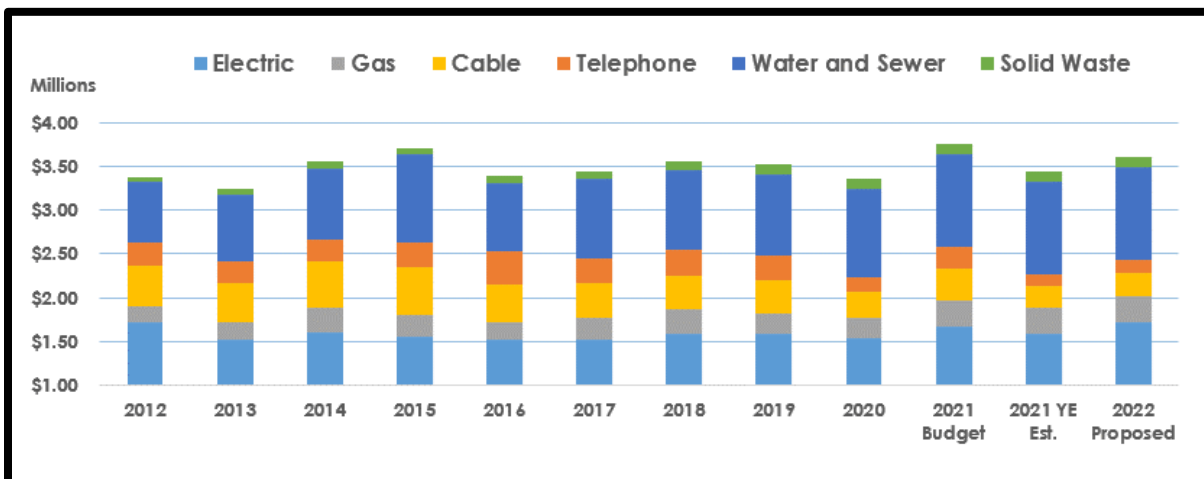
Tax Levy, Current, Delinquent and Penalties



Sales Tax & Mixed Beverage Tax Revenue



Franchise Fees Revenue

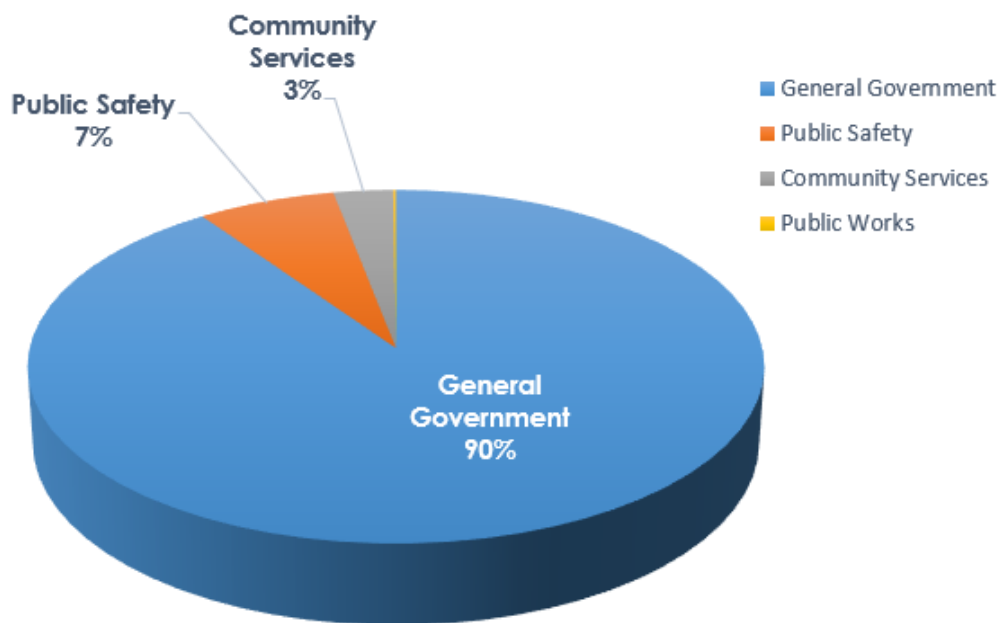


BUDGET FY2021-22

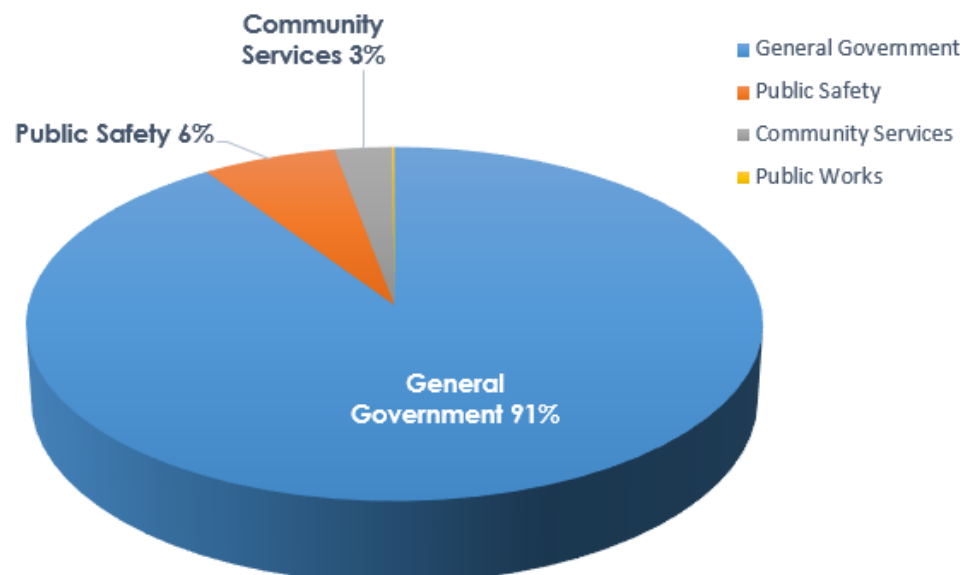
Summary Charts

GENERAL FUND REVENUE COMPARISON BY FUNCTION (to prior year)

FY21 Budgeted Revenues by Function



FY22 Proposed Revenues by Function



BUDGET FY2021-22

GENERAL FUND EXPENDITURE SUMMARIES

| Expenditures: By Category | 2020-2021 Budget | 2020-2021 Estimate | 2021-2022 Proposed | Variance (budget) | |
|------------------------------|---------------------|-----------------------|-----------------------|----------------------|--------------|
| Personnel | 29,714,094 | 29,683,314 | 31,048,158 | 1,334,064 | 4.49% |
| Supplies | 1,240,124 | 1,145,452 | 1,288,712 | 48,588 | 3.92% |
| Maintenance | 1,562,225 | 1,578,430 | 1,709,178 | 146,953 | 9.41% |
| Services | 3,271,536 | 3,409,422 | 3,766,937 | 495,401 | 15.14% |
| Lease/Rentals | 1,216,509 | 1,205,567 | 1,142,588 | (73,920) | -6.08% |
| Utilities | 1,286,318 | 1,322,893 | 1,410,059 | 123,741 | 9.62% |
| Miscellaneous | 1,267,086 | 847,169 | 1,072,071 | (195,015) | -15.39% |
| Capital Outlay | - | - | 333,000 | 333,000 | 0.00% |
| Transfers- Out/Debt | 280,981 | 1,181,084 | 433,875 | 152,894 | 54.41% |
| Total | 39,838,871 | 40,373,332 | 42,204,579 | 2,365,708 | 5.94% |

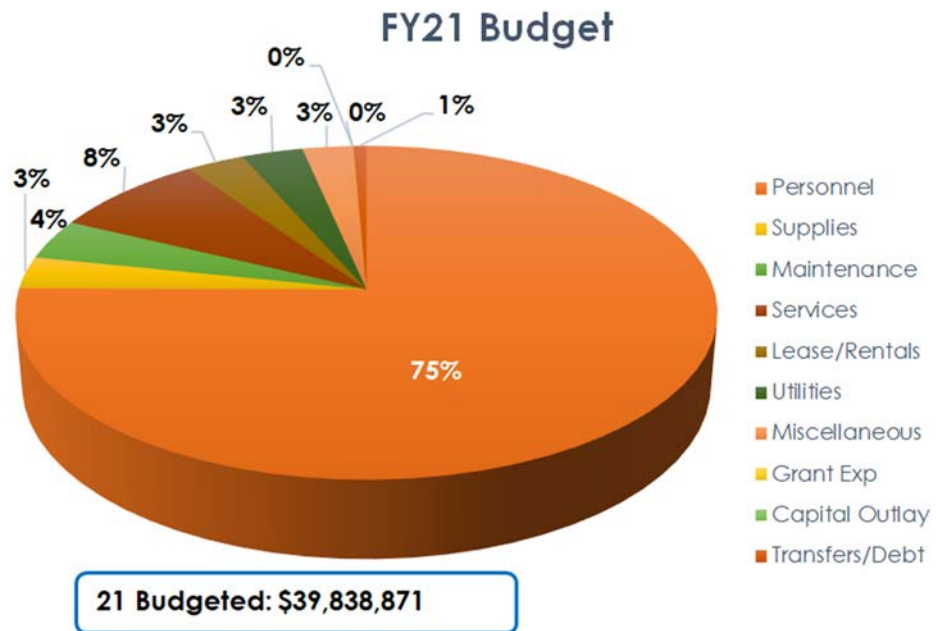
| Expenditures: By Function | 2020-2021 Budget | 2020-2021 Estimate | 2021-2022 Proposed | Variance (budget) | |
|------------------------------|---------------------|-----------------------|-----------------------|--------------------|--------------|
| General Government | 6,386,527 | 7,145,463 | 6,724,341 | 337,813 | 5.29% |
| Public Safety | 25,760,349 | 25,937,228 | 27,153,823 | 1,393,476 | 5.41% |
| Community Services | 5,425,863 | 5,034,547 | 5,794,102 | 368,238 | 6.79% |
| Public Works | 2,266,132 | 2,256,095 | 2,532,313 | 266,181 | 11.75% |
| Total | \$39,838,871 | \$40,373,332 | \$42,204,579 | \$2,365,708 | 5.94% |

BUDGET FY2021-22

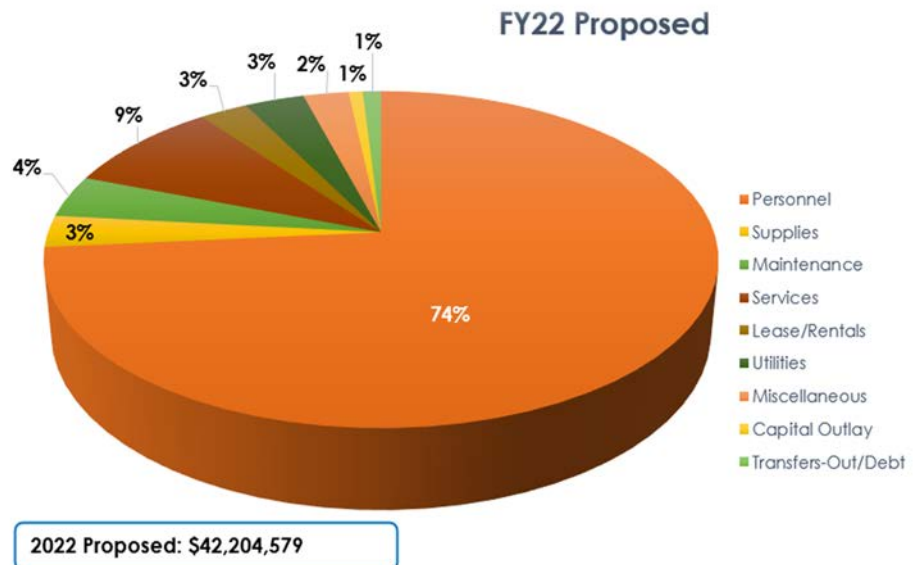
Summary Charts

GENERAL FUND EXPENDITURES COMPARISON BY CATEGORY (to prior year)

GENERAL FUND EXPENDITURES BY CATEGORY – FY20/21



GENERAL FUND EXPENDITURES BY CATEGORY – FY21/22

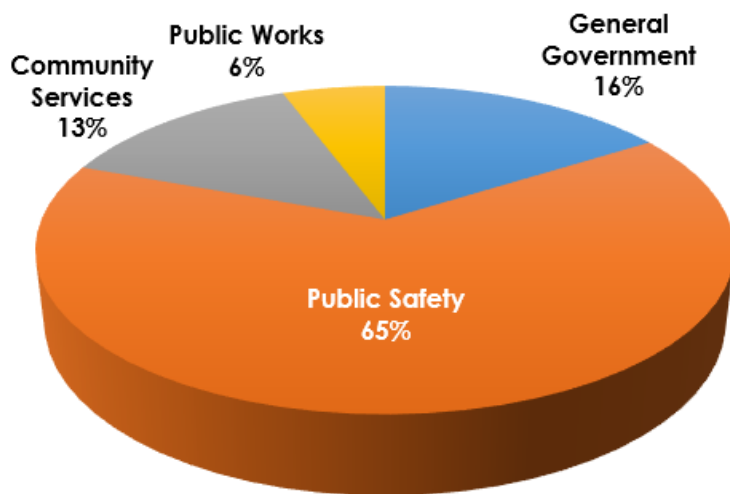


BUDGET FY2021-22

Summary Charts

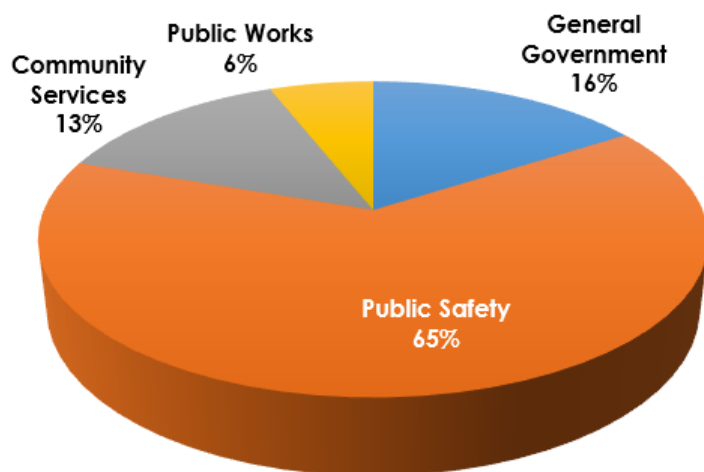
GENERAL FUND EXPENDITURES COMPARISON BY FUNCTION (to prior year)

2020-2021 Budget



Total 20-21 Budget: \$39,838,871

2021-2022 Proposed

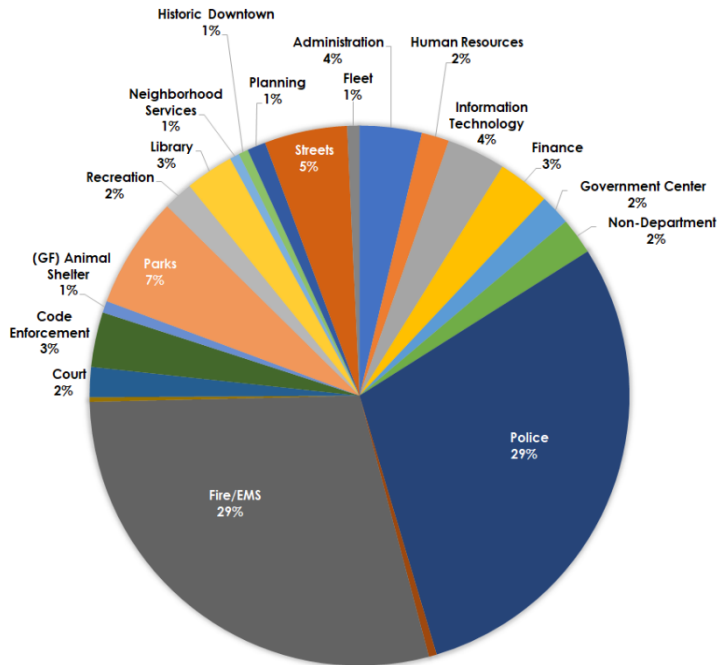


Total 21-22 Proposed: \$42,204,579

BUDGET FY2021-22

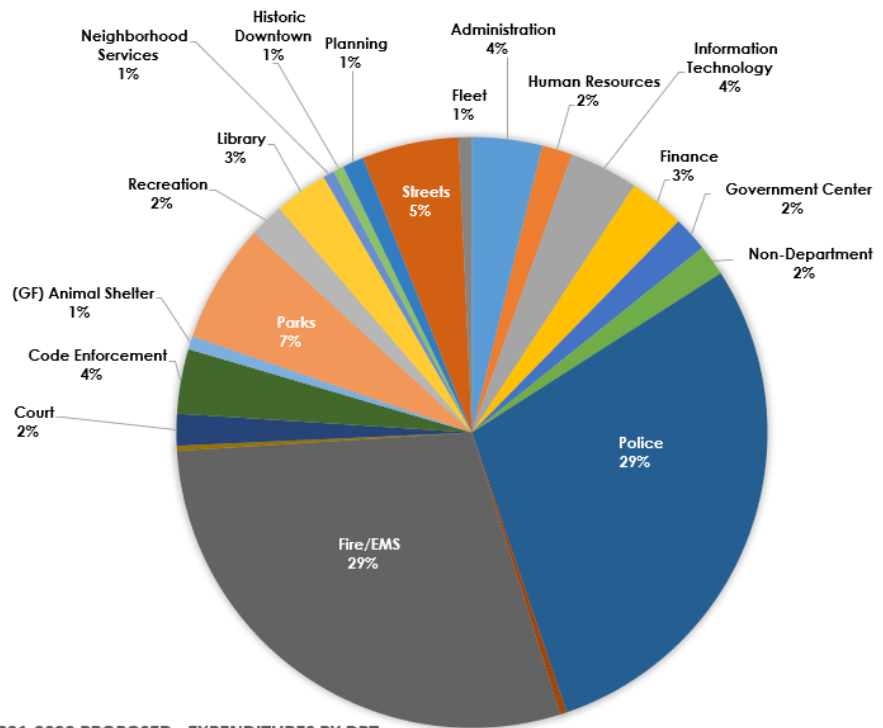
Summary Charts

GENERAL FUND EXPENDITURES COMPARISON BY DEPARTMENT (to prior year)



| Department | FY21 Budget | FY 22 Proposed |
|------------------------|-------------------|-------------------|
| Administration | 1,479,322 | 1,617,508 |
| Human Resources | 658,789 | 702,081 |
| Information Technology | 1,399,737 | 1,587,005 |
| Finance | 1,246,096 | 1,294,859 |
| Government Center | 732,567 | 811,109 |
| Non-Department | 870,015 | 711,779 |
| Police | 11,694,430 | 12,179,738 |
| Animal Control | 188,862 | 161,154 |
| Fire/EMS | 11,462,772 | 12,169,388 |
| Emergency Management | 109,555 | 115,726 |
| Court | 715,400 | 734,276 |
| Code Enforcement | 1,308,349 | 1,491,666 |
| (GF) Animal Shelter | 280,981 | 301,875 |
| Parks | 2,662,965 | 2,761,224 |
| Recreation | 707,177 | 798,079 |
| Library | 1,152,935 | 1,235,422 |
| Neighborhood Services | 232,396 | 257,758 |
| Historic Downtown | 226,792 | 247,887 |
| Planning | 443,599 | 493,731 |
| Streets | 1,974,780 | 2,228,955 |
| Fleet | 291,351 | 303,358 |
| TOTALS | 39,838,871 | 42,204,579 |

2020-2021 BUDGET - EXPENDITURES BY DPT.



2021-2022 PROPOSED - EXPENDITURES BY DPT.

GENERAL FUND - CONTINUATION BUDGET
(Revenues, Expenditures and Change in Fund Balance)
Fund 0001



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | 2021-2022 Proposed | \$ Var to Budget | % Var to Budget |
|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|-----------------------------|--------------------------------|
| BEGINNING FUND BALANCE | \$ 8,815,955 | \$ 10,151,122 | \$ 11,196,123 | \$ 11,196,123 | \$ 12,086,030 | | |
| REVENUES | | | | | | | |
| Property taxes | \$ 19,285,499 | \$ 21,163,281 | \$ 22,519,025 | \$ 22,643,677 | \$ 23,880,090 | \$ 1,361,065 | 6.0% |
| Other taxes | 11,927,603 | 11,926,419 | 12,558,795 | 12,555,701 | 13,117,196 | 558,401 | 4.4% |
| Permits and licenses | 894,811 | 763,179 | 910,815 | 847,855 | 908,700 | (2,115) | -0.2% |
| Charges for services | 1,264,271 | 1,190,473 | 1,294,214 | 1,233,514 | 1,306,528 | 12,314 | 1.0% |
| Fines | 1,163,518 | 1,013,426 | 1,100,800 | 917,193 | 1,050,000 | (50,800) | -4.6% |
| Miscellaneous | 328,902 | 373,933 | 281,200 | 189,061 | 138,062 | (143,138) | -50.9% |
| Charges to other gov'ts | 473,927 | 451,080 | 537,011 | 461,787 | 520,580 | (16,431) | -3.1% |
| Intergovernmental sources | 260,274 | 539,434 | 221,500 | 982,863 | 312,300 | 90,800 | 41.0% |
| Transfers In | 578,000 | 1,047,501 | 594,792 | 1,431,589 | 615,850 | 21,058 | 3.5% |
| TOTAL OPERATING REVENUES | \$ 36,176,805 | \$ 38,468,726 | \$ 40,018,152 | \$ 41,263,240 | \$ 41,849,306 | \$ 1,831,154 | 4.6% |
| EXPENDITURES | | | | | | | |
| Administration (100) | \$ 1,432,770 | \$ 1,394,307 | \$ 1,479,322 | \$ 1,499,516 | \$ 1,617,508 | \$ 138,186 | 9% |
| Human Resources (110) | 558,115 | 557,793 | 658,789 | 658,287 | 702,081 | 43,292 | 7% |
| Information Technology (130) | 1,161,295 | 1,296,127 | 1,399,737 | 1,446,191 | 1,587,005 | 187,268 | 13% |
| Finance (150) | 1,140,900 | 1,226,347 | 1,246,096 | 1,325,995 | 1,294,859 | 48,763 | 4% |
| Government Center (195) | 597,571 | 621,618 | 732,567 | 701,464 | 811,109 | 78,542 | 11% |
| Police (310) | 10,289,406 | 10,913,958 | 11,694,430 | 11,617,321 | 12,179,738 | 485,309 | 4% |
| Animal Control (330) | 182,931 | 197,510 | 188,862 | 149,288 | 161,154 | (27,708) | -15% |
| Fire/EMS (340) | 10,077,014 | 11,448,895 | 11,462,772 | 11,988,424 | 12,169,388 | 706,616 | 6% |
| Emergency Management (350) | 112,525 | 90,653 | 109,555 | 101,630 | 115,726 | 6,171 | 6% |
| Court (360) | 565,836 | 578,086 | 715,400 | 559,634 | 734,276 | 18,876 | 3% |
| Code Enforcement (370) | 1,099,828 | 1,214,839 | 1,308,349 | 1,239,951 | 1,491,666 | 183,317 | 14% |
| Animal Shelter (380) | 224,978 | 258,725 | 280,981 | 280,981 | 301,875 | 20,894 | 7% |
| Parks(410) | 2,392,095 | 2,484,116 | 2,662,963 | 2,447,065 | 2,761,224 | 98,261 | 4% |
| Recreation (430) | 714,544 | 496,597 | 707,177 | 673,482 | 798,079 | 90,902 | 13% |
| Library (450) | 945,370 | 969,502 | 1,152,935 | 1,049,944 | 1,235,422 | 82,487 | 7% |
| Neighborhood Services (470) | 111,392 | 125,020 | 232,396 | 211,653 | 257,758 | 25,362 | 11% |
| Historic Downtown (480) | 181,405 | 178,138 | 226,792 | 213,584 | 247,888 | 21,096 | 9% |
| Planning (520) | 429,008 | 415,344 | 443,599 | 438,819 | 493,731 | 50,132 | 11% |
| Streets (710) | 1,805,785 | 1,799,570 | 1,974,780 | 1,966,749 | 2,228,955 | 254,175 | 13% |
| Fleet (750) | 277,583 | 269,359 | 291,351 | 289,345 | 303,358 | 12,007 | 4% |
| Non-Department (199) | 541,285 | 887,221 | 870,015 | 1,514,011 | 711,778 | (158,237) | -18% |
| TOTAL OPERATING EXPENDITURES | \$ 34,841,635 | \$ 37,423,726 | \$ 39,838,871 | \$ 40,373,332 | \$ 42,204,579 | \$ 2,365,708 | 5.9% |
| Net Change | \$ 1,335,170 | \$ 1,045,000 | \$ 179,281 | \$ 889,908 | \$ (355,272) | | |
| ENDING FUND BALANCE | \$ 10,151,123 | \$ 11,196,123 | \$ 11,375,404 | \$ 12,086,030 | \$ 11,730,759 | | |
| % of Operating Expenditures | 29.1% | 29.9% | 28.6% | 29.9% | 27.8% | | |
| Unassigned | \$ 1,440,715 | \$ 1,840,191 | \$ 1,415,686 | \$ 1,992,697 | \$ 1,179,614 | | |
| 25% Fund Balance Requirement | 8,710,409 | 9,355,931 | 9,959,718 | 10,093,333 | 10,551,144 | | |
| | \$ 10,151,122 | \$ 11,196,123 | \$ 11,375,404 | \$ 12,086,030 | \$ 11,730,759 | | |

GENERAL FUND- FY21-22 PROGRAM REQUEST

| # | FY21-22 PROGRAM REQUEST | REQUESTING DEPARTMENT | RECURRING COST | ONE-TIME COST | TOTAL FIRST YEAR COST | CM PROPOSED | FUNDING OPTIONS & NOTES |
|----|--|---|----------------|---------------|-----------------------|-------------|---|
| 1 | Records Retention Project (Phase 2) | (100) Administration | - | 25,000 | 25,000 | - | Phase I was completed in FY21 (cost of \$25K) |
| 2 | Conversion of PT IT Technician to FT | (130) Information Technology | 35,737 | - | 35,737 | - | The Program amount is the difference between PT and FT |
| 3 | Cyber Security | (130) Information Technology | 103,892 | 3,336 | 107,228 | - | Option 1: \$36,500 annually for Antigena (Email System Only) |
| 4 | Disaster Recovery | (130) Information Technology | 68,200 | 120,000 | 176,050 | 120,000 | First Year Cost include 1X equipment and maintenance cost |
| 5 | PT IT Administrator to FT | (130) Information Technology | 37,044 | - | 37,044 | - | The Program amount is the difference between PT and FT |
| 6 | FT Purchasing and Contracts Manager | (150) Finance | 122,800 | - | 122,800 | - | |
| 7 | (4) FT Police Officers | (310) Police | 398,103 | 132,000 | 530,103 | - | Option #1 = (2) FT Officers total \$262,052 Option #2 = (1) FT Officer total \$98,976 (Vehicles - 4 YR Replacement) |
| 8 | FT Civilian Support Staff | (310) Police | 58,559 | - | 58,559 | 14,795 | Option #1 = \$18,587 (part time 25hrs/week) Option #2 = \$14,775 (part time 20hrs/week) |
| 9 | Ammunition and Weapon Secure Storage | (310) Police | - | 5,000 | 5,000 | - | Other Funding Source (Fed. Forfeitt). |
| 10 | Citywide Replacement of in-car Public Safety Computers | (310) Police (360) Municipal Court (330) Animal Control | - | 174,000 | 174,000 | 102,000 | Replace all Public Safety Specialized Computers \$154K for PD, \$10K for Court & \$10K Animal Control (4 YR Replacement) |
| 11 | New CMVE Vehicle | (310) Police | - | 71,000 | 71,000 | - | This is a front-line vehicle utilized by the CMVE officers. (4 YR Replacement) |
| 12 | New Front Line Police Vehicle | (310) Police | - | 66,000 | 66,000 | - | This is a front-line vehicle utilized by the Patrol Division. (4 YR Replacement) |
| 13 | New Front Line Police Vehicle | (310) Police | - | 66,000 | 66,000 | - | This is a front-line vehicle utilized by the Patrol Division. (4 YR Replacement) |
| 14 | FT Fire Admin Assistant | (340) Fire | 58,599 | - | 58,599 | 14,795 | Assumes Grade 613 (Base Pay \$33,636) Option# 1 = \$14,795 Part Time, 20 hrs./wk. |
| 15 | Rescue Boat | (340) Fire | - | 30,000 | 30,000 | 30,000 | (10 YR Replacement) |
| 16 | FT EMS Lieutenant | (340) Fire | 158,133 | - | 158,133 | - | Assumes starting salary of \$80,000/year Option #1 - \$73,181 Part Time, 20 hrs./wk. No Vehicle Needed |
| 17 | FT Fire Inspector | (340) Fire | 108,192 | - | 108,192 | - | Assumes Grade 619 (Base Pay of \$65,776) Option #1 - \$45,793 Part Time, 20 hrs./wk. No Vehicle Needed |
| 18 | Fire Fitness Equipment | (340) Fire | - | 18,000 | 18,000 | 18,000 | Option #1: \$12K (5 YR Replacement) |

GENERAL FUND- FY21-22 PROGRAM REQUEST

| # | FY21-22 PROGRAM REQUEST | REQUESTING DEPARTMENT | RECURRING COST | ONE-TIME COST | TOTAL FIRST YEAR COST | CM PROPOSED | FUNDING OPTIONS & NOTES |
|----------------------------|---|-----------------------------|--------------------|--------------------|-----------------------|------------------|---|
| 19 | FT Court Clerk | (360) Municipal Court | 59,259 | - | 59,259 | 15,764 | Option #1: \$15,825 (Part time) Option#2: \$55,682 (convert PT Juvenile Case Mgr to FT) |
| 20 | FT Plan Reviewer/ Building Inspector | (370) Code | 70,628 | 27,050 | 97,678 | 70,628 | Assumes Grade 615 (Base Pay \$43,704) (Vehicle - 5 YR Replacement) |
| 21 | FT Administrative Assistant | (380) Animal Shelter | 58,926 | - | 58,926 | 15,000 | Option # 1 : \$15,000 (Part time), via transfer to the Animal Shelter Fund |
| 22 | Emergency Trail Markers & Trail Amenities | (410) Parks | - | 124,000 | 124,000 | 124,000 | Option #1 = \$49,500 Emergency Markers Only |
| 23 | Compact Utility Loader | (410) Parks | - | 54,000 | 54,000 | - | |
| 24 | Convert PT Senior Center Assistant to Recreation Specialist | (430) Recreation | 43,798 | - | 43,798 | - | The Program amount is the difference between PT and FT |
| 25 | 55+ Transportation Pilot Program | (430) Recreation | - | 60,000 | 60,000 | 60,000 | |
| 26 | New Library O&M Study | (450) Library | - | - | - | - | will be conducted in-house by current staff (no budget required) |
| 27 | 2021 SUV Request | (470) Neighborhood Services | - | 26,330 | 26,330 | - | (5 YR Replacement) |
| 28 | FT Downtown Coordinator | (480) Historic Downtown | 75,847 | - | 75,847 | - | |
| 29 | Mural/Banner Creation and Maintenance | (480) Historic Downtown | - | 16,000 | 16,000 | 16,000 | |
| 30 | PT Planning Intern | (520) Planning | 9,646 | - | 9,646 | 9,646 | |
| 31 | LatinFest 2022 | (611) Tourism & Marketing | 95,100 | - | 95,100 | 30,000 | |
| 32 | Signs and Signals Maintenance Crew | (710) Streets | 117,279 | 45,000 | 162,279 | 162,279 | Assumes Grade 612 (Base Pay \$32,252) Option #1 - \$103,640 only 1 employee |
| GENERAL FUND TOTAL: | | | \$1,679,742 | \$1,062,716 | \$2,730,308 | \$802,907 | |

* All Personnel request includes Equipment, Uniforms and Benefits unless otherwise stated

~ All Part Time Personnel request under 30 hrs. per wk. do not include health, dental or TMRS benefits

** One-Time Cost for Equipment Listed - but amount could be eligible for City Equipment Replacement Fund

| Subtotal of Items Requested by Type | |
|-------------------------------------|-------------|
| Personnel Items | \$1,652,774 |
| Equipment & Other | \$1,077,534 |

BUDGET FY2021-22

General Fund – Departments by Function



General Fund Fund 0001

Administrative Services

- 100 Administration
- 110 Human Resources
- 130 Information Technology
- 150 Finance
- 195 Government Center
- 199 Non-Department

Public Safety

- 310 Police
- 330 Animal Control
- 340 Fire
- 350 Emergency Management
- 360 Municipal Court
- 370 Code Enforcement
- 380 GF Portion Animal Shelter

Community Services

- 410 Parks
- 430 Recreation
- 450 Library
- 470 Neighborhood Services
- 480 Historic Downtown
- 520 Planning & Zoning

Public Works

- 710 Streets & Drainage
- 750 Fleet Maintenance

DEPARTMENT DESCRIPTION

The Administration Department is responsible for the overall coordination and facilitation of all City services to the citizens of Cedar Hill. The department creates partnerships and maintains communication with citizens and elected officials in all branches of government. The department gives direction, sets administrative policy, and makes legal, budgetary and personnel decisions city-wide.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- Oversee Implementation of City Council's Strategic Plan and Premier Statements
- Provide oversight to day-to-day operations
- Respond to Citizens' questions and service requests
- Manage Official Record Keeping of the City Council and the City of Cedar Hill, according to state law and records policies
- Administer City Elections
- Implementation of Policy Functions

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|--|-------------------|-------------------|---------------------|-----------------------|
| # of open records request | 726 | 832 | 779 | 800 |
| Citizens Satisfaction Survey Overall % - (biennial) | N/A Biennial | 85% | N/A Biennial | 86% |



EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|-----------------------------|------------------|------------------|------------------|-------------------|---------------------------------|----------------------------|
| Personnel | 1,117,473 | 1,145,007 | 1,239,894 | 1,243,145 | 1,307,455 | 67,561 |
| Supplies | 32,755 | 35,574 | 27,800 | 24,007 | 26,850 | (950) |
| Maintenance | 11,190 | 11,777 | 12,100 | 18,186 | 12,673 | 573 |
| Services | 99,794 | 50,450 | 54,021 | 118,078 | 115,929 | 61,908 |
| Utilities | 6,052 | 8,854 | 9,862 | 11,738 | 12,101 | 2,239 |
| Lease/Rentals | - | - | - | - | - | - |
| Miscellaneous | 165,506 | 142,645 | 135,645 | 84,362 | 142,500 | 6,855 |
| Transfers/Debt | - | - | - | - | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - | - |
| Total | 1,432,770 | 1,394,307 | 1,479,322 | 1,499,516 | 1,617,508 | 138,186 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|--|--------------|----------------|----------------|----------------|-------------------------------|---------------------------|
| Administrative Secretary | 94 | 0.5 | 0.5 | 0.5 | 0.0 | -0.5 |
| Records Clerk | 94 | 0.0 | 0.0 | 0.0 | 0.5 | 0.5 |
| Assistant City Manager | 623 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Assistant City Secretary | 617 | 0.0 | 0.0 | 1.0 | 1.0 | 0.0 |
| Assistant to the City Manager | 619 | 1.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| City Manager | 624 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| City Secretary | 620 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Communications Director | 621 | 1.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Deputy City Manager | 623 | 0.0 | 0.0 | 1.0 | 1.0 | 0.0 |
| Director of Administrative Services | 620 | 0.0 | 0.0 | 1.0 | 1.0 | 0.0 |
| Executive Assistant | 615 | 2.0 | 1.0 | 0.0 | 1.0 | 1.0 |
| Executive Assistant to the City Manager | 616 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Executive Assistant/Special Events Coordinator | 615 | 0.0 | 1.0 | 1.0 | 0.0 | -1.0 |
| Totals | | 8.5 | 8.5 | 8.5 | 8.5 | 0 |

EQUIPMENT & PROGRAM REQUEST

| Replacement Vehicles & Equipment | Actual Cost | Lease Cost | Funded |
|----------------------------------|-------------|------------|--------|
| N/A | - | - | - |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|------------------------------------|----------------|---------------|-----------------------|--------|
| Records Retention Project (Year 2) | - | 25,000 | - | N |



DEPARTMENT DESCRIPTION

The Human Resources Department is responsible for providing excellent customer service to current and potential employees by facilitating recruitment efforts, employee development programs, employee relations, benefits and compensation administration.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **Recruitment Opportunities** - Devise strategies to attract, select and retain a diverse pool of highly knowledgeable, talented, and service-driven applicants
- **Compensation and Benefits** - Establish and maintain a fair and competitive compensation and benefits package
- **Performance Development and Management** - Formulate the direction that enables the organization to achieve its training, performance, change, and succession planning initiatives
- **Employee Incentives and Retention Strategies** - Ensure that the workforce has career opportunities, incentives, and a quality of work life balance that encourages employee retention
- **Employee Relations and Accountability Standards** - Provide expertise, guidance, and assistance on employee-related matters

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|--|-------------------|------------------------|---------------------|-----------------------|
| Offer a minimum of 10 Wellness programs annually. | 15 | 10 (impacted by COVID) | 10 | 10 |
| Provide a minimum of 4 Customer Service Initiatives annually. | 4 | 2 (impacted by COVID) | 4 | 4 |
| Provide at least 12 Recruitment and Retention Programs annually. | 17 | 12 (impacted by COVID) | 12 | 12 |

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|--------------------------|----------------|----------------|----------------|----------------|---------------------------|----------------------|
| Personnel | 406,081 | 440,912 | 468,168 | 472,721 | 505,812 | 37,644 |
| Supplies | 29,192 | 15,855 | 31,200 | 31,200 | 31,400 | 200 |
| Maintenance | 34,604 | 28,346 | 30,865 | 30,865 | 33,492 | 2,627 |
| Services | 56,082 | 50,299 | 61,450 | 69,450 | 64,450 | 3,000 |
| Utilities | 654 | 706 | 681 | 681 | 681 | - |
| Lease/Rentals | - | - | - | - | - | - |
| Miscellaneous | 31,501 | 21,674 | 66,425 | 53,370 | 66,246 | (179) |
| Transfers/Debt | - | - | - | - | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - | - |
| Total | 558,115 | 557,793 | 658,789 | 658,287 | 702,081 | 43,292 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|------------------------------------|-----------|-------------|-------------|-------------|-------------------------|---------------------|
| Assistant Human Resources Director | 620 | 0.0 | 0.0 | 0.0 | 1.0 | 1.0 |
| HR Assistant | 614 | 0.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Human Resources Analyst | 615 | 0.0 | 0.0 | 1.0 | 1.0 | 0.0 |
| Human Resources Director | 621 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Human Resources Generalist I | 617 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Human Resources Manager | 619 | 1.0 | 1.0 | 1.0 | 0.0 | -1.0 |
| Part-Time HR Assistant | 92 | 0.5 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total | | 3.5 | 4.0 | 4.0 | 4.0 | 0.0 |

- Human Resources Manager became Assistant Human Resources Director

EQUIPMENT& PROGRAM REQUEST

N/A

DEPARTMENT DESCRIPTION

The Information Technology Department provides support, guidance and direction for all City information resources.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **Systems management** - Coordinate and support the design, implementation, operation, training procedures and documentation for all purchased and/or developed information systems
- **Network and systems security** – Configure and maintain information security infrastructure for internal and external systems
- **Systems, equipment, and managed services procurement** – Assure procurement efficiency and effectiveness of all information systems and equipment
- **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

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|---|-------------------|-------------------|---------------------|-----------------------|
| IT Service requests complete on a timely basis | 90% | 85% | 90% | 95% |
| IT Projects completed on schedule | 75% | 50% | 20% | 70% |
| Network security issues caught and extinguished | 95% | 95% | 95% | 95% |

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|-----------------------------|------------------|------------------|------------------|-------------------|---------------------------------|----------------------------|
| Personnel | 451,803 | 502,389 | 515,070 | 552,300 | 568,514 | 53,444 |
| Supplies | 72,757 | 63,084 | 57,261 | 63,338 | 67,053 | 9,792 |
| Maintenance | 209,374 | 310,724 | 334,484 | 349,401 | 366,281 | 31,797 |
| Services | 158,329 | 144,685 | 186,230 | 203,850 | 194,915 | 8,685 |
| Utilities | 7,275 | 7,589 | 6,576 | 5,904 | 5,894 | (682) |
| Lease/Rentals | 242,696 | 256,552 | 273,767 | 259,056 | 242,094 | (31,673) |
| Miscellaneous | 19,060 | 11,104 | 26,349 | 12,342 | 26,254 | (95) |
| Transfers/Debt | - | - | - | - | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | - | - | - | - | 116,000 | 116,000 |
| Total | 1,161,295 | 1,296,127 | 1,399,737 | 1,446,191 | 1,587,005 | 187,268 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|---------------------------------------|--------------|----------------|----------------|----------------|-------------------------------|---------------------------|
| Administrative Clerk | 91 | 0.5 | 0.5 | 0.5 | 0.5 | 0.0 |
| Information Systems Analyst I & II | 617/618 | 2.0 | 2.0 | 2.0 | 2.0 | 0.0 |
| Information Technology Director | 621 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| IT Technician | 94 | 0.7 | 0.7 | 0.7 | 0.7 | 0.0 |
| Network Administrator | 619 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Totals | | 5.2 | 5.2 | 5.2 | 5.2 | 0.0 |

EQUIPMENT & PROGRAM REQUEST

| Equipment | Actual Cost | Lease Cost | Funded |
|-------------------------|-------------|------------|-----------------------|
| 50 - Personal computers | 45,000 | 9,909 | Y – (0040) EQ FUND |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|--------------------------------------|----------------|---------------|-----------------------|--------------|
| Conversion of PT IT Technician to FT | 35,737 | - | - | N |
| Cyber Security | 103,892 | 3,336 | - | N |
| Disaster Recovery | 68,200 | 120,000 | 120,000 | Y- (0001) GF |
| PT IT Administrator to FT | 37,044 | - | - | N |



City Of Cedar Hill
Budget Program Request FY 2021-2022

Department: Information Technology

Program One (3) Disaster Recovery

Year # 2 of Request

Program Cost: \$176,050 in Year 1 (Recurring Annual Cost of \$68,200)

Option 1 - \$120,000 (One- Time Cost Only)

Included in City Manager's Budget: Yes (Option 1)

Background:

Subsequent to this program request, the first initiative in establishing a disaster recovery plan was to assess where the city's vulnerabilities lay and where we should go to head in the right direction. As a result, an outside consultant was hired in 2017 to develop disaster recovery solution recommendations. This program is a result of the consultant's recommendations.

Program Description:

The principal objective of the IT Disaster Recovery Plan program is to develop, test and document a well-structured and easily understood plan which will help the City recover as quickly and effectively as possible from an unforeseen disaster or emergency which interrupts information systems, connectivity and operations.

There are many potential disruptive threats which can occur at any time and affect operations. We have considered a wide range of potential threats and the results of our deliberations are included in this section. Each potential environmental disaster or emergency situation has been examined. The focus here is on the level of disruption which could arise from each type of disaster. Potential disasters have been assessed as follows:

| Potential Disaster | Probability Rating | Impact Rating |
|---|--------------------|---------------|
| Flood | 3 | 3 |
| Fire | 3 | 2 |
| Tornado | 4 | 2 |
| Electrical storms | 3 | 3 |
| Ice Storm | 3 | 4 |
| Act of terrorism | 5 | 1 |
| Act of sabotage | 5 | 2 |
| Electrical power Failure | 2 | 2 |
| Loss of communications network services | 2 | 2 |

Probability of Occurring Ranking: 1=Very High, 5=Very Low

Impact If Experienced Ranking: 1= Total Destruction, 5=Minor Annoyance

City Of Cedar Hill
Budget Program Request FY 2021-2022

A storage server would be located at the city's disaster recovery site at 601 E. Beltline Rd. This server would be updated daily with the city's back up of all data stored in the servers located at the main data center at 285 uptown Blvd. A cloud backup server would then receive and hold the city's vital databases that need immediate access in case of a major disaster at either site.

Program benefits and outcomes:

Disaster Recovery Play (DRP) reduces the impact of adverse events and helps to rapidly restart our critical functions.

- If staff unavailable – who will do the work?
- If a system or records are gone – how do we operate?
- If a specific building cannot be used – where do we go?

Maintaining essential communications and information flow to restart mission-critical municipal functions after crisis-events.

- Police
- Fire
- Water Resources
- Municipal business
- Records availability

Detail of Program Cost:

| Category | Item | First Year | Recurring |
|-------------------------|-------------------|-------------------|------------------|
| Software/Support | VMware (Standard) | \$ 3,000 | \$ 1,000 |
| | Server ILO | \$ 450 | \$ 600 |
| | Altaro Backup | \$ 600 | \$ 600 |
| | Storage Node | Included in HW | Included in HW |
| Hardware | Hosts | \$ 50,000 | \$ 4,000 |
| | Storage Node | \$ 66,000 | \$ 10,000 |
| | Connectivity | \$ 12,000 | \$ 12,000 |
| Cloud Backup | Hosted Storage | \$ 20,000 | \$ 20,000 |
| Connectivity | Fiber DIA w/IPs | \$ 24,000 | \$ 20,000 |
| Totals | | \$ 176,050 | \$ 68,200 |

- Year 1 = \$176,050 Annual Recurring Cost = \$68,200

Detail of Option 1 – One-Time Cost Only:

| Category | Item | One-Time Cost |
|-------------------------|-------------------|-------------------|
| Software/Support | VMware (Standard) | \$ 3,000 |
| | Server ILO | \$ 400 |
| | Altaro Backup | \$ 600 |
| | Storage Node | Included in HW |
| Hardware | Hosts | \$ 50,000 |
| | Storage Node | \$ 66,000 |
| Totals | | \$ 120,000 |

City Of Cedar Hill
Budget Program Request FY 2021-2022

Parameters:

1. Evaluate current municipal IT Infrastructure
2. Determine critical functions (assign priority to applications and DB's)
3. Gather municipal department requirements
4. Prioritize municipal department applications
5. Create and finalize IT Dept. BC/DR plan
6. Evaluate DR Solutions
7. Acquire funding for DR Solution
8. Implement DR Solution
9. Test DR Solution

Consequences if not funded:

Data loss:

Data loss can occur a number of different ways: natural disaster, security breaches, and human error. No city department is resistant to any of these. There is nearly a 17 percent chance of experiencing a complete data loss, and the outcome would be devastating because of the information the city holds on employees and citizens. The cost of a complete data loss can cost thousands or even millions of dollars. The loss of data triggers a snowball effect from which the city would take years to recover if at all.

Operational:

There are many buildings, departments, and capabilities that would be hampered by a flood. How would our employees manage to do their jobs? How long would it take for citizens to be impacted by an operational shutdown?

Whether the departments need to start up in the same location or they must move to a temporary space, the process needs to be a smooth transition, and cohesive so that the city can continue with business as usual.

Financial:

The cost associated with recovery when there is no contingency in place are influenced by many factors: costs to replace hardware, costs to rekey data, loss of financial information, and loss of employee productivity. Optional lease financing is available over 5 years.

Reputational:

Down time leads to unhappy citizens. The impact of the city's reputation can reverberate for months or years after an IT disaster. Poor handling of citizens and employee data can lead to a damaged reputation for city services and staff recruitment.

This program reflects City Council's Premier Statement:

- ✓ Cedar Hill has an integrated, Safe and Efficient Infrastructure.

Finance Department's Comments: N/A

DEPARTMENT DESCRIPTION

The Finance Department provides professional and fiscally prudent management of all city assets by managing and recording, safeguarding, organizing, and planning for future financial needs.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **Financial Accounting:** Maintain the City's general ledger, perform accounts payable functions, process employee payroll, collect and record revenues and expenditures and coordinate the City's annual audit. Administers financial programs and provide financial training and guidance to all departments.
- **Budgeting and Reporting:** Provide financial reports to the City's operating divisions, the City Council and other stakeholders, assist administration with implementation and monitoring the city's annual operating budget and capital improvement plan budgets.
- **Debt Management:** Coordinate the issuance of debt, prepare information required to obtain insurance and ratings for debt insurance and process maturities payments
- **Investment and Treasury Functions:** Manage City funds, determine appropriate investments according to the City's investment policy and provide quarterly reports to the City Council regarding investment performance. Safeguard all city funds while providing available cash according to the city's operational needs while leveraging opportunities to increase yields.
- **Purchasing and Procurement:** Provide the best method to acquire goods and services for the City with the best value by issuing purchase orders, RFPs/RFQs, conducting City-wide bids and contract administration and participate in Cooperative Purchasing Programs.

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|---|-------------------|-------------------|---------------------|-----------------------|
| % of AP Electronic Payments | 39.87% | 42% | 44% | 46% |
| % of months bank recon completed w/45 days | 50% | 67% | 67% | 75% |
| % of Purchase Card Expenditures to Total Expenditures | 2.78% | 2.89% | 2.78% | 3.31% |
| # of Purchase Orders | 169 | 180 | 200 | 225 |
| Bond Rating (Moody's/S&P) | Aa2/AA | Aa2/AA | Aa2/AA | Aa2/AA |
| # of Consecutive Years receiving GFOA CAFR award | 28 | 29 | 30 | 31 |
| # of Years receiving GFOA Distinguished Budget Award | 20 | 21 | 21 | 22 |
| % of Financial Reports Prepared by Due Date | 95% | 100% | 100% | 100% |

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|-----------------------------|------------------|------------------|------------------|-------------------|---------------------------------|----------------------------|
| Personnel | 791,802 | 839,470 | 865,283 | 910,888 | 895,065 | 29,782 |
| Supplies | 8,473 | 5,925 | 9,640 | 7,996 | 8,023 | (1,617) |
| Maintenance | - | 69 | - | 720 | 1,020 | 1,020 |
| Services | 319,441 | 355,428 | 346,655 | 379,504 | 362,435 | 15,780 |
| Utilities | 512 | 970 | 390 | 600 | 750 | 360 |
| Lease/Rentals | 12,105 | 12,105 | 12,105 | 12,105 | 12,105 | (0) |
| Miscellaneous | 8,567 | 12,381 | 12,023 | 14,183 | 15,461 | 3,438 |
| Transfers/Debt | - | - | - | - | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - | - |
| Total | 1,140,900 | 1,226,347 | 1,246,096 | 1,325,995 | 1,294,859 | 48,763 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|--------------------------------|--------------|----------------|----------------|----------------|-------------------------------|---------------------------|
| Account Clerk | 613 | 1.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Accountant | 617 | 1.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Accounting Technician | 614 | 0.0 | 0.0 | 2.0 | 2.0 | 0.0 |
| Assistant Finance Director | 621 | 0.0 | 0.0 | 1.0 | 1.0 | 0.0 |
| Budget & Purchasing Analyst | 616 | 1.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Controller | 620 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Finance Business Manager | 621 | 1.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Finance Director | 622 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Payroll Clerk | 614 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Purchasing Coordinator | 616 | 0.0 | 0.0 | 1.0 | 1.0 | 0.0 |
| Revenue Manager | 619 | 0.0 | 0.0 | 1.0 | 1.0 | 0.0 |
| Senior Accountant | 618 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Totals | | 8.0 | 8.0 | 9.0 | 9.0 | 0.0 |

EQUIPMENT & PROGRAM REQUEST

| Replacement Vehicles & Equipment | Actual Cost | Lease Cost | Funded |
|----------------------------------|-------------|------------|--------|
| N/A | - | - | - |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|-------------------------------------|----------------|---------------|-----------------------|--------|
| FT Purchasing and Contracts Manager | 122,800 | - | - | N |

DEPARTMENT DESCRIPTION

The Government Center is charged with the maintenance and aesthetics of the Government Center.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **Coordinate Building Services**
- **Coordinate Service Request System**
- **Maintain the Integrity of the Facility**

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|------------------------------------|-------------------|-------------------|---------------------|-----------------------|
| Systems maintained | 7 | 7 | 7 | 7 |
| Service requests completed | 820 | 903 | 1000 | 1200 |
| Energy generated from solar panels | 140,000 kWh | 140,000kWh | 150,000kWh | 140,000kWh |

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|-----------------------------|-----------------|-----------------|-----------------|-------------------|---------------------------------|----------------------------|
| Personnel | 251,060 | 263,593 | 275,187 | 272,967 | 288,534 | 13,347 |
| Supplies | 36,173 | 34,462 | 37,650 | 35,250 | 42,250 | 4,600 |
| Maintenance | 88,984 | 93,294 | 128,430 | 102,470 | 151,320 | 22,890 |
| Services | 55,203 | 61,240 | 112,200 | 123,460 | 129,600 | 17,400 |
| Utilities | 163,793 | 165,996 | 168,120 | 160,022 | 190,125 | 22,005 |
| Lease/Rentals | - | - | - | - | - | - |
| Miscellaneous | 2,358 | 3,033 | 10,980 | 7,295 | 9,280 | (1,700) |
| Transfers/Debt | - | - | - | - | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - | - |
| Total | 597,571 | 621,618 | 732,567 | 701,464 | 811,109 | 78,542 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|----------------------------------|-----------|-------------|-------------|-------------|-------------------------|---------------------|
| Building Maintenance Coordinator | 613 | 0.0 | 0.0 | 0.0 | 1.0 | 1.0 |
| Building Maintenance Crew Chief | 614 | 1.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Building Maintenance Crew Chief | 615 | 0.0 | 0.0 | 1.0 | 1.0 | 0.0 |
| Custodian | 611 | 1.0 | 1.0 | 1.0 | 0.0 | -1.0 |
| Facility Manager | 619 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Totals | | 3.0 | 3.0 | 3.0 | 3.0 | 0.0 |

- A Custodian became the Building Maintenance Coordinator.

EQUIPMENT & PROGRAMS REQUEST

| Replacement Vehicles | Actual Cost | Lease Cost | Funded |
|----------------------|-------------|------------|--------|
| N/A | - | - | - |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|----------|----------------|---------------|-----------------------|--------|
| N/A | - | - | - | - |

DEPARTMENT DESCRIPTION

- Non-Department manages the maintenance and security of city facilities and funds certain citywide equipment and administrative contracts. Debt payments and transfers are also recorded under this department.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **Coordinate Building Services**
- **Coordinate Service Request System**
- **Maintain the Integrity of the Facility**

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|-----------------------------|-----------------|-----------------|-----------------|-------------------|---------------------------------|----------------------------|
| Personnel | 112,049 | 116,877 | 121,709 | 123,944 | 82,470 | (39,239) |
| Supplies | 7,030 | 7,720 | 9,995 | 7,719 | 8,348 | (1,647) |
| Maintenance | 58,578 | 56,113 | 91,578 | 83,853 | 94,810 | 3,232 |
| Services | 187,881 | 319,304 | 230,700 | 258,474 | 351,691 | 120,991 |
| Utilities | 2,087 | 1,983 | 1,741 | 1,812 | 1,848 | 107 |
| Dev Incentives | 75,000 | - | - | - | - | - |
| Lease/Rentals | 57,403 | 59,504 | 53,663 | 56,134 | 53,188 | (475) |
| Miscellaneous | 41,257 | 76,721 | 360,629 | 82,075 | 89,424 | (271,206) |
| Transfers/Debt | - | - | - | 900,000 | 30,000 | 30,000 |
| Grant Exp | - | 200,000 | - | - | - | - |
| Capital Outlay | - | 49,000 | - | - | - | - |
| Total | 541,285 | 887,221 | 870,015 | 1,514,011 | 711,778 | (158,237) |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|---------------------------------|-----------|-------------|-------------|-------------|-------------------------|---------------------|
| Building Maintenance Technician | 613 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Part-Time Custodian | 93 | 1.5 | 1.75 | 1.75 | 0.5 | -1.25 |
| Totals | | 2.5 | 2.75 | 2.75 | 1.5 | -1.25 |

- Reduced Part Time Custodian Staffing and hours due to Custodian Contract.

EQUIPMENT & PROGRAM REQUESTS

| Replacement Vehicles | Actual Cost | Lease Cost | Funded |
|----------------------|-------------|------------|--------|
| N/A | - | - | - |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|----------|----------------|---------------|-----------------------|--------|
| N/A | - | - | - | - |

DEPARTMENT DESCRIPTION

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

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **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
- **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
- **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
- **Police Administration** - Provide overall direction and leadership for all police services utilizing "best practices" in law enforcement; Establish and review policy; Prepare and implement annual work plan and budget; Coordinate with other city departments and local governmental entities; Maintain accreditation status
- **Professional Standards** - Investigate complaints; Conduct internal affairs investigations; Recruit and train for excellence



SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|---|---|--|--|--|
| Respond to all Emergency calls promptly | 6.34 minutes | 6.30 minutes | 5.44 minutes | 6.30 minutes |
| Perform state traffic safety initiatives per year | Completed: 4 | Completed: 4 | Completed: 4 | Completed: 10 |
| File appropriate charges and provide testimony at grand jury/court | 90% acceptance - Per Dallas County case acceptance change | 92% acceptance | 92% acceptance | 90% acceptance |
| Contact victims, document and investigate all criminal activity and offense reports | Contacted w/in 5 days | Continue to contact w/in 5 days | Continue to contact w/in 5 days | Continue to contact w/in 5 days |
| Provide accurate and timely police information | Updated web page w/in 15 days w/changes | Continue to update web page w/in 15 days w/changes | Continue to update web page w/in 15 days w/changes | Continue to update web page w/in 15 days w/changes |
| Foster Synergy with other local agencies (CHISD Police & State Park Police) | Held monthly meetings & implement identified service enhancements | Continue to hold monthly meetings | Continue to hold monthly meetings | Continue to hold monthly meetings |
| Develop & implement succession strategy by expanding training opportunities | Attended 1 management leadership course | Attend 1 management leadership course | Attend 1 management leadership course | Attend 1 management leadership course |
| Investigate internal affair complaints and conduct administrative investigations | Completed w/in 30 days | Continue to complete w/in 30 days | Continue to complete w/in 30 days | Continue to complete w/in 30 days |

Please note seconds converted to minutes in response times stated above

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|--------------------------|-------------------|-------------------|-------------------|-------------------|---------------------------|----------------------|
| Personnel | 8,754,338 | 9,356,685 | 9,956,481 | 9,860,410 | 10,205,007 | 248,526 |
| Supplies | 240,415 | 205,051 | 272,656 | 255,172 | 312,680 | 40,024 |
| Maintenance | 104,996 | 92,121 | 129,533 | 129,323 | 134,035 | 4,502 |
| Services | 684,538 | 719,286 | 742,340 | 741,600 | 785,740 | 43,400 |
| Utilities | 30,148 | 39,705 | 35,426 | 47,730 | 48,250 | 12,824 |
| Lease/Rentals | 309,383 | 336,271 | 361,608 | 361,608 | 354,630 | (6,978) |
| Miscellaneous | 165,588 | 110,987 | 187,385 | 181,280 | 208,396 | 21,011 |
| Transfers/Debt | - | - | - | - | 102,000 | 102,000 |
| Grant Exp | - | 7,405 | 9,000 | 40,198 | 29,000 | (20,00) |
| Capital Outlay | - | 46,447 | - | - | - | - |
| Total | 10,289,406 | 10,913,958 | 11,694,430 | 11,617,321 | 12,179,738 | 485,309 |



PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|---------------------------------------|-----------|-------------|-------------|-------------|-------------------------|---------------------|
| Alarm Billing Coordinator | 614 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Assistant Police Chief | 850 | 2.0 | 2.0 | 2.0 | 2.0 | 0.0 |
| Civilian Investigator | 614 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Community Service Officer | 614 | 3.0 | 3.0 | 3.0 | 3.0 | 0.0 |
| Community Service Officers | 94 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Crime Analyst | 615 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Digital Media Coordinator | 614 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Executive Assistant | 615 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Executive Secretary | 614 | 1.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Fiscal/Grant Administrator | 615 | 0.0 | 0.0 | 1.0 | 1.0 | 0.0 |
| Forensics Manager (Grant) | 616 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Investigative Aide | 614 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Police Captain | 845 | 0.0 | 0.0 | 0.0 | 1.0 | 1.0 |
| Police Chief | 622 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Police Corporal | 825 | 7.0 | 7.0 | 7.0 | 5.0 | -2.0 |
| Police Information Supervisor | 617 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Police Lieutenant | 840 | 7.0 | 7.0 | 7.0 | 5.0 | -2.0 |
| Police Officer | 810 | 41.0 | 41.0 | 41.0 | 43.0 | 2.0 |
| Police Records Clerk | 613 | 3.0 | 2.0 | 2.0 | 2.5 | 0.5 |
| Police Scanning Clerk | 92 | 0.0 | 0.5 | 0.5 | 0.5 | 0.0 |
| Police Sergeant | 830 | 7.0 | 7.0 | 7.0 | 8.0 | 1.0 |
| Property Room Coordinator | 614 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Public Service Officer | 612 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Public Service Officer | 613 | 4.0 | 4.0 | 4.0 | 4.0 | 0.0 |
| Senior Public Service Officer | 614 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Victim Assistance / Grant Coordinator | 615 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Totals | | 87.0 | 86.5 | 86.5 | 87 | 0.50 |

- Reduced Lieutenant staffing, added Captain, increased Sergeants, reduced Corporals and increased officers, new PT position added in FY22.

EQUIPMENT & PROGRAM REQUEST

| Replacement Vehicles & Equipment | Actual Cost | Lease Cost | Funded |
|----------------------------------|-------------|------------|-----------------------|
| New SUV PD-8588, Unit 218 | 66,000 | 18,167 | Y – (0040) EQ Fund |
| New SUV PD-8590, Unit 218 | 66,000 | 18,167 | Y – (0040) EQ Fund |
| New Vehicle PD-1561, Unit 1004 | 41,000 | 11,285 | Y – (0040) EQ Fund |
| New CSO SUV PD-96643, Unit 902 | 46,000 | 7,235 | Y – (0040) EQ Fund |
| New SUV PD-2920, Unit 222 | 66,000 | 18,167 | Y – (0040) EQ Fund |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|--|----------------|---------------|-----------------------|------------------------------|
| (4) FT Police Officers | 530,103 | - | - | N |
| FT Civilian Support Staff | 58,559 | - | 14,795 | Y- (0001) GF |
| Ammunition and Weapon Secure Storage | - | 5,000 | - | Y- (0320) FF |
| Citywide Replacement of in car Computers • | 174,000 | - | 102,000 | Y – (0001) GF & (0040) EQ |
| New CMVE Vehicle | 71,000 | - | - | N |
| New Front Line Police Vehicle | 66,000 | - | - | N |
| New Front Line Police Vehicle | 66,000 | - | - | N |

- General Fund Portion of Citywide Replacement of in-car Public Safety Computers - \$102,000 via a transfer to the Equipment Fund (purchasing the items in cash)

City of Cedar Hill
Budget Program Request FY 2021-2022

Department: Police

Program Two (2): Civilian Support Staff – 1 Records Clerk

Year # 1 of Request, initial request was in FY 22

Program Cost: \$ 58,559 - Grade 613

(Note for personnel cost include salary, benefits, equipment and uniforms for each new staff member, indicate all one-time Cost and Recurring Cost in your description)

Option 1 Cost: \$ 18,587 (Part Time 25hrs/week)

Option 2 Cost: \$ 14,795 (Part Time 20hrs/week)

Included in City Manager's Budget: Yes - Option 2, part-time (20 hours)

Program Description:

This program requests adding one (1) Records Clerk The hiring of a new clerk gives the City of Cedar Hill Police Department a total of three (3) full time Records Clerks and one (1) Alarm Billing Coordinator.

Each Records Clerk performs individual responsibilities such as open records requests, daily report review, NIBRS and help with daily alarm billing when needed. Many benefits come with the hiring of a new Records Clerk including but not limited to the following:

- Provide Premier customer service when filling Open Records request in 1-2 days
- All reports generated by Patrol, CID and CSO are reviewed daily including incident, supplemental, arrest and accident reports. Daily report review includes checking each report for NBIRS errors, property that needs to be entered into TCIC, and other pertinent errors.
- With the new RMS system Zuercher, when changes are made to reports, Records must review the reports a second time. Sometimes reports are changed 4 to 5 times in a week.

2020 Records Stats

- 4,503 incident reports reviewed
- 964 arrest reports reviewed
- 2,602 open records requests filled
- 5,614 supplemental reports reviewed
- 414 CPS reports entered and attached to the case in RMS
- 528 Accident reports scanned and saved

One major task being performed by Records is filling open records requests for Body Worn Camera and In Car videos. Average time spent on these requests vary but on average

City of Cedar Hill
Budget Program Request FY 2021-2022

in January 2020 roughly 70 hours was spent on videos and video requests from the Municipal Court. In March 2020, the average was 45 hours and in July it was 54 hours.

- Monthly UCR report that is required by the State of Texas. Clerks rotate this task each month which requires them to spend time away from normal required tasks. The process of completing NIBRS takes around 50 hours a month.
- Records retention and destruction. It would allow more time to be spent on researching arrest records that can be destroyed. Records Clerks prepared 49 boxes of records for destruction in 2020.

Currently the Alarm Billing Coordinator was responsible for 18,727 total alarm actions performed, 14,023 alarm correspondences prepared, 347 false alarms processed, and 83 false alarms charged in 2020. In 2020 \$189,564 was billed for different alarm transactions and **\$221,275 collected**. The Alarm Billing Coordinator also spends time during the day doing "records functions", completing NIBRS report every 3rd month, and handling alarm problems at the records window, email and or by phone. This would allow the Alarm Coordinator to focus on permit holders with multiple violations and concentrate on alarm reductions.

Part Time Scanning Clerk performs the following EXTRA tasks to help the Records Clerk:-

- Perform Background checks sent by mail, walk in and/or by fax.
- Entering CPS / APS reports
- Scan Detention forms into PDF files and making sure CID supervisors get a copy through email and then file them in the defendant's arrest file.
- File case documents into incident folders which is a major task, records are brought down from CID.
- Help in Destruction with pulling records from shelf, cleaning out files and labeling boxes for destruction.
- Scan mug shot photos into computer for retention purposes.
- Scan OLD arrests and reports into Laserfiche database.
- Remove deceased individuals from arrest file cabinet

Options:

- 1) **Option 1:** Part-time records clerk \$18,587 (25 hours a week)
- 2) **Option 2:** Part-time records clerk \$14,775 (20 hours a week)

Potentially the cost of this position may be offset by the cost savings gained through an organizational restructure that the Police department conducted in FY20-21. One Corporal position and One Lieutenant position were both reduced to officer level positions.

City of Cedar Hill
Budget Program Request FY 2021-2022

If this program is not funded,

- Customer service will most likely stay the same or decrease
- More time needed to process open records requests
- Miss Legislative mandated deadlines for filling requests
- Less time researching old arrest records for destruction
- Less time spent on destruction of current records
- Less time spent on follow up on delinquent alarm accounts
- Less time spent on Alarm reductions
- Less time spent following up on addresses with multiple false alarms

This program reflects City Council's Premier Statements:

Cedar Hill is Safe as well as the Mission to deliver the highest quality municipal services to our citizens.

Finance Department's Comments: N/A

City of Cedar Hill
Budget Program Request FY 2021-2022

Department: Police

Program Three (3): Name: Ammunition and Weapon Secure Storage

Year # 2 of Request, initial request was in FY 21

Program Cost: \$ 5,000

(note for personnel cost include salary, benefits, equipment and uniforms for each new staff member, indicate all one-time Cost and Recurring Cost in your description)

Included in City Manager's Budget: Yes - Police Forfeiture Fund

Program Description:

The security and protection of the Ammunition and Weaponry is of vital importance. In the past the police department has maintained storage of ammunition and weapons off-site at another facility. The ultimate security of the department's weapons and ammunition storage is troubling. Recently the transition of the ammunition storage has been moved to the main police station, however, the security is limited. We are requesting for the area to be secured. I have attached a rough draft showing the room to be 14'x7'6", with a secured door, some heavy-duty shelving for the weight of the ammunition, a worktable for weapon maintenance, a secure cabinet for weapon storage, and air compressor to aid in cleaning weapons. The area chosen we would only need two additional walls (identified as Walls A and B on rough draft), built to the ceiling for additional security. The room will need to be placed on the card access system for room accountability. The cost of construction of the room encompassed the finish out, which includes shelving, table, cabinet, air compressor, and security access. No professional estimate obtained.

This secure room would minimally provide:

- Additional security and safety of department weaponry and munitions
- Improve accountability of ammunition
- Provide location for basic maintenance and repairs

Options:

1) N/A

If this program is not funded:

- Unsecured safekeeping of lethal munitions
- Storage off site limited security
- Accountability for ammunition is limited

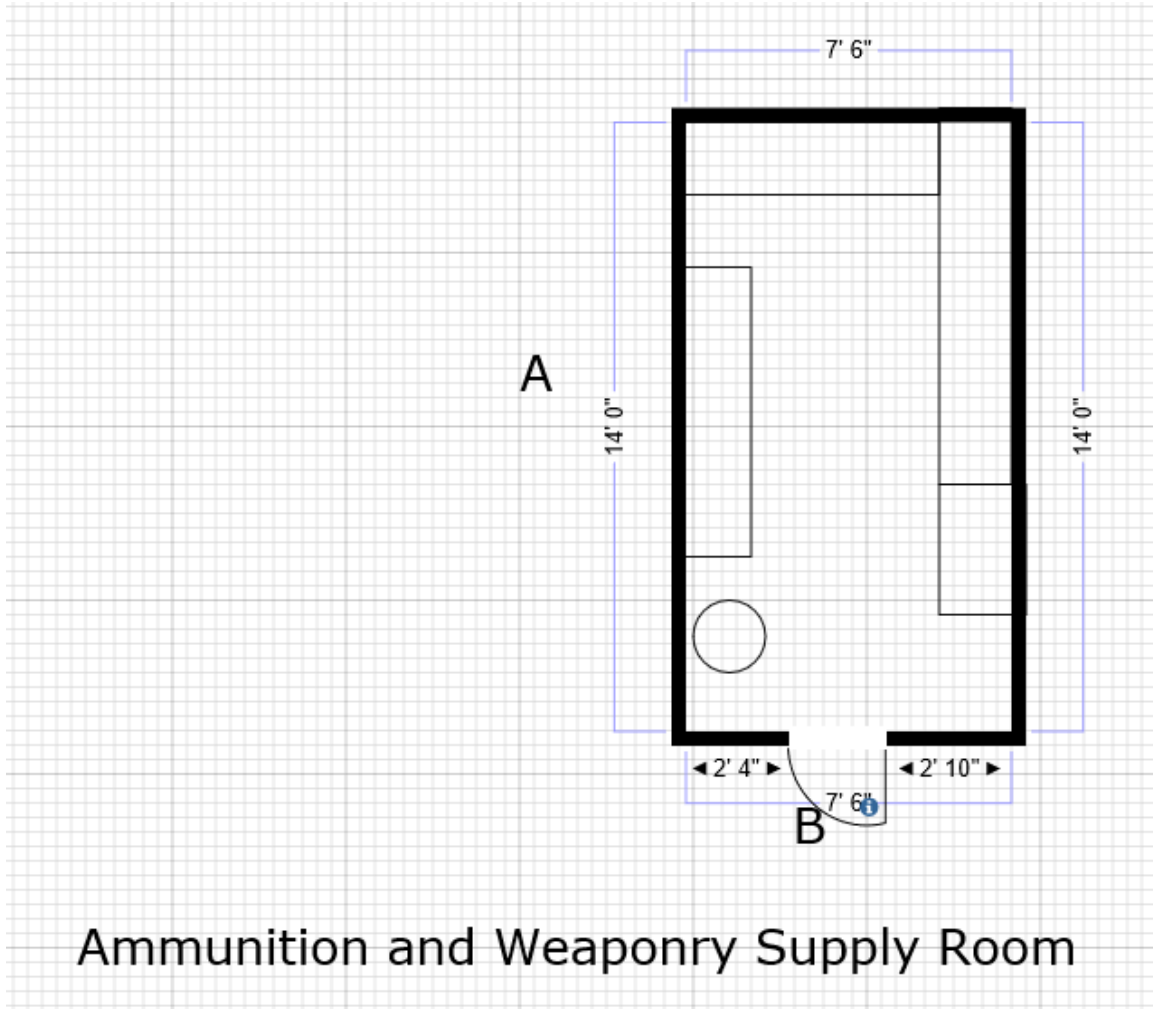
City of Cedar Hill
Budget Program Request FY 2021-2022

This program reflects City Council's Premier Statements:

Cedar Hill is safe.

Finance Department's Comments:

No reoccurring cost.



City Of Cedar Hill
Budget Program Request FY 2021-2022

Department: Police

Program Four (4): Citywide Replacement of In Car Computers

Year # 1 of Request, initial request was in FY

Program Cost: \$ 174,000 (\$154K PD & \$10K Court \$10K Animal Control)

(note for personnel cost include salary, benefits, equipment and uniforms for each new staff member, indicate all one-time Cost and Recurring Cost in your description)

This includes replacing all existing computers and docking stations for public safety vehicles (Police Patrol, Court Marshals and Animal Control). The program adds 7 additional computers to have one computer for every patrol vehicle. Several financing options are included in the program.

Option 1 Cost: \$60,000 each year for 3 years (total of \$180,000)

Conversion of 1/3 of the fleet each year for three years resulting in the replacement of 13 computers per year.

(Financing cost through vendor are included in Quotes)

Included in City Manager's Budget: Yes, General Fund & Equipment Fund

Program Description:

The Police Department's current Panasonic CF31 ruggedized Toughbook Laptops have been discontinued. The life of a fleet laptop is 5 years. Currently the department has 31 fleet laptops available to check out for Patrol, Traffic, Commercial Motor Vehicle Enforcement, PACT, COPS, City Marshals and Animal Control. Often computers are taken out of service for warrant repairs or system updates and occasionally officer are challenged to locate a computer to perform their daily functions. The patrol vehicles are all equipped with a computer docking system, which connects to the external antennas of the AXON camera system, GPS signal for geolocations and Cellular signal for connectivity. Earlier this year the department reviewed 2 separate computer and selected the Panasonic Semi-Rugged FZ-55 computer as a viable replacement.

The department requested quotes for the full fleet conversion (38 computers, including docking stations) and a partial replacement over a 3-year period (13 computers per year and 13 docks, each year for 3 years). The replacement computers also include municipal court (2) and animal control officers (2). The department quired quotes from two suppliers and sought out financing options.

City Of Cedar Hill
Budget Program Request FY 2021-2022

Full Fleet Conversion (38 units): \$174,000 - 5-year lease

38 Computers, 4th and 5th year Public Safety Bundle warranty and docking station installation services.

Option 1: 1/3 Fleet Conversion (13 units): \$60,000 - 5-year lease

13 Computers, 4th and 5th year Public Safety Bundle warranty and docking station installation services.

If this program is not funded:

- Decrease the efficiency of the department
- Impact response to emergency calls and daily self-initiated activity
- Decrease officer safety and make officer rely on dispatchers
- Increase radio traffic
- Decrease customer service

This program reflects City Council's Premier Statements:

The city is safe!

Finance Department's Comments: Program is eligible for the Equipment Fund

DEPARTMENT DESCRIPTION

The Animal Control department provides protection for the health, safety, and welfare of people and animals within the city by responding to emergency and non-emergency situations concerning animals and fowl within the city and enforcing related state and local statutes.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

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

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|--|--|---|---|---|
| Respond to calls in a prompt manner | 29 minutes | 29 minutes | 29 minutes | 28 minutes |
| Attend neighborhood watch group meetings or City sponsored functions | 5 neighborhood meetings, and 2 schools | 5 neighborhood meetings, 2 walks, and 3 schools | 5 neighborhood meetings, 2 walks, and 3 schools | 5 neighborhood meetings, 4 walks, and 3 schools |
| Number of calls for service | 3,954 | 3,500 | 3,500 | 4,000 |

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Approved Budget | Budget Variance (\$) |
|--------------------------|----------------|----------------|----------------|----------------|---------------------------|----------------------|
| Personnel | 148,510 | 163,031 | 160,810 | 127,421 | 138,565 | (22,245) |
| Supplies | 4,971 | 8,208 | 9,302 | 7,107 | 9,019 | (283) |
| Maintenance | 1,409 | 1,007 | 1,400 | 1,400 | 1,400 | - |
| Services | 1,701 | 1,866 | 4,250 | 4,090 | 4,150 | (100) |
| Utilities | 1,187 | 1,921 | 3,120 | 2,040 | 1,860 | (1,260) |
| Lease/Rentals | 18,057 | 16,552 | 3,820 | 3,820 | - | (3,820) |
| Miscellaneous | 7,097 | 4,925 | 6,160 | 3,410 | 6,160 | - |
| Transfers/Debt | - | - | - | - | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - | - |
| Total | 182,931 | 197,510 | 188,862 | 149,288 | 161,154 | (27,708) |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Approved Budget | Budget Variance (#) |
|-------------------------------|-----------|-------------|-------------|-------------|-------------------------|---------------------|
| Animal Control Officer | 614 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Senior Animal Control Officer | 615 | 2.00 | 2.00 | 2.00 | 1.00 | -1.00 |
| Totals | | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |

- Reduced Sr. Animal Control Staff and added Animal Control Officer.

EQUIPMENT & PROGRAM REQUEST

| Replacement Vehicles | Actual Cost | Lease Cost | Funded |
|----------------------|-------------|------------|--------|
| N/A | - | - | - |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|---|----------------|---------------|-----------------------|--------------------------|
| *Citywide Replacement of in-car Public Safety Computers | - | \$0 | \$0 | Y – (0001)GF & (0040) EQ |

- Animal Control has been allotted 2 computers with docking stations as part of the Citywide Public Safety Computer Program at no cost to the department. The allocated amount is \$10,000. See the Police Department Section for additional details.

DEPARTMENT DESCRIPTION

The Cedar Hill Fire Department provides protection of lives and property and emergency medical services.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **Emergency Response Services** - Deliver professional and state of the art fire and rescue services.
- **Non-Emergency Response Services** – Meet requests for non-emergency services in a professional and efficient manner.
- **Community Risk Reduction** – Improve the “Quality of Life” by identifying and mitigating community hazards.
- **Planning** - Provide leadership and visionary direction for the Cedar Hill Fire Department.

DEPARTMENT/DIVISION ACCOMPLISHMENTS

MEDICAL/EMS

- Awarded Heart Safe Community by North Central Texas Trauma Regional Advisory Council (NTRAC)
- Awarded 2018 Mission: Lifeline EMS Recognition Gold Plus Level.
- Emergency Medical Service for Children (EMSC) Gold Level.
- Completed Bleeding Control of Injured (BCON) training to all CHISD Nurses.
- Completed CPR and Bleeding Control of Injured (BCON) training for all Cedar Hill Police Officers.

FIRE OPERATIONS

- All Fire Officers & Driver/Engineers certified as Blue Card Incident Commanders.
- Purchased and implemented Public Safety unmanned aircraft program (DRONE) and certified four (4) fire personnel as pilots for the drone incident response.
- Deployed personnel throughout the State of Texas through TIFMAS, TEMAT, AMBUS, Texas Task Force 2 to assist with wildfires, natural disasters, conventions and participated in multiple regional exercises.

PUBLIC EDUCATION

- 2nd Annual Teen Fire Academy
- Annual Citizen's Fire Academy
- Worked in conjunction with CHISD, childcare facilities, charter schools, private schools and nursing homes to deliver Life and Fire Safety programs (LAFS) throughout the community.
- Initiated Fire Explorers program that has received community recognition for participation in various programs throughout the Metroplex.

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|--|-------------------|-------------------|---------------------|-----------------------|
| Prompt Service % of calls with dispatch to arrival time of 6 minutes or less | 65% | 70% | 75% | 76% |
| | | | | |
| TOTAL ACTIVITY | 7,020 | 6,619 | 6,700 | 7,011 |
| Emergency Responses | 4,639 | 4,252 | 4,500 | 4,491 |
| Mutual Aid* Given | 30 | 33 | 30 | 35 |
| Mutual Aid * Received | 8 | 7 | 10 | 5 |
| | | | | |
| Auto Aid* Given | 360 | 378 | 380 | 525 |
| Auto Aid* Received | 258 | 252 | 250 | 255 |
| Non-Emergency Responses | 1,725 | 1,697 | 1,700 | 1,700 |
| * Mutual Aid Calls & Auto Aid calls included in Emergency Response Number | | | | |

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|---------------------------------|----------------------------|
| Personnel | 8,527,045 | 9,842,690 | 9,773,691 | 10,360,982 | 10,324,656 | 550,965 |
| Supplies | 265,320 | 203,993 | 295,673 | 280,394 | 309,085 | 13,412 |
| Maintenance | 280,544 | 375,405 | 273,832 | 288,812 | 304,510 | 30,678 |
| Services | 494,164 | 554,165 | 601,120 | 600,620 | 678,653 | 77,533 |
| Utilities | 63,270 | 64,209 | 66,329 | 71,496 | 77,907 | 11,578 |
| Lease/Rentals | 231,440 | 221,032 | 175,155 | 175,155 | 139,430 | (35,725) |
| Miscellaneous | 215,231 | 152,356 | 276,972 | 210,965 | 287,147 | 10,175 |
| Transfers/Debt | - | 5,794 | - | - | - | - |
| Grant Exp | - | 13,650 | - | - | - | - |
| Capital Outlay | - | 15,600 | - | - | 48,000 | 48,000 |
| Total | 10,077,014 | 11,448,895 | 11,462,772 | 11,988,424 | 12,169,388 | 706,617 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|-----------------------|-----------|--------------|--------------|--------------|-------------------------|---------------------|
| Assistant Fire Chief | 960 | 0.00 | 0.00 | 2.00 | 2.00 | 0.00 |
| Battalion Chief | 950 | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| Deputy Fire Chief | 960 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Driver/Engineer | 930 | 12.00 | 12.00 | 12.00 | 12.00 | 0.00 |
| EMS Division Chief | 955 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Executive Secretary | 614 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Fire Captain | 940 | 12.00 | 12.00 | 12.00 | 12.00 | 0.00 |
| Part Time Secretary | 613 | 0.00 | 0.00 | 0.00 | 0.50 | 0.50 |
| Fire Chief | 622 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Fire Inspector | 930 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Fire Inspector | 935 | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Fire Marshal | 955 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Fire Training Officer | 950 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Firefighter/Paramedic | 920 | 45.00 | 45.00 | 45.00 | 45.00 | 0.00 |
| Totals | | 79.00 | 79.00 | 79.00 | 79.50 | 0.50 |

EQUIPMENT & PROGRAM REQUEST

| Vehicles & Equipment | Estimated Cost | Lease Cost | Funded |
|---|----------------|------------|-----------------------|
| Fire Engine (Unit 341-8945) | 900,000 | 99,090 | Y – 2022 Tax Notes |
| Self-Contained Breathing Apparatus (SCBA) | 443,180 | 69,706 | Y – 2022 Tax Notes |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|-------------------------|----------------|---------------|-----------------------|--------------|
| FT Fire Admin Assistant | 58,599 | - | 14,795 | Y- (0001) GF |
| Rescue Boat | - | 30,000 | 30,000 | Y- (0001) GF |
| FT EMS Lieutenant | 158,133 | - | - | N |
| FT Fire Inspector | 108,192 | - | - | N |
| Fire Fitness Equipment | - | 18,000 | 18,000 | Y- (0001) GF |



City Of Cedar Hill
Budget Program Request FY 2021-2022

Department: FIRE

Program One (1): Fire Administrative Assistant

Year #4 of Request, initial request was in FY2019.

Program Cost: \$58,599 Grade 613 base salary (proposed pay plan) + full benefits

(note for personnel cost include salary, benefits, equipment and uniforms for each new staff member, indicate all one-time Cost and Recurring Cost in your description)

Option 1 Cost: \$14,795 (20 hours per week @ \$13/hr (no TMRS)

Included in City Manager's Budget: Yes -Option 1, Part-time (20 hours)

Program Description:

In 2014, the Fire Department Program and Service Audit and Master Plan identified areas of need for the department. Administrative support staff was identified as a top priority to relieve staff officers of day-to-day administrative duties including program management, data evaluation, and technical administrative function support.

Currently, the Cedar Hill Fire Department has one executive secretary assisting the Fire Chief, Assistant Fire Chief, EMS Division Chief, Training Officer and Fire Marshall. Each division of the department is in need of a administrative assistance due to increase in workload within the department ie: department documentation; Best Practices, Standards of Cover, SOP/SOG, EMS Compliance review and documentation, annual inspections, scanning, data collection and analysis.

The addition of a Full/Part Time Administrative Secretary will assist in the following areas allowing the executive secretary to support command staff more effectively in contracts/agreements, strategic plan, annual report, program management, data evaluation and technical administrative support.

- Respond to request via telephone, email, or in person.
- Process invoices weekly.
- Reconcile Credit Cards Monthly.
- Assist in proofreading necessary documentation.
- Provide various administrative duties as assigned.
- Support EMS Division Chief and Fire Marshal.

This program will fund one full time administrative secretary. This position will enable the Fire Department to strive to meet new goals and become a recognized department through Best Practices with the ultimate goal to become an accredited department.

Options:

- 1) 20 hours/week @ \$13.00/hour

If this program is not funded:

- The Fire Department will struggle to meet administrative demands and staff officers will continue working on day-to-day administrative duties.

This program reflects City Council's Premier Statements:

- Cedar Hill is Safe

City Of Cedar Hill
Budget Program Request FY 2021-2022

Department: FIRE

Program One (2): Zodiac Rescue Boat

Year #1 of Request, initial request was in FY 2022

Program Cost: \$ 30,000

(note for personnel cost include salary, benefits, equipment and uniforms for each new staff member, indicate all one-time Cost and Recurring Cost in your description)

Included in City Manager's Budget: Yes

Program Description:

The Cedar Hill Fire Department currently provides emergency response to Cedar Hill State Park. The park has 350 developed campsites, 1200 acres of wilderness and access to the 7500 acre "Joe Pool" lake. Currently, the Grand Prairie Fire Department has a rescue boat that is stationed on the opposite side of the lake. In the past, Cedar Hill Fire has been dispatched on drowning calls on the Cedar Hill side of the lake and must wait on a boat response from Grand Prairie to access the lake. There have also been incidents in other bodies of water inside of Cedar Hill where Grand Prairie or other mutual aid cities were brought in to assist.

So that the Cedar Hill Fire Department can be timelier in accessing bodies of water for rescue or recovery, we are requesting a Texas Task Force One 'preferred package' boat used by many first responders throughout Texas.

The Cedar Hill Fire Department responded to ten (10) water related emergency incidents last year.

This package features the following:

- Zodiac FC-420 inflatable boat offered by Zodiac MilPro.
- Outboard Motor.
- Custom-built galvanized trailer with a variety of useful features.
- Life Vests.
- Rope Equipment.
- All tools needed for rescue or recovery missions.

Options:

- 1) Equipment Fund

If this program is not funded:

- **The Cedar Hill Fire Department will continue to be dependent on Mutual Aid departments for water rescue and/or recovery.**

This program reflects City Council's Premier Statements:

Tie in the program to City Council's Premier Statements. Provide any measurable outcomes that can be used for future budget metrics.
Cedar Hill is Safe.

Department: FIRE

Program Five (5): Fire Fitness Equipment

Year #1 of Request, initial request was in FY 2022

Program Cost: \$18,000

(note for personnel cost include salary, benefits, equipment and uniforms for each new staff member, indicate all one-time Cost and Recurring Cost in your description)

Tax Rate Impact (if known):

Option 1 Cost: \$ 18,000 (Purchase 3 treadmills Station 1, 2, & 3)

Option 2 Cost: \$ 12,000 (Purchase 2 treadmills Station 2 & 3)

Included in City Manager's Budget: Yes

Program Description:

Fitness activities are an important part of the daily activities for fire department personnel. Department rules require firefighters to work out for one hour each shift. Each station has a workout room equipped with items including a rower, treadmill, free weights, bands, and other items. Currently, only two of the four stations have tread mills. Station 1 is a retired unit from the Alan E. Sims Cedar Hill Recreation Center that we received three years ago with high usage hours and is starting to see mechanical issues. Station 4 has the newest commercial grade treadmill that was replaced in FY2020.

With the fire department refocusing on firefighter fitness, we are proposing the purchase and replacement of the Station 1 treadmill and purchase of Station 2 and Station 3 commercial treadmills.

The cost to replace the equipment is \$6,000. The life expectancy of this equipment is 5 years.

Options:

- 1) General Fund

If this program is not funded:

- **The Cedar Hill Fire Department will not have the proper cardiovascular equipment at each station to meet the refocused firefighter fitness program.**

This program reflects City Council's Premier Statements:

Cedar Hill is Safe.

DEPARTMENT DESCRIPTION

The Emergency Management Department provides coordination and integration of all activities necessary to strengthen, sustain, and improve the City's ability to mitigate against, prepare for, respond to, and recover from all hazards.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **Develop, maintain, and coordinate the City's Emergency Management Plan** - Develop and maintain the plan at the advanced level, coordinate dissemination of the plan, and conduct training and exercises
- **Monitor and respond to dangerous weather conditions** – Monitor weather conditions to maintain a proper state of readiness
- **Respond to and recover from catastrophic incidents** - Maintain readiness to mitigate the effects of all hazards within our community/region.

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|--|----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Develop and Update Emergency Management Plan | Debris management plan developed | Debris management plan developed. | Debris management plan developed. | Debris management plan developed. |
| Conduct Training and Exercises | 3 annually | 3 annually | 3 annually | 3 annually |
| Conduct monthly outdoor warning siren test | 12 | 12 | 12 | 12 |
| Activate spotters at appropriate times | Activate spotters as needed | Activate spotters as needed | Activate spotters as needed | Activate spotters as needed |

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|--------------------------|----------------|---------------|----------------|----------------|---------------------------|----------------------|
| Personnel | - | - | - | - | - | - |
| Supplies | 342 | - | 2,400 | 2,200 | 2,200 | (200) |
| Maintenance | 29,293 | 28,570 | 27,750 | 27,750 | 27,990 | 240 |
| Services | 66,115 | 42,840 | 56,800 | 50,250 | 63,050 | 6,250 |
| Utilities | 2,390 | 1,886 | 2,525 | 2,700 | 2,757 | 232 |
| Lease/Rentals | 6,634 | 9,608 | 10,280 | 10,280 | 10,279 | (1) |
| Miscellaneous | 7,750 | 7,750 | 9,800 | 8,450 | 9,450 | (350) |
| Transfers/Debt | - | - | - | - | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - | - |
| Total | 112,525 | 90,653 | 109,555 | 101,630 | 115,726 | 6,171 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|--|-------------|-------------|-------------|-------------------------|---------------------|
| N/A | - | - | - | - | - |
| <ul style="list-style-type: none"> Regional emergency management cost is shared by the Best Southwest Cities (Cedar Hill, DeSoto, Duncanville and Lancaster.) The cost includes 1FTE, supplies, equipment and training. Cedar Hill's portion is reflected above in the services expenditure category. | | | | | |

EQUIPMENT & PROGRAM REQUEST

| Replacement Equipment | Actual Cost | Lease Cost | Funded |
|-----------------------|-------------|------------|--------|
| N/A | - | - | - |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|----------|----------------|---------------|-----------------------|--------|
| N/A | - | - | - | - |

DEPARTMENT DESCRIPTION

The Cedar Hill Municipal Court provides court information, case processing and judicial services for cases and offenses that have taken place in the jurisdiction.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

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

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|--------------------------------|-------------------|-------------------|---------------------|-----------------------|
| #of Cases Filed | 8,684 | 5,977 | 7,506 | 7,782 |
| # of Cases Disposed | 7,799 | 5,677 | 6,276 | 6,801 |
| # of Warrants Processed/Issued | 4,115 | 2,895 | 2,676 | 3,076 |
| # of Warrants Cleared | 3,565 | 2,544 | 3,015 | 3,138 |
| # of Show Cause Hearings | 3,919 | 1,185 | 1,611 | 2,306 |

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|-----------------------------|-----------------|-----------------|-----------------|-------------------|---------------------------------|----------------------------|
| Personnel | 486,065 | 510,861 | 606,838 | 469,612 | 628,996 | 22,158 |
| Supplies | 21,394 | 7,062 | 16,300 | 8,820 | 12,473 | (3,827) |
| Maintenance | 317 | 5,986 | 6,093 | 6,093 | 7,900 | 1,807 |
| Services | 38,307 | 36,319 | 59,896 | 40,446 | 58,442 | (1,454) |
| Utilities | 3,238 | 3,503 | 4,260 | 3,368 | 3,432 | (828) |
| Lease/Rentals | 8,060 | 8,060 | 8,061 | 8,061 | 8,060 | (1) |
| Miscellaneous | 8,455 | 6,295 | 13,952 | 6,994 | 14,973 | 1,021 |
| Transfers/Debt | - | - | - | - | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - | - |
| Total | 565,836 | 578,086 | 715,400 | 559,634 | 734,276 | 18,876 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|--|--------------|----------------|----------------|----------------|-------------------------------|---------------------------|
| Court Clerk | 94 | 0.5 | 0.5 | 0.5 | 0.0 | -0.50 |
| Court Clerk | 613 | 2.0 | 2.0 | 2.0 | 2.5 | 0.50 |
| Deputy Marshal | 616 | 1.0 | 1.0 | 1.0 | 1.0 | 0.00 |
| Juvenile Case Manager | 94 | 0.0 | 0.0 | 0.0 | 0.5 | 0.50 |
| Marshal/Bailiff | 94 | 0.5 | 0.5 | 0.5 | 0.5 | 0.00 |
| Municipal Court Administrator | 619 | 1.0 | 1.0 | 1.0 | 1.0 | 0.00 |
| Senior Court Clerk | 617 | 0.0 | 0.0 | 0.0 | 1.0 | 1.00 |
| Senior Court Clerk/ Juvenile Case Manager | 617 | 1.0 | 1.0 | 1.0 | 0.0 | -1.00 |
| Senior Marshal | 617 | 1.0 | 1.0 | 1.0 | 1.0 | 0.00 |
| Totals | | 7.0 | 7.0 | 7.0 | 7.5 | 0.50 |

- Removed Senior Court Clerk/Juvenile Case Manager and replaced with Senior Court Clerk. The Part Time Court Clerk (Grade 94) became the Part Time Juvenile Case Manager. New Part Time Clerk (Grade 613) added for FY 22.

EQUIPMENT & PROGRAM REQUEST

| Replacement Vehicles | Actual Cost | Lease Cost | Funded |
|----------------------|-------------|------------|--------|
| N/A | - | - | - |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|---|----------------|---------------|-----------------------|---------------------------|
| FT Court Clerk | 59,259 | - | 15,764 | Y- (0001) GF |
| *Citywide Replacement of in-car Public Safety Computers | - | - | - | Y – (0001) GF & (0040) EQ |

- Municipal Court has been allotted 2 computers with docking stations as part of the Citywide Public Safety Computer Program at no cost to the department. The allocated amount is \$10,000. See the Police Department Section for additional details.



City of Cedar Hill
Budget Program Request FY 2021-2022

Department: Municipal Court

Program: Full-Time Court Clerk

Year #4 of request; Initial request was in FY 2018-2019

Program Cost: \$ 59,259 (1 Full-time Court Clerk)

(personnel cost includes salary, benefits, equipment and uniforms)

Option 1 Cost: \$ 15,764 (1 Part-time Court Clerk)

Option 2 Cost: \$ 55,682 (Convert part-time Juvenile Case Manager to full-time)

Included in City Manager's Budget: Yes - Option 1, Part-time (20 hours)

Program Description:

The court strives to promote a high level of public confidence by providing fair and impartial justice, while providing premier customer service. Accuracy, fair and just treatment, timelines and convenience are identified as essential components for a positive customer service experience. The addition of a full-time court clerk will allow us to achieve these goals. This is the 4th year that this program has been requested. No additional cost for uniforms or equipment will be required for all options stated above.

The court is currently staffed with four full-time court clerks and one part-time juvenile case manager.

The number of Cedar Hill court staff has remained the same for more than 15 years. However, there have been several statutory mandates over the years that have changed municipal court operations and increased workload. These changes include:

- Requirement for Show Cause Dockets before entering a judgment for certain court dispositions and before issuing a warrant.
- Hearings regarding ability to pay.
- Domestic Violence offenses must be reported to the criminal justice system (CJIS) as the cases moves through system.
 - When Citation is issued must obtain fingerprints of the defendant to be filed with (CJIS).
 - The Judge must administer a judicial admonishment before a plea may be entered by the defendant.

As a result of the new mandates, the court has added several new court dockets necessary for the administration of individual justice and compliance with state mandates. However, they require a significant amount of time to properly manage.

City of Cedar Hill
Budget Program Request FY 2021-2022

Additionally, new programs have been developed to keep our city premier as it continues to grow. These programs have impacted the municipal court. For example, there has been a **419%** increase in the number citations issued for commercial motor vehicle enforcement offenses since 2016 without the addition of court staff to manage the increase.

During the past year, municipal court has experienced a significant increase in online activity which is an added benefit for court customers, but it adds to the workload. Approximately 30% of municipal court's daily activity is communicating with our defendants through email and telephone. The increase in workload due to the additional mandates, programs and online activity are challenging to balance with existing workload and following up on the backlog of cases to ensure due process.

Adding a full-time position will create an opportunity to enhance operations, restructure job duties, and allow staff to focus on cross training, succession planning and quality control.

If this program is not funded:

- Customer service will suffer as the court clerks will have to continue working with an increased case load, more defendants, and overflow of administrative duties. This would increase overtime and potentially lead to employee burnout and errors that could have a negative impact on the City and public perception of the court.

This program reflects City Council's Premier Statements:

- Cedar Hill has distinctive character
- Cedar Hill is safe
- Cedar Hill has an engaged community

DEPARTMENT DESCRIPTION

The Code Enforcement Department enforces adopted codes in order to protect and maintain public health and enhance property value in the City of Cedar Hill.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

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

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|--|-------------------|-------------------|---------------------|-----------------------|
| Initiate Code Violation Cases | 4,425 | 6,275 | 6,275 | 6,275 |
| Citizen Complaints Response | 1,476 | 1,509 | 1,500 | 1,500 |
| Initiate Code Cases (Operation Clean Sweep) | 720 | 475 | 0 | 500 |
| Inspect Multi-Family Units | 250 | 330 | 350 | 350 |
| Building Inspections | 5,077 | 6,094 | 7,000 | 7,200 |
| Single-Family (SF) Building Permits | 72 | 87 | 95 | 120 |
| Commercial Building Permits | 107 | 68 | 120 | 160 |
| Other Permits (MEP, storage building, fence, irrigation, etc.) | 2,209 | 2,046 | 2,300 | 2,600 |
| Sign Permits (attached, detached & special event) | 165 | 139 | 81 | 100 |
| Issue Certificates of Occupancy | 266 | 92 | 60 | 85 |
| Issue Multi-Family Licenses | 18 | 18 | 18 | 18 |
| Issue RRCO's | - | - | 800 | 1,000 |
| Register SF Rental Units | - | - | 2,000 | 2,700 |
| Inspect SF Rental Units | - | - | 50 | 1,000 |

RRCO = Residential Rental Certificate of Occupancy

MEP = Mechanical, Electrical & Plumbing

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|-----------------------------|------------------|------------------|------------------|-------------------|---------------------------------|----------------------------|
| Personnel | 846,712 | 945,768 | 1,017,004 | 981,265 | 1,137,987 | 120,983 |
| Supplies | 17,798 | 16,857 | 16,315 | 16,152 | 17,039 | 724 |
| Maintenance | 92,748 | 91,558 | 91,835 | 95,977 | 141,672 | 49,837 |
| Services | 91,283 | 80,252 | 117,565 | 94,265 | 128,145 | 10,580 |
| Utilities | 9,121 | 9,278 | 9,650 | 10,550 | 10,550 | 900 |
| Lease/Rentals | 23,938 | 30,654 | 30,000 | 30,000 | 26,113 | (3,887) |
| Miscellaneous | 18,227 | 18,552 | 25,980 | 11,742 | 30,160 | 4,180 |
| Transfers/Debt | - | - | - | - | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | - | 21,920 | - | - | - | - |
| Total | 1,099,828 | 1,214,839 | 1,308,349 | 1,239,951 | 1,491,666 | 183,317 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|---|--------------|----------------|----------------|----------------|-------------------------------|---------------------------|
| Building Inspector | 615 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Building Official | 620 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Code Enforcement Officer | 614 | 3.0 | 4.0 | 4.0 | 4.0 | 0.0 |
| Code Enforcement Supervisor | 617 | 0.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Code Support Specialist | 614 | 0.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Neighborhood Services Director | 621 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Permit Specialist | 614 | 0.0 | 0.0 | 0.0 | 1.0 | 1.0 |
| Permit Technician/ Executive Secretary | 614 | 1.0 | 1.0 | 1.0 | 0.0 | -1.0 |
| Senior Building Inspector | 616 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Plan Reviewer/Building Inspector | 615 | 0.0 | 0.0 | 0.0 | 1.0 | 1.0 |
| Senior Code Enforcement Officer | 615 | 2.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Totals | | 10.0 | 12.0 | 12.0 | 13.0 | 1.0 |

- Removed Permit Tech/Executive Secretary, replaced with Permit Specialist
- Added new position in FY22 – Plan Reviewer/Building Inspector

EQUIPMENT & PROGRAM REQUEST

| Replacement Vehicles & Equipment | Actual Cost | Lease Cost | Funded |
|----------------------------------|-------------|------------|--------|
| N/A | - | - | - |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|---|----------------|---------------|-----------------------|--------------|
| FT Plan Reviewer/ Building Inspector | 70,628 | 27,050 | 70,628 | Y- (0001) GF |

- This program was partially funded for the salary and benefits only – no new equipment.



City of Cedar Hill
Budget Program Request FY 2021-2022

Department: Code Enforcement

Program One (1): Plan Reviewer/Building Inspector

Year 3 of Request, initial request was in FY 19-20

Program Cost: \$ 70,628 (\$43,704 base salary plus benefits)

Vehicle and other costs - \$27,050

(note for personnel cost include salary, benefits, equipment and uniforms for each new staff member, indicate all one-time Cost and Recurring Cost in your description)

Included in City Manager's Budget: Yes (personnel cost only)

Program Description:

This program would fund a Plan Reviewer/Building Inspector position for the Code Enforcement Department. In January 2018, the Code Enforcement Department reorganized and subsequently understaffed the building inspectors. At that time, there was a code enforcement officer certified as a building inspector as well and that employee often assisted with the heavy workloads of the inspectors. That employee transferred to building inspections when the position was available leaving no one else to assist with inspections and plan review.

Currently, the Building Official and the two building inspectors review all commercial and single-family plans in addition to conducting building inspections, plan review management, building code reviews, and building code enforcement. In FY 19-20, the department issued 2,450 permits and performed 6,100 inspections. During this first four months of FY 20-21, the department has issued 1,120 permits and performed approximately 2,100 inspections. In addition, the building inspectors are handling permit review management. The workload of plan review is divided among many staff members however the demand of combined workload has shown to be overwhelming. The overall review time has increased from 5-7 days to 15-21 days due to the increase in permit submittals and inspection workloads. The Building Official is often taking home plans to review over weekends in an effort to decrease plan review time.

This program can be partially funded from the revenues collected from our current Commercial Plan Review fee. The department in FY 2019-2020 collected \$24,101.00 and in FY 2020-2021 has collected \$16,664.00 for the first five months.

This position will provide plan review, building inspections, assist with DRC (Development Review Committee) and management of all building projects to permitting status. This includes reviewing all permit applications that require plan review and track the progress of comments to completion. Often times during a plan review, review comments are sent back to the applicant for further review or to respond to questions. These comments can go back and forth for weeks until a plan is approved. This makes it difficult for the building inspectors and other staff to manage due to the demand of field time inspections that are required to be conducted every day, not allowing for much office time.

In addition, with the current process of dividing plan review among several employees, it makes it difficult to fully know who is handling a specific project. Employing a specific plan

City of Cedar Hill
Budget Program Request FY 2021-2022

reviewer/building inspector will allow for streamlining the process and contracts and developers will always know who is handling their plan reviews. This position will also conduct building inspections when time allows.

Other services will include preparing a variety of building reports, assisting with I-code adoption, and maintaining permit fees structures. Additionally, this position will significantly improve the customer service satisfaction with permitting allowing the Building Official to oversee the departments needs and devote more time to special projects and customer service satisfaction and building inspectors to devote their time meeting the expectations of contractors requesting inspections and site meetings.

Options:

If this program is not funded:

- The Code Enforcement Department may not be able to provide premier customer service that the developers and contractors need and expect.
- The processing time of permits will continue to increase as development continues to grow causing delays in construction.

This program reflects City Council's Premier Statements:

Cedar Hill has Excellent, Safe & Efficient Mobility.
Cedar Hill is Safer.
Cedar Hill is Clean.

DEPARTMENT DESCRIPTION

The Tri-City Animal Shelter's operational expenses are detailed in the Special Revenue Fund 0301 (Animal Shelter) however this budget section shows the City of Cedar Hill's contribution to the Tri-City Animal Shelter.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

To fund the City of Cedar Hill's Annual share of the Tri-City Animal Shelter .

Operational expenditures moved to Fund 0301 (Animal Shelter Fund) in FY16

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|-----------------------------|-----------------|-----------------|-----------------|-------------------|---------------------------------|----------------------------|
| Personnel | - | - | - | - | - | - |
| Supplies | - | - | - | - | - | - |
| Maintenance | - | - | - | - | - | - |
| Services | - | - | - | - | - | - |
| Utilities | - | - | - | - | - | - |
| Leases/Rentals | - | - | - | - | - | - |
| Miscellaneous | - | - | - | - | - | - |
| Transfers/Debt | 224,978 | 258,725 | 280,981 | 280,981 | 301,875 | 20,894 |
| Total | 224,978 | 258,725 | 280,981 | 280,981 | 301,875 | 20,894 |

The FY22 budget includes a transfer of \$15,000 to cover the cost of a Part Time Administrative Assistant position in the Animal Shelter Fund. (see fund 0301 for more details)

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

N/A – SEE FUND 0301

EQUIPMENT & PROGRAM REQUEST

N/A – SEE FUND 0301

DEPARTMENT DESCRIPTION

The Parks Department is responsible for the maintenance of all City parks and responsible for coordinating programs and activities within the parks that maximize citizens' full enjoyment of Cedar Hill's parks.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements.

- **Grounds maintenance** – Ensure City grounds are safe and aesthetically pleasing, including mowing, weed and ant control, and litter abatement.
- **Athletic field preparation** – Ensure athletic fields are safe and aesthetically pleasing including preparation of ball fields for leagues, tournaments and special events.
- **Park facility maintenance and irrigation** – Ensure Park amenities are safe and aesthetically pleasing and ensure irrigation systems maintained and operational. Maintain over 52 facilities including (parks, pavilions, playgrounds, amenities)
- **Special projects** – Provide support for special events and projects.
- **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.

SERVICE LEVEL ANALYSIS

Following is an analysis of Key Performance Indicators (KPI's) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|--|-------------------|-------------------|----------------------|---|
| Grounds Maintenance (# of acres) | 1,016 | 1,016 | 1,016 | 1,016 |
| Athletic Fields Preparation | 43 fields | 43 fields | 43 fields | 43 fields |
| Irrigation Maintenance (# of valves) | 1,030 | 1,080 | 1,080 | 1,130 (50 added due to Hwy 67 Green Ribbon) |
| Special Events (prepare facility, service event, clean grounds & breakdown staging) | 75 events | 75 events | 30 events (COVID-19) | 75 events |

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|-----------------------------|------------------|------------------|------------------|-------------------|---------------------------------|----------------------------|
| Personnel | 1,333,013 | 1,333,575 | 1,476,805 | 1,253,242 | 1,383,654 | (93,149) |
| Supplies | 121,171 | 106,610 | 152,500 | 133,301 | 146,148 | (6,353) |
| Maintenance | 97,098 | 99,267 | 152,250 | 144,950 | 149,400 | (2,850) |
| Services | 278,448 | 323,443 | 307,540 | 340,899 | 341,540 | 34,000 |
| Utilities | 369,350 | 424,772 | 374,068 | 362,416 | 417,198 | 43,130 |
| Lease/Rentals | 174,659 | 177,885 | 174,767 | 174,767 | 174,149 | (618) |
| Miscellaneous | 18,356 | 18,564 | 25,033 | 37,490 | 25,135 | 102 |
| Transfers/Debt | - | - | - | - | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | - | - | - | - | 124,000 | 124,000 |
| Total | 2,392,095 | 2,484,116 | 2,662,963 | 2,447,065 | 2,761,224 | 98,261 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|---|--------------|----------------|----------------|----------------|-------------------------------|---------------------------|
| Parks and Recreation Director | 621 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Assistant Director of Parks and Recreation | 620 | 0.0 | 0.0 | 0.0 | 0.0 | 0.00 |
| Parks Maintenance Superintendent | 619 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Parks Supervisor | 618 | 1.0 | 1.0 | 1.0 | -1.0 | -1.0 |
| Parks Maintenance Crew Chief | 615 | 5.0 | 5.0 | 5.0 | 5.0 | 0.0 |
| Executive Secretary | 614 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Irrigation Technician | 614 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Parks Maintenance Worker | 612 | 6.0 | 6.0 | 6.0 | 6.0 | 0.0 |
| Administrative Assistant | 94 | 0.6 | 0.6 | 0.6 | 0.6 | 0.0 |
| Part-Time Workers | 92 | 0.9 | 0.9 | 0.9 | 0.9 | 0.0 |
| Totals | | 17.5 | 17.5 | 17.5 | 16.5 | -1.0 |

- Parks Supervisor not budgeted due to a department reorganization

EQUIPMENT & PROGRAMS REQUEST

| Vehicles & Equipment | Actual Cost | Lease Cost | Funded |
|------------------------|-------------|------------|-----------------------|
| Tractor | 36,000 | 3,964 | Y – (0040) EQ Fund |
| Parks Front-Line Truck | 51,200 | 11,274 | Y – (0040) EQ Fund |
| Parks Front-Line Truck | 51,200 | 8,053 | Y – (0040) EQ Fund |
| 7x14 Cargo Trailer | 13,000 | 2,045 | Y – (0040) EQ Fund |
| Athletics Trailer | 3,500 | 571 | Y – (0040) EQ Fund |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|---|----------------|---------------|-----------------------|--------------|
| Emergency Trail Markers & Trail Amenities | - | 124,000 | 124,000 | Y- (0001) GF |
| Compact Utility Loader | - | 54,000 | - | N |



Department: Parks

Program One (1): Emergency Trail Markers & Trail Amenities

Year 4 of Request, initial request was in FY 18-19

Program Cost: \$124,000 – One-time Cost

Option 1 Cost: \$ 49,500

Included in City Manager's Budget: Yes

Program Description:

This program requests will provide funding for Emergency Markers along Red Oak Creek Trail as well as Cedar Mountain Preserve Trail (option one). Funding of this program will also include trail maps, wayfinding signs and bicycle repair stations for Pleasant Run Road, Lake Ridge Parkway and Mansfield Road Trails (option two).

Emergency Trail Markers - \$49,500

- For years, the Cedar Hill Police and Fire Departments have requested trail markers with GPS locations to incorporate into their dispatch system when responding to a 911 call on the trail system. This request will provide GPS markers and will provide information on how and where to enter the trail(s) system and what equipment would be needed in the event of an emergency.
- Markers would be located approximately every 200 feet (line of site) so if a trail-users was injured or need emergency help they should be able to easily identify the markers to report where they were to emergency responders. Example would be **R 1234** for Red Oak Creek Trail and the location.
- Proposed markers are vandal resistant
- Easily seen at all times of day
- Estimated cost is for \$150 markers
- Requested by Cedar Hill Police Department



Trail Amenities - \$74,500

- Trail maps and wayfinding signs would be installed along hike and bike trails adjacent to newly completed roadway projects.
- Signage would be like existing maps and wayfinding signs on Red Oak Creek Trail.
- Bicycle repair stations would allow trail users to make minor repairs to their bikes.



Options:

- 1) Fund only the Emergency Trail Markers at \$49,500

If this program is not funded:

- Emergency response to trail users may be delayed. The City will need to explore other options to communicate important information with those who use the trail about trail use.

This program reflects City Council's Premier Statements:

Cedar Hill has Vibrant Parks and Natural Beauty.

Cedar Hill is safe.

Cedar Hill is clean.

DEPARTMENT DESCRIPTION

The Recreation Department provides benefit and enjoyment of parks, programs and activities utilizing City resources in an effective, efficient and responsive manner.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **Athletic and Outdoor Programs** – Provide and coordinate athletic and outdoor programs to enhance the quality of life.
- **Active Adult (55 Plus) Facility and Activities** – Plan, organize, coordinate and execute a variety of programs and activities for the active adult (55 plus) community.
- **Marketing** - Design and share a variety of creative marketing materials to the community and surrounding areas.
- **Special Events** – Provide a diverse mixture of community-oriented special events in conjunction with community partners.
- **Aquatic Facility and Activities** – Operate the city pool and provide a variety of aquatic programs and classes.
- **City Sustainability Opportunities** – Provide and coordinate activities and programs promoting a sustainable community.

SERVICE LEVEL ANALYSIS

Following is an analysis of Key Performance Indicators (KPIs) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|---|-------------------|-------------------|---------------------|-----------------------|
| # of teams hosted at programs or tournaments | 2,189 | 1,017 | 1,200 | 1,700 |
| Average Annual Marketing Reach on Social Media Posts | 121,331 | 226,705 | 227,700 | 230,000 |
| Average Annual Marketing Reach on Social Media Event Listings | 24,051 | 56,400 | 57,400 | 60,000 |
| # of Attendees at Open/Senior/Lap Swim | 7,047 | 0 | 3,525 | 7,000 |
| # of Participants in aquatic programs | 2,161 | 0 | 1,080 | 2,000 |
| Maintain special sustainable certifications annually | 2 | 2 | 2 | 2 |

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|-----------------------------|-----------------|-----------------|-----------------|-------------------|---------------------------------|----------------------------|
| Personnel | 423,466 | 326,812 | 446,790 | 434,585 | 473,703 | 26,913 |
| Supplies | 58,783 | 39,654 | 58,682 | 55,644 | 56,787 | (1,895) |
| Maintenance | 10,835 | 4,009 | 14,375 | 14,625 | 14,625 | 250 |
| Services | 163,749 | 77,976 | 128,484 | 110,039 | 187,189 | 58,705 |
| Utilities | 3,887 | 3,526 | 4,534 | 4,534 | 4,520 | (14) |
| Lease/Rentals | 23,235 | 20,076 | 22,525 | 22,525 | 20,050 | (2,475) |
| Miscellaneous | 30,589 | 24,545 | 31,787 | 31,530 | 41,205 | 9,418 |
| Transfers/Debt | - | - | - | - | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - | - |
| Total | 714,544 | 496,597 | 707,177 | 673,482 | 798,079 | 90,902 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|-------------------------------------|--------------|----------------|----------------|----------------|-------------------------------|---------------------------|
| Bus Driver | 94 | 0.6 | 0.6 | 0.6 | 0.6 | 0.0 |
| Recreation Coordinator | 615 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Recreation Operations Supervisor | 618 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Recreation Superintendent | 619 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Senior Center Assistant | 92 | 1.1 | 1.1 | 1.1 | 1.1 | 0.0 |
| Senior Center Coordinator | 615 | 1.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Senior Center Supervisor | 617 | 0.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Totals | | 5.75 | 5.75 | 5.75 | 5.75 | 0.00 |

EQUIPMENT & PROGRAM REQUEST

| Replacement Equipment | Estimated Cost | Lease Cost | Funded |
|-----------------------|----------------|------------|--------|
| N/A | - | - | - |

| Programs Recurring Cost | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|---|----------------|------------------|--------------------------|--------------|
| Convert PT Senior Center Assistant to Recreation Specialist • | 43,798 | - | - | N |
| 55+ Transportation Pilot Program | - | 60,000 | 60,000 | Y- (0001) GF |

- Funding was allocated in the CDC fund for a new Full-Time position to address the needs of citizens over 55. (55+ Citizen Services Outreach Liaison)



City of Cedar Hill
Budget Program Request FY 2021-2022

Department: Recreation

Program Two (2): 55+ Transportation Pilot Program

Year #1 request

Program Cost: \$60,000

Included in City Manager's Budget: Yes

Program Description:

This program will provide startup funding for a transportation pilot program for our 55+ community as a direct result of the 2020 Cedar Hill Older Adult Livability Survey. This funding would be used to expand transportation services to medical and personal care appointments, shopping and other important destinations. Currently during non-covid times, transportation is being provided to and from the Cedar Hill Senior Center for citizens of Cedar Hill.

In 2020 the City of Cedar Hill conducted a senior livability study to assess the extent to which the livability factors as identified by the American Association of Retired Persons (AARP) were perceived as being addressed by and for the older adults in Cedar Hill. Of the seven aspects of Livability, three were identified as in need of focused attention and improvement, one of these being transportation. The Senior Focus Group recommended to Council that we explore additional options to provide transportation for 55+.

The following chart shows the number of riders to and from the Senior Center from October 2014-present.

| Year | Number of Riders |
|-----------------------|-------------------------|
| 2014-2015 | 2,630 |
| 2015-2016 | 2,951 |
| 2016-2017 | 3,464 |
| 2017-2018 | 3,852 |
| 2018-2019 | 3,461 |
| 2019-2020 (Oct.-Jan.) | 1,327 |
| 2020-2021 | Closed due to Covid |

If this program is not funded:

The transportation program currently offered by the Senior Center will continue, providing limited transportation options to and from the Senior Center for our 55+ community.

This program reflects City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill is Safe.

Cedar Hill is Clean.

Cedar Hill has an Engaged Community.

DEPARTMENT DESCRIPTION

The Zula B. Wylie Public Library provides a community place that acts as the Door to Discovery connecting our culturally rich and diverse community to resources and services which promote lifelong learning, personal growth and development, and awareness of the arts.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **Create Young Readers** – offer programs, materials and services that prepare children for school and maintain reading skills
- **Enhance Student and Community Success** – provide resources and services that assist students of all levels to succeed
- **Promote Lifelong Learning** – offer programs and access to materials and resources to help adults be informed and educated about local, national and world affairs
- **Celebrate Cedar Hill History and Cultural Diversity** – offer programs and materials that promote appreciation and understanding of Cedar Hill's history and cultural diversity
- **Provide a Community Place** – offer programs, access to materials and services to engage citizens of all ages in group activities and individual pursuits
- **Advance and Support Awareness of the Arts** – offer programs and access to materials that spark imagination, creativity, and innovation

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|---|-------------------|-------------------|---------------------|-----------------------|
| Library Visitors | 121,754 | 58,476 | 40,000 | 80,000 |
| Library Reference Transactions | 27,000 | 13,653 | 15,000 | 25,000 |
| Library Items Checked Out | 207,877 | 144,851 | 70,000 | 125,000 |
| Library Materials Accessed Electronically | 17,737 | 20,140 | 14,000 | 20,000 |
| Public Computer Sessions & Wi-Fi Access | 33,254 | 16,367 | 6,000 | 16,000 |
| Virtual Programming Engagement | NA | 23,000 | 50,000 | 75,000 |
| Curbside/Business Services | NA | 555 | 400 | 250 |
| Pickup Kits | | 3,000 | 4,500 | 5,000 |
| Library Programs/Classes Attendance | 25,819 | 22,546 | 11,000 | 15,000 |
| Library Programs/Classes Conducted | 658 | 338 | 500 | 700 |

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|-----------------------------|-----------------|-----------------|------------------|-------------------|---------------------------------|----------------------------|
| Personnel | 654,608 | 684,145 | 835,936 | 726,699 | 910,981 | 75,045 |
| Supplies | 146,970 | 169,659 | 159,100 | 146,200 | 157,200 | (1,900) |
| Maintenance | 21,029 | 12,358 | 35,500 | 51,790 | 35,850 | 350 |
| Services | 82,726 | 71,306 | 80,105 | 86,150 | 87,800 | 7,695 |
| Utilities | 19,519 | 22,161 | 26,564 | 21,974 | 25,611 | (953) |
| Lease/Rentals | - | - | - | 1,300 | 1,300 | 1,300 |
| Miscellaneous | 20,519 | 9,873 | - | 15,730 | 16,680 | 950 |
| Transfers/Debt | - | - | - | - | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - | - |
| Total | 945,370 | 969,502 | 1,152,935 | 1,049,944 | 1,235,422 | 82,487 |



PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|--|-----------|-------------|-------------|-------------|-------------------------|---------------------|
| Administrative Secretary | 613 | 1.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Children's Services Coordinator | 616 | 1.0 | 1.0 | 1.0 | 0.0 | -1.0 |
| Customer Technology Specialist | 93 | 0.5 | 0.5 | 0.5 | 0.5 | 0.0 |
| Electronic Resources Coordinator | 615 | 1.0 | 1.0 | 1.0 | 0.0 | -1.0 |
| Executive Secretary | 614 | 0.0 | 0.0 | 1.0 | 1.0 | 0.0 |
| Librarian | 616 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Library Adult Services Coordinator | 616 | 0.0 | 0.0 | 1.0 | 1.0 | 0.0 |
| Library Adult Services Manager | 617 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Library Assistant | 612 | 0.0 | 0.0 | 1.0 | 1.0 | 0.0 |
| Library Director | 621 | 1.0 | 1.0 | 0.0 | 1.0 | 1.0 |
| Library Manager | 618 | 1.0 | 1.0 | 1.0 | 0.0 | -1.0 |
| Library Operations Coordinator | 616 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Library Systems Supervisor | 616 | 0.0 | 0.0 | 0.0 | 1.0 | 1.0 |
| Marketing Coordinator | 615 | 0.0 | 0.0 | 0.0 | 1.0 | 1.0 |
| Part-Time Librarian | 95 | 0.6 | 0.6 | 0.4 | 0.4 | 0.0 |
| Part-Time Library Assistant | 94 | 0.6 | 0.6 | 0.0 | 0.0 | 0.0 |
| Part-Time Library Service Representative | 93 | 2.6 | 2.6 | 2.6 | 2.6 | 0.0 |
| Part-Time Technical Services Assistant | 94 | 0.7 | 0.8 | 0.8 | 0.8 | 0.0 |
| Special Events Coordinator | 615 | 1.0 | 1.0 | 1.0 | 0.0 | -1.0 |
| Youth Services Supervisor | 616 | 0.0 | 0.0 | 0.0 | 1.0 | 1.0 |
| Totals | | 13.0 | 13.1 | 13.3 | 13.3 | 0.0 |

- Removed Children Services Coordinator, Electronic Resources Coordinator and Special Events Coordinator. Added Youth Service Supervisor, Library Systems Supervisor and Marketing Coordinator.

EQUIPMENT& PROGRAM REQUEST- N/A

- An O&M study for the new Library will be conducted internally (no-budget required)

DEPARTMENT DESCRIPTION

Neighborhood Services improves and maintains neighborhood vitality through enhanced communication, facilitation and education.

DEPARTMENT/DIVISION CORE FUNCTIONS

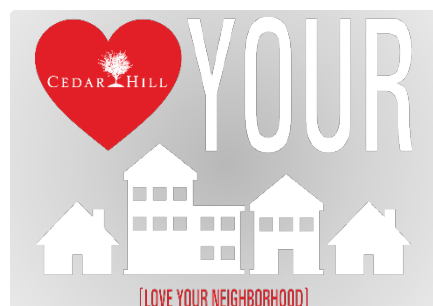
The core functions of the department align to the City's Premier Statements

- **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
- **Facilitation** – Foster the development and support the activities of neighborhood organizations by providing assistance and guidance in creation of PIDs and new organizations
- **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

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|--|-------------------|-------------------|---------------------|-----------------------|
| Attend organized neighborhood meetings/events | 33 | 40 | 37 | 70 |
| Maintain registered neighborhood dashboard | 40 | 48 | 50 | 55 |
| Recognize citizens through Distinctive Character Program | 6 | 11 | 12 | 20 |



EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|-----------------------------|-----------------|-----------------|-----------------|-------------------|---------------------------------|----------------------------|
| Personnel | 75,576 | 91,221 | 175,376 | 156,209 | 198,048 | 22,672 |
| Supplies | 9,132 | 3,368 | 11,800 | 9,300 | 10,800 | (1,000) |
| Maintenance | 1,026 | 17 | - | 15 | - | - |
| Services | 19,014 | 26,996 | 35,450 | 37,269 | 37,650 | 2,200 |
| Utilities | 378 | 402 | 390 | 780 | 780 | 390 |
| Lease/Rentals | - | - | - | - | - | - |
| Miscellaneous | 6,267 | 3,017 | 9,380 | 8,080 | 10,480 | 1,100 |
| Transfers/Debt | - | - | - | - | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - | - |
| Total | 111,392 | 125,020 | 232,396 | 211,653 | 257,758 | 25,362 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|---|--------------|----------------|----------------|----------------|-------------------------------|---------------------------|
| Communications & Engagement Manager | 618 | 0.0 | 0.0 | 0.0 | 1.0 | 1.0 |
| Neighborhood Services Coordinator (serves as the PID Administrator) | 617 | 0.0 | 0.0 | 1.0 | 1.0 | 0.0 |
| Neighborhood Services Manager | 617 | 1.0 | 1.0 | 1.0 | 0.0 | -1.0 |
| Total | | 1.0 | 1.0 | 2.0 | 2.0 | 0.0 |

EQUIPMENT & PROGRAM REQUESTS

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|----------|----------------|---------------|-----------------------|--------|
| New SUV | 26,330 | - | - | N |

DEPARTMENT DESCRIPTION

The Historic Downtown department works to preserve and enhance the unique character and community of Historic Downtown through design, economic development, promotion and facilitation.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

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

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|---|-------------------|-------------------|---------------------|-----------------------|
| Facilitate Historic Downtown Advisory Board meetings | 18 | 17 | 12 | 12 |
| Facilitate meetings concerning new development and adaptive reuse | 8 | 4 | 5 | 5 |
| Increase downtown event attendance | 10% | 10% | 10% | 10% |



EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|-----------------------------|-----------------|-----------------|-----------------|-------------------|---------------------------------|----------------------------|
| Personnel | 162,852 | 171,545 | 176,922 | 176,769 | 185,180 | 8,259 |
| Supplies | 6,339 | 2,005 | 9,025 | 5,855 | 8,526 | (499) |
| Maintenance | - | - | - | - | - | - |
| Services | 3,150 | 890 | 24,165 | 14,626 | 39,865 | 15,700 |
| Utilities | - | 268 | - | 265 | 252 | 252 |
| Lease/Rentals | - | - | - | - | - | - |
| Miscellaneous | 9,064 | 3,432 | 16,680 | 16,069 | 14,065 | (2,615) |
| Transfers/Debt | - | - | - | - | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - | - |
| Total | 181,405 | 178,138 | 226,792 | 213,584 | 247,888 | 21,096 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|---|--------------|----------------|----------------|----------------|-------------------------------|---------------------------|
| Director of Visitor & Customer Experience | 621 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Total | | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |



EQUIPMENT & PROGRAM REQUEST

| Replacement Equipment | Estimated Cost | Lease Cost | Funded |
|-----------------------|----------------|------------|--------|
| N/A | - | - | - |

| Programs Recurring Cost | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|--|----------------|------------------|--------------------------|--------------|
| FT Downtown Coordinator | 75,847 | - | - | N |
| Mural/Banner Creation and Maintenance | - | 16,000 | 16,000 | Y- (0001) GF |

Department: Historic Downtown

Program Two (2): Mural / Banners Creation and Maintenance

Year # 1 of Request

Program Cost: \$ 16,000

Option 1 Cost: \$ 10,000

Included in City Manager's Budget: Yes

Program Description:

The National Endowment for the Arts says "Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired.

"The arts encompass every aspect of our lives; from the clothes we wear, the communities we live in, the music we listen to and the books we read, none of

which would exist were it not for the creative of humans. Art is a

form of expression, celebration and innovation, a way to communicate and describe the ability to think and perform imaginatively.



This program will create an avenue to develop murals in Historic Downtown and a fund to maintain the art. Inspired by many great cities locally and national. The goals animate the public spaces, provide an inspired outlet for residents, create educational opportunities and encourage a creative culture for Cedar Hill

If this program is not funded:

Our opportunity to animate public spaces, while rejuvenating structures, may not soon come again. Cedar Hill will continue to fall short of providing sufficient culturally and artistically significant public art options to the community. Increasing demand for public art and experiential spaces will exacerbate existing facilities and prompt event organizers and site selectors to seek venues elsewhere and further reinforce the perception that Cedar Hill does not support entertainment and destination investment.

Cedar Hill will continue to want for the kind of public art that connect members of the community and establish a sense of place, and isolate segments of the community and discourage relationship-building opportunities.

This program reflects City Council's Premier Statements:

Cedar Hill is Distinctive Character, Clean, Engaged Community, Strong Diverse Economy

DEPARTMENT DESCRIPTION

The Planning Department facilitates the physical growth and development of the City in a sustainable manner that reflects its unique and vibrant character.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **Development Review and Zoning Requests** – Facilitate inter-departmental review of development proposals and zoning requests to ensure consistency with city ordinances and long-range planning goals via an efficient process that provides quality customer service for all its users.
- **Code Amendments** – Prepare code amendments that have been recommended by the Comprehensive Plan and Small Area Plans or that have become necessary based upon current events or outdated practices.
- **Long Range Planning and Special Projects** – Develop and implement Small Area Plans and the Comprehensive Plan with its components to help the community realize its evolving vision.

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY2018-19 Actual | FY2019-20 Actual | FY2020-21 Estimate | FY2021-22 Projections |
|---|--------------------------------------|--------------------------------------|-------------------------------------|-------------------------------------|
| Provide departmental review comments to applicants within 10 business days. | Achieved Goal 100% of the time | Achieved Goal 100% of the time | Achieve Goal 100% of the time | Achieve Goal 100% of the time |
| Number of applications for zoning, conditional use permits, plats, site plans, and Zoning Board of Adjustments received | 72 | 50 | 70 | 60 |
| Number of special projects in City Council's Work Plan | 5 | 5 | 5 | 5 |
| Number of Pre-Application Meetings | 45 | 75 | 95 | 85 |
| Number of Planned Development District Zoning & Development Plan Applications | 4 | 4 | 6 | 4 |
| Number of Zoning Applications (excluding Planned Development Districts) | 2 | 0 | 3 | 2 |
| NEW - Total Number of Acres in Zoning Applications | 34 | 21 | 242 | 425 |
| Number of Conditional Use Permit (CUP) Applications | 15 | 11 | 16 | 12 |
| Number of New Single Family Lots Proposed to be Created with Preliminary Plats | 330 | 80 | 150 | 790 |
| Number of New Residential Lots Created with Final Plats | 67 | 2 | 275 | 350 |

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|-----------------------------|-----------------|-----------------|-----------------|-------------------|---------------------------------|----------------------------|
| Personnel | 381,651 | 389,395 | 419,139 | 406,901 | 458,919 | 39,780 |
| Supplies | 4,249 | 5,139 | 2,870 | 3,604 | 3,655 | 785 |
| Maintenance | 877 | - | - | - | - | - |
| Services | 30,174 | 15,100 | 10,800 | 18,188 | 17,529 | 6,729 |
| Utilities | - | 148 | - | 444 | - | - |
| Lease/Rentals | - | - | - | - | - | - |
| Miscellaneous | 12,057 | 5,561 | 10,790 | 9,579 | 13,629 | 2,839 |
| Transfers/Debt | - | - | - | 103 | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - | - |
| Total | 429,008 | 415,344 | 443,599 | 438,819 | 493,731 | 50,132 |

PERSONNEL SUMMARY (full equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|----------------------|--------------|----------------|----------------|----------------|-------------------------------|---------------------------|
| Director of Planning | 621 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Executive Secretary | 614 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Intern/Assistant | 95 | 0.0 | 0.0 | 0.0 | 0.35 | 0.35 |
| Planner | 616 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Senior Planner | 618 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Totals | | 4.0 | 4.0 | 4.0 | 4.35 | 0.35 |

- Part Time Planning Intern approved FY22

EQUIPMENT & PROGRAM REQUEST

| Equipment | Actual Cost | Lease Cost | Funded |
|-----------|-------------|------------|--------|
| N/A | - | - | - |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|--------------------|----------------|---------------|-----------------------|--------------|
| PT Planning Intern | 9,646 | - | 9,646 | Y- (0001) GF |

- Capital Impact Fee Study – funded by Impact fees (please see the Capital Impact Funds for additional details)

City of Cedar Hill
Budget Program Request FY 2021-2022

Department: Planning

Program One (1): Temporary Planning Intern

Year # 1 of Request

Program Cost: \$ 9,646

Included in City Manager's Budget: Yes

Program Description:

As the fourth largest region in the Country, North Texas continues to attract businesses and residents to the area. Over the past few years, Cedar Hill has experienced tremendous growth and interest in its residential and commercial sectors. It is estimated that 150 new single-family lots will be created with preliminary plats this fiscal year and more than 700 are projected to be created in FY 2022. Additionally, Planning staff anticipates they will receive more than 20 applications for new construction, remodel and expansion for commercial sites this fiscal year alone.

Due to the current and anticipated future increase in development activity, the Planning Department proposes to make its operations more efficient and effective by hiring a Temporary Planning Intern. This position would be responsible for creating urban design imagery for plans and special projects utilizing planning principles, creating shape files for historical files, and converting data into the City's permitting software database. This position would work with the Planning, Public Works, Parks and Neighborhood Services departments as well as the GIS division to accomplish these goals. The addition of a temporary intern would allow Planning Department staff to concentrate on development prospects and long-term planning for the future of the city.

If this program is not funded:

- The Planning Department staff will continue to be stretched to be responsive to current and future development prospects, which may hinder being responsive to potential developments.

This program reflects City Council's Premier Statements:

Cedar Hill has Distinctive Character
Cedar Hill has Excellent, Safe & Efficient Infrastructure
Cedar Hill has a Strong & Diverse Economy

DEPARTMENT DESCRIPTION

Streets and Drainage maintains high-quality public transportation and drainage infrastructure to enhance safety and provide effective traffic circulation.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

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

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|--|-------------------|-------------------|---------------------|-----------------------|
| Deploy sanding operations at onset of ice storm events | 1 | 1 | 2 | 1 |
| Maintain flow of water in creeks and channels by removing debris | 100% | 100% | 100% | 100% |
| Restripe 50% of thoroughfares annually | 100% | 0% | 100% | 100% |
| Routine inspection and maintenance of traffic signals annually | 100% | 100% | 100% | 100% |

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|-----------------------------|------------------|------------------|------------------|-------------------|---------------------------------|----------------------------|
| Personnel | 879,300 | 863,702 | 949,144 | 918,730 | 1,108,439 | 159,295 |
| Supplies | 28,431 | 35,685 | 46,149 | 38,737 | 45,310 | (839) |
| Maintenance | 197,695 | 159,582 | 224,000 | 224,000 | 224,000 | - |
| Services | 86,135 | 88,473 | 104,005 | 110,605 | 110,605 | 6,600 |
| Utilities | 526,009 | 558,067 | 562,172 | 588,327 | 595,857 | 33,685 |
| Lease/Rentals | 78,727 | 85,192 | 77,325 | 77,325 | 87,759 | 10,434 |
| Miscellaneous | 9,488 | 7,475 | 11,985 | 9,025 | 11,985 | - |
| Transfers/Debt | - | - | - | - | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | - | 1,395 | - | - | 45,000 | 45,000 |
| Total | 1,805,785 | 1,799,570 | 1,974,780 | 1,966,749 | 2,228,955 | 254,175 |

PERSONNEL SUMMARY (FULL-TIME EQUIVALENT POSITIONS – INCLUDES VACANT POSITIONS)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|---|--------------|----------------|----------------|----------------|-------------------------------|---------------------------|
| Signs and Signals Maintenance Worker | 612 | 1.0 | 1.0 | 1.0 | 3.0 | 2.0 |
| Signs and Signals Supervisor | 617 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Sr. Drainage Crew Chief | 615 | 0.0 | 0.0 | 1.0 | 1.0 | 0.0 |
| Street Maintenance Crew Chief | 614 | 3.0 | 3.0 | 3.0 | 3.0 | 0.0 |
| Street Maintenance Drainage Crew Chief | 614 | 1.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Street Maintenance Supervisor | 617 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Street Maintenance Worker | 612 | 7.0 | 7.0 | 7.0 | 7.0 | 0.0 |
| Totals | | 14.0 | 14.0 | 14.0 | 16.0 | 2.0 |

- 2-member Signs and Signals Maintenance Crew approved in the FY22 budget

EQUIPMENT & PROGRAMS REQUEST

| Equipment | Actual Cost | Lease Cost | Funded |
|------------|-------------|------------|-----------------------|
| Dump Truck | 140,000 | 15,414 | Y – (0040) EQ FUND |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|------------------------------------|----------------|---------------|-----------------------|-----------------|
| Signs and Signals Maintenance Crew | 117,279 | 45,000 | 162,279 | Y- (0001) GF |



City of Cedar Hill
Budget Program Request FY 2021-2022

Department: Public Works - Streets

Program One (1): Signs and Signals Maintenance Crew

Year #7 of Request, initial request was in FY15-16

Program Cost: \$ 162,279 (2 members)

(\$45,000 One-time Cost & \$117,279; Recurring Cost, \$32,252 base salary each plus benefits)

(note for personnel cost include salary, benefits, equipment and uniforms for each new staff member, indicate all one-time Cost and Recurring Cost in your description)

Option 1 Cost: \$ 58,640 +\$ 45,000 vehicle – 1 crewmember

Included in City Manager's Budget: Yes

Program Description:

As the City grows, the number of traffic signs, signals, and markings increase. As the number of traffic signs and signals increase, the responsibility associated with their safe operation and maintenance is increased. There are licensing requirements and liability issues related to the proper maintenance of records as well as the actual operation of these traffic signs, signals, and markings.

Currently, the Signs and Signals Section of the Streets Division has one Supervisor and one signs and signals maintenance worker assigned to this work. The city currently maintains an inventory of approximately 8,000 signs, 14 signalized intersections and 33 school zone flashers. They also maintain all the markings, such as crosswalks, stop bars, and lane markings, throughout the city and manufacture all signs that are used within the city. Traffic studies are also conducted that include warrant studies for traffic control devices such as speed limit signs, stop signs, and traffic signals. Also, studies are performed for traffic volume. These proposed positions will provide the staffing necessary to maintain the infrastructure listed above.

After the 2020 Census is completed, the city will be taking over the responsibility for the maintenance of TxDOT signals within the city limits. There are currently 19 TxDOT signals.

Signs and markings job duties include:

- Sign Shop (fabricating signs)
- Installation of regulatory signs which are faded
- Install markings (striping, stop bars, buttons, etc.)
- Update street signs (larger fonts)
- Install banners (very short notice)
- Emergency response to damaged traffic control signs/signals

An eleven-city survey was performed to analyze the number of personnel and crew sizes.
See table below

| CITY | PERSONNEL | # CREWS | # MEMBERS/ CREW |
|---------------|---|----------------------|---|
| Bedford | 2(also borrow 1 from other departments as needed) | 1 | 2 |
| Cedar Hill | 2 | 1 | 2 |
| Coppell | 7 | 2 | 4/3 |
| Desoto | 2 | 1 | 2 |
| Duncanville | 4 | 1 | 3 |
| Euless | 2.5 (1 Supervisor, 1 Staff and .5 borrowed) | 1 | 1 Traffic Technician (.5 - staff borrowed from Street Department, as needed) |
| Grand Prairie | Signals-10 Signs-10 | Signals-3 Signs-2 | Signals-3/3/2 Signs-4 |
| Grapevine | 8 | 4 | 2 |
| Keller | 1 | 1 | 1 |
| Lancaster | 2 | 1 | 1 |
| Mansfield | 3 | 1 | 3 |
| Rowlett | 3 | 1 | 3 |
| Average | 4.7 | 2 | 2 |

- ✓ Increased level of response to signs/signal repair,
- ✓ Provide for increase in maintenance of pavement markings
- ✓ Increase in sign manufacturing.
- ✓ Public safety would be increased.

A one-ton crew service vehicle would be needed as a sign/marketing vehicle for this crew. Cost is \$45,000.

Options:

- 1) Funding Option 1 - 1 Crewmember
- 2) Capital Cost could qualify for the Equipment Replacement Program with an estimated annual lease cost of \$9,909 over a 5-year period.

If this program is not funded:

The city cannot keep pace with the existing inventory and future growth. Additionally, as the City's population increases past 50,000, it is expected that the city will become responsible for the installation and maintenance of traffic signals on State highways.

This program reflects City Council's Premier Statements:

Cedar Hill has Excellent, Safe & Efficient Mobility

DEPARTMENT DESCRIPTION

Fleet Maintenance Division provides safe and dependable vehicles and equipment to all internal clients in the most time and cost-efficient manner.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **Fleet services and repairs:** Perform maintenance services and repairs to approximately 500 pieces of light, medium and heavy-duty vehicles and construction equipment.
- **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.
- **Manage computerized service and repair records:** Manage and maintain accurate service and repair records for all City owned vehicles and equipment.
- **Manage computerized parts inventory records:** Manage and maintain accurate parts inventory for all City owned vehicles and equipment.
- **Manage computerized fuel records and inventory:** Manage and maintain database to ensure accurate fuel records; monitor and maintain adequate diesel and unleaded fuel levels for all City vehicles and equipment.

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|--|-------------------|-------------------|---------------------|-----------------------|
| % of routine maintenance performed w/ 1 business day | 100% | 100% | 100% | 100% |
| % of non-routine maintenance & repairs performed w/ 2 business days | 90% | 90% | 90% | 90% |
| # of vehicles & equipment maintained annually | 259 | 260 | 262 | 265 |
| # of gallons of fuel managed (procured, inventoried, stored and allocated to the City's Fleet annually) | 152,890 | 145,000 | 1,500 | 140,000 |

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|-----------------------------|-----------------|-----------------|-----------------|-------------------|---------------------------------|----------------------------|
| Personnel | 217,748 | 225,022 | 233,845 | 234,525 | 246,173 | 12,327 |
| Supplies | 9,679 | 8,725 | 13,806 | 13,456 | 13,867 | 61 |
| Maintenance | 10,850 | 7,383 | 8,200 | 8,200 | 8,200 | - |
| Services | 6,112 | 6,249 | 7,760 | 7,560 | 7,560 | (200) |
| Utilities | 6,854 | 6,514 | 9,910 | 9,272 | 9,686 | (224) |
| Lease/Rentals | 23,689 | 13,431 | 13,430 | 13,432 | 13,431 | (1) |
| Miscellaneous | 2,651 | 2,035 | 4,400 | 2,900 | 4,442 | 42 |
| Transfers/Debt | - | - | - | - | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - | - |
| Total | 277,583 | 269,359 | 291,351 | 289,345 | 303,358 | 12,007 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|-------------------------------------|--------------|----------------|----------------|----------------|-------------------------------|---------------------------|
| Fleet Maintenance Superintendent | 617 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Mechanic | 614 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Senior Mechanic | 616 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Totals | | 3.0 | 3.0 | 3.0 | 3.0 | 0.0 |

BUDGET FY2021-22

Debt Service Fund

Debt Service Fund

- 0030 Debt Service Fund

DEBT SERVICE FUND

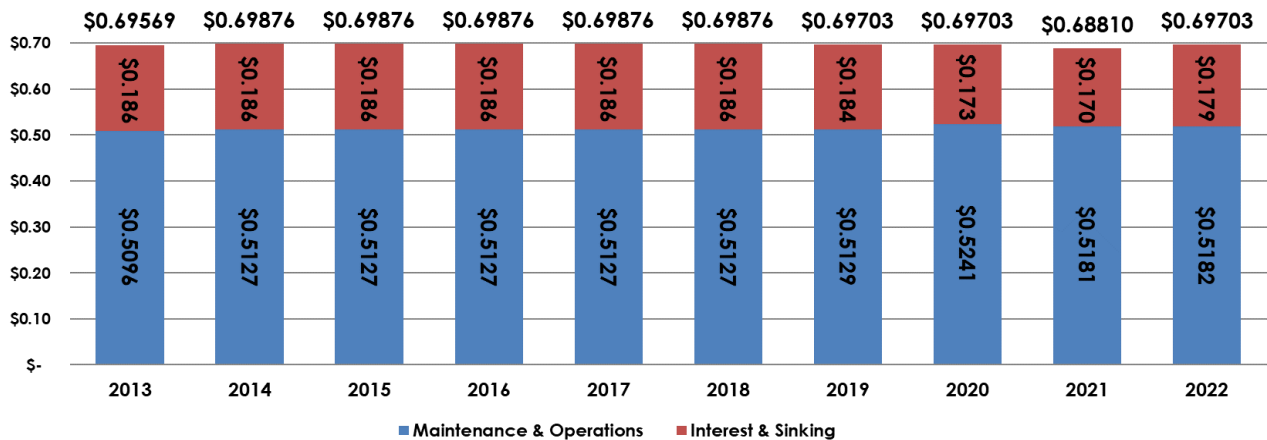
(0030)

The purpose of this fund is to record property taxes levied and collected for the purpose of paying annual principal and interest payments on debt obligations with a legally binding pledge to repay with a commitment of an annual tax levy against property values certified by the Dallas and Ellis County Appraisal Districts. In addition to the property tax levy there are transfers in from other funds and entities for the payment of self-supporting debt obligations.

PROPOSED BUDGET FY 2021-2022



Over 10 years of a stable tax rate



DEBT SERVICE FUND
(Revenues, Expenditures and Change in Fund Balance)



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var. | % Var. |
|-------------------------------------|----------------------|----------------------|----------------------|------------------------|-----------------------|-------------------|--------------|
| BEGINNING FUND BALANCE | \$ 1,484,107 | \$ 1,860,831 | \$ 1,685,828 | \$ 1,685,828 | \$ 1,530,404 | \$ | |
| REVENUES | | | | | | | |
| Property taxes | \$ 7,006,990 | \$ 6,995,926 | \$ 7,772,992 | \$ 7,410,426 | \$ 8,251,006 | \$ 478,014 | 6.15% |
| Interest income | 59,714 | 52,861 | 45,000 | 19,700 | 19,000 | (26,000) | -57.78% |
| Charges to other gov'ts | 2,142,606 | 2,139,980 | 2,143,770 | 2,143,769 | 2,144,947 | 1,177 | 0.05% |
| Transfers In | 93,825 | 394,178 | 426,650 | 626,650 | 559,000 | 132,350 | 31.02% |
| TOTAL REVENUES | \$ 9,303,135 | \$ 9,582,945 | \$ 10,388,412 | \$ 10,200,545 | \$ 10,973,953 | \$ 585,541 | 5.64% |
| TOTAL FUNDS AVAILABLE | \$ 10,787,242 | \$ 11,443,776 | \$ 12,074,240 | \$ 11,886,373 | \$ 12,504,357 | \$ 585,541 | |
| EXPENDITURES | | | | | | | |
| Principal Payments | \$ 6,346,795 | \$ 6,960,000 | \$ 7,235,000 | \$ 7,400,000 | \$ 8,340,000 | \$ 1,105,000 | 15.27% |
| Interest Payments | 2,575,246 | \$ 2,792,428 | \$ 3,182,225 | 2,950,969 | 2,573,738 | (608,487) | -19.12% |
| Paying Agent Fees | 4,370 | \$ 5,520 | \$ 6,000 | 5,000 | 6,000 | - | 0.00% |
| Escrow Agent Fees | - | - | - | - | - | - | - |
| Other Expenditure | - | - | - | - | - | - | - |
| TOTAL EXPENDITURES | \$ 8,926,411 | \$ 9,757,948 | \$ 10,423,225 | \$ 10,355,969 | \$ 10,919,738 | \$ 496,513 | |
| NET CHANGE | \$ 376,724 | \$ (175,003) | \$ (34,813) | \$ (155,424) | \$ 54,215 | \$ 89,028 | |
| ENDING FUND BALANCE | \$ 1,860,831 | \$ 1,685,828 | \$ 1,651,015 | \$ 1,530,404 | \$ 1,584,619 | \$ 89,028 | |
| 15% Fund Balance Policy Goal | 21% | 17% | 16% | 15% | 15% | | |

**CITY -WIDE DEBT OUTSTANDING
BONDS SOLD, MATURITIES AND INTEREST RATES**

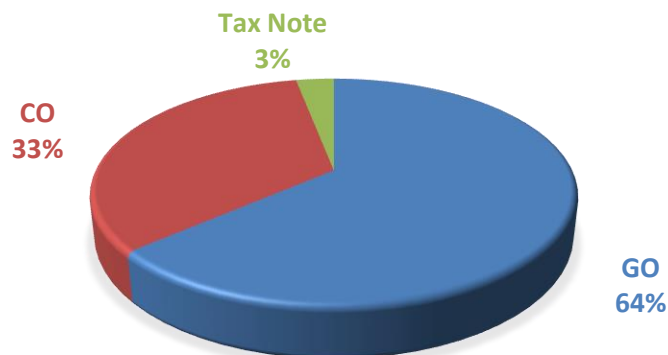
| | <u>Interest Rates</u> | <u>Fiscal Period End 09/30/21</u> |
|--|-----------------------|---------------------------------------|
| GENERAL OBLIGATION BONDS: | | |
| Governmental activities: (General Purpose) | | |
| \$6,040,000; 2013 General Obligation Refunding Bonds, due Feb.15,2028 (Split 79% to 21% between governmental and business-type activities) | 2.00%-4.00% | 3,170,000 |
| \$24,055,000; 2015 General Obligation Refunding and Improvement Bonds, due Feb. 15, 2035 (Split 93% to 7% between governmental and business-type activities) | .5% - 3.51% | 12,355,000 |
| \$19,990,000; 2016 General Obligation Refunding and Improvement Bonds, due Feb. 15, 2028 (Split 82.4% to 17.6% between governmental and business-type activities) | 3.00%-5.00% | 11,175,000 |
| \$4,135,000; 2018 General Obligation Bonds, due February 15, 2038 | 3.00% -3.50% | 3,700,000 |
| \$8,965,000; 2019 General Obligation Bonds, due February 15, 2039 | 3.00%-5.00% | 8,360,000 |
| \$9,610,000; 2020 General Obligation Bonds, due February 15, 2040 | 2.50%-5.00% | 9,375,000 |
| \$8,600,000; 2021 General Obligation Bonds, due February 15, 2040 | 2.50%-5.00% | 7,505,000 |
| Total governmental activities - general obligation bonds | | \$ 55,640,000 |
| Business-type activities: (Proprietary - Utility) | | |
| \$6,040,000; 2013 General Obligation Refunding Bonds, due Feb.15,2024 (Split 79% to 21% between governmental and business-type activities) | 2.00%-4.00% | 580,000 |
| \$24,055,000; 2015 General Obligation Refunding and Improvement Bonds, due Feb. 15, 2035 (Split 93% to 7% between governmental and business-type activities) | .5% - 3.51% | 930,000 |
| \$19,990,000; 2016 General Obligation Refunding and Improvement Bonds, due Feb. 15, 2028 (Split 82.4% to 17.6% between governmental and business-type activities) | 3.00%-5.00% | 2,175,000 |
| Total business-type activities - general obligation bonds | | \$ 3,685,000 |
| TOTAL GENERAL OBLIGATION BONDS OUTSTANDING | | \$ 59,325,000 |
| CERTIFICATES OF OBLIGATION: | | |
| Governmental activities: (General Purpose) | | |
| \$2,065,000; 2013 Certificates of Obligation, due February 15, 2022 | 2.00%-3.00% | 1,065,000 |
| \$1,730,000; 2015 Certificates of Obligation, due February 15, 2029 (Split 54% to 46% between governmental and business-type activities) | 2.00%-4.00% | 620,000 |
| \$5,620,000; 2018 Certificates of Obligation, due February 15, 2038 (Split 58.72% to 41.28% between governmental and business-type activities) | 3.00%-4.00% | 2,970,000 |
| \$5,515,000; 2019 Certificates of Obligation, due February 15, 2034 (Split 32% to 68% between governmental and business-type activities) | 3.00%-5.00% | 1,595,000 |
| \$7,360,000; 2019 Tax Taxable Certificates of Obligation, due February 15, 2044 | 3.00%-4.00% | 7,165,000 |
| \$7,720,000; 2020 Certificates of Obligation, due February 15, 2040 (Split 67.33% to 32.67% between governmental and business-type activities) | 2.50%-5.00% | 5,040,000 |
| Total governmental activities | | \$ 18,455,000 |
| Business-type activities: (Proprietary - Utility) | | |
| \$6,235,000; 2014 Certificates of Obligation, due February 15, 2029 | 2.75%-3.75% | \$ 4,140,000 |
| \$1,730,000; 2015 Certificates of Obligation, due February 15, 2029 (Split 54% to 46% between governmental and business-type activities) | 2.00%-4.00% | 535,000 |
| \$5,620,000; 2018 Certificates of Obligation, due February 15, 2038 (Split 58.72% to 41.28% between governmental and business-type activities) | 3.00%-4.00% | 2,090,000 |
| \$5,515,000; 2019 Certificates of Obligation, due February 15, 2039 (Split 32% to 68% between governmental and business-type activities) | 3.00%-5.00% | 3,500,000 |
| \$7,720,000; 2020 Certificates of Obligation, due February 15, 2040 (Split 67.33% to 32.67% between governmental and business-type activities) | 2.50%-5.00% | 2,445,000 |
| Total business-type activities | | \$ 12,710,000 |
| TOTAL CERTIFICATES OF OBLIGATION BONDS OUTSTANDING | | \$ 31,165,000 |
| TAXABLE NOTE: | | |
| Governmental activities: (General Purpose) | | |
| \$3,345,000; 2021 Taxable Note, due February 15, 2027 | | \$ 3,345,000 |
| TOTAL TAXABLE NOTES OUTSTANDING | | \$ 3,345,000 |
| TOTAL BONDED INDEBTEDNESS (PRINCIPAL) | | \$ 93,835,000 |

CITY-WIDE DEBT OUTSTANDING Summary

| SUMMARY OF DEBT OTSTDG: | | Prin | Interest | Total |
|---------------------------------|--|------------|------------|-------------|
| General Obligation Debt (GO) | | 59,325,000 | 13,173,173 | 72,498,173 |
| Certificates of Obligation (CO) | | 27,820,000 | 10,165,486 | 37,985,486 |
| Taxable Note | | 3,345,000 | 107,719 | 3,452,719 |
| Total | | 90,490,000 | 23,446,378 | 113,936,378 |

| Detail by Obligation: | | | | |
|-----------------------|-------|------------|------------|-------------|
| Bonds | Years | Prin | Int | Total O/S |
| 2021 GO | 7 | 7,505,000 | 157,773 | 7,662,773 |
| 2021 Taxable Note | 6 | 3,345,000 | 107,719 | 3,452,719 |
| 2020 GO | 19 | 9,375,000 | 3,725,488 | 13,100,488 |
| 2019 GO | 18 | 8,360,000 | 3,155,963 | 11,515,963 |
| 2018 GO | 17 | 3,700,000 | 1,130,875 | 4,830,875 |
| 2016 GO | 7 | 13,350,000 | 1,630,600 | 14,980,600 |
| 2015 GO | 14 | 13,285,000 | 3,097,750 | 16,382,750 |
| 2013 GO | 4 | 3,750,000 | 274,725 | 4,024,725 |
| 2020 CO | 19 | 7,485,000 | 2,779,350 | 10,264,350 |
| 2019 CO | 18 | 5,095,000 | 1,712,322 | 6,807,322 |
| 2019 CO-Taxable | 23 | 7,165,000 | 3,312,778 | 10,477,778 |
| 2018 CO | 17 | 5,060,000 | 1,566,081 | 6,626,081 |
| 2015 CO | 9 | 1,155,000 | 219,300 | 1,374,300 |
| 2014 CO | 8 | 4,140,000 | 540,813 | 4,680,813 |
| 2013 CO | 7 | 1,065,000 | 142,563 | 1,207,563 |
| Total | xxx | 93,835,000 | 23,554,098 | 117,389,098 |
| Averages | 12.9 | 6,255,667 | 1,570,273 | 7,825,940 |

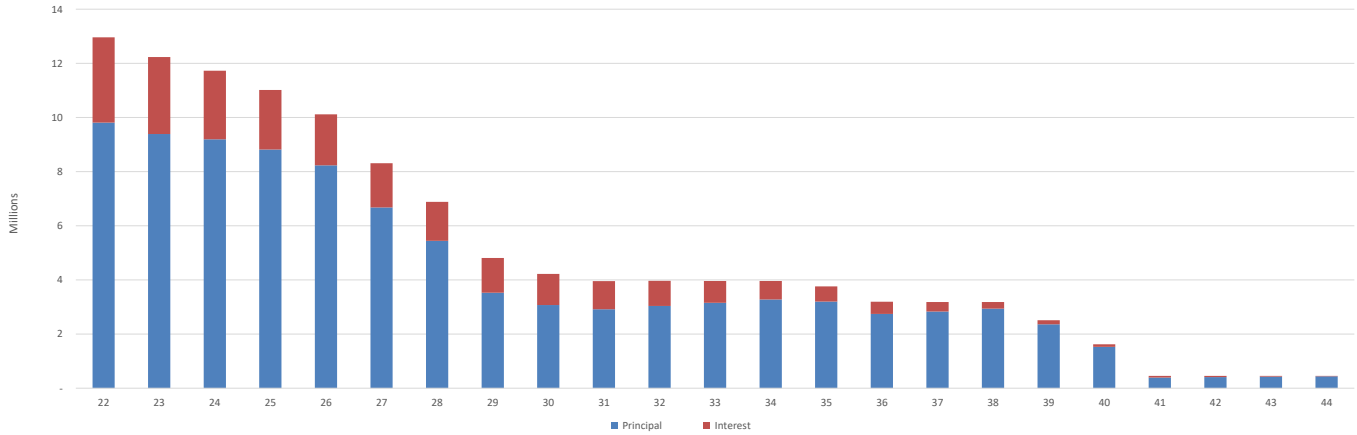
2021 - 2022 CITY-WIDE OUTSTANDING DEBT



City of Cedar Hill
Future Debt Commitment at 09-30-2021
Annual Requirements to amortize the long-term debt are as follows:
City-Wide

| Year Ending 30-Sep | General Obligation Bonds | | | Certificates of Obligation Bonds | | | Taxable Notes | | | Total - City Wide Bonds & Notes Outstanding | | |
|--------------------------|-----------------------------|----------------------|----------------------|-------------------------------------|----------------------|----------------------|---------------------|-------------------|---------------------|--|----------------------|-----------------------|
| | Principal | Interest | Total P&I | Principal | Interest | Total P&I | Principal | Interest | Total P&I | Principal | Interest | Total P&I |
| 2022 | 7,560,000 | 2,022,090 | 9,582,090 | 1,685,000 | 1,094,360 | 2,779,360 | 565,000 | 33,381 | 598,381 | 9,810,000 | 3,149,831 | 12,959,831 |
| 2023 | 7,060,000 | 1,785,368 | 8,845,368 | 1,760,000 | 1,028,360 | 2,788,360 | 570,000 | 27,196 | 597,196 | 9,390,000 | 2,840,924 | 12,230,924 |
| 2024 | 6,800,000 | 1,547,949 | 8,347,949 | 1,820,000 | 961,129 | 2,781,129 | 575,000 | 20,955 | 595,955 | 9,195,000 | 2,530,033 | 11,725,033 |
| 2025 | 6,340,000 | 1,296,491 | 7,636,491 | 1,895,000 | 889,260 | 2,784,260 | 580,000 | 14,661 | 594,661 | 8,815,000 | 2,200,412 | 11,015,412 |
| 2026 | 5,740,000 | 1,053,250 | 6,793,250 | 1,970,000 | 819,710 | 2,789,710 | 525,000 | 8,638 | 533,638 | 8,235,000 | 1,881,598 | 10,116,598 |
| 2027 | 4,110,000 | 876,492 | 4,986,492 | 2,040,000 | 749,548 | 2,789,548 | 530,000 | 2,889 | 532,889 | 6,680,000 | 1,628,928 | 8,308,928 |
| 2028 | 3,330,000 | 762,146 | 4,092,146 | 2,115,000 | 675,013 | 2,790,013 | - | - | - | 5,445,000 | 1,437,159 | 6,882,159 |
| 2029 | 1,520,000 | 679,125 | 2,199,125 | 2,010,000 | 600,251 | 2,610,251 | - | - | - | 3,530,000 | 1,279,376 | 4,809,376 |
| 2030 | 1,580,000 | 617,050 | 2,197,050 | 1,490,000 | 534,423 | 2,024,423 | - | - | - | 3,070,000 | 1,151,473 | 4,221,473 |
| 2031 | 1,640,000 | 554,525 | 2,194,525 | 1,275,000 | 483,348 | 1,758,348 | - | - | - | 2,915,000 | 1,037,873 | 3,952,873 |
| 2032 | 1,710,000 | 486,763 | 2,196,763 | 1,330,000 | 438,544 | 1,768,544 | - | - | - | 3,040,000 | 925,306 | 3,965,306 |
| 2033 | 1,780,000 | 413,725 | 2,193,725 | 1,375,000 | 393,251 | 1,768,251 | - | - | - | 3,155,000 | 806,976 | 3,961,976 |
| 2034 | 1,855,000 | 337,575 | 2,192,575 | 1,420,000 | 345,948 | 1,765,948 | - | - | - | 3,275,000 | 683,523 | 3,958,523 |
| 2035 | 1,935,000 | 260,181 | 2,195,181 | 1,265,000 | 299,405 | 1,564,405 | - | - | - | 3,200,000 | 559,586 | 3,759,586 |
| 2036 | 1,420,000 | 196,075 | 1,616,075 | 1,325,000 | 253,509 | 1,578,509 | - | - | - | 2,745,000 | 449,584 | 3,194,584 |
| 2037 | 1,470,000 | 143,938 | 1,613,938 | 1,365,000 | 205,393 | 1,570,393 | - | - | - | 2,835,000 | 349,330 | 3,184,330 |
| 2038 | 1,525,000 | 89,519 | 1,614,519 | 1,415,000 | 155,328 | 1,570,328 | - | - | - | 2,940,000 | 244,846 | 3,184,846 |
| 2039 | 1,280,000 | 40,863 | 1,320,863 | 1,080,000 | 112,429 | 1,192,429 | - | - | - | 2,360,000 | 153,291 | 2,513,291 |
| 2040 | 670,000 | 10,050 | 680,050 | 860,000 | 81,000 | 941,000 | - | - | - | 1,530,000 | 91,050 | 1,621,050 |
| 2041 | - | - | - | 395,000 | 60,120 | 455,120 | - | - | - | 395,000 | 60,120 | 455,120 |
| 2042 | - | - | - | 410,000 | 45,900 | 455,900 | - | - | - | 410,000 | 45,900 | 455,900 |
| 2043 | - | - | - | 425,000 | 31,140 | 456,140 | - | - | - | 425,000 | 31,140 | 456,140 |
| 2044 | - | - | - | 440,000 | 15,840 | 455,840 | - | - | - | 440,000 | 15,840 | 455,840 |
| Total P&I | \$ 59,325,000 | \$ 13,173,173 | \$ 72,498,173 | \$ 31,165,000 | \$ 10,273,205 | \$ 41,438,205 | \$ 3,345,000 | \$ 107,719 | \$ 3,452,719 | \$ 93,835,000 | \$ 23,554,098 | \$ 117,389,098 |

City-wide Bonded Debt (Principal & Interest)

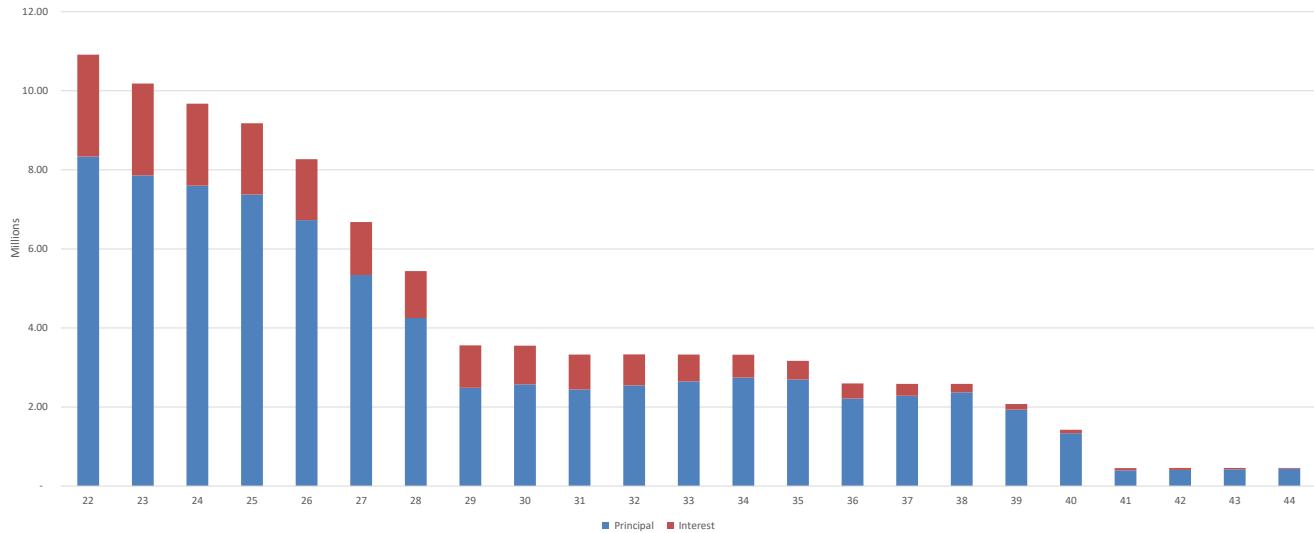


GENERAL GOVERNMENTAL DEBT - SUPPORTED BY CURRENT TAX LEVY

| | General Obligation Bonds | | | Certificates of Obligation Bonds | | | Taxable Notes | | | Total - City Wide Bonds & Notes Outstanding | | |
|-----------|--------------------------|---------------|---------------|----------------------------------|--------------|---------------|---------------|------------|--------------|---|---------------|---------------|
| | Principal | Interest | Total P&I | Principal | Interest | Total P&I | Principal | Interest | Total P&I | Principal | Interest | Total P&I |
| 2022 | 6,900,000 | 1,886,290 | 8,786,290 | 875,000 | 654,066 | 1,529,066 | 565,000 | 33,381 | 598,381 | 8,340,000 | 2,573,738 | 10,913,738 |
| 2023 | 6,385,000 | 1,677,593 | 8,062,593 | 905,000 | 619,641 | 1,524,641 | 570,000 | 27,196 | 597,196 | 7,860,000 | 2,324,430 | 10,184,430 |
| 2024 | 6,085,000 | 1,468,824 | 7,553,824 | 940,000 | 584,529 | 1,524,529 | 575,000 | 20,955 | 595,955 | 7,600,000 | 2,074,308 | 9,674,308 |
| 2025 | 5,810,000 | 1,244,166 | 7,054,166 | 985,000 | 544,766 | 1,529,766 | 580,000 | 14,661 | 594,661 | 7,375,000 | 1,803,593 | 9,178,593 |
| 2026 | 5,185,000 | 1,024,625 | 6,209,625 | 1,020,000 | 507,679 | 1,527,679 | 525,000 | 8,638 | 533,638 | 6,730,000 | 1,540,942 | 8,270,942 |
| 2027 | 3,745,000 | 865,467 | 4,610,467 | 1,065,000 | 470,891 | 1,535,891 | 530,000 | 2,889 | 532,889 | 5,340,000 | 1,339,247 | 6,679,247 |
| 2028 | 3,145,000 | 759,371 | 3,904,371 | 1,105,000 | 431,341 | 1,536,341 | - | - | - | 4,250,000 | 1,190,712 | 5,440,712 |
| 2029 | 1,520,000 | 679,125 | 2,199,125 | 965,000 | 393,891 | 1,358,891 | - | - | - | 2,485,000 | 1,073,016 | 3,558,016 |
| 2030 | 1,580,000 | 617,050 | 2,197,050 | 995,000 | 357,841 | 1,352,841 | - | - | - | 2,575,000 | 974,891 | 3,549,891 |
| 2031 | 1,640,000 | 554,525 | 2,194,525 | 805,000 | 325,866 | 1,130,866 | - | - | - | 2,445,000 | 880,391 | 3,325,391 |
| 2032 | 1,710,000 | 486,763 | 2,196,763 | 835,000 | 298,150 | 1,133,150 | - | - | - | 2,545,000 | 784,913 | 3,329,913 |
| 2033 | 1,780,000 | 413,725 | 2,193,725 | 865,000 | 269,739 | 1,134,739 | - | - | - | 2,645,000 | 683,464 | 3,328,464 |
| 2034 | 1,855,000 | 337,575 | 2,192,575 | 890,000 | 240,051 | 1,130,051 | - | - | - | 2,745,000 | 577,626 | 3,322,626 |
| 2035 | 1,935,000 | 260,181 | 2,195,181 | 760,000 | 211,485 | 971,485 | - | - | - | 2,695,000 | 471,666 | 3,166,666 |
| 2036 | 1,420,000 | 196,075 | 1,616,075 | 795,000 | 183,950 | 978,950 | - | - | - | 2,215,000 | 380,025 | 2,595,025 |
| 2037 | 1,470,000 | 143,938 | 1,613,938 | 815,000 | 155,190 | 970,190 | - | - | - | 2,285,000 | 299,128 | 2,584,128 |
| 2038 | 1,525,000 | 89,519 | 1,614,519 | 845,000 | 125,360 | 970,360 | - | - | - | 2,370,000 | 214,879 | 2,584,879 |
| 2039 | 1,280,000 | 40,863 | 1,320,863 | 655,000 | 99,675 | 754,675 | - | - | - | 1,935,000 | 140,538 | 2,075,538 |
| 2040 | 670,000 | 10,050 | 680,050 | 665,000 | 78,075 | 743,075 | - | - | - | 1,335,000 | 88,125 | 1,423,125 |
| 2041 | - | - | - | 395,000 | 60,120 | 455,120 | - | - | - | 395,000 | 60,120 | 455,120 |
| 2042 | - | - | - | 410,000 | 45,900 | 455,900 | - | - | - | 410,000 | 45,900 | 455,900 |
| 2043 | - | - | - | 425,000 | 31,140 | 456,140 | - | - | - | 425,000 | 31,140 | 456,140 |
| 2044 | - | - | - | 440,000 | 15,840 | 455,840 | - | - | - | 440,000 | 15,840 | 455,840 |
| Total P&I | \$ 55,640,000 | \$ 12,755,723 | \$ 68,395,723 | \$ 18,455,000 | \$ 6,705,187 | \$ 25,160,187 | \$ 3,345,000 | \$ 107,719 | \$ 3,452,719 | \$ 77,440,000 | \$ 19,568,629 | \$ 97,008,629 |

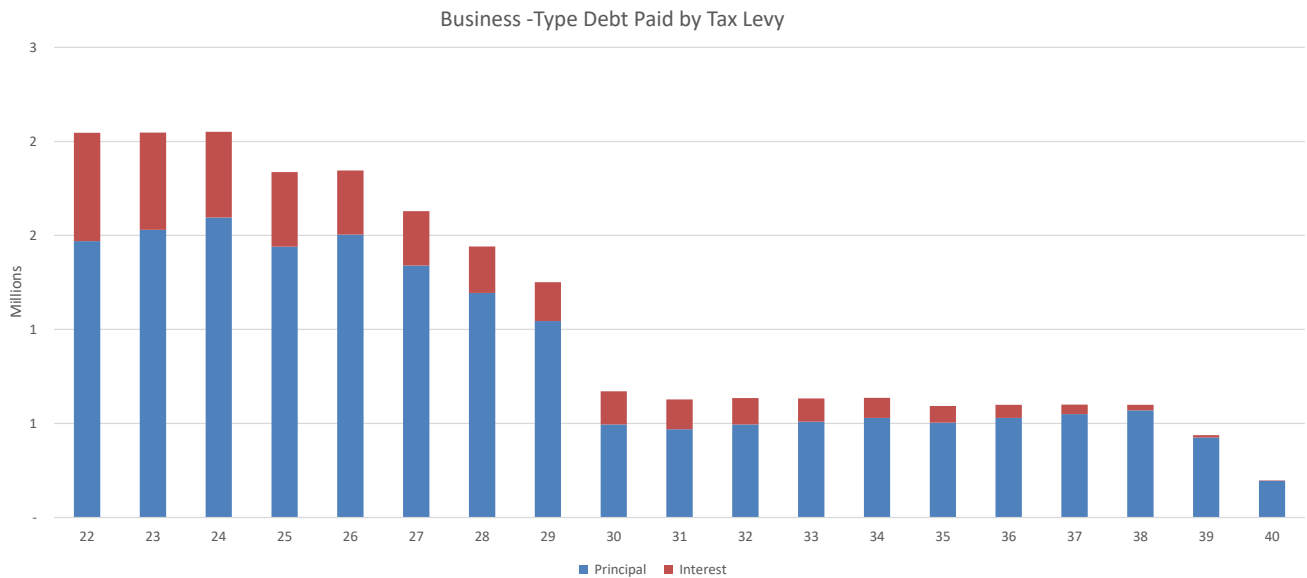
(1) Includes Taxable Note

General Government Debt Paid by Tax Levy



BUSINESS-TYPE DEBT

| | General Obligation Bonds | | | Certificates of Obligation Bonds | | | Total Bonds Outstanding | | |
|-----------|--------------------------|------------|--------------|----------------------------------|--------------|---------------|-------------------------|--------------|---------------|
| | Principal | Interest | Total P&I | Principal | Interest | Total P&I | Principal | Interest | Total P&I |
| | | | | | | | | | |
| 2022 | 660,000 | 135,800 | 795,800 | 810,000 | 440,294 | 1,250,294 | 1,470,000 | 576,094 | 2,046,094 |
| 2023 | 675,000 | 107,775 | 782,775 | 855,000 | 408,719 | 1,263,719 | 1,530,000 | 516,494 | 2,046,494 |
| 2024 | 715,000 | 79,125 | 794,125 | 880,000 | 376,600 | 1,256,600 | 1,595,000 | 455,725 | 2,050,725 |
| 2025 | 530,000 | 52,325 | 582,325 | 910,000 | 344,494 | 1,254,494 | 1,440,000 | 396,819 | 1,836,819 |
| 2026 | 555,000 | 28,625 | 583,625 | 950,000 | 312,031 | 1,262,031 | 1,505,000 | 340,656 | 1,845,656 |
| 2027 | 365,000 | 11,025 | 376,025 | 975,000 | 278,656 | 1,253,656 | 1,340,000 | 289,681 | 1,629,681 |
| 2028 | 185,000 | 2,775 | 187,775 | 1,010,000 | 243,672 | 1,253,672 | 1,195,000 | 246,447 | 1,441,447 |
| 2029 | - | - | - | 1,045,000 | 206,359 | 1,251,359 | 1,045,000 | 206,359 | 1,251,359 |
| 2030 | - | - | - | 495,000 | 176,581 | 671,581 | 495,000 | 176,581 | 671,581 |
| 2031 | - | - | - | 470,000 | 157,481 | 627,481 | 470,000 | 157,481 | 627,481 |
| 2032 | - | - | - | 495,000 | 140,394 | 635,394 | 495,000 | 140,394 | 635,394 |
| 2033 | - | - | - | 510,000 | 123,513 | 633,513 | 510,000 | 123,513 | 633,513 |
| 2034 | - | - | - | 530,000 | 105,897 | 635,897 | 530,000 | 105,897 | 635,897 |
| 2035 | - | - | - | 505,000 | 87,920 | 592,920 | 505,000 | 87,920 | 592,920 |
| 2036 | - | - | - | 530,000 | 69,559 | 599,559 | 530,000 | 69,559 | 599,559 |
| 2037 | - | - | - | 550,000 | 50,203 | 600,203 | 550,000 | 50,203 | 600,203 |
| 2038 | - | - | - | 570,000 | 29,968 | 599,968 | 570,000 | 29,968 | 599,968 |
| 2039 | - | - | - | 425,000 | 12,754 | 437,754 | 425,000 | 12,754 | 437,754 |
| 2040 | - | - | - | 195,000 | 2,925 | 197,925 | 195,000 | 2,925 | 197,925 |
| Total P&I | \$ 3,685,000 | \$ 417,450 | \$ 4,102,450 | \$ 12,710,000 | \$ 3,568,018 | \$ 16,278,018 | \$ 16,395,000 | \$ 3,985,468 | \$ 20,380,468 |



BUDGET FY2021-22

Legal Debt Margin Information

The proposed debt margin as of September 30, 2021

As a home rule city, the City of Cedar Hill is not limited by law in the amount of debt it may issue.

Article X, Section 2 of the City of Cedar Hill charter states in part:

The City Council shall have the power and it is hereby authorized and made its duty to levy annually for general purposes and for the purpose of paying interest and providing the sinking fund on the bonded indebtedness of the City of Cedar Hill now in existence or which may hereafter be created an ad valorem tax on all real, personal or mixed property within the territorial limits of said City and upon all franchises granted by the City to any individuals or corporations of not exceeding a total of Two Dollars and Fifty cents (\$2.50) on the One Hundred Dollars (\$100.00) assessed valuation of said property. If for any cause the City Council shall fail, neglect or refuse to pass a tax ordinance for any one year, levying taxes for that year, then and in that event the tax levying ordinance last passed shall and will be considered in force and effect as the tax levying ordinance for the year which the City Council failed, neglected or refused to pass such ordinance, and the failure so to pass such ordinance for any year shall in no wise invalidate the tax collections for that year.

The proposed tax rate on October 1, 2021 is \$0.697029 per \$100 of assessed valuation at 100% of market value. The tax rate is 27.88% of the legal limit.

BUDGET FY2021-22

Special Revenue Funds

Special Revenue Funds

- 0004 Public, Educational and Governmental (PEG)
- 0301 Animal Shelter Fund
- 0302 Hotel Occupancy Tax Fund
- 0304 Municipal Court Special Revenue Fund
- 0306 Police Forfeiture Fund
- 0310 JPL Nature Corridor Permanent Fund
- 0311 JPL Nature Corridor Opportunity Fund
- 0312 Library Donation Fund
- 0316 Regional Fire Training Fund
- 0317 Landscape Beautification Fund
- 0318 Traffic Safety Fund
- 0320 Police Federal Forfeiture Fund
- 0322 Crime Control and Prevention District Fund
- 0326 Economic Development Incentive Fund
- 0327 Tax Increment Financing (TIF) Fund

Public, Educational and Governmental (PEG) Fund (0004)

TEX UT. CODE ANN. § 66.009 : Texas Statutes - Section 66.009: PUBLIC, EDUCATIONAL, AND GOVERNMENTAL ACCESS CHANNELS

This is a governmental fund type and reported in the City's financial statements as a non-major special revenue fund. The City has to formally request that cable and video companies doing business in the city to collect and remit "PEG" fees as defined below.

Public-access television is a form of non-commercial mass media where ordinary people can create content television programming which is cablecast through cable TV specialty channels. Public-access television was created in the United States between 1969 and 1971 by the Federal Communications Commission (FCC). Public-access Television is often grouped with public, educational, and government access television channels, by the acronym PEG. Peg Channels are typically only available on cable television systems.

Cable and Video Companies doing business in a municipality and holding a state-issued certificate of franchise authority shall provide the municipality with capacity in its communications network to allow public, educational, and governmental (PEG) access channels for noncommercial programming.



PROPOSED BUDGET FY 2021-2022

**Public, Educational and Governmental (PEG) Fund
(Revenues, Expenditures and Change in Fund Balance)
0004**



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|-------------------|---------------|
| BEGINNING FUND BALANCE | \$ 428,521 | \$ 526,027 | \$ 617,096 | \$ 617,096 | \$ 679,109 | | |
| REVENUES | | | | | | | |
| Interest Earnings | 13,036 | 7,076 | 7,600 | 3,483 | 522 | (7,078) | -93.13% |
| Peg Fees | 87,403 | 83,993 | 75,000 | 80,046 | 80,000 | 5,000 | 6.67% |
| Miscellaneous | - | - | - | - | - | - | 0.00% |
| TOTAL REVENUES | 100,439 | 91,069 | 82,600 | 83,529 | 80,522 | (2,078) | -2.52% |
| EXPENDITURES | | | | | | | |
| Special Services | 2,933 | - | 18,550 | 1,515 | - | (18,550) | -100.0% |
| Capital Items | - | - | - | 20,001 | 10,000 | 10,000 | 0.0% |
| TOTAL EXPENDITURES | \$ 2,933 | \$ - | \$ 18,550 | \$ 21,516 | \$ 10,000 | \$ (8,550) | -46.1% |
| NET CHANGE | 97,506 | 91,069 | 64,050 | 62,013 | 70,522 | | |
| ENDING FUND BALANCE | \$ 526,027 | \$ 617,096 | \$ 681,146 | \$ 679,109 | \$ 749,632 | | |

Animal Shelter Fund (0301)

This is an operating fund to account for the operation of the Tri-City Animal Shelter. The cost of operations is shared by Duncanville, Desoto and Cedar Hill.



BUDGET FY 2021-2022

TRI-CITY ANIMAL SHELTER

Highlights: Proposed Budget FY21/22

BUDGET NOTES

- **TOTAL REVENUES** are budgeted at \$1,122,465 which is a 1.9% decrease compared to the FY 2020-2021 budget.
- **Interest income** is down by \$1,110 or 30% due to market conditions and the more favorable contracted rate at the depository bank has expired.
- **Charges for services** are down by \$12,000 or 12.8% due to decreased services from lingering pandemic concerns.
- **Donations and Miscellaneous revenues** are down 44.8% or \$43,000 due to reductions in grant income, lower private and corporate donations, and the Friends of the Tri-City Shelter's reallocation of resources to the Surgery Center.
- **Other Governments revenues** are \$970,475 which is a 2.1% increase per partnering entity. The amounts for Duncanville & DeSoto includes debt payments. Cedar Hill's debt portion is paid directly through its debt service fund.
- **Transfers In** - Cedar Hill's General Fund will directly support the first year of the new Part Time position.
- **TOTAL EXPENDITURES** are budgeted at \$1,136,180 which is a 3.8% decrease compared to the prior year's budget.
- **Salaries and Benefits** include a 3% COL increase which is consistent with the Citywide rate. The budget also includes the addition of 1 new PT Administrative Assistant (20hrs) at \$15,000 which is offset by direct support from the City of Cedar Hill in year one. This will bring the total FTE count to 12.
- **Operational Expenditures** are estimated to increase by 5.4% or \$53,395.
- No **Capital Cost** are budgeted for FY 2022 as the Surgical Center Project and grant were completed in FY2021.
- **Debt Costs** are budgeted per the scheduled amortization.
- **Summary:** overall expenditures will exceed revenues by \$13,715
- **The Fund Balance** Policy Objective is 25% (of operating expenditures) or \$284,045.

The projected fund balance at FYE 2022 is \$171,823 or 15.1%.

The participating cities should keep the fund balance levels in mind and consider ways to increase revenues or contributions to sustain the fund in the future.



ANIMAL SHELTER FUND
Revenue, Expenses and Changes in Fund Balance
Fund 0301

| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var. |
|--|---------------------|---------------------|---------------------|------------------------|-----------------------|--------------------|---------------|
| BEGINNING FUND BALANCE | \$ 133,500 | \$ 368,964 | \$ 391,153 | \$ 391,153 | \$ 185,538 | | |
| REVENUES | | | | | | | |
| Interest earnings | 5,716 | 4,790 | 3,700 | 2,242 | 2,590 | (1,110) | -30.0% |
| Charges for services | 90,057 | 69,522 | 93,400 | 80,400 | 81,400 | (12,000) | -12.8% |
| Donations and miscellaneous | 334,777 | 98,366 | 96,000 | 45,000 | 53,000 | (43,000) | -44.8% |
| Other governments | 543,792 | 888,607 | 950,843 | 950,843 | 970,475 | 19,632 | 2.1% |
| Transfers in from other funds | 224,978 | - | - | - | 15,000 | 15,000 | 7.6% |
| TOTAL OPERATING REVENUES | \$ 1,199,320 | \$ 1,061,285 | \$ 1,143,943 | \$ 1,078,485 | \$ 1,122,465 | \$ (21,478) | -1.9% |
| TOTAL FUNDS AVAILABLE | \$ 1,332,820 | \$ 1,430,249 | \$ 1,535,096 | \$ 1,469,638 | \$ 1,308,003 | \$ (21,478) | XXX |
| EXPENDITURES | | | | | | | |
| Personnel | 590,928 | 611,392 | 667,598 | 655,075 | 745,691 | 78,092 | 11.7% |
| Supplies | 86,269 | 71,382 | 111,562 | 115,137 | 112,312 | 750 | 0.7% |
| Maintenance | 37,540 | 28,428 | 19,980 | 20,780 | 25,580 | 5,600 | 28.0% |
| Services | 94,721 | 113,104 | 122,891 | 93,124 | 97,820 | (25,071) | -20.4% |
| Utilities | 29,820 | 25,248 | 40,245 | 31,219 | 42,218 | 1,973 | 4.9% |
| Leases/Rentals | 19,461 | 17,896 | 19,760 | 19,760 | 9,346 | (10,414) | -52.7% |
| Miscellaneous | 11,289 | 6,565 | 11,150 | 11,355 | 13,612 | 2,462 | 22.1% |
| TOTAL OPERATING EXPENDITURES | \$ 870,030 | \$ 874,010 | \$ 993,186 | \$ 946,450 | \$ 1,046,580 | \$ 53,393 | 5.4% |
| Capital Outlay | - | 74,511 | 100,000 | 250,000 | - | (100,000) | -100.0% |
| Transfers to Debt Service Fund | 93,825 | 90,575 | 87,650 | 87,650 | 89,600 | 1,950 | 2.2% |
| TOTAL CAPITAL AND TRANSFERS | \$ 93,825 | \$ 165,086 | \$ 187,650 | \$ 337,650 | \$ 89,600 | \$ (98,050) | -52.3% |
| TOTAL EXPENDITURES, CAPITAL AND TRANSFERS | \$ 963,855 | \$ 1,039,096 | \$ 1,180,836 | \$ 1,284,100 | \$ 1,136,180 | \$ (44,657) | -3.8% |
| Excess (deficiency) of revenues over (under) expenditures | \$ 235,465 | \$ 22,189 | \$ (36,893) | \$ (205,615) | \$ (13,715) | | |
| ENDING FUND BALANCE | \$ 368,964 | \$ 391,153 | \$ 354,260 | \$ 185,538 | \$ 171,823 | | |
| Unreserved, undesignated | 38.3% | 40.6% | 32.8% | 17.9% | 15.1% | | |

DEPARTMENT DESCRIPTION

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

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **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 safe, comfortable, and sanitary environment while providing the 5 Freedoms.
- **Reunite lost pets with their owners** - Use appropriate channels and information to locate pet owners and reunite them with their pets.
- **Adopt and Rescue available animals** – Safely place as many animals that come into our care into our adoption program or transfer to rescue groups or other animal welfare agencies when possible.
- **Promote responsible pet care and ownership** - Provide education, resources and information to the public on pet issues such as, retention options, training assistance, and veterinary resources.

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|--|-------------------|-------------------|---------------------|-----------------------|
| # of Animals Served <i>(includes wildlife and DOA animals)</i> | 7,545 | 6,124 | 5,400 | 6,000 |
| # of In-Person Citizens Inquires & Services <i>(In Shelter Only)</i> | 181,004 | 8,701 | 8,000 | 12,000 |
| #of Positive Outcomes <i>(adoption, foster or reclaims)</i> | 4,907 | 4,359 | 3,900 | 4,500 |
| # of returned Lost Animals | 1,059 | 813 | 700 | 800 |
| Medical Services Provided to Animals in Dollars | \$118,204 | \$15,063 | \$78,000 | \$110,201 |
| # of Wildlife Rescues | 374 | 235 | 195 | 250 |
| # of Volunteer Hours | 12,697 | 5,096 | 2,000 | 7,000 |
| # of in house spay/neuter | 298 | 1,075 | 1,200 | 1,500 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|-------------------------------------|-----------|-------------|-------------|-------------|-------------------------|---------------------|
| Animal Services Manager | 620 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Assistant Animal Services Manager | 618 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Foster & Placement Partner | 613 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Shelter Attendant | 612 & 93 | 7.3 | 7.5 | 7.5 | 7.5 | 0.0 |
| Volunteer and Marketing Coordinator | 613 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Part Time Administrative Assistant | 613 | 0.00 | 0.00 | 0.00 | 0.5 | 0.5 |
| Totals | | 11.3 | 11.5 | 11.5 | 12 | 0.5 |

- Part Time Administrative Assistant added in FY22

EQUIPMENT & PROGRAM REQUEST

| Vehicles & Equipment | Actual Cost | Lease Cost | Funded |
|----------------------|-------------|------------|--------|
| N/A | - | - | - |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|--------------------------------|----------------|---------------|-----------------------|--------------|
| FT Administrative Assistant | 58,926 | - | 15,000 | Y- (0001) GF |
| FT Tri-Cities Wildlife Officer | 65,896 | - | - | N |

- Partially funded as a PT Administrative Assistant via a transfer in from the General Fund



City of Cedar Hill
Budget Program Request FY 2021-2022

Department: Animal Shelter

Program One (1): Full Time Administrative Assistant

Year # 2 of Request, initial request was in FY21

Program Cost: \$ 58,926 Full Time with Salary and Benefits (Cost shared with Duncanville and DeSoto – **cost per City is \$19,962**).
(recurring cost, all Personnel request includes Equipment, Uniforms and Benefits unless otherwise stated)

Option 1 Cost: Part Time \$ 15,000 (20 hours a week, no benefits)

Tax Rate Impact (if known):

Included in City Manager's Budget: Yes – Option 1, part-time (20 hours)

Program Description:

With the tremendous growth in technology, information, and reporting requirements that come with animal sheltering, and with the growth of the Tri-City Animal Shelter, an administrative assistant is essential. There is pending legislation that would require even more clerical assistance to maintain operations within the law. In the 25 years of operation, the shelter has not had an administrative assistant. 25 years ago, there was not the need there is today. Administrative duties have been the responsibility of the manager, assistant manager, and shelter attendants, whose expertise is with animals and who frequently lack the specific knowledge and skills of administrative professionals. At least 12 of our surrounding area shelters have some type of an administrative assistant.

An administrative assistant at the Animal Shelter would support the following functions: grant research/writing/reporting, invoicing, purchasing, payment processing, vendor relationships, support and administering paperwork for surgery suite, research projects, website administration, assisting with budget preparations, processing payroll, records management, interfacing with other City employees and citizens, as well as other clerical duties.

In addition, this staff member would help to alleviate increasing demands in customer service by supporting managers and staff with telephone traffic, emails, social media messages, and foot traffic.

Additionally, opening the Surgery Suite and Medical Center this year will place increasing demands on both management and staff, much of which could be alleviated by an Administrative Assistant dedicated to administrative processes.

City of Cedar Hill
Budget Program Request FY 2021-2022

Adding this position would:

- ✓ Increase the live release rate for our shelter by freeing managers to focus on adoption programs, alternative placement options, intake diversion, and other life-saving strategies.
- ✓ Improve the health of our animals by freeing shelter attendants to spend additional time on enrichment strategies, cleaning, public health and safety, and other activities that directly impact the welfare of our animals.
- ✓ Improve citizen experiences with the shelter by increasing responsiveness, reducing wait times, and adding to the premiere service we always strive to offer.
- ✓ Increase the live release rate for our shelter by freeing shelter attendants to focus on adoption counseling and returning animals to owners.
- ✓ Create consistency for all financial and procurement processes, increasing timeliness and accuracy, while ensuring the most efficient use of dollars. Reduce the need for assistance from the finance department, freeing up staff from finance to better serve the entire city.
- ✓ Allow management team to focus on future planning and growth.

If this program is not funded:

- ✓ Stagnant (or potentially declining) live release rate as we are operating at capacity with current FTE and management.
- ✓ Declining customer service as the shelter's telephone and online traffic continue to increase.
- ✓ Continued inefficiency around administrative functions.

This program reflects City Council's Premier Statements:

Cedar Hill has Excellent, Safe and Efficient Infrastructure.

Cedar Hill is Safe.

Cedar Hill is Clean.

Cedar Hill has Distinctive Character.

This program addresses all our Core Functions:

1) Receive and provide exemplary care for animals and citizens– Free up staff time to focus on direct animal care and public health and safety.

2) Reunite lost pets with their owners – Research online lost pet posts to match with animals in shelter.

3) Adopt and Rescue available animals – Free up staff time to focus on adoption counseling and seeking out placement partners.

4) Promote responsible animal care – Improve website and social media presence.

| Tri-City Animal Shelter Debt Schedule After 2016 Refunding | | | | | |
|---|------------------|-----------------|----------------|---------------|--------------------|
| FY | Principal | Interest | Total | DeSoto | Duncanville |
| 2022 | 70,000 | 19,600 | 89,600 | 44,800 | 44,800 |
| 2023 | 75,000 | 16,350 | 91,350 | 45,675 | 45,675 |
| 2024 | 75,000 | 13,350 | 88,350 | 44,175 | 44,175 |
| 2025 | 80,000 | 10,250 | 90,250 | 45,125 | 45,125 |
| 2026 | 85,000 | 6,950 | 91,950 | 45,975 | 45,975 |
| 2027 | 85,000 | 3,975 | 88,975 | 44,488 | 44,488 |
| 2028 | 90,000 | 1,350 | 91,350 | 45,675 | 45,675 |
| TOTAL | 690,000 | 120,050 | 810,050 | 405,025 | 405,025 |

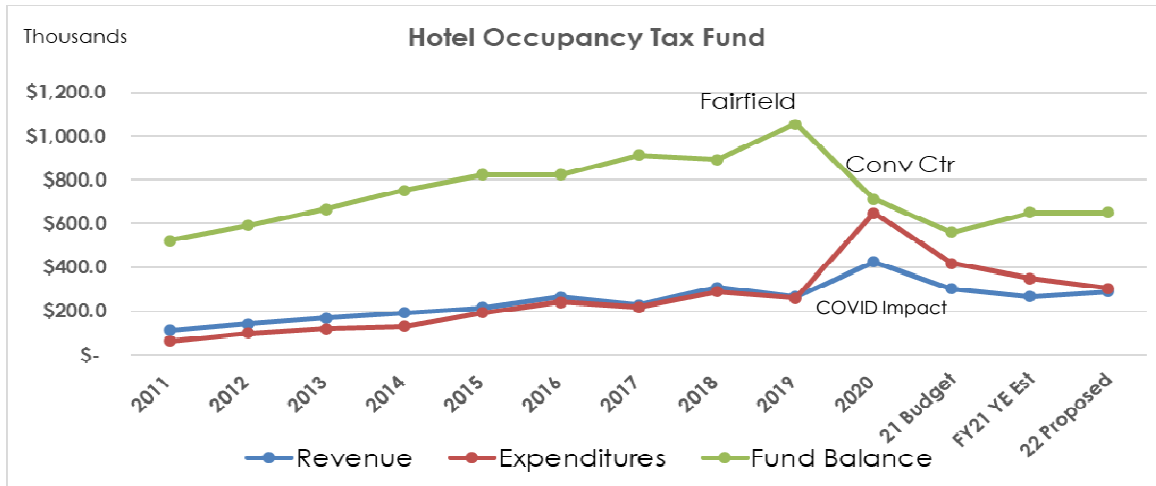
* Note: Cedar Hill Portion of the Tri City Animal Shelter Debt is paid via the Debt Service Fund

HOTEL OCCUPANCY TAX FUND (0302)

This fund is supported by a Hotel-Motel Occupancy Tax. The fund supports tourism and special events. There are 4 Hotels in operation in the City. The City utilizes a 3rd party vendor for reporting, auditing and tracking its hotel tourism tax. The current combined Hotel tax rate is 13%. The State portion is 6% while the City collects 7%. The City of Cedar Hill collects revenue in accordance with Chapter 21 / Article III / Section 21-41-46 of the City of Cedar Hill's Code of Ordinances for Hotel Occupancy Tax. Revenue is collected for occupied rooms based on the cost of a room in the City of Cedar Hill ordinarily used for sleeping, including bed and breakfasts, hotels, motels, tourists homes, houses or courts, lodging houses, trailer motels, railroad Pullman cars (not involving the transportation of travelers), dormitory space where bed space is rented to individuals or groups, and apartments not occupied by permanent residents. This authority is not applicable to hospitals, sanitariums or nursing homes.



PROPOSED BUDGET FY 2021-2022





HOTEL OCCUPANCY TAX FUND
Revenue, Expenses and Changes in Fund Balance
Fund 0302

| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|-----------------|---------------|
| | \$ 890,938 | \$ 1,056,000 | \$ 710,776 | \$ 710,776 | \$ 649,648 | xxx | xxx |
| REVENUES | | | | | | | |
| Interest earnings | 27,332 | 13,241 | 15,500 | 4,500 | 5,000 | (10,500) | -67.7% |
| Charges for services | 341,579 | 288,169 | 250,000 | 283,125 | 300,000 | 50,000 | 20.0% |
| Miscellaneous income | 421 | 280 | - | - | - | - | 0.0% |
| Transfer In | 53,569 | - | - | - | 30,000 | - | 0.0% |
| TOTAL OPERATING REVENUES | 422,900 | 301,690 | 265,500 | 287,625 | 335,000 | 39,500 | 14.9% |
| TOTAL FUNDS AVAILABLE | \$ 1,313,838 | \$ 1,357,690 | \$ 976,276 | \$ 998,401 | \$ 984,648 | \$ 8,372 | 0.9% |
| EXPENDITURES | | | | | | | |
| Personnel | 156,320 | 226,038 | 183,436 | 152,396 | 166,094 | (17,342) | -9.5% |
| Supplies | 7,721 | 14,250 | 29,820 | 30,273 | 24,500 | (5,320) | -17.8% |
| Services | 80,323 | 87,400 | 170,725 | 135,774 | 123,930 | (46,795) | -27.4% |
| Utilities | 660 | 1,010 | 1,285 | 1,200 | 600 | (685) | 0.0% |
| Miscellaneous | 12,815 | 14,613 | 15,690 | 14,110 | 19,430 | 3,740 | 23.8% |
| Capital/Transfers | - | 303,603 | 15,000 | 15,000 | - | (15,000) | -100.0% |
| TOTAL OPERATING EXPENDITURES | 257,838 | 646,914 | 415,956 | 348,753 | 334,554 | (81,402) | -19.6% |
| NET CHANGE | 165,062 | (345,224) | (150,456) | (61,128) | 446 | | |
| ENDING FUND BALANCE | \$ 1,056,000 | \$ 710,776 | \$ 560,320 | \$ 649,648 | \$ 650,094 | | |

DEPARTMENT DESCRIPTION

The Tourism Division stimulates an increase in visitors to the City of Cedar Hill for leisure travel, meetings, sports, recreation and social events and activities by promoting the quality of life and natural resources of the City.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

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

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY2018-19 | FY2019-20 | FY2020-21 | FY2021-22 |
|--------------------------------|---------------|---------------|-----------------|--------------------|
| Blog (TWICH) subscribers | Actual | Actual | Estimate | Projections |
| This Week E-Newsletter | 825 | 880 | 1,500 | 1,750 |
| Website total sessions | N/A | N/A | 35,000 | 45,000 |
| Total Social Media Followers | N/A | 255 | 1,250 | 1,750 |
| Print media reach | 66,000 | 80,000 | 136,000 | 150,000 |
| Total Social Media Impressions | N/A | 156,000 | 200,000 | 300,000 |
| Total Social Media Engagements | N/A | 5,652 | 15,000 | 30,000 |

MEETINGS, EVENTS & SPONSORSHIPS

| Item/Event | FY2020-21 Est. | FY2021-22 Budgeted |
|---|----------------|--------------------|
| Lion's Charities Basketball | - | 2,000 |
| Lion's Club | - | 3,000 |
| Rotary Head for the Hills Bike Rally | 5,000 | 5,000 |
| Audubon (Great Horned Owl Sponsorship) | - | - |
| Cedar Hill Triathlon | 4,000 | 3,000 |
| Texas High School Cycling Festival | - | - |
| TTIA Travel Fair (Heritage Trails LLC) | 890 | 2,000 |
| Miscellaneous Sponsorships | 3,000 | 6,000 |
| Love Your City Theater | - | - |
| Total | 12,890 | 21,000 |

HOTEL/MOTEL TAX – ARTS & EVENTS ACTIVITIES

Arts & Events activities were eliminated due to Covid-19 mandates and closures in FY21. In FY22 the department will have a heightened concentration on marketing efforts, therefore the budget was reallocated from arts & events to marketing.



PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|---|-----------|-------------|-------------|-------------|-------------------------|---------------------|
| Administrative Secretary | 613 | 1.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Customer & Visitor Experience Coordinator | 614 | 0.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Destination Marketing Manager | 618 | 0.0 | 0.0 | 1.0 | 1.0 | 0.0 |
| Tourism & Marketing/ Mainstreet Manager | 618 | 1.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Totals | | 2.0 | 2.0 | 2.0 | 2.0 | 0.0 |

EQUIPMENT AND PROGRAM REQUEST

| Replacement Equipment | Lease Cost | Actual Cost | Funded |
|-----------------------|------------|-------------|--------|
| NA | - | - | - |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|-----------------|----------------|---------------|-----------------------|--------------|
| Latin Fest 2022 | - | \$95,100 | \$30,000 | Y- (0001) GF |

- This program has been approved but not at the original funding requested. It will be funded up to \$30,000 by the General Fund in FY22.

Department: Tourism

Program One (1): Latin Fest 2022 – Passport to Culture & Fun

Year #1 of Request

Program Cost: \$95,100 (Potential Revenue Offset of \$79,500)

Option 1: \$30,000 (scaled down version)

Included in City Manager's Budget: Yes , Option 1 (General Fund Transfer)

Program Description:

The Hispanic population continues to be one of the fastest growing demographics in Cedar Hill, surrounding cities, and the State of Texas. As seen in other larger City events such as Country Day and Scare in the Square, festivals are a vital way for the City to encourage community engagement and provide family-friendly fun. These types of events also build curiosity from visitors from surrounding areas and other cities that are looking for new types of entertainment.



This program will create a one-day event called LatinFest with the tagline, Passport to Culture & Fun. The overall theme lends to providing entertainment, kid-friendly activities, engagement from the business community, and community inclusiveness that anyone in the area would find beneficial.

The event would take place in City Center starting at Hillside Village in Uptown, go through Midtown by the Government Center, and end in Historic Downtown. In each of these districts, the Tourism team and event committee would reach out to businesses to represent various Central and South American countries. The northern countries would be represented in Uptown, the central area countries would be in Midtown, and the southern countries would be in Historic Downtown.

Each of the businesses would represent a country with information about that country and one or two vendor booths at their location. During the first year of the program, we envision only small businesses would participate with plans for larger chain or retail locations to be added in future years.

To guide attendees through the full experience, participants would all receive a “passport” that would be available at all locations. Attendees would visit all of the countries on the passport to win various prizes from the Visit Cedar Hill team and other sponsors.



Latin Fest would feature a stage for all-day entertainment featuring various dance groups, high school/group mariachis, ballet folklórico, and other cultural performances with a headliner that would end the night. Access to the stage is the only part of the event that would require paid admission. Kid-friendly activities such as bounce houses and activity areas would be available as well.

The Visit Cedar Hill team envisions this to be an annual event that will continue to grow in attendance and popularity in the State. Which will expand our reach and bring new visitors to Cedar Hill, its hotels, and local businesses.

Revenue for the event would be generated by sponsors, participating businesses, booth space, and food trucks.

This entertaining, family-friendly event will showcase and honor the diverse community that gives Cedar Hill its distinctive character. It will also engage our community and expose visitors to our premier city.

If this program is not funded:

As a City, we have an opportunity to showcase the diversity and growth of an expanding population in Cedar Hill. If this program is not funded, there will be a void that is felt with local residents that their culture is not represented in City endorsed events.

This program reflects City Council's Premier Statements:

- Cedar Hill has a Distinctive Character
- Cedar Hill has an Engaged Community
- Cedar Hill has a Strong and Diverse Economy

This program reflects City Council's Values:

- People and Relationships
- Stewardship

MUNICIPAL COURT SPECIAL REVENUE (0304)

This is a Special Revenue Fund to account for fees collected through Cedar Hill Municipal Court. The **Municipal Court Technology Fee** is a \$4 assessment collected from defendants upon conviction for a misdemeanor offense and the fee(s) are to be used only to pay for technological enhancements for the Municipal Court including computer hardware, computer software, imaging systems, electronic ticket writers or docket management systems.

The **Municipal Court Security Fee** is a \$3 assessment collected on all convictions and is to be used for the purpose(s) of providing security for buildings housing a municipal court as well as for the City's bailiffs and marshals who provide security services. These fees were tracked and recorded in the General Fund of the City through fiscal year ended September 30, 2019.

The **Municipal Court Child Safety Fee** is a \$1.50 assessment collected by Dallas County on all vehicle registrations to help pay for school crossing guards. The county provides cities a portion of these fees based on vehicles registered with addresses within its boundaries. The legislation establishing the City portion is effective January 2019.



PROPOSED BUDGET FY 2021-2022

MUNICIPAL COURT SPECIAL REVENUE

Revenue, Expenses and Changes in Fund Balance

Fund 0304



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|--|---------------------|---------------------|---------------------|------------------------|-----------------------|------------------|-------------------|
| BEGINNING FUND BALANCE | \$ - | \$ - | \$ 11,723 | \$ 11,723 | \$ 27,885 | | |
| REVENUES | | | | | | | |
| Interest earnings | - | 31 | 75 | 120 | 120 | 45 | 60.00% |
| Court Technology Fees | - | 18,620 | 24,500 | 20,000 | 24,500 | - | 0.00% |
| Court Child Safety Fee | - | 3,796 | - | 6,000 | 4,500 | 4,500 | - |
| Court Security Fees | - | 16,877 | 16,250 | 17,000 | 18,500 | 2,250 | 13.85% |
| TOTAL OPERATING REVENUES | \$ - | \$ 39,323 | \$ 40,825 | \$ 43,120 | \$ 47,620 | \$ 6,795 | 16.64% |
| TOTAL FUNDS AVAILABLE | \$ - | \$ 39,323 | \$ 52,548 | \$ 54,843 | \$ 75,505 | \$ 6,795 | 12.93% |
| EXPENDITURES | | | | | | | |
| Court Technology Equipment | - | 27,600 | 26,958 | 26,958 | 26,958 | - | 0% |
| Court Security Equipment | - | - | - | - | - | - | 0% |
| TOTAL OPERATING EXPENDITURES | \$ - | \$ 27,600 | \$ 26,958 | \$ 26,958 | \$ 26,958 | \$ - | 0.00% |
| Excess (deficiency) of revenues over (under) expenditures | \$ - | \$ 11,723 | \$ 13,867 | \$ 16,162 | \$ 20,662 | \$ 6,795 | \$ (5,467) |
| ENDING FUND BALANCE | \$ - | \$ 11,723 | \$ 25,590 | \$ 27,885 | \$ 48,547 | \$ 22,957 | \$ (1,029) |

POLICE FORFEITURE FUND (0306)

This is a Special Revenue Fund to account for assets that were seized or confiscated by the State, Federal Government or local authorities and by court order been forfeited to the City through the court; once assets are forfeited to the City they are utilized for public safety and crime prevention operations.



PROPOSED BUDGET FY 2021-2022

POLICE FORFEITURE FUND

Revenue, Expenses and Changes in Fund Balance

Fund 0306



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|-------------------|--------------|
| BEGINNING FUND BALANCE | \$ 60,614 | \$ 78,497 | \$ 80,868 | \$ 81,049 | \$ 77,474 | | |
| REVENUES | | | | | | | |
| Interest earnings | 1,972 | 1,045 | 750 | 495 | 54 | (696) | (1) |
| Forfeited assets | 29,233 | 5,658 | 6,500 | 2,600 | - | (6,500) | -100% |
| TOTAL REVENUES | \$ 31,205 | \$ 6,703 | \$ 7,250 | \$ 3,095 | \$ 54 | \$ (7,196) | -193% |
| EXPENDITURES | | | | | | | |
| Miscellaneous | 13,322 | 4,332 | 24,000 | 6,670 | 27,743 | 3,743 | 16% |
| TOTAL EXPENDITURES | \$ 13,322 | \$ 4,332 | \$ 24,000 | \$ 6,670 | \$ 27,743 | \$ 3,743 | 16% |
| NET CHANGE | \$ 17,883 | \$ 2,371 | \$ (16,750) | \$ (3,575) | \$ (27,689) | | |
| ENDING FUND BALANCE | \$ 78,497 | \$ 80,868 | \$ 64,118 | \$ 77,474 | \$ 49,785 | | |

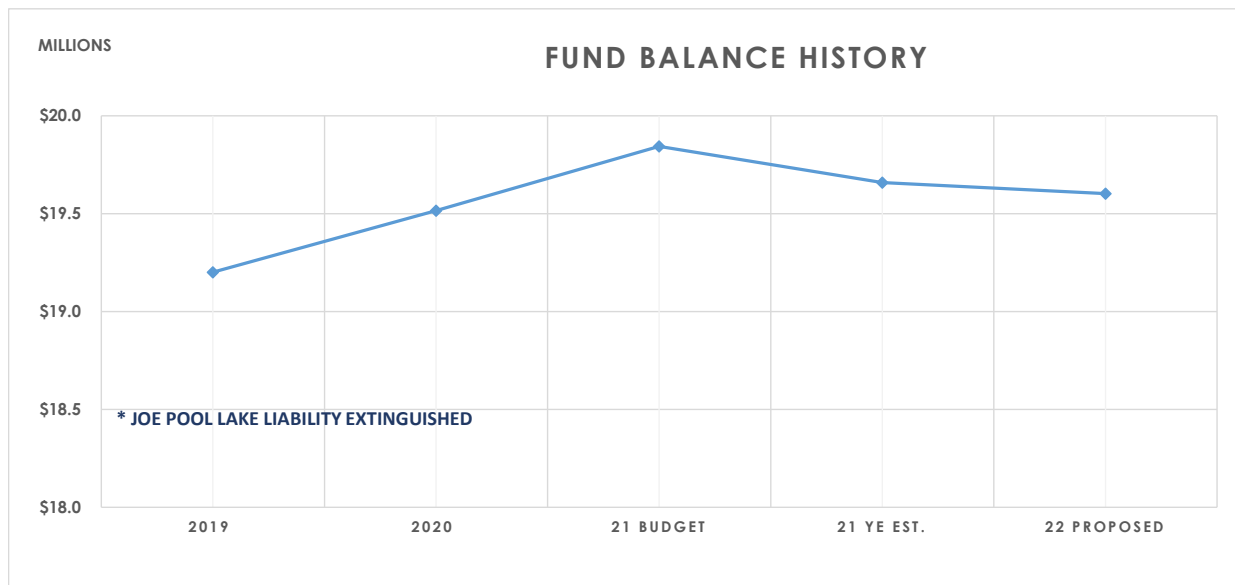
JPL Nature Corridor Permanent Fund Fund 0310

Purpose: The purpose of these funds is to provide a perpetual revenue stream for preservation and development of the JPL recreational and economic asset, and to fund initiatives that are consistent with the principles that formed the rationale for initial creation of the JPL asset and which benefit all citizens of Cedar Hill. The Permanent Fund is established to benefit all citizens of Cedar Hill through production of income in perpetuity from earnings and investments, and to be the repository for other lake related revenues that might be realized now and in the future. The floor value or "corpus" of the Permanent Fund was established at \$15,000,000. The corpus is defined as the fiscal component of the Permanent Fund designated to produce perpetual earnings and growth and which will not be distributed or expended for any other purpose. All JPL related revenue regardless of source will be initially appropriated into the Permanent Fund and eligible revenue produced in the Permanent Fund will be distributed annually to the Opportunity Fund. The goal of the Opportunity Fund is to be the source of funds for JPL and Nature Corridor related operations and maintenance expenditures, one-time capital related Joe Pool Lake projects. Up to 25% of the Permanent Fund's interest and earnings may be transferred annually to the Opportunity Fund, as well as up to 25% of any other revenue appropriated into the Permanent Fund during the year. The City Council may approve on a one-time basis the transfer of up to 25% of the Permanent Fund's value to the Opportunity Fund at any time so long as the indexed corpus remains fully funded.

Established by City Ordinance 2019-671



PROPOSED BUDGET FY 2021-2022





JPL Nature Corridor Permanent Fund
(Revenues, Expenditures and Change in Fund Balance)
Fund 0310

| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|---|----------------------|----------------------|----------------------|------------------------|-----------------------|---------------------|-------------|
| BEGINNING FUND BALANCE | \$ 18,874,640 | \$ 19,201,073 | \$ 19,515,382 | \$ 19,515,382 | \$ 19,659,479 | | |
| REVENUES | | | | | | | |
| Interest Earnings | 421,667 | 426,809 | 438,400 | 246,557 | 40,624 | (381,043) | -90% |
| Interfund Transfer in - Water and Sewer | - | - | - | - | - | - | 0% |
| Interfund Transfer in - General Fund | - | - | - | - | - | - | 0% |
| Miscellaneous | - | - | - | - | - | - | 0% |
| TOTAL REVENUES | \$ 421,667 | \$ 426,809 | \$ 438,400 | \$ 246,557 | \$ 40,624 | \$ (381,043) | -90% |
| EXPENDITURES | | | | | | | |
| Joe Pool Lake Water Rights Debt Payment | - | - | - | - | - | - | 0% |
| Special Services | - | 7,500 | 7,500 | - | 7,500 | 7,500 | 0% |
| Transfer to Opportunity Fund | 95,234 | 105,000 | 102,460 | 102,460 | 61,639 | (33,595) | -35% |
| TOTAL EXPENDITURES | \$ 95,234 | \$ 112,500 | \$ 109,960 | \$ 102,460 | \$ 69,139 | \$ (26,095) | -27% |
| NET CHANGE | \$ 326,433 | \$ 314,309 | \$ 328,440 | \$ 144,097 | \$ (28,515) | | |
| ENDING FUND BALANCE | \$ 19,201,074 | \$ 19,515,382 | \$ 19,843,822 | \$ 19,659,479 | \$ 19,630,964 | | |

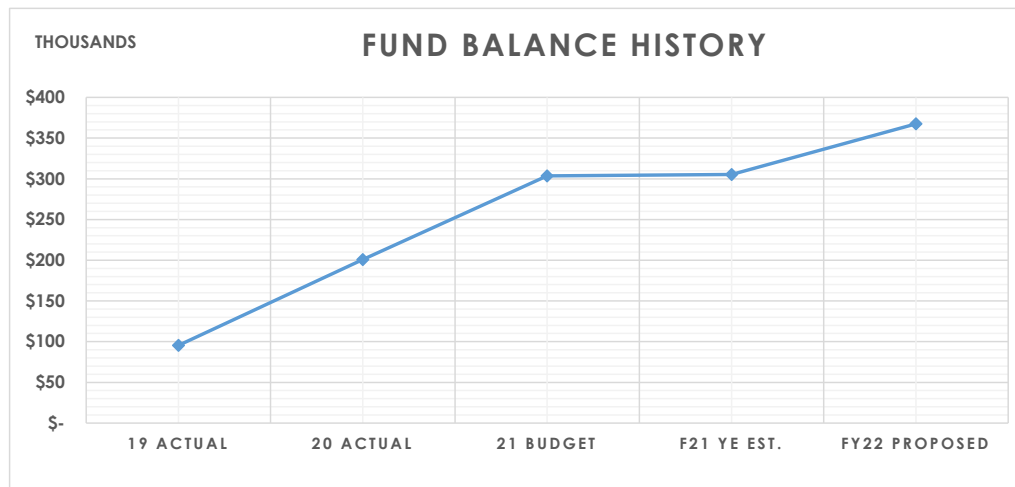
JPL Nature Corridor Opportunity Fund

Fund 0311

This fund is a Special Revenue Fund of the City . In March of 2019 the City Council established this fund by Ordinance 2019-671 with initial funding coming from the JPL Nature Corridor Permanent Fund. The goal of the **Opportunity Fund** is to be the source of funds for JPL and Nature Corridor related operations and maintenance expenditures, one-time capital related Joe Pool Lake projects and potential initiatives associated with the JPL Nature Corridor. Up to 25% of the Permanent Fund's interest and earnings may be transferred annually to the Opportunity Fund, as well as up to 25% of any other revenue appropriated into the Permanent Fund during the year. The City Council may approve on a one-time basis the transfer of up to 25% of the Permanent Fund's value to the Opportunity Fund at any time so long as the indexed corpus remains fully funded.



PROPOSED BUDGET FY 2021-2022



JPL Nature Corridor Opportunity Fund
(Revenues, Expenditures and Change in Fund Balance)

Fund 0311



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|---|---------------------|---------------------|---------------------|------------------------|-----------------------|--------------------|---------------|
| BEGINNING FUND BALANCE | - | 95,391 | \$ 200,828 | \$ 200,828 | \$ 305,231 | | |
| REVENUES | | | | | | | |
| Interest Earnings | 158 | 437 | 268 | 1,943 | 600 | 332 | 123.9% |
| Interfund Transfer in - JPL Perm. Fund | 95,234 | 105,000 | 102,460 | 102,460 | 61,639 | (40,821) | -39.8% |
| Miscellaneous | | | | - | - | - | |
| TOTAL REVENUES | \$ 95,391 | \$ 105,437 | \$ 102,728 | \$ 104,403 | \$ 62,239 | \$ (40,489) | -39.4% |
| EXPENDITURES | | | | | | | |
| Joe Pool Lake Water Rights Debt Payment | - | - | - | - | - | | |
| Special Services | - | - | - | - | - | | |
| Administrative Fees | - | - | - | - | - | | |
| TOTAL EXPENDITURES | \$ - | \$ - | \$ - | \$ - | \$ - | | |
| NET CHANGE | \$ 95,391 | \$ 105,437 | \$ 102,728 | \$ 104,403 | \$ 62,239 | | |
| ENDING FUND BALANCE | \$ 95,391 | \$ 200,828 | \$ 303,556 | \$ 305,231 | \$ 367,470 | | |

Library Donation Fund (0312)

This is a Non-Major Special Revenue Fund established to tract donations and grants made to the Cedar Hill Public Library. The donations and grants made to the Library are typically specific in nature and are to be spent for Library programming, equipment or materials. These funds are restricted for purposes funding public Library programs.



PROPOSED BUDGET FY 2021-2022



Library Fund
(Revenues, Expenditures and Change in Fund Balance)
Fund 0312

| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|---------------|-------------|
| BEGINNING FUND BALANCE | \$ 106,264 | \$ 96,010 | \$ 87,846 | \$ 87,846 | \$ 51,940 | | |
| REVENUES | | | | | | | |
| Interest Income | 3,168 | 1,246 | 1,200 | 504 | 900 | (300) | -25% |
| Donations | 3,525 | 21,201 | 15,000 | 16,300 | 17,800 | 2,800 | 19% |
| Grants | - | 6,566 | 3,000 | 9,900 | 8,900 | 5,900 | 197% |
| Miscellaneous | 39,917 | | | | | - | 0% |
| TOTAL REVENUES | 46,610 | 29,013 | 19,200 | 26,704 | 27,600 | 8,400 | 44% |
| EXPENDITURES | | | | | | | |
| Minor Apparatus | - | - | - | - | - | - | 0% |
| Computer Supplies | - | - | - | 2,610 | - | - | 0% |
| Subscription Services | - | - | - | - | - | - | 0% |
| Special Services | 56,864 | 37,178 | 15,000 | 40,000 | 22,500 | 7,500 | 50% |
| Library History Collection | - | - | - | - | - | - | 0% |
| Miscellaneous | - | - | - | 20,000 | 15,000 | 15,000 | 0% |
| Transfer to Another Fund | - | - | - | - | - | - | 0% |
| TOTAL OPERATING EXPENDITURES | 56,864 | 37,178 | 15,000 | 62,610 | 37,500 | 22,500 | 150% |
| NET CHANGE | (10,253) | (8,165) | 4,200 | (35,906) | (9,900) | | |
| ENDING FUND BALANCE | \$ 96,010 | \$ 87,846 | \$ 92,046 | \$ 51,940 | \$ 42,040 | | |

Regional Fire Training Program (0316)

This is a Special Revenue Fund to account for resources from the participating cities in the regional fire training program. The entities contribute to the training program once a year to support regional training efforts. The cities are Duncanville, Desoto, Lancaster and Cedar Hill.

This fund was established in FY 2019-2020 with contributions from all participating cities. The Training Officer's salary and benefits are paid out of the General Fund Fire Department Budget and are invoiced to each entity on a quarterly basis. The Training Program Budget will be invoiced annually on April 1 of each year.



PROPOSED BUDGET FY 2021-2022



Regional Fire Training Program
Revenue, Expenses and Changes in Fund Balance
Fund 0316

| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|--|---------------------|---------------------|---------------------|------------------------|-----------------------|--------------|-----------|
| BEGINNING FUND BALANCE | \$ - | \$ - | \$ 44,053 | \$ 44,053 | \$ 71,553 | | |
| REVENUES | | | | | | | |
| Interest Earnings | - | 199 | 100 | 200 | 150 | 50 | 50.0% |
| Lancaster Share | - | 13,650 | 13,650 | 13,650 | 13,650 | - | 0.0% |
| DeSoto Share | - | 13,650 | 13,650 | 13,650 | 13,650 | - | 0.0% |
| Duncanville Share | - | 13,650 | 13,650 | 13,650 | 13,650 | - | 0.0% |
| Cedar Hill Share | - | 13,650 | 13,650 | 13,650 | 13,650 | - | 0.0% |
| TOTAL OPERATING REVENUES | \$ - | \$ 54,799 | \$ 54,700 | \$ 54,800 | \$ 54,750 | \$ 50 | 0% |
| TOTAL FUNDS AVAILABLE | \$ - | \$ 54,799 | \$ 98,753 | \$ 98,853 | \$ 126,303 | | |
| EXPENDITURES | | | | | | | |
| Fire Training Officer | - | - | - | - | - | - | 0.0% |
| Regional Fire Training | - | 10,746 | 54,600 | 27,300 | 54,600 | - | 0.0% |
| Other | - | - | - | - | - | - | 0.0% |
| TOTAL OPERATING EXPENDITURES | \$ - | \$ 10,746 | \$ 54,600 | \$ 27,300 | \$ 54,600 | \$ - | 0% |
| Excess (deficiency) of revenues over (under) expenditures | \$ - | \$ 44,053 | \$ 100 | \$ 27,500 | \$ 150 | | |
| ENDING FUND BALANCE | \$ - | \$ 44,053 | \$ 44,153 | \$ 71,553 | \$ 71,703 | | |

**FY 2021- 2022 Proposed Budget
Regional Fire Training Officer**

FIRE TRAINING OFFICER: SHARED RESOURCES PROGRAM

| Annual Training and Software Budget (0316- Regional Training Fund) | | | Annual Fire Training Officer Budget (0001- General Fund) | | |
|---|-----------|---------------|---|-----------|----------------|
| Technology and Software | \$ | 5,800 | Wages | \$ | 113,561 |
| Regional Driver/Engineer Training | \$ | 9,000 | Benefits | \$ | 44,392 |
| Live Fire Training | \$ | 2,000 | Uniform Cost | \$ | 500 |
| Training Props | \$ | 8,000 | Cell Phone, Tablet, Data Plan | \$ | 720 |
| Command and Blue Card | \$ | 4,800 | Vehicle Lease - EQ Fund Program | \$ | 5,500 |
| Seminars Brought In | \$ | 5,000 | Vehicle Maintenance & Fuel | \$ | 500 |
| Leadership Series | \$ | 10,000 | | | |
| Conferences and Travel | \$ | 10,000 | | | |
| Total Training and Software | \$ | 54,600 | Total Personnel and Equipment | \$ | 165,173 |
| Cedar Hill | \$ | 13,650 | Cedar Hill | \$ | 41,293 |
| Duncanville | \$ | 13,650 | Duncanville | \$ | 41,293 |
| DeSoto | \$ | 13,650 | DeSoto | \$ | 41,293 |
| Lancaster | \$ | 13,650 | Lancaster | \$ | 41,293 |
| | \$ | 54,600 | | \$ | 165,173 |

Total Shared Cost (all funding sources)

| | | |
|--------------------|-----------|----------------|
| Cedar Hill | \$ | 54,943 |
| Duncanville | \$ | 54,943 |
| DeSoto | \$ | 54,943 |
| Lancaster | \$ | 54,943 |
| Total | \$ | 219,773 |

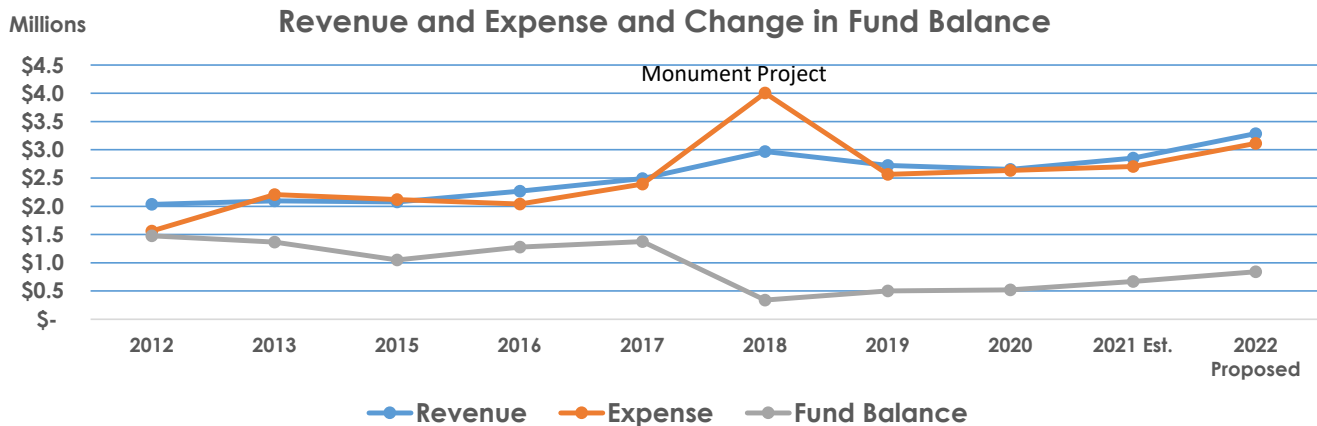
Landscape and Beautification Fund

(0317)

This is a non-major special revenue fund established to record solid waste collection revenues and expenditures. Revenues of the fund are from rates and charges established by City Ordinance. This fund also provides for landscaping and contract mowing. The City contracts with Waste Management (WM) of Dallas for curbside solid waste pickup. The original contract with Waste Management for trash and recycling collection services was dated in August 2006 and a five-year renewal was initiated in 2011 and another five-year renewal with amendment occurred in December 2016. The contract with WM includes language to consider an annual CPI adjustment based on fuel indexes. In January 2020 the contract was amended for bulky waste and resulted in a rate decrease. A portion of residential billed services is retained in this fund to support landscape and beautification projects.



PROPOSED BUDGET FY 2021-2022



Landscape and Beautification Fund
(Revenues, Expenditures and Change in Fund Balance)
Fund 0317



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|---------|-------|
| BEGINNING FUND BALANCE | \$ 340,229 | \$ 500,427 | \$ 518,409 | \$ 518,409 | \$ 669,656 | | xxx |
| REVENUES | | | | | | | |
| Solid Waste Charges | 2,671,430 | 2,627,202 | 2,984,100 | 2,785,849 | 3,236,104 | 252,004 | 8% |
| Late Fee-Trash | 44,451 | 12,344 | 45,000 | 7,500 | 45,000 | - | 0% |
| Tree Mitigation Fees | - | 6,000 | - | 57,200 | - | - | 0% |
| Interest Income | 7,088 | 3,872 | 3,625 | 2,096 | 3,000 | (625) | -17% |
| Miscellaneous | 2,225 | 5,272 | 3,000 | 2,752 | 3,000 | - | 0% |
| Interfund Transfer In | - | - | - | - | - | - | 0% |
| | 2,725,193 | 2,654,689 | 3,035,725 | 2,855,397 | 3,287,104 | 251,379 | 8% |
| EXPENDITURES | | | | | | | |
| Trash/Recycle Services | 2,309,018 | 2,378,590 | 2,405,865 | 2,347,500 | 2,784,877 | 379,012 | 16% |
| Other Services | - | - | - | - | - | - | 0% |
| Maintenance - Landscape | 5,977 | 8,115 | 78,650 | 78,650 | 78,700 | 50 | 0% |
| Capital | - | - | - | 28,000 | - | - | 0% |
| Transfers out - General Fund | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | - | 0% |
| TOTAL OPERATING EXPENDITURES | 2,564,995 | 2,636,705 | 2,734,515 | 2,704,150 | 3,113,577 | 379,062 | 14% |
| NET CHANGE | 160,198 | 17,984 | 301,210 | 151,247 | 173,527 | | |
| ENDING FUND BALANCE | \$ 500,427 | \$ 518,409 | \$ 819,619 | \$ 669,656 | \$ 843,183 | | |

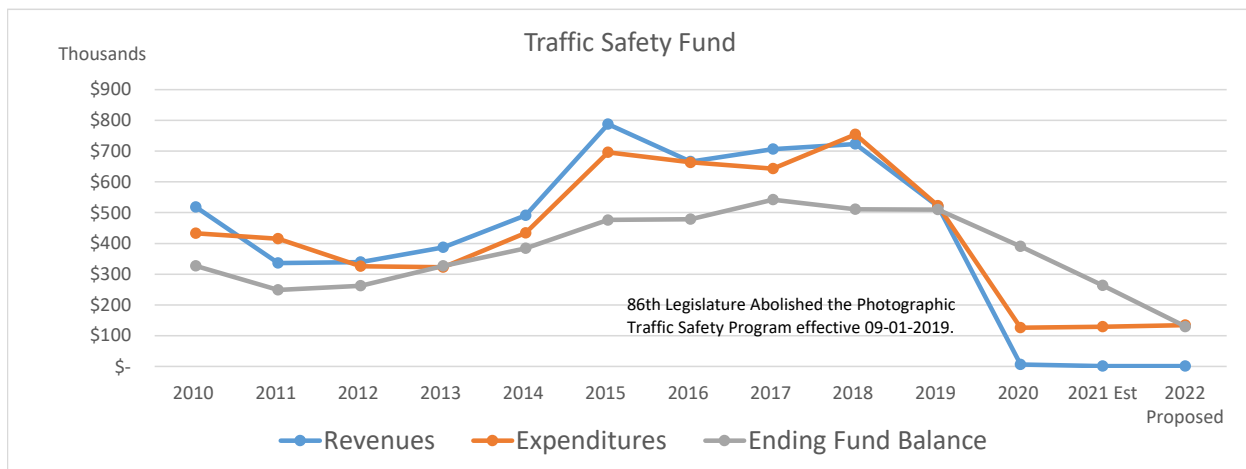
Traffic Safety Fund

(0318)

This is a Non-Major Special Revenue Fund established by Ordinance 2006-306 and authorized by the State of Texas Transportation Code, Title 7, Chapter 707. The fund is formally called the "Photographic Traffic Signal Enforcement Program" but the most common name is the "Red Light Camera Fund". The 86th Legislature has expired this program and effective September 01, 2019, the City will not longer collect fees under this Code. The remaining balance in the fund as of October 1, 2019 was and is no longer subject to the provisions of the Texas Transportation Code. The funds are committed to Public Safety uses.



PROPOSED BUDGET FY 2021-2022



TRAFFIC SAFETY FUND
(Revenues, Expenditures and Change in Fund Balance)
FUND 0318



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|-------------------|---------------|
| BEGINNING FUND BALANCE | \$ 511,994 | \$ 510,089 | \$ 390,349 | \$ 390,349 | \$ 263,016 | | |
| REVENUES | | | | | | | |
| Interest | 22,923 | 6,085 | 5,500 | 1,607 | 1,500 | (4,000) | -72.73% |
| Red Light Camera Penalties | 495,451 | | - | - | - | - | 0.00% |
| Miscellaneous | 1,806 | - | - | - | - | - | 0.00% |
| TOTAL OPERATING REVENUES | \$ 520,180 | \$ 6,085 | \$ 5,500 | \$ 1,607 | \$ 1,500 | \$ (4,000) | -72.7% |
| EXPENDITURES | | | | | | | |
| Personnel Costs | 39,968 | - | - | - | - | - | 0.0% |
| Services and Supplies | 331,475 | 106,911 | 18,000 | 123,820 | 134,741 | 116,741 | 648.56% |
| Miscellaneous | 28,176 | 18,915 | 740 | - | - | (740) | -100.00% |
| Capital/Transfers. | 122,466 | - | 118,425 | 5,120 | - | (118,425) | -100.00% |
| TOTAL OPERATING EXPENDITURES | \$ 522,085 | \$ 125,826 | \$ 137,165 | \$ 128,940 | \$ 134,741 | \$ (2,424) | -1.77% |
| NET CHANGE | \$ (1,905) | \$ (119,740) | \$ (131,665) | \$ (127,333) | \$ (133,241) | | |
| ENDING FUND BALANCE | \$ 510,089 | \$ 390,349 | \$ 258,684 | \$ 263,016 | \$ 129,775 | | |

Police Federal Forfeiture Fund (0320)

This is a Special Revenue Fund to account for Federal Seized Funds established by the Crime Control Act of 1984 to receive proceeds of forfeiture. The City receives funds for participating in joint law enforcement operations in cooperation with Federal agents. This fund is to be used enhance public safety and security. This is accomplished by removing the proceeds if crime and other assets relied upon by criminals to perpetuate their criminal activity against our community. These funds are restricted for public safety use only.



PROPOSED BUDGET FY 2021-2022

POLICE FEDERAL FORFEITURE FUND
Revenue, Expenses and Changes in Fund Balance
Fund 0320



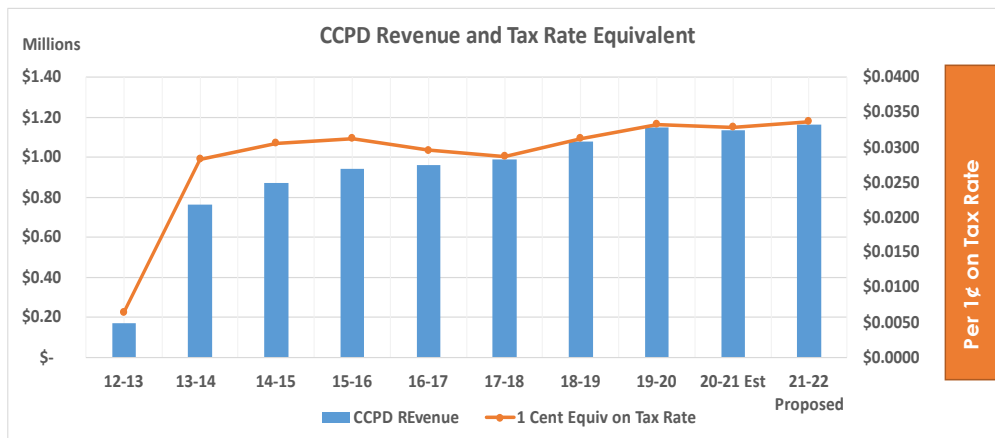
| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|--------------------|-------|
| BEGINNING FUND BALANCE | \$ 79,982 | \$ 119,806 | \$ 129,626 | \$ 129,626 | \$ 112,225 | | |
| REVENUES | | | | | | | |
| Interest earnings | 2,686 | 1,635 | 2,500 | 500 | 350 | (1,284) | -79% |
| Police Forfeiture/Seizures | 46,250 | 23,957 | 20,000 | 7,000 | 10,000 | (13,957) | -58% |
| TOTAL REVENUES | \$ 48,935 | \$ 25,592 | \$ 22,500 | \$ 7,500 | \$ 10,350 | \$ (15,241) | |
| EXPENDITURES | | | | | | | |
| Miscellaneous | 9,112 | 15,772 | 22,500 | 24,901 | 41,800 | 19,300 | 86% |
| TOTAL EXPENDITURES | \$ 9,112 | \$ 15,772 | \$ 22,500 | \$ 24,901 | \$ 41,800 | \$ 19,300 | |
| NET CHANGE | \$ 39,823 | \$ 9,820 | \$ - | \$ (17,401) | \$ (31,450) | \$ (34,541) | |
| ENDING FUND BALANCE | \$ 119,806 | \$ 129,626 | \$ 129,626 | \$ 112,225 | \$ 80,775 | \$ (34,541) | |

Crime Control and Prevention District CCPD (0322)

This is a Non-Major Special Revenue Fund supported by a 1/8% sales tax collected in a Crime Control Prevention District (CCPD). The sales tax is collected for the purpose of crime control and prevention within the City. The special purpose sales tax was first approved by the voters in a general election held on November 06, 2013. The first distribution of sales tax was in July 2014. The sales tax was renewed by the votes on November 7, 2017 for a period of 15 years. The sales tax is restricted only to the operations of the CCPD as stipulated in the Local Government Code, Section 363.151.



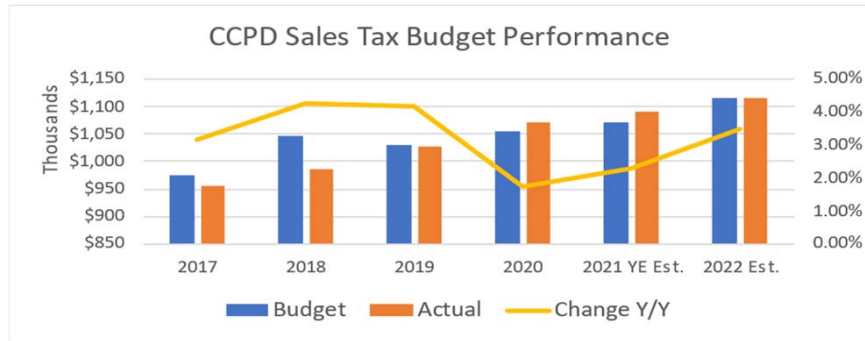
PROPOSED BUDGET FY 2021-2022



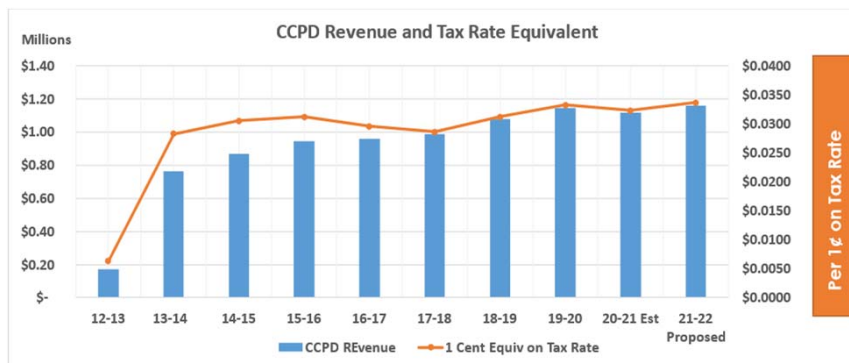
Highlights: Proposed Budget

- Sales tax is proposed to increase \$43K over the FY 21 Budgeted amount or 4%; and, 2.29% or \$25K over the FY21 year end estimate. Staff believes these estimates are warranted based on current trends and the increased reopenings to the economy following the Covid-19 shutdowns in 2020.
- ✓ *This Budget is supported by a "voted" sales tax of 1/8th of 1 ¢; the sales tax was approved in 2013 and again on November 6, 2017 by the voters; as a result of the successful election, the CCPD sales tax will continue until 2033.*

The following chart is a history of collections as well as the proposed collections for FY 2022.



- COVID-19 had an impact on sales tax for the first few months of fiscal year 2020-2021; however it has quickly recovered and is very robust. This is expected to continue into FY 2022.
- Tax Rate Equivalent - the CCPD Sales tax is an equivalent of 3.37¢ on the property tax rate.



- The budget includes the proposal of one new vehicle leased via the Equipment Fund Lease Back Program
- The Budget Includes:
 - ✓ A 2.99% increase or \$33,758 over fiscal year 2021 budgeted expenses
 - ✓ Police Market Adjustment (Same as General Fund Public Safety)
 - ✓ Continuation of same staffing levels as 2020-2021 (6 Officers) - P.A.C.T.
 - ✓ Continuation of Crossing Guard commitment to Cedar Hill ISD of \$50,000
 - ✓ Continuation of Jail Facility and Dispatch Partnerships; no change in rate
 - ✓ Crime watch supplies and materials for neighborhoods
 - ✓ Supplies and materials for community outreach programs (i.e. National Night Out)
 - ✓ Maintenance of Grady Lamb Building
- Fund Balance
 - ✓ The estimated CCPD fund balance at FYE 2021 is 39% of expenditures or \$452K
 - ✓ The CCPD fund balance at FYE 2022 is proposed to be 37% or \$437K

CRIME CONTROL DISTRICT SALES TAX FUND
(Revenues, Expenditures and Change in Fund Balance)
Fund 0322

| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|---------------|--------------|
| BEGINNING FUND BALANCE | \$ 330,714 | \$ 373,147 | \$ 476,872 | \$ 476,872 | \$ 452,103 | | |
| REVENUES | | | | | | | |
| Sales Tax | 1,028,634 | 1,071,396 | 1,071,862 | 1,090,000 | 1,115,000 | 43,138 | 4.02% |
| Interest | 5,567 | 3,069 | 4,000 | 1,914 | 2,500 | (1,500) | -37.50% |
| Child Safety Fees | 42,626 | 51,991 | 50,000 | 43,105 | 45,000 | (5,000) | -10.00% |
| Miscellaneous | 1,278 | - | - | - | - | - | 0.00% |
| Transfer In | - | 22,365 | - | - | - | - | 0.00% |
| TOTAL OPERATING REVENUES | 1,078,106 | 1,148,821 | 1,125,862 | 1,135,019 | 1,162,500 | 36,638 | 3.25% |
| EXPENDITURES | | | | | | | |
| Personnel | 647,887 | 715,474 | 709,417 | 744,047 | 742,577 | 33,160 | 4.67% |
| Supplies | 9,100 | 6,914 | 13,550 | 14,402 | 16,747 | 3,197 | 23.59% |
| Maintenance | 5,273 | 3,817 | 11,875 | 10,095 | 9,845 | (2,030) | -17.09% |
| Partnership Agreements | 295,748 | 244,268 | 301,573 | 294,820 | 295,720 | (5,853) | -1.94% |
| Insurances | 35,953 | 37,845 | 39,200 | 39,200 | 38,800 | (400) | -1.02% |
| Special Services | 7,293 | 5,386 | 8,550 | 9,193 | 9,193 | 643 | 7.52% |
| Utilities | 16,313 | 16,656 | 16,185 | 19,698 | 20,232 | 4,047 | 25.00% |
| Training | 12,199 | 11,333 | 15,500 | 15,500 | 15,500 | - | 0.00% |
| Uniforms | 3,454 | 2,118 | 5,000 | 5,000 | 5,800 | 800 | 16.00% |
| Lease & Rentals | 129 | 765 | 840 | 834 | 15,367 | 14,527 | 1729.40% |
| Miscellaneous | 2,324 | 520 | 7,300 | 7,000 | 7,500 | 200 | 2.74% |
| TOTAL OPERATING EXPENDITURES | 1,035,673 | 1,045,096 | 1,128,990 | 1,159,789 | 1,177,281 | 48,291 | 4.28% |
| NET CHANGE | 42,433 | 103,726 | (3,128) | (24,769) | (14,781) | | |
| ENDING FUND BALANCE | \$ 373,147 | \$ 476,872 | \$ 473,744 | \$ 452,103 | \$ 437,322 | | |

DEPARTMENT DESCRIPTION

The members of the Cedar Hill Crime Control and Prevention District are dedicated to providing the highest quality service that promotes and maintains a safe environment in partnership with the community consistent with our values.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

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

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|---|-------------------|-------------------|---------------------|-----------------------|
| Meet and problem solve with neighborhood watch groups, businesses, and CHISD using SARA model (Scan, Analyze, Respond, Assess) | 24 | 24 | 30 | 49 |
| Conduct Citizens Training Police Academy Alumni Assoc. / Citizens On Patrol | 1 (per year) | 1 (per year) | 1 (per year) | 1 (per year) |
| # of Community Awareness Events | 52 | 109 | 55 | 75 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|------------------------|-----------|-------------|-------------|-------------|-------------------------|---------------------|
| Police Corporal (PACT) | 825 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Police Officer (PACT) | 820 | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| Police Sergeant (PACT) | 830 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Totals | | 6.00 | 6.00 | 6.00 | 6.00 | 0.00 |

EQUIPMENT & PROGRAM REQUEST

| Vehicles & Equipment | Actual Cost | Lease Cost | Funded |
|----------------------|-------------|------------|--------|
| N/A | - | - | - |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|------------------|----------------|---------------|-----------------------|------------------|
| New PACT Vehicle | - | 66,000 | Y | Y-(0322) CCPD |



City Of Cedar Hill
Budget Program Request FY 2021-2022

Department: Police (CCPD)

Program Four (4): Name: New Police Vehicle for PACT

Year # 1 of Request

Program Cost: \$ 66,000

(note for personnel cost include salary, benefits, equipment and uniforms for each new staff member, indicate all one-time Cost and Recurring Cost in your description)

Included in City Manager's Budget: Yes

Program Description:

This is a front-line vehicle utilized by the Police and Community Team (PACT). The additional vehicle will allow the division to maintain a front-line vehicle to continue providing premier customer service and reduce the reliance on patrols authorized vehicle allowance. The PACT unit provides support to patrol and traffic operations and have always been dependent on driving patrol vehicles with higher miles to extend the life expectancy of the vehicle. The additional PACT vehicle will increase the life expectancy of the vehicle from 5 years to 8 years, due to not being driving 12 hours a day, 7 days a week. We currently have no additional patrol vehicles to spare and have no relief factor built in for damaged or wrecked vehicles, due to vehicles allotted to PACT from Patrol. If patrol falls short, they have always relied on the PACT vehicles to fill the gap, decreasing PACT's ability to perform their job functions. The cost of this vehicle will be \$66,000.

Options:

1) N/A

If this program is not funded:

- Decrease customer service
- Inability to provide support to other divisions

This program reflects City Council's Premier Statements:

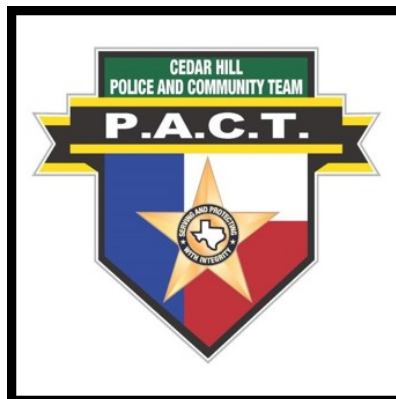
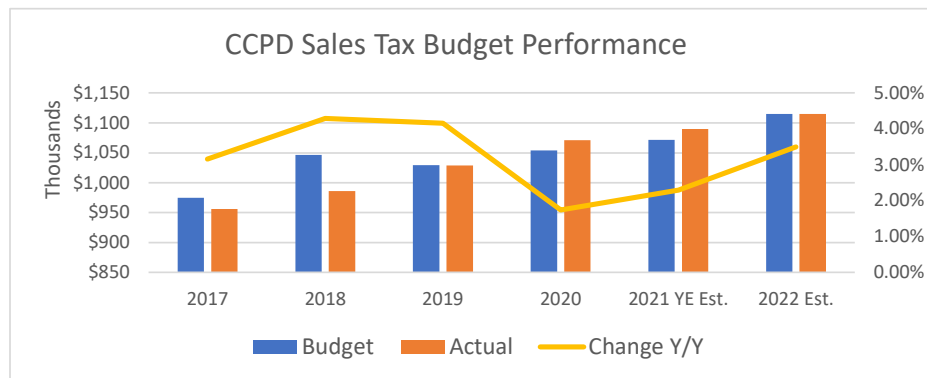
Cedar Hill is safe.

Finance Department's Comments:

Funded by participation in the Equipment Fund lease back program

| CCPD Sales Tax Forecast | | | | |
|-------------------------|------------------|----------------|-------------|-------------|
| Fiscal Year | Sales Tax Budget | 1/8 of 1¢ CCPD | % CHg Yr/Yr | % of Budget |
| 2013 | 0 | 170,674 | | |
| 2014 | 858,000 | 762,245 | 346.61% | 89% |
| 2015 | 890,770 | 869,827 | 14.11% | 98% |
| 2016 | 868,400 | 940,477 | 8.12% | 108% |
| 2017 | 974,830 | 956,165 | 1.67% | 98% |
| 2018 | 1,046,400 | 986,361 | 3.16% | 94% |
| 2019 | 1,029,700 | 1,028,634 | 4.29% | 100% |
| 2020 | 1,053,945 | 1,071,396 | 4.16% | 102% |
| 2021 YE Est. | 1,071,862 | 1,090,000 | 1.74% | 102% |
| 2022 Est. | 1,115,000 | 1,115,000 | 4.02% | 100% |
| 2023 Est. | 1,154,025 | 1,154,025 | 3.50% | 100% |
| 2024 Est. | 1,194,416 | 1,194,416 | 3.50% | 100% |
| 2025 Est. | 1,237,057 | 1,237,057 | 3.57% | 100% |
| 2026 Est. | 1,280,353 | 1,280,353 | 3.50% | 100% |

FY 2022 budget Sales Tax is 2.29% over the FY21 Year End Estimate or 4.02% over FY21 Budget



Economic Development Incentive (EDI) Fund Fund 0326

This is a Special Revenue Fund. The Fund was established with a one-time appropriation from the General Fund in FY 2016-2017 for the purposes as allowed under Chapter 380 of the Texas Local Government Code. The Economic Development Incentive Fund will be utilized under policy initiatives as establish by City Council related to Economic Development programs and initiatives.



PROPOSED BUDGET FY 2021-2022

Economic Development Incentive (EDI) Fund

FUND 0326



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|-------------------|-----------|
| BEGINNING FUND BALANCE | \$ 101,305 | \$ 104,337 | \$ 105,705 | \$ 105,705 | \$ 106,300 | | |
| REVENUES | | | | | | | |
| Interest income | 3,031 | 1,368 | 1,200 | 595 | 100 | (1,100) | -92% |
| Transfer in from the General Fund | - | - | - | - | - | - | 0% |
| TOTAL OPERATING REVENUES | 3,031 | 1,368 | 1,200 | 595 | 100 | (1,100) | 0% |
| EXPENDITURES | | | | | | | |
| Economic Development Incentives | - | - | - | - | - | - | 0% |
| TOTAL OPERATING EXPENDITURES | - | - | - | - | - | - | |
| NET CHANGE | 3,031 | 1,368 | 1,200 | 595 | 100 | (1,100) | |
| ENDING FUND BALANCE | \$ 104,337 | \$ 105,705 | \$ 106,905 | \$ 106,300 | \$ 106,400 | \$ (1,100) | |

Tax Increment Financing (TIF) FUND
Tax Increment Reinvestment Investment Zone NO.1
(0327)

A tax increment financing fund for the Zone (the "TIF Fund"), also may be referred to as a TIRZ, was established December 13, 2016 by Ordinance No. 2016-607 of the City Council in accordance with Section 311 of the Texas Tax Code.



PROPOSED BUDGET
FY 2021-2022

The TIF Zone as presented below is know as the "City Center TIF".



Tax Increment Financing (TIF) FUND
(Revenues, Expenditures and Change in Fund Balance)
FUND 0327



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|----------------|------------|
| BEGINNING FUND BALANCE | \$ 38,975 | \$ 200,827 | \$ 447,437 | \$ 447,437 | \$ 888,309 | \$ 440,872 | |
| REVENUES | | | | | | | |
| Property tax (75% of Increment) | \$ 159,489 | \$ 242,982 | \$ 414,169 | \$ 437,295 | \$ 477,446 | \$ 63,277 | 15% |
| Interest income | 2,363 | 3,628 | 3,200 | 3,577 | 536 | (2,664) | -83% |
| Charges to other gov'ts | - | - | - | - | - | - | 0% |
| Transfers In | - | - | - | - | - | - | 0% |
| TOTAL OPERATING REVENUES | 161,852 | 246,610 | 417,369 | 440,872 | 477,982 | 60,613 | 15% |
| OPERATING EXPENDITURES | | | | | | | |
| TIF Administrative Expenses | - | - | - | - | - | - | 0% |
| Other TIF Expenses | - | - | - | - | - | - | 0% |
| Capital Outlay | - | - | - | - | - | - | 0% |
| Transfers Out | - | - | - | - | 259,400 | 259,400 | 0% |
| TOTAL OPERATING EXPENDITURES | - | - | - | - | 259,400 | 259,400 | 0% |
| NET CHANGE | 161,852 | 246,610 | 417,369 | 440,872 | 218,582 | | |
| ENDING FUND BALANCE | \$ 200,827 | \$ 447,437 | \$ 864,806 | \$ 888,309 | \$ 1,106,891 | | |

BUDGET FY2021-22

Public Improvement Districts

Public Improvement Districts

- 0313 High Pointé PID Fund
- 0314 Waterford Oaks PID Fund
- 0325 Winding Hollow PID Fund
- 0328 Windsor Park PID Fund
- 0329 Cedar Crest PID Fund

High Pointe Public Improvement District No.1

(0313)

The High Pointe PID was created October 13, 1998 and has a current assessment of \$0.10 per \$100 of taxable value as determined annually by the Dallas County Appraisal District. The PID is governed by five to seven at-large directors appointed to serve for two year terms in accordance with the by-laws of the PID. Public Improvement Districts ("PIDs") provide a development tool that allocates costs according to the benefits received. A PID can provide a means to fund supplemental services and improvements to meet community needs which could not otherwise be constructed or provided and be paid by those who most benefit from them. The source of funding for the PID is an assessment of \$0.10 per every \$100 of taxable value. The rate is set annually with the City's adoption process.



Proposed Budget FY 2021-2022

Board of Directors

Delores Shaw, President
Kavin Brown, Vice President
Ruby Martin, Treasurer
Nedra Fain, Secretary
Joel Flores
Raymond Stroh
Melissa Mims

High Pointe Public Improvement District No.1
(Revenues, Expenditures and Change in Fund Balance)
Fund 0313

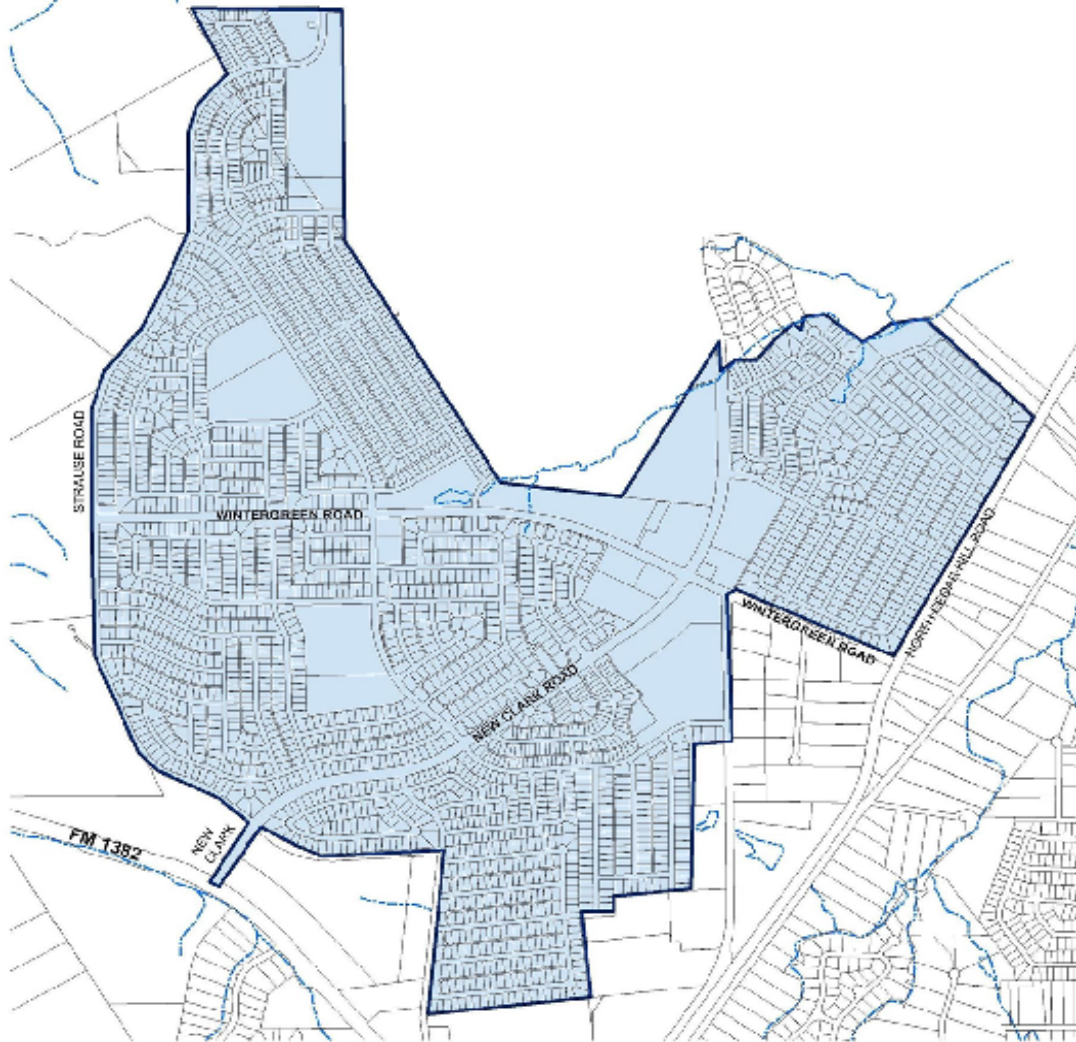


| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|--------------------|------------|
| BEGINNING FUND BALANCE | \$ 189,343 | \$ 159,836 | \$ 273,891 | \$ 273,891 | \$ 393,303 | | |
| REVENUES | | | | | | | |
| Property Assessments | \$ 486,020 | \$ 561,832 | \$ 580,000 | \$ 557,711 | \$ 590,500 | 10,500 | 2% |
| Interest | 5,420 | 3,936 | 3,000 | 2,721 | 800 | (2,200) | -73% |
| Other | 26,762 | 23,971 | 21,000 | 39,240 | 20,000 | (1,000) | -5% |
| TOTAL OPERATING REVENUES | 518,202 | 589,740 | 604,000 | 599,672 | 611,300 | 7,300 | 1% |
| EXPENDITURES | | | | | | | |
| Supplies | \$ 961 | \$ 1,677 | \$ 600 | \$ 600 | \$ 1,800 | 1,200 | 200% |
| Maintenance | 268,924 | 214,622 | 199,590 | 223,590 | 229,186 | 29,596 | 15% |
| Services | 102,630 | 102,469 | 108,070 | 106,894 | 116,738 | 8,668 | 8% |
| Insurances | 326 | 974 | 1,000 | 1,000 | 1,000 | - | 0% |
| Utilities | 42,574 | 67,518 | 62,000 | 54,526 | 50,000 | (12,000) | -19% |
| Leases/Rentals | - | - | - | - | - | - | 0% |
| Miscellaneous | - | - | 2,000 | 2,000 | 3,000 | 1,000 | 50% |
| Capital | 132,294 | 88,424 | 107,000 | 91,650 | 157,000 | 50,000 | 47% |
| TOTAL OPERATING EXPENDITURES | 547,709 | 475,684 | 480,260 | 480,260 | 558,724 | 78,464 | 16% |
| NET CHANGE | (29,508) | 114,056 | 123,740 | 119,412 | 52,576 | (71,164) | |
| ENDING FUND BALANCE | \$ 159,836 | \$ 273,891 | \$ 397,631 | \$ 393,303 | \$ 445,879 | \$ (71,164) | |

High Pointe Subdivision



Cedar Hill Planning Department



Waterford Oaks Public Improvement District No. 2 (0314)

In 2002 the residents of Waterford Oaks subdivision petitioned to become the city's second public improvement district, or PID. The Waterford Oaks PID, created December 10, 2002, has a current assessment of 0.10¢ per \$100 valuation. There are 795 property parcels. Public Improvement Districts ("PIDs") provide a development tool that allocates costs according to the benefits received. A PID can provide a means to fund supplemental services and improvements to meet community needs which could not otherwise be constructed or provided and be paid by those who most benefit from them. The source of funding for the PID is an assessment of \$0.10 per every \$100 of taxable value. The rate is set annually with the City's adoption process.



PROPOSED BUDGET FY 2021-2022

Board of Directors

Leonard E. Howza, President
Roland Fuller, Vice President
Carolyn Moody, Treasurer
Pam Williams
Jerry Reed
Clodette Turner
Anthony Moore, Sr.

The PID is governed by seven, at-large directors elected by residents and appointed by the Cedar Hill City Council to serve staggered terms of two years, subject to the terms and conditions of the City Council approved by-laws established for the district.

Waterford Oaks Public Improvement District No. 2
(Revenues, Expenditures and Change in Fund Balance)
Fund 0314

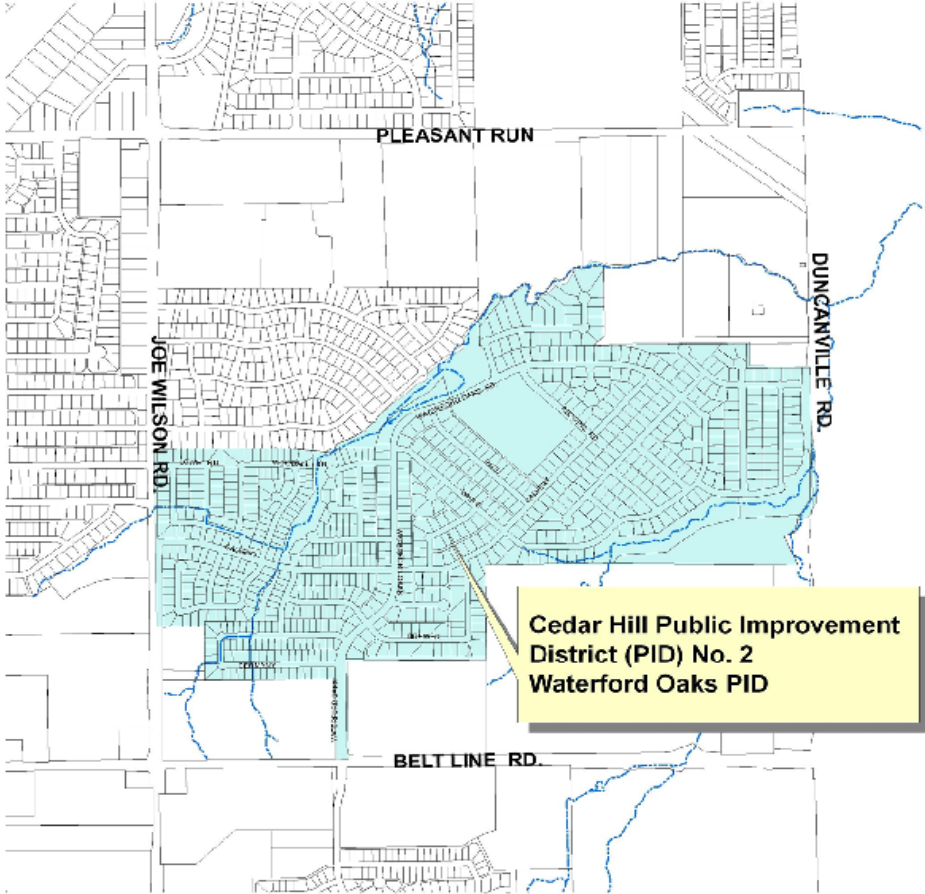
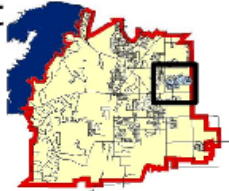


| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | % Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|----------------|------------|
| BEGINNING FUND BALANCE | \$ 281,839 | \$ 327,649 | \$ 369,686 | \$ 369,686 | \$ 418,466 | | |
| REVENUES | | | | | | | |
| Property Assessments | \$ 156,611 | \$ 161,695 | \$ 166,800 | \$ 179,980 | \$ 185,800 | \$ 19,000 | 11% |
| Interest | 8,718 | 4,827 | 4,000 | 2,500 | 625 | (3,375) | -84% |
| Other | 3,300 | 4,293 | 3,300 | 3,300 | 3,300 | - | 0% |
| TOTAL OPERATING REVENUES | 168,629 | 170,815 | 174,100 | 185,780 | 189,725 | 15,625 | 9% |
| EXPENDITURES | | | | | | | |
| Supplies | \$ 629 | \$ 748 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ - | 0% |
| Maintenance | 34,576 | 50,586 | 50,000 | 51,414 | 63,500 | 13,500 | 27% |
| Services | 56,985 | 53,998 | 64,300 | 51,820 | 56,778 | (7,522) | -12% |
| Utilities | 6,150 | 14,170 | 10,000 | 7,269 | 10,000 | - | 0% |
| Lease/Rentals | - | 1,560 | 1,600 | 1,600 | 2,000 | 400 | 25% |
| Miscellaneous | - | 123 | 5,000 | 5,000 | 3,500 | (1,500) | -30% |
| Capital | 24,480 | 7,595 | 40,000 | 18,897 | 50,000 | (7,000) | -18% |
| TOTAL OPERATING EXPENDITURES | 122,819 | 128,780 | 171,900 | 137,000 | 186,778 | (2,122) | -7% |
| NET CHANGE | 45,810 | 42,035 | 2,200 | 48,780 | 2,947 | | |
| ENDING FUND BALANCE | \$ 327,649 | \$ 369,686 | \$ 371,886 | \$ 418,466 | \$ 421,413 | | |

Cedar Hill Public Improvement
District (PID) #2
Waterford Oaks PID



Cedar Hill Planning Department



Cedar Hill Public Improvement
District (PID) No. 2
Waterford Oaks PID

Winding Hollow Public Improvement District No. 3

(Fund 0325)

In 2015, the residents of Winding Hollow subdivision petitioned to become the City's third public improvement district, or PID. East of Joe Wilson Road along Bee Branch Creek is the quiet Winding Hollow neighborhood. This friendly community was developed in 2000 and is now home to over 230 households. Residents enjoy beautiful views of Waterford Oaks Park with access to the east and secluded living with the convenience of nearby shopping and schools. Public Improvement Districts ("PIDs") provide a development tool that allocates costs according to the benefits received. A PID can provide a means to fund supplemental services and improvements to meet community needs which could not otherwise be constructed or provided and be paid by those who most benefit from them.



PROPOSED BUDGET FY 2021-2022

Board of Directors

Jennifer Hutchinson, President
Gina Guillory, Treasurer
Toby Gentry
Karen Wright
Myrna Mann

Winding Hollow Public Improvement District No. 3
(Revenues, Expenditures and Change in Fund Balance)
Fund 0325

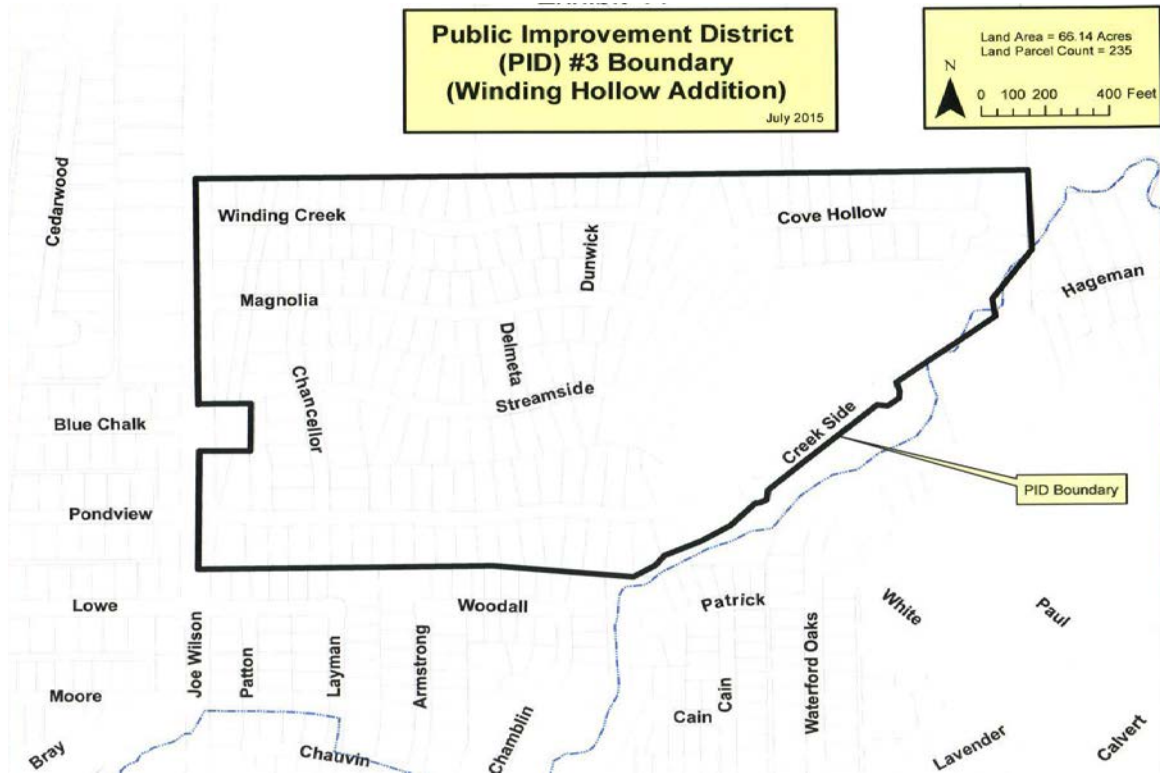


| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|--|---------------------|---------------------|---------------------|------------------------|-----------------------|--------------------|---------------|
| BEGINNING FUND BALANCE | \$ 62,116 | \$ 88,605 | \$ 109,830 | \$ 109,830 | \$ 76,211 | | |
| REVENUES | | | | | | | |
| Property Assessments | \$ 47,243 | \$ 47,282 | \$ 49,500 | \$ 53,134 | \$ 56,436 | \$ 6,936 | 14.0% |
| City Contribution | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Miscellaneous | 2,138 | 1,444 | 1,250 | 616 | 154 | (1,096) | -87.7% |
| TOTAL OPERATING REVENUES | \$ 49,381 | \$ 48,726 | \$ 50,750 | \$ 53,750 | \$ 56,590 | \$ 5,840 | 11.5% |
| EXPENDITURES | | | | | | | |
| Supplies | 250 | 123 | 850 | 375 | 500 | (350) | -41.2% |
| Maintenance | 0 | 0 | 8,000 | 7,611 | 10,000 | 2,000 | 25.0% |
| Services | 2,439 | 2,509 | 7,050 | 8,407 | 6,858 | (192) | -2.7% |
| Utilities | 63 | 369 | 1,500 | 6,476 | 1,200 | (300) | -20.0% |
| PID Wall Obligation | 0 | 24,500 | 24,500 | 24,500 | 24,500 | 0 | 0.0% |
| Miscellaneous | 141 | 0 | 400 | 0 | 100 | (300) | -75.0% |
| PID Enhancements | 356,689 | 0 | 48,000 | 40,000 | 9,000 | (39,000) | -81.3% |
| TOTAL OPERATING EXPENDITURES | \$ 359,581 | \$ 27,501 | \$ 90,300 | \$ 87,369 | \$ 52,158 | \$ (38,142) | -42.2% |
| Presentation Adjustment for PID Wall Loan | \$ 336,689 | | | | | | |
| Excess (deficiency) of revenues over (under) expenditures | \$ 26,489 | \$ 21,225 | \$ (39,550) | \$ (33,619) | \$ 4,432 | | |
| ENDING FUND BALANCE * | \$ 88,605 | \$ 109,830 | \$ 70,280 | \$ 76,211 | \$ 80,643 | | |

* The ending fund balance adjusted to the ending cash balance for budget presentation only

Winding Hollow Public Improvement District No. 3

Map



Windsor Park Public Improvement District No. 4

(0328)

The Windsor Park Public Improvement District No. 4 was created by Ordinance of the City Council in December 2017. Public Improvement Districts ("PIDs") provide a development tool that allocates costs according to the benefits received. A PID can provide a means to fund supplemental services and improvements to meet community needs which could not otherwise be constructed or provided and be paid by those who most benefit from them. The Windsor Park Neighborhood was established in 1988 and currently has 520 residential properties.



PROPOSED BUDGET FY 2021-2022

Board of Directors

Emelda Martin, President
Denise Ortiz, Vice President
Dorothy Gillenwater
Carolyn Walker
David Taylor

Windsor Park Public Improvement District No. 4
(Revenues, Expenditures and Change in Fund Balance)
Fund 0328

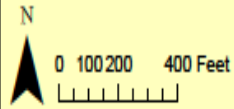


| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|---------------|------------|
| BEGINNING FUND BALANCE | \$ - | \$ 29,818 | \$ 97,875 | \$ 97,875 | \$ 136,220 | | |
| REVENUES | | | | | | | |
| Property Assessments | \$ 90,965 | \$ 98,070 | \$ 104,216 | \$ 105,099 | \$ 111,121 | 6,905 | 7% |
| Investment Income | 851 | 988 | 800 | 846 | 212 | (589) | -74% |
| Miscellaneous | - | - | - | - | - | - | 0% |
| City Contributions | - | - | - | - | - | - | 0% |
| TOTAL OPERATING REVENUES | \$ 91,815 | \$ 99,058 | \$ 105,016 | \$ 105,945 | \$ 111,333 | 6,317 | 6% |
| EXPENDITURES | | | | | | | |
| Supplies | \$ 564 | \$ 46 | \$ 750 | \$ 238 | \$ 750 | - | 0% |
| Maintenance | - | 18,460 | 12,000 | 6,500 | 12,000 | - | 0% |
| Services | 5,180 | 12,125 | 28,650 | 15,330 | 31,671 | 3,021 | 11% |
| Utilities | - | 120 | 5,500 | 202 | 3,500 | (2,000) | -36% |
| Miscellaneous | - | 250 | 1,150 | 18,329 | 19,150 | 18,000 | 1565% |
| PID Improvements | 56,254 | - | 56,000 | 27,000 | 55,000 | (1,000) | -2% |
| TOTAL OPERATING EXPENDITURES | \$ 61,998 | \$ 31,001 | \$ 104,050 | \$ 67,600 | \$ 122,071 | 18,021 | 17% |
| NET CHANGE | \$ 29,818 | \$ 68,057 | \$ 966 | \$ 38,345 | \$ (10,739) | | |
| ENDING FUND BALANCE | \$ 29,818 | \$ 97,875 | \$ 98,841 | \$ 136,220 | \$ 125,482 | | |

**Public Improvement District (PID) #4
Boundary
(Windsor Park Addition)**

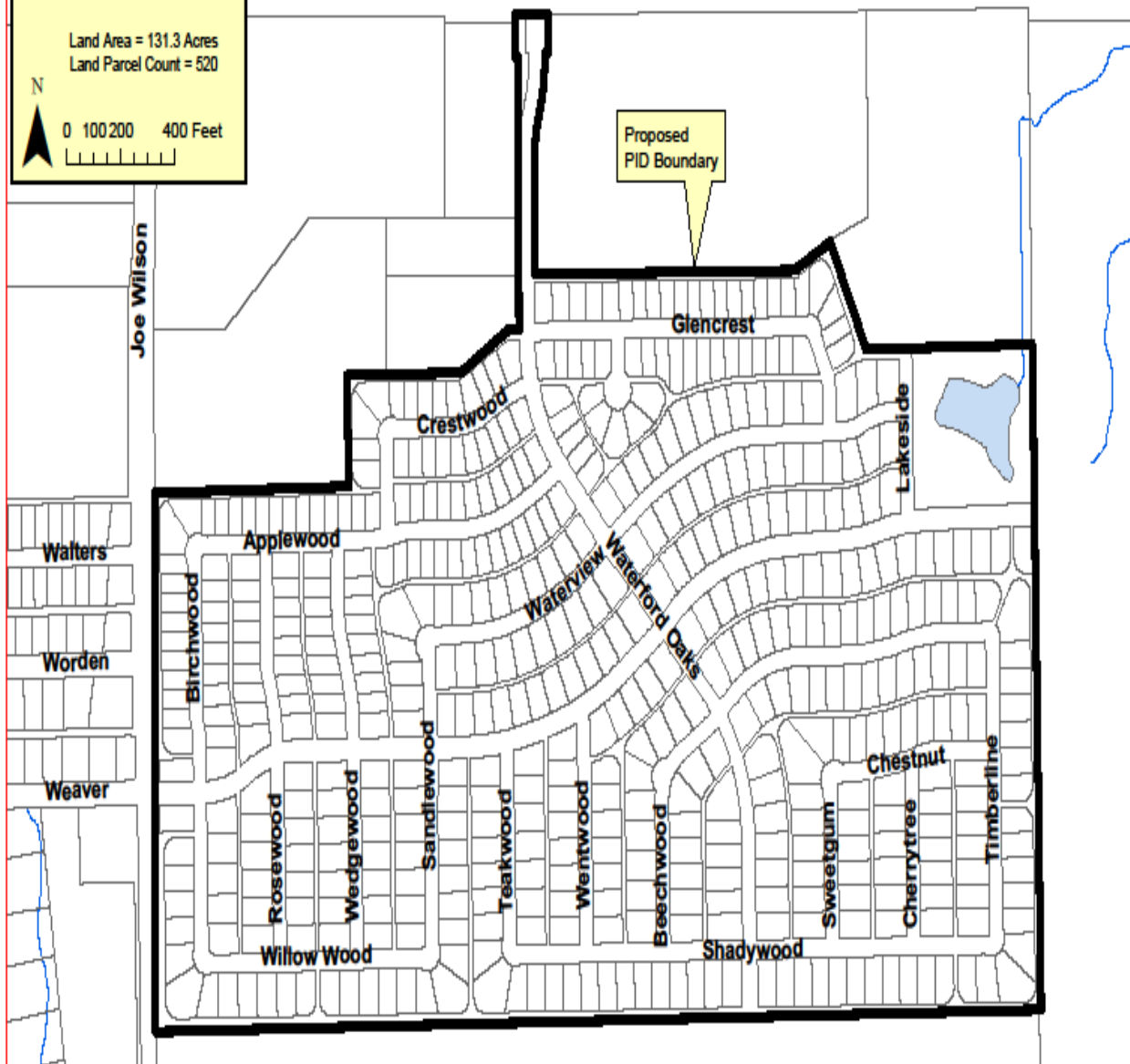
July 2017

Land Area = 131.3 Acres
Land Parcel Count = 520



BELT LINE

Proposed
PID Boundary



Cedar Crest Public Improvement District No. 5

(0329)

The Cedar Crest Public Improvement District No. 4 was created by Ordinance of the City Council in February 2020. Public Improvement Districts ("PIDs") provide a development tool that allocates costs according to the benefits received. A PID can provide a means to fund supplemental services and improvements to meet community needs which could not otherwise be constructed or provided and be paid by those who most benefit from them. The Cedar Crest Neighborhood was established in 1998 and currently has 611 residential properties.



PROPOSED BUDGET FY 2021-2022

Board of Directors:

Bertha Middlebrooks, President
Jacqueline Ivy, Vice President
Lakeysa Townsend, Treasurer
Crystal Capler
Fabrice Kabona

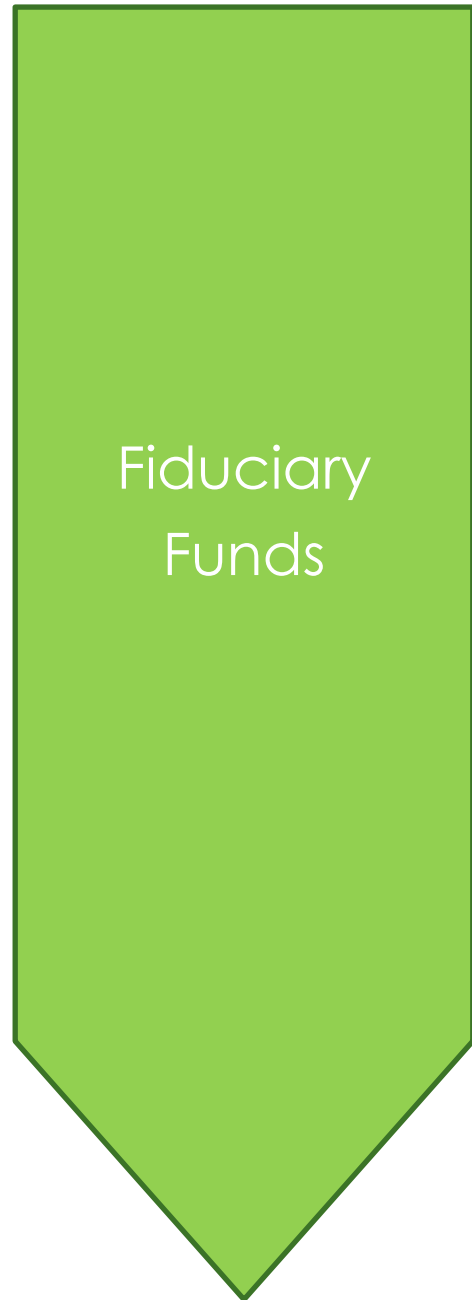
Cedar Crest Public Improvement District No. 5
(Revenues, Expenditures and Change in Fund Balance)
Fund 0329



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|------------------|------------|
| BEGINNING FUND BALANCE | \$ - | \$ - | \$ - | \$ - | \$ 115,669 | | |
| REVENUES | | | | | | | |
| Property Assessments | - | - | \$ 120,806 | \$ 120,178 | \$ 123,000 | 2,194 | 2% |
| Investment Income | - | - | 1,694 | 491 | 123 | (1,571) | -93% |
| Miscellaneous | - | - | - | - | - | - | 0% |
| City Contributions | - | - | - | - | - | - | 0% |
| TOTAL OPERATING REVENUES | \$ - | \$ - | \$ 122,500 | \$ 120,669 | \$ 123,123 | \$ 623 | 1% |
| EXPENDITURES | | | | | | | |
| Supplies | - | - | \$ 2,400 | \$ - | \$ 2,100 | (300) | -13% |
| Maintenance | - | - | 50,000 | 1,753 | 50,000 | - | 0% |
| Services | - | - | 8,200 | 2,347 | 18,443 | 10,243 | 125% |
| Utilities | - | - | 5,700 | - | 5,700 | - | 0% |
| Miscellaneous | - | - | 900 | 900 | 900 | - | 0% |
| PID Improvements | - | - | - | - | 40,000 | 40,000 | 0% |
| TOTAL OPERATING EXPENDITURES | \$ - | \$ - | \$ 67,200 | \$ 5,000 | \$ 117,143 | \$ 49,943 | 74% |
| NET CHANGE | \$ - | \$ - | \$ 55,300 | \$ 115,669 | \$ 5,980 | | |
| ENDING FUND BALANCE | - | - | \$ 55,300 | \$ 115,669 | \$ 121,649 | | |

BUDGET FY2021-22

Fiduciary Funds



- 0060 Police Pension Fund

**Police Pension Reserve Fund
Fiduciary Fund**

(0060)

This is non-contributory defined benefit pension plan covering reserve officers for the City of Cedar Hill. The City makes contributions from time to time to maintain the plans funding status at desired levels. An actuarial study is completed every two years. The Reserve Fund is managed by Prosperity Bank Trust Department effective January 1, 2020. There are currently 6 annuitants in the Police Pension Program.



**PROPOSED BUDGET
2021-2022**

Police Pension Reserve Fund
(Revenues, Expenditures and Change in Fund Balance)
Fund 0060



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|---------------|---------------|
| BEGINNING FUND BALANCE | \$ 117,246 | \$ 106,487 | \$ 111,097 | \$ 105,702 | \$ 108,265 | | |
| REVENUES | | | | | | | |
| Interest | 4,671 | 14,381 | 8,500 | 15,306 | 20,500 | 12,000 | 141.2% |
| Contributions | - | - | - | - | - | - | 0.0% |
| Transfer in | - | - | - | - | - | - | 0.0% |
| TOTAL OPERATING REVENUES | 4,671 | 14,381 | 8,500 | 15,306 | 20,500 | 12,000 | 141.2% |
| EXPENDITURES | | | | | | | |
| Pension payments | 13,968 | 9,216 | 12,096 | 10,944 | 12,096 | - | 0.0% |
| Administrative costs | 1,463 | 555 | 1,800 | 1,800 | 1,854 | 54 | 3.0% |
| TOTAL OPERATING EXPENDITURES | 15,431 | 9,771 | 13,896 | 12,744 | 13,950 | 54 | 0.4% |
| NET CHANGE | (10,759) | 4,610 | (5,396) | 2,562 | 6,550 | | |
| ENDING FUND BALANCE | \$ 106,487 | \$ 111,097 | \$ 105,702 | \$ 108,265 | \$ 114,817 | | |

BUDGET FY2021-22

Component Units

Component
Units

- 0308 Community Development Fund
- 0309 Economic Development Fund

BUDGET FY2021-22

Community Development Corporation

Departments

- 400 CDC Administration
- 405 Trails Operation & Maintenance
- 415 Valley Ridge
- 435 Recreation Center

Community Development Corporation

(0308)

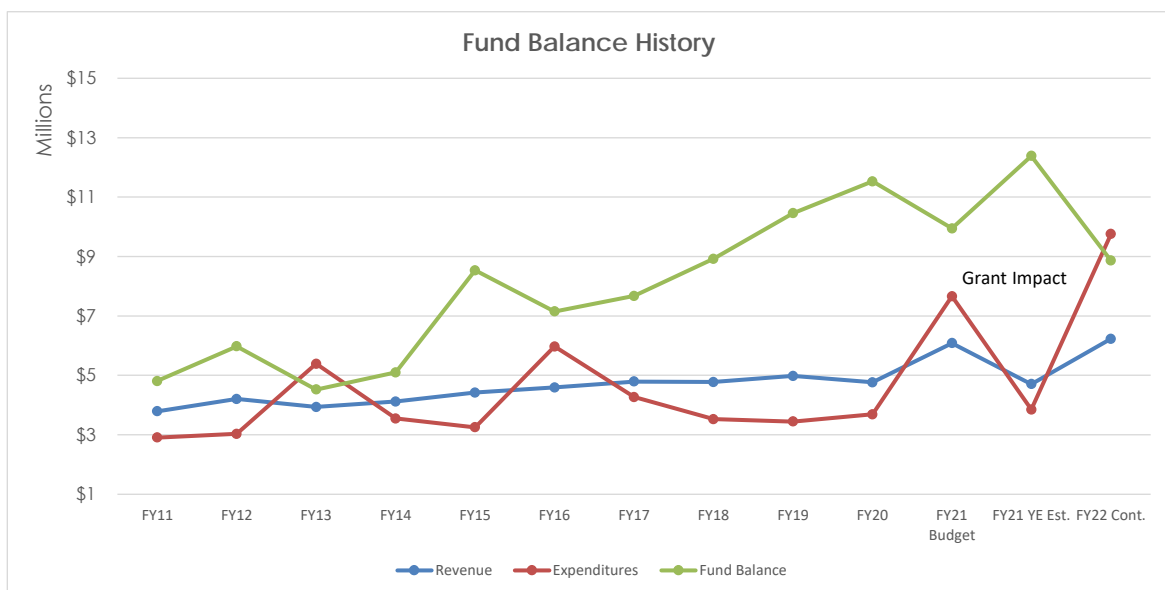
The Cedar Hill Community Development Corporation is tasked with bringing much needed recreational, facility development and tourism opportunities to the City of Cedar Hill. The mission of the CDC is to plan the growth and development of the Cedar Hill Park & Recreation system by administering the City's quarter-cent sales tax and apply it towards capital projects benefiting town parks and related projects. On January 15, 1994, the voters of the City approved the imposition of an additional sales and use tax of one-half of one percent (1/2 of 1%) for economic development and an additional one-half of one percent (1/2 of 1%) for community development. Collection for each additional tax went into effect on July 1, 1994.

PROPOSED BUDGET FY 2021-2022



Board of Directors

Ruth Ann Bechdol, President
Warren J. Goss, Vice President
Steven Cook
Valerie Banks
David Bushart
William Dwight Pinnix
Joseph Graves, Jr.
Thomas Blake, ex-officio
Theresa Brooks, ex-officio
Gayle Sims, ex-officio
Ronald Moore, ex-officio



Highlights: Proposed Budget

- Sales Tax was budgeted conservatively in FY21 due to the COVID-19 outlook at that time. Since then, sales tax has experienced a full recovery. The year end estimate for FY21 has been revised to reflect multiple months of year over year double digit gains. Therefore the FY22 proposed budget has been revised to 8% over the FY21 budget and 4% over FY21 year end estimates.
- Valley Ridge and Alan E. Sims Recreation Center Fees are proposed to decrease by \$186,755 or 32.5% for FY 21-22. The reduction is adjusting to trends.
- The budget includes federal grant participation on South Clark Road Trail of \$1,053,000 approved by Council in January 2020.
- Personnel Costs: Preliminarily budgeted with 3% increase in wages and benefits
- Operations: Before CDC Board Add-ons the operating budget is proposed to increase by 7.1% or \$191,685. Personnel increase was the main driver at \$154,908 (driven by some reorganization due to attrition, increase in health care cost of 10% and an increase in other benefits). Other Operating cost increased by 3.2% or \$36,779.
- Debt: Scheduled Principal and Interest Payments are included.
- Capital: The CDC Board approved several projects in prior years that will carryover to FY22: South Clark will be carried forward into FY 22 at \$1.77M; Balcones Trail at \$1.3M; and \$325K for FM1382 Signage and Amenities. The Board approved several new projects which totaled \$2,451,464 with a total investment of \$5,903,726.

| | | |
|---|----|-------------------|
| ❖ Debt: Principal and Interest to be paid in FY22 = | | \$974,822 |
| ❖ Operations Budgets: | \$ | 3,142,137 |
| ● CDC Board Approved Capital Projects: (SEE CDC PROJECTS SUMMARY) | | |
| ● <u>Alan E. Sims Recreation Center Projects:</u> includes set-a-side funds for future HVAC and Roof Repair | \$ | 549,874 |
| ● <u>Valley Ridge Park:</u> Playground Replacement & set-a-side for future Lighting Projects | \$ | 636,590 |
| ● <u>CDC Administration:</u> Trails Master Plan and future Park Land Set-A-Side | \$ | 1,000,000 |
| ● <u>Trail System Enhancements and Improvements:</u> Prior Budget commitments for trail improvements (Balcones, Strauss & S. Clark) includes Federal Grant offset | \$ | 3,452,262 |
| ❖ Capital Budget (Continuation and Growth) | \$ | 5,638,726 |
| ❖ Total Proposed 21-22 Budget (Includes Carry Forward of Prior Year Commitments) | \$ | 9,755,685 |
| ❖ Estimated Fund Balance: 09/30/2021 | \$ | 12,387,315 |
| ❖ Estimated Fund Balance: 09/30/2022 | \$ | 8,863,113 |

- Projected at FYE 2021, \$12,387,315; Net amount added to fund balance \$859,763
- 25% Fund Balance Goal for FYE 2022 = \$1,294,583 (25% of Revenue- less grant funds)
- Committed Funds = (\$4,850,000)
- Available for appropriation: \$2,718,530
- Note \$265,000 in approved Project Cost Included in Operating Budget

COMMUNITY DEVELOPMENT CORPORATION
Revenue, Expenses and Changes in Fund Balance BY CATEGORY
Fund 0308

| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|---------------------|--------------|
| BEGINNING FUND BALANCE | \$ 8,924,906 | \$ 10,457,582 | \$ 11,527,551 | \$ 11,527,551 | \$ 12,387,315 | | |
| REVENUES | | | | | | | |
| Sales tax <i>(accrual)</i> | \$ 4,143,745 | \$ 4,242,203 | \$ 4,341,688 | \$ 4,511,800 | \$ 4,692,272 | \$ 350,584 | 8.1% |
| Interest income | 254,914 | 193,901 | 109,500 | 110,662 | 88,529 | (20,971) | -19.2% |
| Charges for services | 555,137 | 297,198 | 575,350 | 80,113 | 388,595 | (186,755) | -32.5% |
| Intergovernmental | - | - | 1,053,151 | - | 1,053,151 | - | 0.0% |
| Miscellaneous | 22,978 | 27,461 | 3,000 | 2,762 | 8,936 | 5,936 | 197.9% |
| TOTAL OPERATING REVENUES | \$ 4,976,774 | \$ 4,760,764 | \$ 6,082,689 | \$ 4,705,336 | \$ 6,231,484 | \$ 148,795 | 2.4% |
| EXPENDITURES | | | | | | | |
| Personnel | \$ 1,286,117 | \$ 1,369,563 | \$ 1,558,536 | \$ 1,399,816 | \$ 1,713,444 | 154,908 | 9.9% |
| Supplies | 120,741 | 83,828 | 159,665 | \$ 128,375 | \$ 165,826 | 6,161 | 3.9% |
| Maintenance | 367,729 | 272,489 | 242,520 | \$ 183,784 | \$ 245,120 | 2,600 | 1.1% |
| Services | 316,541 | 247,199 | 387,068 | \$ 286,726 | \$ 638,391 | 251,323 | 64.9% |
| Utilities | 259,854 | 229,639 | 290,451 | \$ 260,177 | \$ 317,675 | 27,224 | 9.4% |
| Leases/Rentals | 19,328 | 11,400 | 15,975 | \$ 25,551 | \$ 39,741 | 23,766 | 148.8% |
| Miscellaneous | 29,852 | 13,285 | 31,235 | \$ 22,061 | \$ 21,940 | (9,295) | -29.8% |
| Total Operating Expenditures | \$ 2,400,162 | \$ 2,227,405 | \$ 2,685,452 | \$ 2,306,489 | \$ 3,142,137 | \$ 456,687 | 17.0% |
| Capital Outlays | \$ 68,282 | \$ 489,579 | \$ 4,004,681 | \$ 566,064 | \$ 5,638,726 | \$ 1,634,045 | 40.8% |
| Debt | 975,653 | 973,813 | 973,019 | \$ 973,019 | 974,822 | 1,803 | 0.2% |
| Total Capital and Debt | \$ 1,043,935 | \$ 1,463,392 | \$ 4,977,700 | \$ 1,539,083 | \$ 6,613,548 | \$ 1,635,848 | 32.9% |
| TOTAL EXPENDITURES | \$ 3,444,097 | \$ 3,690,797 | \$ 7,663,152 | \$ 3,845,572 | \$ 9,755,685 | \$ 2,092,535 | 27.3% |
| NET CHANGE | \$ 1,532,679 | \$ 1,069,967 | \$ (1,580,463) | \$ 859,764 | \$ (3,524,202) | | |
| ENDING FUND BALANCE | \$ 10,457,582 | \$ 11,527,551 | \$ 9,947,088 | \$ 12,387,315 | \$ 8,863,113 | | |

| COMMUNITY DEVELOPMENT CORPORATION - FY21-22 PROGRAM REQUEST LISTED BY PRIORITY | | | | | | | | |
|---|---|-------------------------|------------------|---------------------|-----------------------|---------------------|--|----------------------|
| # | FY21-22 PROGRAM REQUEST | DEPT/DIVISON | REOCCURRING COST | ONE-TIME COST | TOTAL FIRST YEAR COST | BOARD PROPOSED | FUNDING OPTIONS/NOTES | # of Years Requested |
| 1 | Parks, Recreation & Trails Master Plan | (400) CDC Admin | - | 265,000 | 265,000 | 265,000 | | 1 |
| 2 | Future Park Land Acquisition | (400) CDC Admin | - | 1,000,000 | 1,000,000 | 1,000,000 | Set-A-Side | 1 |
| 3 | Playground Replacement Schedule for Valley Ridge Park | (415) Valley Ridge | - | 170,000 | 170,000 | 170,000 | Year 2 of multiyear project to replace and/or update four (4) existing playgrounds at Valley Ridge Park. | 2 |
| 4 | HVAC Replacement - Alan E. Sims Recreation Center | (435) Recreation Center | - | 910,000 | 303,333 | 303,333 | Set-A-Side funds for 3 years | 1 |
| 5 | Roof Replacement- Alan E. Sims Recreation Center | (435) Recreation Center | - | 725,684 | 120,948 | 120,948 | Set-A-Side funds for 6 years | 1 |
| 6 | Barnyard Outdoor Upgrade | (435) Recreation Center | - | 101,593 | 101,593 | 101,593 | | 2 |
| 7 | Barnyard Indoor Upgrade | (435) Recreation Center | - | 24,000 | 24,000 | 24,000 | | 1 |
| 8 | Athletic Field Lighting Additions & Conversions | (415) Valley Ridge | - | 466,590 | 466,590 | 466,590 | Set-A-Side funds | 3 |
| CDC FUND TOTAL: | | | \$0 | \$ 3,662,867 | \$ 2,451,464 | \$ 2,451,464 | | |

* All Personnel request includes Equipment, Uniforms and Benefits unless otherwise stated

** Programs listing based on priority of needs

^ Program Submitted to the CDC by the Community

| FY 2022 PROJECT SUMMARY REVIEW | | | | | | | |
|---|--|-----------------------|-------------------------|------------------|------------------|--------------------|--|
| FY 2022 CDC Projects (Equipment Replacement, Growth & Projects) | | | | | | | |
| Requesting Department | Project Name | PRIOR BUDGETED AMOUNT | FY21 YE ESTIMATED SPEND | CONT'N 2021-2022 | GROWTH 2021-2022 | PROPOSED 2021-2022 | NOTES |
| (400) Parks Admin. | Parks & Recreation Trails Master Plan | \$ - | | \$ - | \$ 265,000 | \$ 265,000 | New Program |
| (400) Parks Admin. | Future Park Land (Set-A-Side) | | | | \$ 1,000,000 | \$ 1,000,000 | New Program |
| (405) Trails Ops & Maint. | Balcones Trail PH 2: Trail Construction (State Park to JPL Overlook) - carryover | \$ 1,354,054 | | \$ 1,354,054 | | \$ 1,354,054 | Approved in FY 15 and FY 17 |
| (405) Trails Ops & Maint. | S. Clark Road Trail Construction - carryover | \$ 1,772,877 | | \$ 1,772,877 | | \$ 1,772,877 | Grant offset of \$1,053,000 (Net cost \$719,877) |
| (405) Trails Ops & Maint. | S. Clark Road Trail Design | \$ 77,000 | \$ 77,000 | \$ - | | \$ - | Approved in FY 18-19 Budget |
| (405) Trails Ops & Maint. | Straus Road Trail Feasibility Study | \$ 125,000 | \$ 125,000 | \$ - | | \$ - | Approved in FY 19-20 Budget |
| (405) Trails Ops & Maint. | FM 1382 Signage: Signage and Amenities - carryover | \$ 353,750 | \$ 28,419 | \$ 325,331 | | \$ 325,331 | Signage approved in FY 2018-2019 Budget |
| (415) Valley Ridge Park | Playground Replacement | \$ 125,000 | \$ 125,000 | \$ - | | \$ - | |
| (415) Valley Ridge Park | Soccer Goals | \$ 12,000 | \$ 12,000 | \$ - | | \$ - | |
| (415) Valley Ridge Park | Playground Replacement Schedule for Valley Ridge Park | | | \$ - | \$ 170,000 | \$ 170,000 | New Program - Year 2 of Playground Replacements |
| (415) Valley Ridge Park | Athletic Field Lighting Additions & Conversions (Set-A-Side) | | | \$ - | \$ 466,590 | \$ 466,590 | New Program - deferred in FY20 & 21 |
| (435) AES RC | HVAC Replacement (Set-A-Side) | | | \$ - | \$ 303,333 | \$ 303,333 | New Program |
| (435) AES RC | Roof Relacement on Alan E. Sims Rec. Ctr. (Set-A-Side) | | | \$ - | \$ 120,948 | \$ 120,948 | New Program |
| (435) AES RC | Barnyard Outdoor Upgrade | | | \$ - | \$ 101,593 | \$ 101,593 | New Program |
| (435) AES RC | Barnyard Indoor Upgrade | | | \$ - | \$ 24,000 | \$ 24,000 | New Program |
| (435) AES RC | Locker Room Rehab | \$ 185,000 | \$ 185,000 | \$ - | | \$ - | Approved in FY 18-19 Budget |
| (435) AES RC | Locker Room Rehab Overage | \$ 15,000 | \$ 15,000 | \$ - | | \$ - | |
| TOTALS | | \$ 4,019,681 | \$ 567,419 | \$ 3,452,262 | \$ 2,451,464 | \$ 5,903,726 | |
| <div> Capital By Department <div> CDC Admin. (400) <div> \$ - \$ - \$ - \$ 1,265,000 \$ 1,265,000 </div> </div> <div> Trails Ops & Maint. (405) <div> \$ 3,682,681 \$ 230,419 \$ 3,452,262 \$ - \$ 3,452,262 </div> </div> <div> Valley Ridge Park (415) <div> \$ 137,000 \$ 137,000 \$ - \$ 636,590 \$ 636,590 </div> </div> <div> AESCHRC (435) <div> \$ 200,000 \$ 200,000 \$ - \$ 549,874 \$ 549,874 </div> </div> <div> \$ 4,019,681 \$ 567,419 \$ 3,452,262 \$ 2,451,464 \$ 5,903,726 </div> </div> | | | | | | | |

COMMUNITY DEVELOPMENT CORPORATION

STAFFING SUMMARY

BY DEPARTMENT and FUNCTION
(Full Time Equivalency- FTE)
* Includes Budgeted Positions (Filled & Vacant)
Full Time & Part-Time Budgeted Positions
Full Time = 2,080 Hours/Year

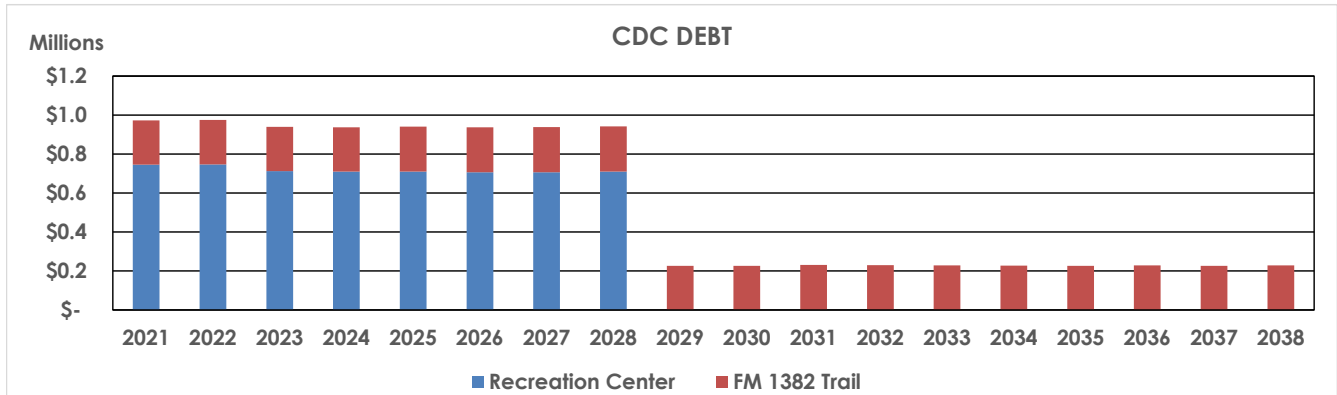
| | | | Actual | Actual | Actual | Budgeted | Proposed | Compare |
|--------------|---|--------------------|-----------|-----------|-----------|-----------|--------------|-------------------------|
| FUND | DEPARTMENT | FUNCTION | FY18 | FY19 | FY20 | FY21 | FY22 | 21/22 Diff PY (#) |
| CDC | 400 - CDC Administration | Community Services | 0 | 0 | 0 | 0 | 0 | 0 |
| CDC | 405 - Trails O&M | Community Services | 0 | 0 | 0 | 0 | 0 | 0 |
| CDC | 415 - Valley Ridge Park | Community Services | 5 | 5 | 6 | 6 | 6 | 0 |
| CDC | 435 - Alan E. Sims Recreation Center | Community Services | 23 | 23 | 23 | 23 | 23.58 | 0.58 |
| Total | | | 28 | 28 | 29 | 29 | 29.58 | 0.58 |

* The reallocation of Part Time hours and an additional .58 FTE hours created 1 new FT Position - 55+ Citizen Services Outreach Liaison

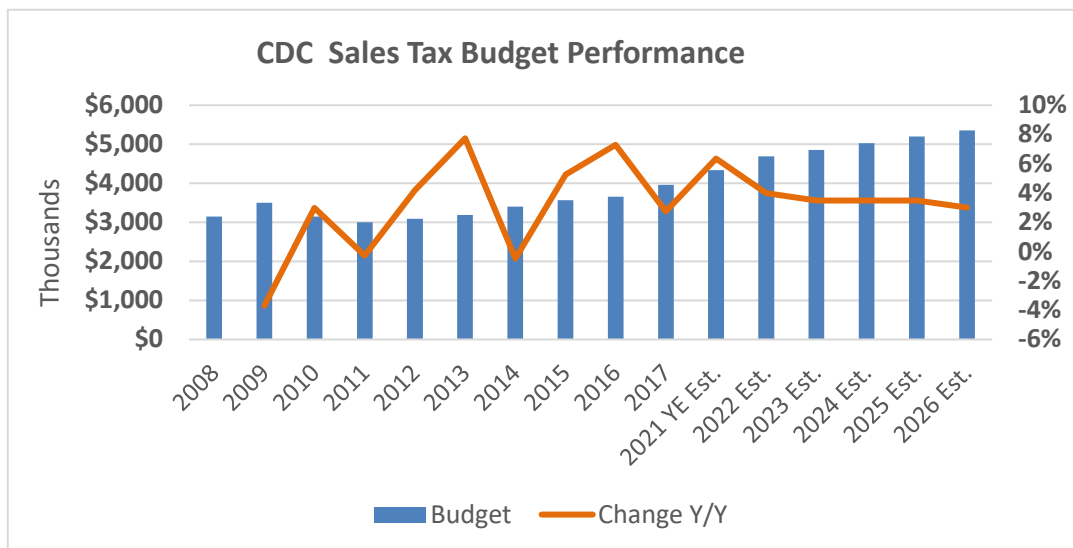


**Community Development Corporation
DEBT SCHEDULE**

| FISCAL YEAR | Alan E. Sims Recreation Center REFUNDING AND IMPROVEMENT BONDS | | | F.M. 1382 Hike and Bike Trail CERTIFICATES OF OBLIGATION BONDS | | | ANNUAL TOTAL |
|----------------|---|-------------|-------------|---|-------------|-------------|-----------------|
| | SERIES 2011 | | | SERIES 2018 | | | |
| | Principal | Interest | Total | Principal | Interest | Total | |
| 2022 | 570,000 | 177,097 | 747,097 | 130,000 | 97,725 | 227,725 | 974,822 |
| 2023 | 560,000 | 151,894 | 711,894 | 135,000 | 92,425 | 227,425 | 939,319 |
| 2024 | 580,000 | 130,519 | 710,519 | 140,000 | 86,925 | 226,925 | 937,444 |
| 2025 | 605,000 | 104,519 | 709,519 | 150,000 | 81,125 | 231,125 | 940,644 |
| 2026 | 630,000 | 76,400 | 706,400 | 155,000 | 75,800 | 230,800 | 937,200 |
| 2027 | 660,000 | 46,906 | 706,906 | 160,000 | 71,075 | 231,075 | 937,981 |
| 2028 | 695,000 | 15,203 | 710,203 | 165,000 | 66,200 | 231,200 | 941,403 |
| 2029 | - | - | - | 165,000 | 61,250 | 226,250 | 226,250 |
| 2030 | - | - | - | 170,000 | 56,225 | 226,225 | 226,225 |
| 2031 | - | - | - | 180,000 | 50,975 | 230,975 | 230,975 |
| 2032 | - | - | - | 185,000 | 45,269 | 230,269 | 230,269 |
| 2033 | - | - | - | 190,000 | 39,175 | 229,175 | 229,175 |
| 2034 | - | - | - | 195,000 | 32,919 | 227,919 | 227,919 |
| 2035 | - | - | - | 200,000 | 26,250 | 226,250 | 226,250 |
| 2036 | - | - | - | 210,000 | 19,075 | 229,075 | 229,075 |
| 2037 | - | - | - | 215,000 | 11,638 | 226,638 | 226,638 |
| 2038 | - | - | - | 225,000 | 3,938 | 228,938 | 228,938 |
| Total | 5,385,000 | \$1,106,219 | \$6,491,219 | \$3,220,000 | \$1,126,138 | \$4,346,138 | 10,837,356 |



| CDC Sales Tax Forecast | | | | |
|------------------------|------------------|-----------|-------------|-------------|
| Fiscal Year | Sales Tax Budget | 1/2¢ CDC | % CHg Yr/Yr | % of Budget |
| 2008 | 3,150,000 | 3,056,205 | | |
| 2009 | 3,500,000 | 2,943,148 | -3.7% | 84% |
| 2010 | 3,150,000 | 3,030,892 | 3.0% | 96% |
| 2011 | 3,000,000 | 3,022,807 | -0.3% | 101% |
| 2012 | 3,087,500 | 3,149,614 | 4.2% | 102% |
| 2013 | 3,185,750 | 3,393,450 | 7.7% | 107% |
| 2014 | 3,399,000 | 3,377,627 | -0.5% | 99% |
| 2015 | 3,563,080 | 3,555,210 | 5.3% | 100% |
| 2016 | 3,655,000 | 3,814,948 | 7.3% | 104% |
| 2017 | 3,964,360 | 3,919,866 | 2.8% | 99% |
| 2018 | 4,169,880 | 4,000,473 | 2.1% | 96% |
| 2019 | 4,123,313 | 4,143,745 | 3.6% | 100% |
| 2020 | 4,269,232 | 4,242,203 | 2.4% | 99% |
| 2021 Budget | 4,341,688 | 4,341,688 | 2.3% | 100% |
| 2021 YE Est. | 4,341,688 | 4,511,800 | 6.4% | 104% |
| 2022 Est. | 4,692,272 | 4,692,272 | 4.0% | 100% |
| 2023 Est. | 4,856,500 | 4,856,500 | 3.5% | 100% |
| 2024 Est. | 5,026,478 | 5,026,478 | 3.5% | 100% |
| 2025 Est. | 5,202,404 | 5,202,404 | 3.5% | 100% |
| 2026 Est. | 5,358,476 | 5,358,476 | 3.0% | 100% |



DEPARTMENT DESCRIPTION

The Community Development Corporation Administration is responsible for coordinating and managing projects and initiatives funded by the CDC including developing and overseeing the budget, managing upkeep of the facilities, and providing administrative support to the CDC Board of Directors.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **Coordinate administrative functions of the Community Development Corporation Activities such as:** Meeting coordination, debt service, marketing, promotions, grant management and project management

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|--|-------------------|-------------------|---------------------|-----------------------|
| # of Community Meetings Facilitated per year | 7 | 6 | 7 | 7 |

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|-----------------------------|------------------|------------------|------------------|-------------------|---------------------------------|----------------------------|
| Personnel | - | - | - | - | - | - |
| Supplies | - | - | - | - | - | - |
| Maintenance | 22,840 | - | - | - | - | - |
| Services | 56,019 | 65,604 | 57,700 | 57,700 | 322,700 | 265,000 |
| Utilities | - | - | - | - | - | - |
| Lease/Rentals | - | - | - | - | - | - |
| Miscellaneous | 77 | 430 | 2,500 | 1,000 | 2,500 | - |
| Transfers/ Debt | 975,653 | 973,813 | 973,019 | 973,019 | 974,822 | 1,803 |
| Capital Outlay | - | - | - | - | 1,000,000 | 1,000,000 |
| Total | 1,054,589 | 1,039,847 | 1,033,219 | 1,031,719 | 2,300,022 | 1,266,803 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|-------------------|----------------|----------------|----------------|-------------------------------|---------------------------|
| N/A | - | - | - | - | - |
| Total | - | - | - | - | - |

EQUIPMENT & PROGRAM REQUEST

| Replacement Vehicles | Lease Cost | Actual Cost | Funded |
|-------------------------|------------|-------------|--------|
| N/A | - | - | - |

| Programs | Recurring Cost | One-Time Cost | Board Proposed | Funded |
|---------------------------------------|-------------------|------------------|----------------|--------------|
| Parks Recreation & Trails Master Plan | - | 265,000 | Y | Y-(0308) CDC |
| Future Parkland Acquisition | - | 1,000,000 | Y | Y-(0308) CDC |



City of Cedar Hill
Budget Program Request FY 2021-2022

Department: CDC Administration

CDC Program Number One (1): Parks, Recreation, and Trails Master Plan

Year 1 of Request

Program Cost: \$ 265,000

Included in City Manager's Budget: Yes

Program Description:

This program, if funded, would pay for new parks, trails, and recreation master plan for Cedar Hill.

Parks and Recreation master planning is a comprehensive process that provides guidance and policy direction to local government decision makers as well as staff. The planning process, which engages stakeholders and garners public input, provides a foundation for understanding and responding to the Parks and Recreation needs of a community. The process involves strategically examining Cedar Hill's vision, existing community services, facilities, and resources. As well as assessing future needs concerning parks, recreation, open space, trails, and green space. The document also serves as a tool to help staff coordinate between City departments, with other planning efforts, non-municipal agencies, and other jurisdictions such as adjacent cities, counties, Cedar Hill Independent School District (CHISD), Texas Parks and Wildlife Department (TPWD), and North Central Texas Council of Governments (NCTCOG).

The 2012 Parks, Recreation, Trails and Open Space Visioning Master Plan is different from most traditional park master plans. The inspired vision of City leaders developed a plan that simultaneously addresses the image of the city while identifying needs for capital projects. This document will still serve the City moving into the future by guiding the physical character of Cedar Hill's facilities, especially streetscapes, that strongly convey the image, character, and first impressions of Cedar Hill.

The 2022 Master Plan will provide a foundation for:

- Building credibility, support, and inclusive consensus from community members and stakeholders
- Informing citizens about a park's needs and its community assets
- Identifying capital improvement goals that are needed to assess fiscal requirements and fundraising needs
- Guiding critical decisions about parks and recreation facilities, infrastructure, programs, and services
- Developing recommendations and an implementation strategy for park, recreation, trails, and related green space

City of Cedar Hill
Budget Program Request FY 2021-2022

Two areas of focus that this plan will help guide, is how we can better serve the older adult community and the feasibility of indoor aquatics for our city.

Older Adults

City Council identified senior livability was an area that Cedar Hill needed to evaluate during their November 2019 Strategic Planning Retreat. A direct action from this a Senior Livability Study was conducted beginning in February 2020. The committee was charged to perform a comprehensive assessment of senior livability in Cedar Hill and develop recommendations for current and future needs of older adults for both programs and facilities. The committee was guided by the City Manager's Office, Brinkley Sargent Wiginton Architects, and Ellen O'Sullivan as well as several Cedar Hill residents. The Senior Livability Committee key recommendations included:

- Provide additional programs focused on health, wellness, and social interaction opportunities
- Explore transportation options
- Begin planning for a future facility
- Offer a one-stop resource hub
- Partner with community organizations
- Transition terminology from "Senior Citizens" to "Older Adults"

Indoor Aquatics

When the Alan E. Sims Cedar Hill Recreation Center was opened more than 16 years ago, the original intent was to add a second phase to include an indoor aquatic element. Due to various factors, this vision has not yet been realized.

The 2012 Master Plan reported that an indoor pool/aquatic center was the most desired element of the center and was considered the most important recreation facility to construct. Citizen feedback echoed this while gathering input for the outdoor community pool that was voted for as part of the 2017 bond election. An indoor pool was also the highest rated priority of the Parks, Recreation, Trails and Open Space Master Plan 2019 Update.

This master plan would serve as the communication tool for indoor aquatics for current and future Cedar Hill residents.

Parks and recreation master plans can provide a foundation for economic development, building healthy communities, and to a unique sense of place.

If this program is not funded: TPWD stipulates that park master plans must cover at least a ten-year period for agencies to remain eligible for grants. Failure to fund this program would not allow Cedar Hill to pursue state funding like the \$750,000 received for the outdoor community pool. The lack of an update plan would make competing for NTCCOG and Dallas County Open Space grants more difficult.

This program reflects City Council's Premier Statements:

Cedar Hill has Vibrant Parks and Natural Beauty.

City of Cedar Hill
Budget Program Request FY 2021-2022

Department: CDC Administration

CDC Program Number Two (2): Future Parkland Acquisition

Year 1 of Request

Program Cost: \$ 1,000,000

Included in City Manager's Budget: Yes

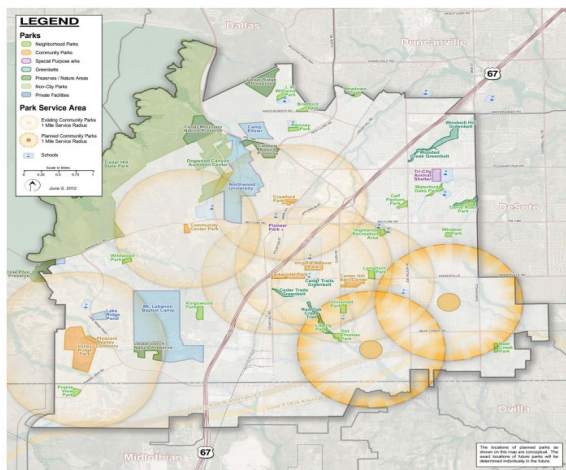
Program Description:

This program, if funded, would set aside funds for future parklands as outlined in the *2012 Parks, Recreation, Trails and Open Space Visioning Master Plan* as well as the *Parks, Recreation, Trails and Open Space Master Plan 2019 Update*.

The most recent Parks and Recreation planning documents continue to indicate that Cedar Hill residents are committed to a minimum of 20% open space in their city. This sentiment was echoed during several public input meetings held to collect information for the ongoing compilation of Cedar Hill's Comprehensive Master Plan.

The Community Development Corporation (CDC) set aside \$1,250,000 with the passage of their FYE 2014 budget on June 6, 2013. These funds were approved to ensure that when opportunities arose to purchase future parkland the CDC Board could operate quickly to purchase land identified in appropriate planning documents as it became available. Recently, such a property became available, and the CDC has been able to act quickly and are positioned to take potential ownership soon.

To allow the CDC to be ready for future areas of opportunity, staff is requesting budgeting of \$1,000,000 to be used as a set aside in the same manner of the board's 2013 action.



This program reflects City Council's Premier Statements:
Cedar Hill has Vibrant Parks and Natural Beauty.

Finance Department's Comments:

DEPARTMENT DESCRIPTION

The Trails Operations & Maintenance department is designed to maintain all Citywide trails.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **Sustain the beauty and functionality of City Trails** – This budget supports operation of three miles of hike and bike trail annually.

EXPENDITURE SUMMARY

- *Note all prior year expenditures were recorded in the CDC Administration Department*

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|-----------------------------|-----------------|-----------------|------------------|-------------------|---------------------------------|----------------------------|
| Personnel | - | - | - | - | - | - |
| Supplies | - | - | - | - | - | - |
| Maintenance | 9,793 | - | 12,400 | 10,000 | 14,000 | 1,600 |
| Services | 74,769 | 1,650 | 33,000 | 15,000 | 33,000 | |
| Utilities | 3,030 | 3,951 | 9,593 | 3,500 | 18,500 | 8,907 |
| Lease/Rentals | - | - | - | - | - | - |
| Miscellaneous | - | - | - | - | - | - |
| Transfers/Debt | - | - | - | - | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | - | 235,844 | 3,682,681 | 230,419 | 3,452,262 | (230,419) |
| Total | 87,592 | 241,445 | 3,737,674 | 258,919 | 3,517,762 | (219,912) |

NO PERSONNEL

EQUIPMENT & PROGRAM REQUEST

| Replacement Vehicles | Lease Cost | Actual Cost | Funded |
|----------------------|------------|-------------|--------|
| N/A | - | - | - |

| Programs | Recurring Cost | One-Time Cost | Board Proposed | Funded |
|----------|----------------|---------------|----------------|--------|
| N/A | - | - | - | - |

DEPARTMENT DESCRIPTION

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

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **Maintain grounds for Valley Ridge Park** – Mow, treat and fertilize Valley Ridge Park
- **Athletic field preparation** - Ensure athletic fields are safe and aesthetically pleasing
- **Provide general park facility maintenance and repair** – Ensure Valley Ridge buildings, equipment and structures are safe
- **Control litter and remove debris** - Remove litter and debris from Valley Ridge Park

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services.

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|---|---|---|---|---|
| Valley Ridge Park Grounds Maintenance # of acres | 164 | 164 | 164 | 164 |
| Athletic Fields Preparation | 32 fields | 32 fields | 32 fields | 32 fields |
| Park Facility maintenance | 5 buildings, 4 playgrounds 1 amphitheater | 5 buildings, 4 playgrounds 1 amphitheater | 5 buildings, 4 playgrounds 1 amphitheater | 5 buildings, 4 playgrounds 1 amphitheater |
| Irrigation | 630 valves One well Three irrigation pump motors | 630 valves One well Three irrigation pump motors | 630 valves One well Three irrigation pump motors | 630 valves One well Three irrigation pump motors |

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|--------------------------|----------------|----------------|----------------|----------------|---------------------------|----------------------|
| Personnel | 337,474 | 347,925 | 431,335 | 420,855 | 469,247 | 37,912 |
| Supplies | 44,593 | 41,093 | 68,038 | 63,567 | 74,282 | 6,244 |
| Maintenance | 211,231 | 118,232 | 111,500 | 81,000 | 112,500 | 1,000 |
| Services | 5,467 | 46,711 | 5,000 | 5,000 | 5,000 | - |
| Utilities | 137,319 | 115,804 | 152,562 | 139,855 | 158,797 | 6,235 |
| Lease/Rentals | 1,490 | 840 | 840 | 10,525 | 9,685 | 8,845 |
| Miscellaneous | 15,083 | 2,745 | 6,340 | 4,450 | 6,240 | (100) |
| Transfers/Debt | - | - | - | - | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | - | 174,813 | 137,000 | 135,645 | 636,590 | 499,590 |
| Total | 752,657 | 848,163 | 912,615 | 860,897 | 1,472,340 | 559,725 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|------------------------------|-----------|-------------|-------------|-------------|-------------------------|---------------------|
| Irrigation Worker I | 613 | 0.0 | 0.0 | 1.0 | 1.0 | 0.0 |
| Parks Maintenance Crew Chief | 615 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Parks Maintenance Worker | 612 | 4.0 | 5.0 | 4.0 | 4.0 | 0.0 |
| Totals | | 5.0 | 6.0 | 6.0 | 6.0 | 0.0 |

- Parks Maintenance Worker reclassified to Irrigation Worker I in FY21

EQUIPMENT & PROGRAM REQUEST

| Programs | Recurring Cost | One-Time Cost | Board Proposed | Funded |
|---|----------------|---------------|----------------|---------------|
| Playground Replacement Schedule for Valley Ridge Park | - | 170,000 | Y | Y- (0308) CDC |
| Athletic Field Lighting Additions & Conversions | - | 466,590 | Y | Y- (0308) CDC |

City of Cedar Hill
Budget Program Request FY 2021-2022

Department: Parks Valley Ridge

CDC Program Number Three (3): Playground Replacement Schedule for Valley Ridge Park

Year 2 of Request

Program Cost: \$170,000 for Fiscal Year Ending 2022

Included in City Manager's Budget: Yes

Program Description:

This program would allow for the continuation of a multi-year project to replace and/or update four (4) currently existing playgrounds at Valley Ridge Park. These playgrounds range in age from 23 years to 17 years old. Cost would be on average \$120,000 per year.

Cedar Hill citizens overwhelmingly approved a bond in 2017 that included the revitalization of Parks over a five (5) year period. To date, the Parks Department has or are currently in the process of updating seven (7) parks with three (3) additional parks planned for FYE 2022.

In an effort to keep Valley Ridge Park current with updated playground standards the Cedar Hill Parks Department recommends the following replacement:

| Proposed Fiscal Year | General Area | Estimated Cost |
|-----------------------------|---------------------|-----------------------|
| 2022 | Soccer (complete) | \$125,000 |
| 2023 | Softball | \$170,000 |
| 2024 | Football | \$128,000 |
| 2025 | Baseball | \$100,000 |

All playgrounds would meet or exceed national guidelines for inclusive play, be installed within the current footprint of the existing playgrounds, include either pour-in-place or artificial turf fall protection (eliminating pea gravel or engineered wood fiber) and would not require new shade structures. There is no proposed additional maintenance cost for the proposed program as maintenance needs would be addressed through current approved budget.

City of Cedar Hill
Budget Program Request FY 2021-2022

Completed Soccer Playground:



City of Cedar Hill
Budget Program Request FY 2021-2022

Proposed Softball Playground(s):



If this program is not funded: If this program is not funded, Valley Ridge playgrounds would not meet the most current accessibility standards, near immediate funding would be needed to update fall protection on three (3) of the four (4) playgrounds, and additional operating funds would be needed for replacement of aged parts as they become unsafe.

This program reflects City Council's Premier Statements:

Cedar Hill has Vibrant Parks and Natural Beauty
Cedar Hill is safe.
Cedar Hill is clean.

Finance Department's Comments:

Appropriate for CDC Fund

City of Cedar Hill
Budget Program Request FY 2021-2022

Department: Parks Valley Ridge

CDC Program Number Eight (8): Athletic field lighting additions and conversion

Year 3 of Request, initial request was FY 18-19

Program Cost: \$ 466,590 (Set-A-Side)

Included in City Manager's Budget: Yes

Program Description:

This program, if funded, would allow for additional athletic field lighting at Valley Ridge Park. The Cedar Hill Soccer Association requested new lighting on several fields for the fiscal years ending 2019 and 2020 from the Community Development Corporation for Valley Ridge Park. The Community Development Cooperation was not able to fund the request (\$1,426,000) due to other commitments for current project operations and maintenance costs and the boards participation in projects that had matching funds.

Lighting one field would be accomplished by adding light fixtures to existing poles that are lighting adjacent fields (\$180,250). Lighting the second field would be accomplished by adding new poles, fixtures and conduit/wire runs where none exist (\$244,110). The program also includes a 10% contingency (\$42,230)

The Cedar Hill Parks Department is proposing light emitting diodes (LED) for this project. The use in LED for athletic field lighting has increased considerably in recent years becoming comparable to metal halide lighting in initial cost while offering lower operational cost with reduced maintenance (bulb replacement).

Utility cost (electrical) for this program is estimated at \$ 6,300 annually.

Additional Light Maintenance Cost for this program is estimated at \$0 annually for 10 years due to manufacturer's warranty.

Current tournaments and programs needing lighted fields include North Texas President's Cup, Kernow Storm F.C. Winter Storm, Kernow Storm F.C. Summer Sizzler, College Showcase Soccer Tournament, Flag Football X Spring Fling, Flag Football X Summer Sizzler, Flag Football X Billy Cole Classic, Flag Football X Battle for the Bid, Youth Football Cedar Hill Flag Football, Arsenal F.C. Friday night soccer clinics, and CHSA First Kicks Development Night clinics. Additionally, there are several requests each year that we cannot accommodate due to the lack of lighting as an example North Texas President's Cup must split evening games between two cities due to lack of a sufficient number of lighted soccer fields available in Cedar Hill.

In closing, adding additional lighted fields would also make Valley Ridge Park more lucrative for larger soccer tournaments who need more lit fields for night games, as well as allowing the Parks and Recreation Department to accommodate more rentals and field use after dark.

If this program is not funded: We will continue using our existing facilities.

This program reflects City Council's Premier Statements:

Cedar Hill has Vibrant Parks and Natural Beauty.

Cedar Hill is Safe.

Cedar Hill is Clean.

DEPARTMENT DESCRIPTION

The Alan E. Sims Recreation Center is a premier facility for fitness, fun, and friendship.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **Provide, promote and increase Alan E. Sims Recreation Center utilization to the public** – Administer, supervise, implement and improve efficiency in memberships, programs, leagues, special events, rentals and all building uses
- **Marketing** - Design and share a variety of creative marketing materials to the community and surrounding areas.
- **Retain Current Customers and Attract New Customers** – Exceed expectations through providing premier customer service to existing members and patrons and secure new customers
- **Encourage and Develop Internal Relations of Alan E. Sims Recreation Center Staff, Personal Trainers, and Contract Instructors to Provide Exemplary Service to the Public** – Continue to build relationships amongst staff, personal trainers, contract instructors and management to efficiently work together.
- **Provide Building Maintenance** – Maintain a clean, safe and operable facility for public use

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|--|-------------------|-------------------|---------------------|-----------------------|
| Memberships & Day Passes Sold | 21,731 | 21,674 | 10,000 | 18,000 |
| # of Participants Programs/Leagues | 2,418 | 1,359 | 615 | 850 |
| # of Rentals Annually | 277 | 119 | 50 | 150 |
| Youth Development Opportunities (Camps, Teen Programs, After-School Programs, CHAT Squad | 690 | 0* | 50 | 100 |
| Total Scans (Attendance) | 25,122 | 17,776 | 13,825 | 24,000 |
| Average Annual Marketing Reach on Social Media Posts | 9,549 | 106,103** | 107,103** | 108,103** |
| Average Annual Marketing Reach on Social Media Event Listings | 1,071 | 9,000 | 10,000 | 11,000 |

*Cancelled due to COVID-19

** All activities virtual due to COVID-19

EXPENDITURE SUMMARY

| Expenditures By Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|--------------------------|------------------|------------------|------------------|------------------|---------------------------|----------------------|
| Personnel | 948,646 | 1,021,068 | 1,127,203 | 978,961 | 1,244,197 | 116,994 |
| Supplies | 76,149 | 42,736 | 91,627 | 64,808 | 91,544 | (83) |
| Maintenance | 146,708 | 154,259 | 118,620 | 92,784 | 118,620 | - |
| Services | 180,319 | 133,238 | 291,368 | 209,026 | 277,691 | (13,677) |
| Utilities | 119,506 | 109,884 | 128,296 | 116,821 | 140,378 | 12,082 |
| Lease/Rentals | 17,837 | 10,561 | 15,135 | 11,536 | 12,255 | (2,880) |
| Miscellaneous | 14,659 | 10,110 | 22,395 | 20,101 | 31,001 | 8,606 |
| Transfers/Debt | - | - | - | - | - | - |
| Grant Exp | - | - | - | - | - | - |
| Capital Outlay | 45,442 | 78,923 | 185,000 | 200,000 | 549,874 | 364,874 |
| Total | 1,549,266 | 1,560,779 | 1,979,644 | 3,845,572 | 2,465,561 | 485,917 |



PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|---|-----------|-------------|-------------|-------------|-------------------------|---------------------|
| Recreation Center Manager | 618 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Recreation Center Assistant Manager | 617 | 0.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Building Maintenance Crew Chief | 615 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Event Coordinator | 615 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Health and Wellness Coordinator | 615 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Marketing Coordinator | 615 | 1.0 | 1.0 | 1.0 | 0.0 | -1.0 |
| Membership Services Coordinator | 615 | 1.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Special Events Coordinator | 615 | 0.0 | 0.0 | 0.0 | 1.0 | 1.0 |
| Administrative Secretary | 613 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Recreation Specialist | 613 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Building & Custodial Attendant | 611 | 2.0 | 2.0 | 2.0 | 2.0 | 0.0 |
| Health & Wellness Services Lead | 611 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Member Services Lead | 611 | 2.0 | 2.0 | 2.0 | 2.0 | 0.0 |
| 55+ Citizen Services Outreach Liaison | 94 | 0.0 | 0.0 | 0.0 | 0.58 | 0.58 |
| Part-Time Attendant (Childcare, Gym, Front Desk, Fitness) | 92 | 8.5 | 8.5 | 8.5 | 8.5 | 0.0 |
| Part-Time Building & Custodial Attendant | 91 | 1.5 | 1.5 | 1.5 | 1.5 | 0.0 |
| Totals | | 23.0 | 23.0 | 23.0 | 23.0 | 0.58 |

- By adding .58 FTE hours, a current Part Time employee will become Full Time as the 55+ Citizen Services Outreach Liaison

EQUIPMENT & PROGRAM REQUEST

| Programs | Recurring Cost | One-Time Cost | Year 1 Cost | Board Proposed | Funded |
|--|----------------|---------------|-------------|----------------|---------------|
| HVAC Chiller Replacement | - | 910,000 | 303,333 | Y | Y- (0308) CDC |
| Replace Roof on Alan E. Sims Recreation Center | - | 725,684 | 120,948 | Y | Y- (0308) CDC |
| Barnyard Outdoor Upgrade | - | 101,593 | | Y | Y- (0308) CDC |
| Barnyard Indoor Upgrade | - | 24,000 | | Y | Y- (0308) CDC |



City of Cedar Hill
Budget Program Request FY 2021-2022

Department: Recreation Center

CDC Program Number Four (4): HVAC Replacement

Year #1 request.

Program Cost: \$910,000 over 3 years (\$303,333 per year) **Set-A-Side**

Included in City Manager's Budget: Yes

Program Description:

This program would provide funding to replace the HVAC system at the Alan E. Sims Recreation Center.

The life expectancy of a properly maintained HVAC system is 15-20 years. It is recommended to replace the system closer to 10-15 years to upgrade to a more efficient model. The HVAC was installed in 2004 when the building was originally built. Within this system the chillers in the past few years have had both compressors replaced, some exhaust fan motors, sensors and valves.

The chillers for the Alan E. Sims Recreation Center are charged with R-22 refrigerant which is no longer produced. It will become much more difficult, and expensive to get R-22. As a result, repairing R-22 systems will become very expensive when the repair requires adding or replacing refrigerant to the system. Many types of emergency repairs do require recharging refrigerant.

The staff recommends the set – up of a 3-year set aside program of \$303,333 per year. Current HVAC system is 17 years old.

If this program is not funded:

We will continue to fix minor repairs as needed. If not funded, we would need funding to replace the HVAC system all at once.

This program reflects City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill is Safe.

Cedar Hill is Clean.

City of Cedar Hill
Budget Program Request FY 2021-2022

Department: Recreation Center

CDC Program Number Five (5): Roof Replacement

Year #1 request.

Program Cost: \$725,684 over six years (\$120,948 per year) Set-A-Side

Included in City Manager's Budget: Yes

Program Description:

This program would provide funding to replace 38,725 square feet of roofing for the entire Alan E. Sims Recreation Center building.

When installed and maintained properly, the average commercial roof can last anywhere from 10 to 25 years. The roofing for the Alan E. Sims Recreation Center was installed in 2004 and would be reaching its peak in 2029. Although there have been some leak repairs done to the flat surface of the main building over the years, at some point tearing off the old material is recommended. In recent years, new commercial roofing products have been introduced that provide high resistance to temperature extremes and optimize environmental efficiency, helping to reduce stormwater runoff and heating and cooling expenses.

310 East Parkerville Road, Cedar Hill, TX 75104



City of Cedar Hill
Budget Program Request FY 2021-2022

Cost and information for a new roof:

Low-Slope Roof Area = 21,584 square feet:

- Tear-off & Replace = \$366,065

Steep-Slope Area (Standing Seam Metal Roof) = 17,141 square feet:

- Replacement of existing Standing Seam Roof = \$359,619

**Staff recommends the set-up of a 6-year set aside program of \$120,948 per year.
Current roof is 17 years old with a life expectancy of 25 years.**

If this program is not funded:

We will continue to fix minor repairs as needed. If not funded, we would need funding to replace the roof all at once.

This program reflects City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill is Safe.

Cedar Hill is Clean.

City of Cedar Hill
Budget Program Request FY 2021-2022

Department: Recreation Center

CDC Program Number Six (6): Barnyard Outdoor Upgrade

Year #2 request; initial request was in FY 2019.

Program Cost: \$101,593

Included in City Manager's Budget: Yes

Program Description:

This program is to upgrade the outdoor playground in the Barnyard area that services member's children 6 months to 6 years old. The current outdoor playground area is the original that was constructed with the building 16 years ago. It includes a playground area with engineered wood fiber surfacing and no shade structure. The current playground has limited usage availability due to the engineered wood fiber surfacing, hot weather, and lack of a shade structure. These safety concerns hinder the staff and kids from using it on a regular basis.

This upgrade would provide users with a new ADA accessible playground. It will also add a shade structure and ADA compliant soft surface. This will also provide us with a playground that could be utilized safely everyday by staff and Barnyard patrons. Furthermore, this program will save both staff time and operations and maintenance dollars which was associated with replacing the chip surfacing on the current structure.

Cost of Program:

| Item | Cost |
|------------------------|------------------|
| Shade Structure | \$16,654 |
| Playground Structure | \$40,569 |
| Demolition & Site Prep | \$12,310 |
| Playground Surfacing | \$22,674 |
| Contingency | \$9,386 |
| Grand Total | \$101,593 |

If this program is not funded:

The playground will continue to be utilized sparingly and may affect Recreation Center membership numbers.

This program reflects City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill is Safe.

Cedar Hill is Clean.

Cedar Hill has an Engaged Community.

City of Cedar Hill
Budget Program Request FY 2021-2022

Department: Recreation Center

CDC Program Number Seven (7): Barnyard Indoor Upgrade

Year #1 request.

Program Cost: \$24,000

Included in City Manager's Budget: Yes

Program Description:

This program is to upgrade the indoor Barnyard area that services member's children 6 months to 6 years old. The current Barnyard area is the original state, that was constructed with the building 16 years ago. Renovations will include painting of the Barnyard area including the restroom. Prime and paint of the GYP board walls with two coat finishes, color to be determined. Work will also include the fabrication and installation of replacement casework and tops. Finally, the work will consist of redoing the flooring of the Barnyard area.

This upgrade would provide users with a new ADA accessible Barnyard.

Cost of Program:

| Item | Cost |
|---------------------------|-----------------|
| Barnyard casework & tops | \$13,000 |
| Luxury Vinyl Planks | \$5,000 |
| Take Up VCT | \$1,000 |
| Floor Prep/Clean Up Labor | \$1,400 |
| Vinyl Cove Base Black | \$400 |
| Painting of Barnyard Area | \$3,200 |
| Grand Total | \$24,000 |

If this program is not funded:

The Barnyard will continue to be utilized with the same look as when it was built in 2004.

This program reflects City Council's Premier Statements:

Cedar Hill has Distinctive Character.

Cedar Hill is Safe.

Cedar Hill is Clean.

Cedar Hill has an Engaged Community.

ECONOMIC DEVELOPMENT CORPORATION

(0309)

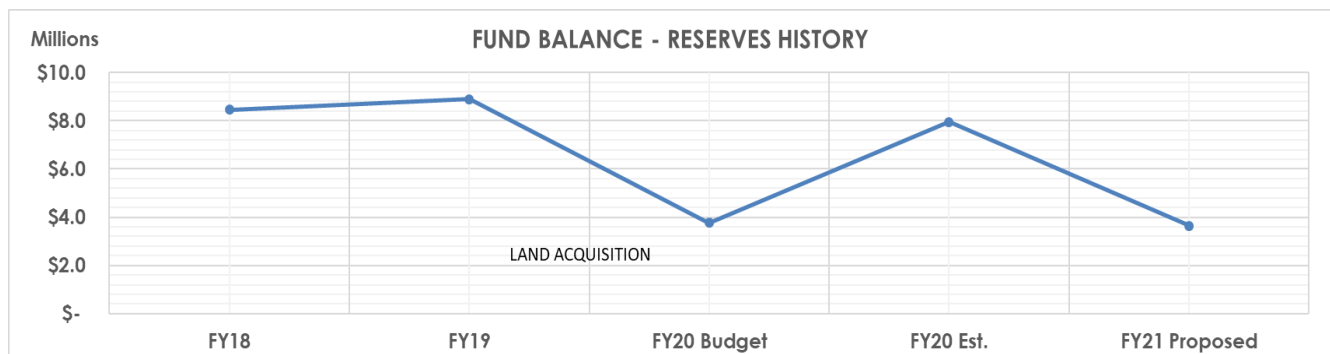
The Cedar Hill Economic Development Corporation (EDC) is tasked with bringing much needed commercial, industrial opportunities to the City of Cedar Hill. On January 15, 1994, the voters of the City approved the imposition of an additional sales and use tax of one-half of one percent (1/2 of 1%) for economic development. Collection effect on July 1, 1994. A portion of the EDC's sales tax (1/8 of 1%) was reallocated to the City's Crime Control District effective July 1, 2013. The first reduction was in September 2013.

PROPOSED BUDGET FY 2021-2022



Board of Directors

Shawn Guildon, President
Duane Dankesreiter, Vice President
Michael Lemmon
Jan Blake
James Mauldin
Johnny Wallace, ex-officio
Andrew LeGrand, ex-officio
Angela Berry-Roberson, ex-officio
Randall Chase, ex-officio



ECONOMIC DEVELOPMENT CORPORATION

Highlights: Proposed Budget FY21/22

BUDGET NOTES

- **Sales Tax** Budgeted at 8% or \$262,470 over FY 2021 Budget
- **Interest income** is down by \$52,000 or 45.22% due to market conditions
- **Salaries and Benefits** budgeted consistent Citywide; 3% COL increase
- **Debt Costs** budgeted per scheduled amortization
- **Incentives** budgeted to cover outstanding incentives plus additional amounts resulting in a place holder for business incentives totaling \$4,900,000
- **Advertising** budget consistent with State Law maximum
- No changes in **administrative charges**
- Audit fees are estimated to increase by \$1,508 or 27% due to additional testing of purchasing contracts and incentives.
- No changes in lease cost paid to City, slight increase in the copier lease (escalating agreement)
- **Services** include other EDC activities as approved by the Board which decreased by 10.76% resulting from many of the initiatives funded in FY21 were completed (Ex: Strategic Plan and Market Analysis.)
- **Operational Expenditures:** FY2022 is estimated to decrease by 5.68% or \$91,465
- **Other Expenditures:**
 - There are no change in incentives year over year.
 - The capital line is budgeted for a growth item: build-out of the offices which is estimated at \$210K.
 - The debt category is gradually decreasing as the payments are nearing the end of the amortization schedule.
- **Summary:** overall an increase of 1.52% or \$116,508 for all expenditures
- **Fund Balance** Policy Objective of 15% (of revenues) = \$537,260 has been met
 - Projected Fund Balance at FYE 2022 is \$4,503,172

ECONOMIC DEVELOPMENT CORPORATION
Revenue, Expenses and Changes in Fund Balance
Fund 0309



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|-----------------------|------------------------|-----------------------|--------------------|---------------|
| BEGINNING FUND BALANCE | \$ 8,454,071 | \$ 8,896,097 | \$ 9,412,308 | \$ 9,412,308 | \$ 8,721,339 | | |
| REVENUES | | | | | | | |
| Sales tax | \$ 3,107,809 | \$ 3,181,652 | \$ 3,256,266 | \$ 3,383,400 | \$ 3,518,736 | 262,470 | 8.06% |
| Interest income | 188,032 | 126,690 | 115,000 | 57,267 | 63,000 | (52,000) | -45.22% |
| Charges for services | - | - | - | - | - | - | 0.00% |
| Miscellaneous | 108,896 | - | - | - | - | - | 0.00% |
| Intergovernmental | - | - | - | - | - | - | 0.00% |
| Sale of assets | - | - | - | - | - | - | 0.00% |
| TOTAL REVENUES | \$ 3,404,737 | \$ 3,308,342 | \$ 3,371,266 | \$ 3,440,667 | \$ 3,581,736 | \$ 210,470 | 6.24% |
| OPERATING EXPENDITURES | | | | | | | |
| Personnel | \$ 411,041 | \$ 287,992 | \$ 474,337 | \$ 416,823 | \$ 496,609 | \$ 22,272 | 4.70% |
| Supplies | 3,852 | 6,498 | 19,800 | 4,800 | 19,800 | \$ - | 0.00% |
| Maintenance | 12,800 | 17,583 | 52,245 | 17,280 | 34,500 | \$ (17,745) | -33.96% |
| Services | 859,415 | 648,647 | 958,024 | 819,684 | 854,984 | \$ (103,040) | -10.76% |
| Utilities | 4,009 | 3,361 | 3,382 | 3,978 | 4,493 | \$ 1,111 | 32.85% |
| Leases/Rentals | 28,907 | 29,346 | 29,200 | 30,137 | 30,137 | \$ 937 | 3.21% |
| Miscellaneous | 69,641 | 42,486 | 74,255 | 41,300 | 79,255 | \$ 5,000 | 6.73% |
| TOTAL OPERATING EXPENDITURES | \$ 1,389,664 | \$ 1,035,913 | \$ 1,611,243 | \$ 1,334,002 | \$ 1,519,778 | \$ (91,465) | -5.68% |
| OTHER EXPENDITURES | | | | | | | |
| Incentives | \$ 386,000 | \$ 584,800 | \$ 4,900,000 | \$ 1,626,885 | \$ 4,900,000 | \$ - | 0.00% |
| Capital Outlay | 20,095 | 5,250 | - | - | 210,000 | \$ 210,000 | 0.00% |
| Debt | 1,166,953 | 1,166,168 | 1,172,152 | 1,170,750 | 1,170,125 | \$ (2,027) | -0.17% |
| TOTAL OTHER EXPENDITURES | \$ 1,573,048 | \$ 1,756,218 | \$ 6,072,152 | \$ 2,797,635 | \$ 6,280,125 | \$ 207,973 | 3.43% |
| TOTAL EXPENDITURES | \$ 2,962,713 | \$ 2,792,131 | \$ 7,683,395 | \$ 4,131,637 | \$ 7,799,903 | \$ 116,508 | 1.52% |
| NET CHANGE | \$ 442,024 | \$ 516,211 | \$ (4,312,129) | \$ (690,970) | \$ (4,218,167) | n/a | n/a |
| ENDING FUND BALANCE | \$ 8,896,097 | \$ 9,412,308 | \$ 5,100,179 | \$ 8,721,339 | \$ 4,503,172 | n/a | n/a |

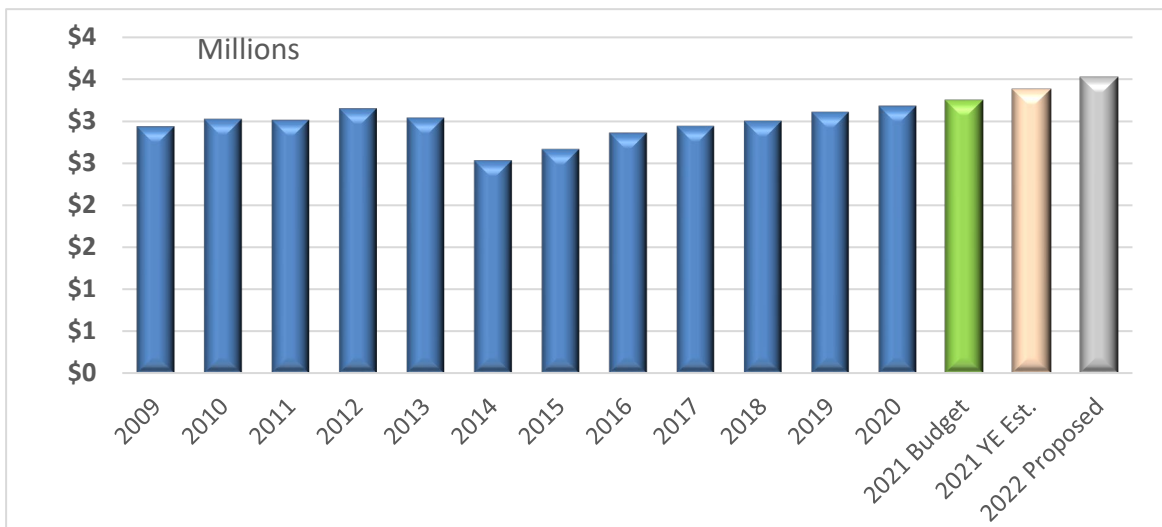
| EDC Supported Debt | | | | |
|--|--------|------------------|----------------|------------------|
| \$12,890,000 Certificates of Obligation, | | | | |
| Series 2006 | | | | |
| Fiscal Year | Rate | Principal | Interest | Total |
| 2022 | 5.000% | 935,000 | 235,125 | 1,170,125 |
| 2023 | 5.000% | 980,000 | 187,250 | 1,167,250 |
| 2024 | 5.000% | 1,030,000 | 137,000 | 1,167,000 |
| 2025 | 5.000% | 1,085,000 | 84,125 | 1,169,125 |
| 2026 | 5.000% | 1,140,000 | 28,500 | 1,168,500 |
| Totals | | 5,170,000 | 672,000 | 5,842,000 |

Debt Outstanding: 2006 CO Series

| | |
|------------------|------------------|
| Principal | 5,170,000 |
| Interest | 672,000 |
| | 5,842,000 |



| EDC Sales Tax Forecast | | | | |
|------------------------|------------------|----------------|-------------|-------------|
| Fiscal Year | Sales Tax Budget | 3/8 of 1¢ City | % CHg Yr/Yr | % of Budget |
| 2008 | 3,150,000 | 3,033,156 | | |
| 2009 | 3,500,000 | 2,936,660 | -3.2% | 84% |
| 2010 | 3,150,000 | 3,023,893 | 3.0% | 96% |
| 2011 | 3,000,000 | 3,014,790 | -0.3% | 100% |
| 2012 | 3,087,500 | 3,149,279 | 4.5% | 102% |
| 2013 | 2,789,000 | 3,039,753 | -3.5% | 109% |
| 2014 | 2,574,000 | 2,533,220 | -16.7% | 98% |
| 2015 | 2,672,310 | 2,666,407 | 5.3% | 100% |
| 2016 | 2,724,930 | 2,861,211 | 7.3% | 105% |
| 2017 | 2,975,740 | 2,939,899 | 2.8% | 99% |
| 2018 | 3,127,410 | 3,000,355 | 2.1% | 96% |
| 2019 | 3,087,842 | 3,107,809 | 3.6% | 101% |
| 2020 | 3,201,924 | 3,181,652 | 2.4% | 99% |
| 2021 Budget† | 3,256,266 | 3,256,266 | 2.3% | 100% |
| 2021 YE Est. | 3,256,266 | 3,383,400 | 6.3% | 104% |
| 2022 Proposed | 3,518,736 | 3,518,736 | 4.0% | 100% |
| 2023 Est. | 3,641,800 | 3,641,800 | 3.5% | 100% |
| 2024 Est. | 3,769,263 | 3,769,263 | 3.5% | 100% |
| 2025 Est. | 3,901,187 | 3,901,187 | 3.5% | 100% |
| 2026 Est. | 4,018,223 | 4,018,223 | 3.0% | 100% |



CITY OF CEDAR HILL
ECONOMIC DEVELOPMENT CORPORATION
INCENTIVE STATUS REPORT (ACTIVE ONLY)

| | CASH INCENTIVE (Per Contract) | INCENTIVE PAID FY 2021 | INCENTIVES PAID PRIOR YEARS | TOTAL AMOUNTS PAID | INCENTIVE BALANCE |
|--|-------------------------------------|------------------------------|-----------------------------------|--------------------------|------------------------|
| JPS Legacy, LLC | | | | | |
| - Reimbursement incentive for completion of infrastructure | 1,000,000 | 54,400 | 44,800 | 99,200 | 900,800 |
| - Infrastructure incentive upon issuance of CO and proof of exp. | - | - | - | - | - |
| - Construction has to be completed 5 years | - | - | - | - | - |
| - Agreement dated October 3, 2016 | - | - | - | - | - |
| Subtotal Incentives | \$ 1,000,000 | \$ 54,400 | \$ 44,800 | \$ 99,200 | \$ 900,800 |
| Lake Moreno Partners, LLC | | | | | |
| - Reimbursement incentive for infrastructure | 1,000,000 | 600,000 | - | 600,000 | 400,000 |
| - Agreement dated June 13, 2018 | - | - | - | - | - |
| Subtotal Incentives | \$ 1,000,000 | \$ 600,000 | \$ - | \$ 600,000 | \$ 400,000 |
| API Precision Machining, LLC | | | | | |
| - Reimbursement incentive for land - Business Park Lot 14 2.5 acres | 107,485 | - | - | - | 107,485 |
| - Agreement dated Oct 26, 2018 | - | - | - | - | - |
| Subtotal Incentives | \$ 107,485 | \$ - | \$ - | \$ - | \$ 107,485 |
| Ember Brewing Company | | | | | |
| - Reimbursement incentive for 50% of qualified expenses (up to \$15K) | 15,000 | 15,000 | - | 15,000 | - |
| - Agreement dated November 25, 2020 | - | - | - | - | - |
| Subtotal Incentives | \$ 15,000 | \$ 15,000 | \$ - | \$ 15,000 | \$ - |
| Central States Manufacturing, Inc. | | | | | |
| - Reimbursement incentive for qualified improvement expenses, job retention and business growth (up to \$239K) | 239,000 | - | - | - | 239,000 |
| - Agreement dated April 1, 2021 | - | - | - | - | - |
| Subtotal Incentives | \$ 239,000 | \$ - | \$ - | \$ - | \$ 239,000 |
| TOTAL (ACTIVE INCENTIVES) | \$ 2,361,485 | \$ 669,400 | \$ 44,800 | \$ 714,200 | \$ 1,647,285 |
| Estimated to pay out in FY 21 | | | | API | (107,485) |
| Estimated balance of Incentives at 9/30/2021 | | | | | \$ 1,539,800.00 |

DEPARTMENT DESCRIPTION

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

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **Attract desirable businesses and facilitate a pro-business environment**
- **Support, retain, and/or expand existing businesses**
- **Strategically and aggressively market Cedar Hill**

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|---|-------------------|-------------------|---------------------|-----------------------|
| New Business Development | | | | |
| -membership in key organizations | 12 | 12 | 12 | 12 |
| -prospect development & lead responses | 22 | 22 | 48 | 22 |
| -development assistance meetings | 52 | 52 | 52 | 52 |
| Business Retention and Expansion | | | | |
| -expansion assistance | 10 | 10 | 23 | 10 |
| -business visits | 41 | 48 | 175+ | 48 |
| -workforce development meetings | 12 | 12 | 12 | 12 |
| -community engagement | 33 | 33 | 150 | 33 |
| -chamber meetings | 12 | 12 | 12 | 12 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|--|-----------|-------------|-------------|-------------|-------------------------|---------------------|
| Assistant Director of Economic Development | 620 | 0.0 | 0.0 | 0.0 | 1.0 | 1.0 |
| Business Marketing & Research Manager | 618 | 1.0 | 1.0 | 1.0 | 0.0 | -1.0 |
| Business Retention Manager | 618 | 1.0 | 1.0 | 1.0 | 0.0 | -1.0 |
| Economic Development Director | 621 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Economic Development Specialist | 616 | 0.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Executive Assistant | 615 | 0.0 | 0.0 | 0.0 | 1.0 | 1.0 |
| Executive Assistant & Special Projects Coordinator | 615 | 1.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Totals | | 4.0 | 4.0 | 4.0 | 4.0 | 0.0 |

- Business Retention Manager - Vacant

BUDGET FY2021-22

Water and Sewer Funds

Water and Sewer Funds

Operations

- 0100 Water & Sewer Operations Fund

Departments

- 190 Utility Services
- 700 Public Works Administration
- 760 Water & Sewer Operations
- 799 Non-Departmental/Debt Service

BUDGET FY 2021-2022

WATER AND SEWER FUND AND SYSTEM OVERVIEW

The Water and Sewer Fund is an Enterprise Type Fund in which utility rates charged to customers are used to finance water and wastewater operations. The fund is not subsidized from tax dollars. The Water and Sewer Fund is a complete and separate entity and is self-supporting from rates and charges to customers (residential, industrial and commercial) connected to the systems (water and sewer). As an Enterprise Fund, it accounts for operations that are financed and operated in a manner like a private business enterprise. Rates and charges are established to maintain the solvency of the fund as well as covering operational, capital and debt costs. The targeted goal of the Water and Sewer Fund is to maintain working capital (Fund Balance) equivalent to 90 - 120 days or 30% of operating expenses. This ratio is necessary for cash flow requirements during periods of low usage/consumption (sales).

Customer water accounts are monitored through an automated meter infrastructure system or Advanced Metering Infrastructure better known as AMI. This smart meter system is a fixed-based radio frequency network system that sends meter readings and alarms from customer meters to a third-party data base system for billing, collection and data analysis. The City maintains over 16,400 metered connections. The City's core infrastructure includes 318 miles of water mains and 246 miles of sewer lines with 18 sewer lift station facilities. The water distribution system includes 2 active elevated storage tanks and 3 ground storage tanks for a total storage capacity of 17.75 million gallons of water.

There are two major cost components associated with the Utility Fund. These costs are maintenance of the water and wastewater distribution system and the cost of acquiring potable water and the cost of wastewater treatment. The City has contracted with the Trinity River Authority (TRA) for wastewater treatment and Dallas Water Utilities (DWU) for water supply. The City does not operate a water or sewer treatment facility but must maintain more than 240 miles of sewer lines and more than 300 miles of water lines with more than 16,000 connections. The City's costs for these contractual obligations, other maintenance costs and annual debt requirements are supported by rates and charges of the City's Utility System as adopted by ordinance. The goal and objectives are for the Water and Sewer Fund revenues to equal and/or exceed its operating expenditures, and most importantly, continue to provide clean, safe water and protect the environment.

WATER AND SEWER RATE ENVIRONMENT AND CONSIDERATIONS

The Cedar Hill City Council recognized the changing fiscal and behavioral environment in 2017 which was the primary reason for their strategic direction to staff that year to begin formal rate studies, and to provide formal updates annually to stay closely tuned in to fiscal impacts related to water and wastewater service delivery. On May 18, 2021, at the Water and Wastewater CIP Workshop the City's consultant presented to the City Council a proposed rate change. The consultant explained in detail that year over year higher trending cost of service and the lower trending customer consumption, the volumetric (consumption) component of the rate structure was becoming less and less able to recapture the cost of service since so much of cost was fixed. The base (fixed) rate component of the total rate exists to recover as much of the fixed cost as possible and in Cedar Hill, the base rate is disproportionately low. The consultant further explained that the uniform rate structure in use in Cedar Hill is no longer adequate for recovering cost of service, maintaining a required fund balance and meeting debt ratio requirements. A rate increase was presented and recommended which increases the cost recovery contribution of the base rate component of the rate. The new rate design provides more rate equity between user

BUDGET FY 2021-2022

groups, minimizes the impact of recommended rate adjustments on low consumption users and introduces a discounted rate for seniors. Seniors who average 5,000 gallons or less will be eligible for the discount. The consultant was advised by Council to make additional adjustments to the proposed rates to offer even more relief to seniors on the wastewater side. The adjustments were made and presented to the City Council at the preliminary budget workshop on July 6, 2021. Council then directed the staff to move forward with the revised rates which were presented and adopted by Ordinance No. 2021-729. The new rates will be effective, October 1, 2021 (FY2022). After implementation of the recommended rate structure, the City of Cedar Hill will remain highly competitive with respect to rates in our benchmark cities. For the future, the City will continue to examine cost saving and revenue enhancement initiatives such as Multi-Family rate designs and possibly tiered rates. The consultants and staff's base rate design recommendation is incorporated in the budget herein presented. The rate design and changes are as follows:

| Residential Water | Current | FY 22 | \$ Change |
|--|---------|---------|-----------|
| Senior Base Rate (≤ 5,000 gal., based 1" meter size) | \$9.20 | \$11.80 | \$2.60 |
| All other residential Base Rate (1" meter size) | \$9.20 | \$13.80 | \$4.60 |
| Residential Volumetric Rates: | | | |
| Per 1,000 gals. | \$6.10 | \$6.41 | \$0.31 |
| Wastewater Rates (residential Sewer charges are capped at 10,000 gals.) | | | |
| Senior Base Rate | \$9.48 | \$8.60 | (\$0.88) |
| All other customers | \$9.48 | \$10.60 | \$1.12 |
| Volumetric Rate/1,000 gals. | \$8.20 | \$8.75 | \$0.55 |
| <ul style="list-style-type: none"> The first 1,000 gallons is included in the base rate for both water and wastewater charges for all customers | | | |

| Non-Residential Water | Current | FY 22 | \$ Change |
|--|---------|----------|-----------|
| Non-Residential Base Rate/Meter Size | | | |
| ≤ 1 inch | \$9.20 | \$13.80 | \$4.60 |
| 1.5 inches | | \$26.00 | \$16.80 |
| 2 inches | | \$40.00 | \$30.80 |
| 3 inches | | \$80.00 | \$70.80 |
| 4 inches | | \$140.00 | \$130.80 |
| 6 inches | | \$225.00 | \$215.80 |
| 8 inches | | \$400.00 | \$390.80 |
| Volumetric Rates: | | | |
| Per 1,000 gals. | \$6.10 | \$6.41 | \$0.31 |
| Wastewater Rates | | | |
| Base Rate | \$9.48 | \$10.60 | \$1.12 |
| Volumetric Rate/1,000 gals. | \$8.20 | \$8.75 | \$0.55 |
| <ul style="list-style-type: none"> The first 1,000 gallons is included in the base rate for both water and wastewater charges for all customers | | | |

BUDGET FY 2021-2022

The following chart is intended to show the impacts for the rate categories above to customers on a monthly basis within sample consumption categories:

| Residential Standard Monthly Bill – 1" Meter (Water and Wastewater) | | | | |
|---|---------|----------|--------|--------|
| Category | Current | FY 22 | \$ Chg | % Chg. |
| Senior 3,000 gals. | \$47.28 | \$50.72 | \$3.44 | 7.3% |
| Senior 5,000 gals. | 75.88 | 81.04 | 5.16 | 6.8% |
| 5,000 gals. | 75.88 | 85.04 | 9.16 | 12.1% |
| 7,000 gals. | 104.48 | 115.36 | 10.88 | 10.4% |
| 15,000 gals. water 10,000 gals. wastewater | 174.60 | \$192.89 | 18.29 | 10.5% |
| 22,000 gals. water 10,000 gal. wastewater | 217.30 | 237.76 | 20.46 | 9.4% |

The chart above gives examples of the monthly bills to show what average customers will experience. A senior discount will be provided for both water and wastewater for seniors in the lower consumption categories. For all other residential consumer groups above 3,000 gallons, the average percentage increase in a monthly bill is 10.4%.

During the FY21 budget process the rate consultant and City staff recommended a proposed rate adjustment to become effective January of 2020. However due to the pandemic, the Council decided to provide relief and delay any adjustments in Fiscal Year 2021. The proposed rate increase will sustain and keep the water and sewer fund healthy to meet ongoing operational, debt and capital costs.

REVENUES

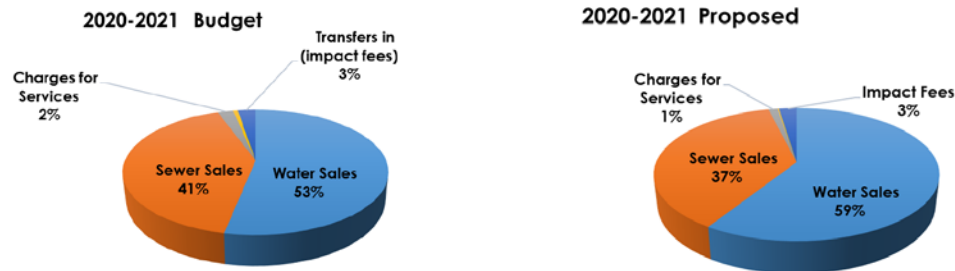
Revenue from rates and charges of the system are estimated to be \$21,101,371 before other sources/impact fees. Water and Sewer Impact Fees are being utilized as a financing source to offset debt costs associated with impact fee eligible infrastructure projects. With impact fees, the variance to FY 21 year-end estimated is \$2,505,794 or 12.9% for total revenue sources of \$21,935,818 supporting operations, maintenance, debt costs and to maintain a healthy utility system.

The following table is the City's FY 2021-2022 budget of revenue with variances presented for comparison to fiscal year-end estimates and the City's prior year budget:

| Major Revenue Categories | FY21 Budget | FYE 21 Estimated | FY 22 Proposed | \$ Var to PY Bud. | % Var to PY Bud |
|----------------------------|-------------------|---------------------|-------------------|----------------------|--------------------|
| Water Sales | 10,729,052 | 10,636,078 | 12,916,663 | 2,187,611 | 20.4% |
| Sewer Sales | 8,336,995 | 8,000,310 | 8,184,708 | (152,287) | -1.8% |
| Charges for Services | 458,875 | 167,872 | 274,109 | (184,766) | -40.3% |
| Other Sources/ Impact Fees | 659,775 | 625,765 | 560,338 | (99,437) | -15.1% |
| Total | 20,184,697 | 19,430,025 | 21,935,818 | 1,751,121 | 8.7% |

BUDGET FY 2021-2022

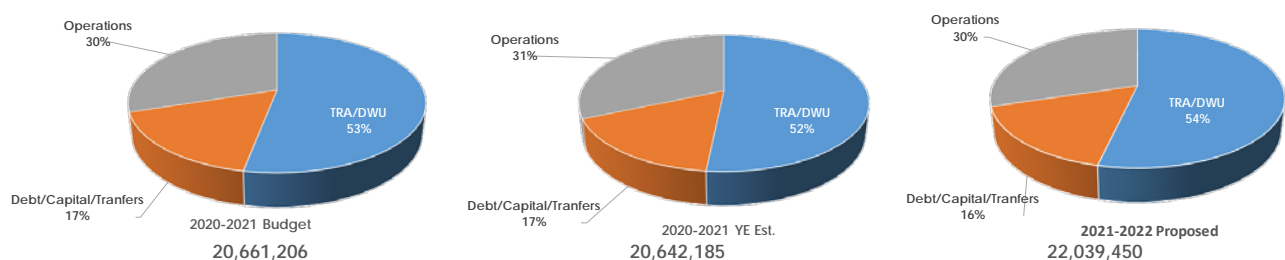
The distribution of sales per services are as follows for Fiscal Years 2021 and 2022 budgeted sources:



COVID-19 Consideration: It is important to note that the impact of COVID-19 on revenue collection is a leading factor in analyzing rate and revenues based on FY 19-20 adjusted estimates which become the FY 20-21 Budget of Revenues. The estimated loss of revenue as result of COVID-19 is in FY20 is \$987,500 and in FY21 are \$720,662 . Therefore, the variances to fiscal year-end estimates for 2020-2021 are presented to align with the rate consultants Water and Sewer Rate Model (COVID-19 adjusted) in relation to the proposed rate design across all user groups as to capture service costs for both fixed and variable amounts.

EXPENDITURES

As discussed above, the City's wholesale water purchased, and cost of sewer treatment are over 54% of the cost of operating its enterprise system (Water and Wastewater Fund) as depicted in the pie-charts below. Total Utility Fund expenditures for FY 20-21 were budgeted at \$20,661,206 with contract cost of water and sewer being 53% of the budget and other expenditures including operations, debt and capital being 47% of budget. After adjustments for actual effluent (sewer flows) from Trinity River Authority (TRA) and the final settlement distribution from Dallas Water Utility, those same costs for FY 20-21 fiscal year-end estimated (amended) are 52% of total costs or \$10,657,799. For FY 2021-2022, the City's contract water and sewer costs are increasing 10.89% or \$1,160,113 over fiscal year-end estimated. When compared to budget these same costs are increasing by 12.17% or \$1,282,111.



The City continues to be proactive in monitoring the cost of water and sewer services through TRA and DWU and is sensitive to the upward pressure of these costs on the rates of the City's utility. The City is aware that both service providers (TRA and DWU) have operational and capital models reflecting rate increases to their customer cities. These costs are passed on to area cities and become a major factor in setting rates and charges. The City of Cedar Hill is proud to offer the lowest water and sewer rate in the Dallas County southwest region. The current rate structure encourages conservation and remains low for most single-family residential customers who have a low-to-average consumption history.

BUDGET FY 2021-2022

The following table reflects the City's Water and Sewer Fund Budget for FY 2022 which is increasing 6.77% or \$1,397,265 over FY 20-21 fiscal year estimated costs. When compared to the FY 2021 Budget, the Proposed 2022 Budget is increasing \$2,022,174 or 10.10%.

| Major Cost Categories | FY21 Budget | FYE 21 Est | FY 22 Budget | \$ Var to FYE Est. | % Var to FY Est. | \$ Var to PY Bud. | % Var to PY Bud |
|------------------------|---------------|---------------|---------------|--------------------|------------------|-------------------|-----------------|
| TRA/DWU Costs | \$10,952,000 | \$10,657,799 | \$11,817,912 | \$1,160,113 | 10.89% | \$1,282,111 | 12.17% |
| Operations | 6,202,897 | 6,502,027 | 6,558,567 | 56,540 | 0.87% | 654,079 | 11.08% |
| Debt/Capital/Transfers | 3,506,309 | 3,482,359 | 3,662,971 | 180,612 | 5.19% | 85,984 | 2.40% |
| Total | \$ 20,661,206 | \$ 20,642,185 | \$ 22,039,450 | \$ 1,397,265 | 6.77% | \$ 2,022,174 | 10.10% |

Provider services for water and sewer are 54% or \$11,817,912 of the total Water and Sewer Fund FY 22 Proposed Budget. For FY 22 both providers are passing along significant increases to their wholesale customers. These same services when compared to fiscal year-end estimates are increasing by \$1,160,113 or 10.89% while other operational costs which includes personnel, maintenance costs and supplies are increasing by only .87% or \$56,540 as compared to FY21 yearend estimates and \$654,079 or 11.08% when compared to the FY21 budget. Personnel services of the Water and Sewer Fund are 16% of total FY22 cost of operations or \$3,664,086. Supplies are increasing by \$123,564 or 123,546. Debt costs are increasing \$1,035 and transfers to the General Fund will increase by \$15,850 while one-time capital costs for equipment will increase by \$139,777.

| WATER & SEWER FUND EXPENDITURES BY CATEGORY | | | | | | | |
|---|------------------|------------------|------------------|--------------------|--------------------|------------------|-----------------|
| Category Descriptions | Actual 2018-2019 | Actual 2019-2020 | 2020-2021 Budget | 2020-2021 Estimate | 2021-2022 Proposed | \$ Var to Budget | % Var to Budget |
| Personnel | 3,144,670 | 3,350,456 | 3,490,470 | 3,506,913 | 3,664,086 | 203,065 | 5.82% |
| Services | 11,406,592 | 12,375,810 | 12,740,780 | 12,608,441 | 13,542,308 | 801,528 | 6.29% |
| Supplies | 214,662 | 149,425 | 266,672 | 314,793 | 390,218 | 123,546 | 46.33% |
| Utilities | 255,147 | 272,556 | 285,650 | 292,632 | 301,409 | 15,760 | 5.52% |
| Lease/Rentals | 4,047 | 11,104 | 13,500 | 12,400 | 12,400 | (1,100) | -8.15% |
| Maintenance | 249,054 | 237,671 | 261,010 | 357,253 | 363,378 | 102,368 | 39.22% |
| Miscellaneous | 120,129 | 96,198 | 96,815 | 67,394 | 102,680 | 5,865 | 6.06% |
| Debt | 1,641,844 | 1,876,945 | 2,045,059 | 2,045,059 | 2,046,094 | 1,035 | 0.05% |
| Franchise | 1,018,000 | 1,005,000 | 1,055,250 | 1,055,250 | 1,055,250 | - | 0.00% |
| Capital Outlay | 112,278 | 307,361 | 56,000 | 47,300 | 195,777 | 139,777 | 249.60% |
| Transfers | 328,000 | 334,750 | 350,000 | 334,750 | 365,850 | 15,850 | 4.53% |
| Total | 18,494,422 | 20,017,276 | 20,661,206 | 20,642,185 | 22,039,450 | 1,407,694 | 6.8% |

The Water and Sewer FY 2022 Budget of expenses is estimated to exceed system generated revenues by \$103,632. This amount is a planned drawdown of fund balance for capital, debt and operational costs and does not diminish the sustainability of the fund.

BUDGET FY 2021-2022

WORKING CAPITAL/FUND BALANCE

The Water and Sewer System Fund has adequate cash flow and strives to maintain reserve levels to meet its finance policy objective of 30% of operating expenses. This equates to 60-90 days of working capital. It is not estimated that the fund will meet the fund balance requirement in FY22 due to water and sewer losses due to COVID-19 economic conditions that have continued to impact the fund and the inability of the charged rates to keep up with increasing wholesale rates. However, the City is proposing a rate adjustment in FY2022 that will alleviate the pressure on fund balance.

DEBT SERVICE

It is the policy of the City to establish utility rates and charges enough to cover its annual debt requirements and to maintain its self-supporting status. Debt for the Water and Sewer Fund is issued solely for capital requirements to finance water and sewer infrastructure projects. The current average annual debt requirements of the City's Water and Sewer System is \$1,072,656. The City's policy is to maintain a ratio of working capital (fund balance) to its annual water and sewer fund average annual debt requirements at a minimum 1.25 times. The current coverage is 2.03 times the required amount. The City plans to issue an additional \$3.2 Million in debt for the Water and Sewer fund to cover capital projects. (See the Water & Sewer 5-year CIP). Over 48% of the Water and Sewer debt will be amortized in 5 years and 75% within 10 years.

The following table reflects the Water and Sewer Fund total outstanding indebtedness:

| Fiscal Year | General Obligation Bonds (P&I) | Certificates of Obligation Bonds (P&I) | Total All Bonds (P&I) | Amortization % |
|----------------------|--------------------------------------|--|-----------------------------|-------------------|
| 2022 | 795,800 | 1,250,294 | 2,046,094 | 10.0% |
| 2023 | 782,775 | 1,263,719 | 2,046,494 | 10.0% |
| 2024 | 794,125 | 1,256,600 | 2,050,725 | 10.1% |
| 2025 | 582,325 | 1,254,494 | 1,836,819 | 9.0% |
| 2026 | 583,625 | 1,262,031 | 1,845,656 | 9.1% |
| 2027 | 376,025 | 1,253,656 | 1,629,681 | 8.0% |
| 2028 | 187,775 | 1,253,672 | 1,441,447 | 7.1% |
| 2029 | - | 1,251,359 | 1,251,359 | 6.1% |
| 2030 | - | 671,581 | 671,581 | 3.3% |
| 2031 | - | 627,481 | 627,481 | 3.1% |
| 2032 | - | 635,394 | 635,394 | 3.1% |
| 2033 | - | 633,513 | 633,513 | 3.1% |
| 2034 | - | 635,897 | 635,897 | 3.1% |
| 2035 | - | 592,920 | 592,920 | 2.9% |
| 2036 | - | 599,559 | 599,559 | 2.9% |
| 2037 | - | 600,203 | 600,203 | 2.9% |
| 2038 | - | 599,968 | 599,968 | 2.9% |
| 2039 | - | 437,754 | 437,754 | 2.1% |
| 2040 | - | 197,925 | 197,925 | 1.0% |
| Total P&I | 4,102,450 | 16,278,018 | 20,380,468 | |

BUDGET FY 2021-2022

CAPITAL PROJECTS AND EQUIPMENT

The City's Capital Improvement Plan for Water and Sewer includes capital funding of \$3.2 Million for system improvements in Fiscal Year 2022. It is anticipated that these bonds will be sold in 2022 with debt payments beginning in fiscal year 2022. The fund will also add new capital equipment totaling \$195,777. The planned CIP projects and equipment is as follows:

| Water and Sewer System Infrastructure Projects: | | Project Costs: |
|--|-----------|------------------|
| Cedar Hill Road Water Line Replacement Ph.1&2 | \$ | 1,800,000 |
| Sewer Main Extension -Red Oak No. 7 Basin | | 750,000 |
| Lift Station Rehabilitation Programming | | 300,000 |
| I&I Rehabilitation Program | | 250,000 |
| Highway 67/ Lake Ridge Interchange Water Line Extensions | | 100,000 |
| Total Infrastructure (CIP): | \$ | 3,200,000 |

| Water and Sewer Equipment | | Equipment |
|--|-----------|----------------|
| New - Utility Services Truck | | 25,450 |
| Replacement - Heavy Duty Plotter and Scanner | | 30,327 |
| Replacement - Truck (Operations) | | 140,000 |
| Total Equipment: | \$ | 195,777 |

Cedar Hill's Water and Sewer (Utility) has a very strong credit rating of Aa2, which exceeds the median rating of Aa3 for similar utilities nationwide. The notable credit factors include a health financial position and enhances the Utility's ability to access financial markets to raise capital for future infrastructure projects.

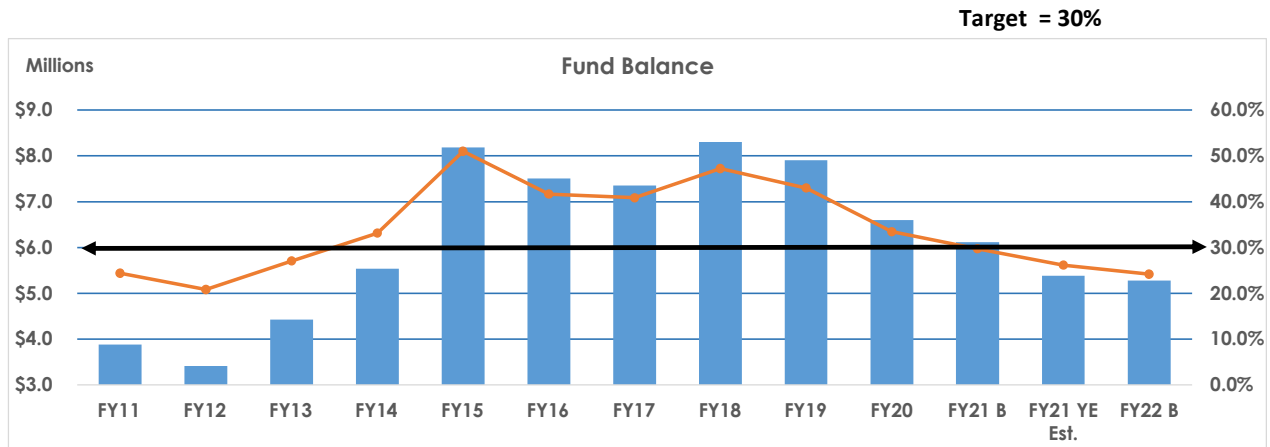
IN SUMMARY

The City's Utility Fund capital and operating budget provides a framework to deliver on its mission "to provide safe, reliable, competitively priced utility services in an environmentally responsible manner to enhance the quality of life in our community. Reserve balances have fallen below the funds' reserve requirements of 30% or greater however the city strives to get back to that level. The following budget statements demonstrate that the City's rate structure will continue to provide stability into Fiscal Year 2021-2022 and forward.

WATER & SEWER (Revenues, Expenditures and Change in Fund Balance) Fund 0100



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var to Budget | % Var to Budget |
|--|----------------------|-----------------------|----------------------|------------------------|-----------------------|---------------------|--------------------|
| BEGINNING FUND BALANCE | \$ 8,307,550 | \$ 7,906,055 | \$ 6,594,740 | \$ 6,594,740 | \$ 5,382,579 | | |
| REVENUES | | | | | | | |
| Water Sales | \$ 9,676,708 | \$ 10,768,784 | \$ 10,729,052 | \$ 10,636,078 | \$ 12,916,663 | \$ 2,187,611 | 20.4% |
| Sewer Sales | 7,465,561 | 7,502,818 | 8,336,995 | 8,000,310 | \$ 8,184,708 | (152,287) | -1.8% |
| Charges for Services | 725,085 | 231,393 | 458,875 | 167,872 | \$ 274,109 | (184,766) | -40.3% |
| Miscellaneous Income | 219,182 | 202,966 | 134,775 | 100,765 | \$ 35,338 | (99,437) | -73.8% |
| Transfers in (impact fees) | - | | 525,000 | 525,000 | \$ 525,000 | - | 0.0% |
| TOTAL REVENUES | \$ 18,086,536 | \$ 18,705,961 | \$ 20,184,697 | \$ 19,430,025 | \$ 21,935,818 | \$ 1,751,121 | 8.7% |
| TOTAL FUNDS AVAILABLE | \$ 26,394,086 | \$ 26,612,016 | \$ 26,779,437 | \$ 26,024,765 | \$ 27,318,398 | | |
| EXPENDITURES | | | | | | | |
| Utility Services | 1,999,286 | 2,624,999 | 2,530,980 | 2,811,734 | 2,849,163 | 318,183 | 12.6% |
| Public Works Administration | 1,239,430 | 1,190,875 | 1,490,364 | 1,457,843 | 1,447,866 | (42,498) | -2.9% |
| Water & Sewer Operations | 12,242,804 | 12,553,986 | 13,077,553 | 12,834,249 | 14,023,350 | 945,797 | 7.2% |
| Debt Related Costs | 1,648,234 | 1,929,880 | 2,045,059 | 2,045,059 | 2,046,094 | 1,035 | 0.1% |
| Non Dpt./ Franchise/Transfers | 1,252,390 | 1,410,175 | 1,461,250 | 1,446,000 | 1,477,200 | 15,950 | 1.1% |
| Capital Outlay | 112,278 | 307,361 | 56,000 | 47,300 | 195,777 | 139,777 | 249.6% |
| TOTAL EXPENDITURES | \$ 18,494,422 | \$ 20,017,276 | \$ 20,661,206 | \$ 20,642,185 | \$ 22,039,450 | \$ 1,378,244 | 6.67% |
| Excess (deficiency) of revenues over (under) expenditures | \$ (407,886) | \$ (1,311,315) | \$ (476,509) | \$ (1,212,161) | \$ (103,631) | n/a | n/a |
| Net Adjustment for Timing | | | | | | | |
| ENDING FUND BALANCE | \$ 7,906,055 | \$ 6,594,740 | \$ 6,118,231 | \$ 5,382,579 | \$ 5,278,948 | n/a | n/a |
| % of Fund Balance to Expenses | 43.01% | 33.46% | 29.69% | 26.14% | 24.17% | n/a | n/a |



BUDGET FY 2021-2022

WATER AND SEWER FUND STAFF SUMMARY

| DEPARTMENT | FY18 Actual | FY19 Actual | FY20 Actual | FY21 Actual | FY 22 Proposed | Diff PY |
|-------------------------------------|----------------|----------------|----------------|----------------|-------------------|-------------|
| 190 - Utility Services | 11.0 | 11.0 | 12.0 | 13.00 | 13.00 | 0.00 |
| 700 - Public Works Administration □ | 13.0 | 12.0 | 11.0 | 11.00 | 11.00 | 0.00 |
| 760- Waste & Wastewater Operations | 16.0 | 16.0 | 17.0 | 17.00 | 17.00 | 0.00 |
| Grand Total | 40.00 | 39.00 | 40.00 | 41.00 | 41.00 | 0.00 |

WATER AND SEWER PROGRAMS LISTING

| WATER AND SEWER FUND - FY21-22 PROGRAM REQUEST | | | | | | | |
|--|---|-------------------|------------------|------------------|-----------------------|-----------------------|---|
| # | FY21-22 PROGRAM REQUESTS | DEPARTMENT | RECURRING COST | ONE-TIME COST | TOTAL FIRST YEAR COST | CITY MANAGER PROPOSED | FUND OPTIONS/NOTES |
| 1 | (2) Field Technician Trucks | Utility Services | | 50,900 | 50,900 | 25,450 | Option #1: \$25,450 1 Truck |
| 2 | Engineer In Training | PW Administration | 104,073 | | 104,073 | | |
| 3 | Cubicle Reconfiguration | PW Administration | | 8,046 | 8,046 | | |
| 4 | Traffic Signal Box Art | PW Administration | | 32,000 | 32,000 | | Option #1: Year 1= \$2K, Year 2=\$10K, Year 3= \$10K, Year 4= \$10K Option #2: Year 1= \$4K, Year 2= \$10K, Year 3= \$10K. Year 4- \$8K |
| 5 | Sustainability Plan Update | PW Administration | | 50,000 | 50,000 | | |
| WATER & SEWER FUND TOTAL: | | | \$104,073 | \$140,946 | \$245,019 | \$25,450 | |
| * | <i>All Personnel request includes Equipment, Uniform and Benefits unless otherwise stated</i> | | | | | | |

DEPARTMENT DESCRIPTION

The Cedar Hill Utility Services Department is responsible for delivering responsive, accurate and high-quality utility support services, including customer contact and support (telephone, walk-in and field operations); meter installations, programming and maintenance, payment processing/cashiering for water, sewer, solid waste, recycling and ambulance subscription services, and Government Center welcome/reception services.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **Contract Administration** – Ensure that the utility billing and AMI infrastructure support contractor (Fathom) and the trash/recycle collection contractor (Waste Management) are performing in accordance with their approved City contracts. Act as the City liaison for contract related issues, pay invoices, track financial and operational performance, including annual budget development, and produce related reports as required.
- **Customer Services** – Respond to and assist customers on the telephone or in-person with questions or concerns regarding utility issues, assist customers with routine utility services functions (payments, service start/stop service, etc.). Interact with the City's billing and IVR software to provide utility related research and analysis and optimize billing services.
- **Field Services** – Provide services related to maintaining and repairing water meters, setting and programming new meters, ensuring system communications connectivity, performing disconnect and reconnect services, obtaining manual meter reads when/if required and assisting customers in the field with questions on infrastructure and billing related issues.
- **Operations Analysis** – Ensure the department's operational and business processes, including software functionality, are operating at peak efficiency. Use technical assessment, system reports and other diagnostic tools to continuously evaluate systems and processes to optimize performance, identify deficiencies and suggest improvements.
- **Visitor/Reception Center** – Serve as first point of contact for Government Center visitors, respond to customer inquiries and concerns, serve as the City's contract customer service representative on trash/recycling issues and act as the customer contact spokesperson for City messaging.

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|--|-------------------|-------------------|---------------------|-----------------------|
| Customer Service: Less than .1% calling customers in wait queue or on hold longer than 5 minutes | <.1% | <.1% | <.1% | <.1% |
| Customer Service: 75% of customers registered on customer portal | 50% | 70% | 75% | 82% |
| System Performance: Missed AMI reads per cycle less than 1% (85) | 10% | 15% | 15% | 12% |

EXPENDITURE SUMMARY

| Expenditures by Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|--------------------------|------------------|------------------|------------------|------------------|---------------------------|----------------------|
| Personnel | 768,472 | 988,159 | 1,030,933 | 981,882 | 1,116,901 | 8.3% |
| Supplies | 49,940 | 35,709 | 75,397 | 152,662 | 189,497 | 151.3% |
| Maintenance | 1,523 | 4,764 | 7,170 | 104,920 | 111,045 | 1448.7% |
| Services | 1,164,114 | 1,573,031 | 1,380,130 | 1,546,180 | 1,406,164 | 1.9% |
| Utilities | 4,899 | 10,247 | 14,150 | 12,780 | 12,756 | -9.9% |
| Lease/Rentals | 129 | 6,545 | 8,000 | 6,900 | 6,900 | -13.8% |
| Miscellaneous | 12,476 | 6,544 | 15,200 | 6,410 | 15,160 | -0.3 |
| Capital | - | 22,188 | 10,000 | 1,300 | 50,900 | 409% |
| TOTAL | 2,001,553 | 2,647,187 | 2,540,980 | 2,813,034 | 2,909,323 | 14.5% |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|---|-----------|-------------|-------------|-------------|-------------------------|---------------------|
| Assistant Manager - Utility Services | 617 | 0.0 | 0.0 | 0.0 | 1.0 | 1.0 |
| Customer Service Representatives | 612 | 3.0 | 2.0 | 2.0 | 2.0 | 0.0 |
| Customer Service Representatives - Lead | 613 | 0.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Customer Service Specialist | 615 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Customer Service Supervisor | 617 | 0.0 | 0.0 | 1.0 | 0.0 | -1.0 |
| Field Operations Supervisor | 617 | 0.0 | 0.0 | 1.0 | 1.0 | 0.0 |
| Operations Analyst | 617 | 1.0 | 1.0 | 1.0 | 0.0 | -1.0 |
| Senior Customer Service Representative | 614 | 2.0 | 2.0 | 1.0 | 1.0 | 0.0 |
| Senior Utility Billing Field Technician | 613 | 1.0 | 2.0 | 2.0 | 2.0 | 0.0 |
| Senior Utility Billing Representative | 614 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Utilities Manager | 619 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Utility Services Analyst | 617 | 0.0 | 0.0 | 0.0 | 1.0 | 1.0 |
| Totals | | 11.0 | 12.0 | 13.0 | 13.0 | 0.0 |

- Reclassification of Senior Customer Service Representative to Customer Service Supervisor



CEDAR HILL UTILITY SERVICES

| Replacement Equipment | Estimated Cost | Lease Cost | City Manager Proposed | Funded |
|-----------------------|----------------|------------|-----------------------|--------|
| N/A | - | - | - | - |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|--------------------------------------|----------------|---------------|-----------------------|----------------------------|
| (2) New Trucks for Field Technicians | - | 50,900 | Y- (partial) | Y- (0100) WS option 1 only |

City Of Cedar Hill
Budget Program Request FY 2021-2022

Department: Utility Services

Program One (1): Field Technician Vehicles

Year # 1 of Request

Program Cost: \$ 50,900

Option 1: \$ 25,450 – Purchase of one vehicle and continued use of loaner vehicle for the year

Included in City Manager's Budget: Yes, Option 1 (1 Truck)

Program Description:

This program would fund the purchase of two 2022 Chevy 1500 regular cab pickups, V6, Cost \$24,250 each + \$1,200 per truck for mini light bar, side- step rails and toolbox. Life expectancy is 5 years.

A new vehicle was proposed in our FY 2020 budget for our new Field Supervisor position. At the time, our department had four field technicians and our vehicle stock was three Chevy Silverado trucks and an inherited 2003 Ford Expedition (MR-1406) which was a retained vehicle. In efforts to conserve funds and reduce our department budget for FY2020, our department began using a Ford Ranger from the Equipment Pool instead of purchasing a new vehicle. However, the 2003 Expedition (a retained vehicle) was recently taken out of service due to oil leaks and would require a near total engine tear down to repair.

The success of the Utility Services Department and premier service of our citizens is a City Council priority. The staff will utilize the vehicles to read meters, make repairs and conduct field investigations, all which are necessary for our success. More importantly, a new vehicle is necessary for our department to provide premier customer support and service to our citizens.

If this program is not funded:

- This program is necessary to provide premier customer service, timely and accurate billing, and issue resolution to our citizens. If this program is not funded, we will not be able to provide the level of service that is necessary to service our citizens. Mobility of staff is essential to our completion of daily work.

This program reflects our Mission Statement:

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

DEPARTMENT DESCRIPTION

Public Works Administration, Engineering, Geographic Information Systems (GIS) and Environmental are all functions of this department. Together they plan, design, build and maintain the public infrastructure in a manner that is consistent with Professional Engineering Principles and to preserve and enhance the resources of our built and natural environment.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- **Administer departmental operations** - Provide engineering, environmental and technical staff support for Public Works functions including Operations (Fleet Maintenance, Water and Sewer and Streets and Drainage Divisions).
- **Geographic Information Systems (GIS)** – Provide services utilizing GIS to Public Works, City Planners, Emergency Services, Neighborhood & Tourism, Economic Development and the Public at large.
- **Environmental & Sustainability** – Manage and monitor beautification programs, backflow prevention devices, mosquito control, grease abatement, and MS4 program.
- **Review development plans and plats (DRC Cases)** - 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.
- **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.
- **Provide citizen assistance** - Inform citizens and offer advice pertaining to traffic, drainage and various related issues.

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|---|-------------------|-------------------|---------------------|-----------------------|
| % of CIP projects implemented per budgeted CIP plan year | 100% | 100% | 100% | 100% |
| % of Right-of-Way Work Permits approved/ reviewed w/in 5 days | 97% | 98% | 98% | 98 |
| % of record drawings and plats to GIS w/in 10 days | 90% | 50% | 70% | 90% |
| GIS requests prompt response % | 80% | 80% | 85% | 85% |
| Compliance % to MS4 Permit | 100% | 100% | 100% | 100% |
| Compliance % to Cross Connection Program | 98% | 98% | 99% | 98% |
| % of Initial Plan Review w/in 5 days | N/A | 85% | 85% | 90% |
| Collection % w/in 10 days for Developer Fees | 95% | 95% | 96% | 96% |
| # of Citywide Community Outreach Events | 4 events | 6 events | 4 events | 12 events |

EXPENDITURE SUMMARY

| Expenditures by Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|--------------------------|------------------|------------------|------------------|------------------|---------------------------|----------------------|
| Personnel | 1,058,175 | 1,072,282 | 1,175,624 | 1,169,926 | 1,224,244 | 48,620 |
| Supplies | 26,079 | 19,565 | 36,125 | 36,252 | 39,784 | 3,659 |
| Maintenance | 13,700 | 6,998 | 5,340 | 3,833 | 3,833 | (1,507) |
| Services | 63,362 | 60,189 | 208,125 | 197,962 | 107,032 | (101,093) |
| Utilities | 5,856 | 5,665 | 6,150 | 6,226 | 8,066 | 1,916 |
| Lease/Rentals | - | - | - | - | - | - |
| Miscellaneous | 38,085 | 26,176 | 59,000 | 43,644 | 64,905 | 5,905 |
| Capital | - | 22,375 | - | - | 30,327 | 30,327 |
| TOTAL | 1,205,256 | 1,213,250 | 1,490,364 | 1,457,843 | 1,478,191 | (12,173) |

PERSONNEL SUMMARY (FULL-TIME EQUIVALENT POSITIONS – INCLUDES VACANT POSITIONS)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|-----------------------------------|-----------|-------------|-------------|-------------|-------------------------|---------------------|
| Administrative Secretary | 613 | 2.0 | 2.0 | 2.0 | 2.0 | 0.0 |
| Assistant Public Works Director | 621 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| City Engineer | 620 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Civil Engineer | 619 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Civil Engineer in Training (EIT) | 618 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Construction Inspector | 616 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Environmental Manager | 618 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Environmental Project Coordinator | 618 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Environmental Specialist | 617 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Executive Assistant | 615 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Executive Secretary | 614 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| GIS Coordinator | 617 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| GIS Technician | 614 | 1.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Public Works Director | 622 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Senior Construction Inspector | 617 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Totals | | 12.0 | 11.0 | 11.0 | 11.0 | 0.0 |

- Executive Assistant reclassified to pay grade 616

EQUIPMENT & PROGRAM REQUEST

| Replacement Equipment | Estimated Cost | Lease Cost | City Manager Proposed | Funded |
|------------------------------|----------------|------------|-----------------------|-----------------------|
| Heavy Duty Scanner & Plotter | 30,327 | - | 30,327 | Y - (0100) WS Fund |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|----------------------------|----------------|---------------|-----------------------|--------|
| Engineer In Training | 104,073 | - | - | N |
| Cubicle Reconfiguration | - | 8,046 | - | N |
| Traffic Signal Box Art | - | 32,000 | - | N |
| Sustainability Plan Update | - | 50,000 | - | N |

DEPARTMENT DESCRIPTION

The Water and Sewer Department provides superior customer service through a well-maintained water distribution and wastewater collection infrastructure for Cedar Hill citizens and businesses.

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

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

SERVICE LEVEL ANALYSIS

Following is an analysis of KPIs (Key Performance Indicators) of core services:

| Service Provided | FY18-19 Actual | FY19-20 Actual | FY20-21 Estimate | FY21-22 Projection |
|--|-------------------|-------------------|---------------------|-----------------------|
| # of test performed (bacteriological and chemical) to monitor water quality) | 723 | 740 | 650 | 650 |
| # of sanitary sewer lines televised (feet) | 3,125 | 1,000 | 1,000 | 10,000 |
| # dead-end mains flushed annually | 1,910 | 1,910 | 1,920 | 1,920 |
| # of water system repairs annually | 21 | 19 | 25 | 25 |
| # of wastewater system repairs annually | 12 | 10 | 12 | 15 |

EXPENDITURE SUMMARY

| Expenditures by Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|--------------------------|-------------------|-------------------|-------------------|-------------------|---------------------------|----------------------|
| Personnel | 1,318,042 | 1,290,015 | 1,283,913 | 1,355,105 | 1,332,200 | 48,287 |
| Supplies | 138,644 | 94,151 | 155,150 | 125,879 | 160,938 | 5,788 |
| Maintenance | 233,831 | 225,909 | 248,500 | 248,500 | 248,500 | - |
| Services | 153,821 | 136,364 | 144,525 | 150,500 | 155,100 | 10,575 |
| Wholesale Water | 3,321,558 | 3,411,363 | 3,350,000 | 3,635,177 | 4,009,590 | 659,590 |
| Sewer Treatment | 6,646,564 | 7,124,438 | 7,602,000 | 7,022,622 | 7,808,322 | 206,322 |
| Utilities | 244,393 | 256,644 | 265,350 | 273,626 | 280,587 | 15,237 |
| Lease/Rentals | 3,918 | 4,559 | 5,500 | 5,500 | 5,500 | - |
| Miscellaneous | 21,373 | 10,543 | 22,615 | 17,340 | 22,615 | - |
| Capital | 112,278 | 262,798 | 46,000 | 46,000 | 140,000 | 94,000 |
| Total | 12,194,420 | 12,816,784 | 13,123,553 | 12,880,249 | 14,163,352 | 1,039,799 |

PERSONNEL SUMMARY (full-time equivalent positions – includes vacant positions)

| Position by Title | Pay Grade | FY19 Actual | FY20 Actual | FY21 Budget | FY21-22 Proposed Budget | Budget Variance (#) |
|--|-----------|-------------|-------------|-------------|-------------------------|---------------------|
| Mechanic | 614 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Public Works Operations Manager | 620 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Sr. Utilities Technician | 616 | 0.0 | 0.0 | 1.0 | 1.0 | 0.0 |
| Utilities Maintenance Crew Chief | 615 | 4.0 | 4.0 | 4.0 | 4.0 | 0.0 |
| Utilities Maintenance Worker | 613 | 7.0 | 7.0 | 7.0 | 7.0 | 0.0 |
| Utilities Supervisor | 617 | 1.0 | 1.0 | 1.0 | 1.0 | 0.0 |
| Utilities Technician | 615 | 2.0 | 3.0 | 2.0 | 2.0 | 0.0 |
| Totals | | 16.0 | 17.0 | 17.0 | 17.0 | 0.0 |
| <ul style="list-style-type: none"> (1) Utilities Technician reclassified to Senior Utilities Technician | | | | | | |

EQUIPMENT & PROGRAM REQUEST

| Replacement Equipment | Estimated Cost | Lease Cost | City Manager Proposed | Funded |
|-----------------------|----------------|------------|-----------------------|----------------------|
| Dump Truck | 140,000 | - | 140,000 | Y- (0100) WS Fund |

| Programs | Recurring Cost | One-Time Cost | City Manager Proposed | Funded |
|----------|----------------|---------------|-----------------------|--------|
| NA | - | - | - | - |

DEPARTMENT DESCRIPTION

This budget group is used for water and sewer debt service, transfers and other non-departmental expenditures (referring to activities that are not assigned to a particular department within the Water and Sewer Fund).

DEPARTMENT/DIVISION CORE FUNCTIONS

The core functions of the department align to the City's Premier Statements

- To fund the water and sewer debt service funds, transfers and non-departmental expenses.

EXPENDITURE SUMMARY

| Expenditures by Category | FY 19 Actual | FY 20 Actual | FY 21 Budget | FY 21 Estimate | FY2021-22 Proposed Budget | Budget Variance (\$) |
|--------------------------|------------------|------------------|------------------|------------------|---------------------------|----------------------|
| Personnel | 16,613 | 15,920 | - | - | - | - |
| Supplies | - | - | - | - | - | - |
| Maintenance | - | - | - | - | - | - |
| Services | 40,562 | 54,505 | 56,000 | 56,000 | 56,100 | 100 |
| Utilities | - | - | - | - | - | - |
| Lease/Rentals | - | - | - | - | - | - |
| Miscellaneous | - | - | - | - | - | - |
| Debt Service | 5,631,029 | 4,615,870 | 3,450,309 | 3,478,875 | 3,498,239 | 47,930 |
| Transfers | 10,846 | - | - | - | - | - |
| TOTAL | 5,699,050 | 4,686,295 | 3,506,309 | 3,534,875 | 3,554,339 | 48,030 |

NO PERSONNEL

BUDGET FY2021-22

Water and Sewer Capital Funds

Water and Sewer Funds

Capital Funds

- 5000 Water Impact Fees
 - 5001 Sewer Impact Fees
 - 5002 Water & Sewer Special Projects
 - 5003 Prorata Fund
-
- Water & Sewer Capital Funds Summary
 - 5-year Capital Improvement Plan (CIP)

Water Impact Fees

(Fund 5000)

Water Impact Fees are reporting in the Financial Statement of the Water and Sewer Fund. Senate Bill 336, passed by the Texas Legislature in 1987, authorized cities to use impact fees as a source of funding. Chapter 395 of the Local Government Code provides guidance on calculating and establishing impact fees (capital recovery fees). They are defined as a charge imposed against new development to pay for the off-site construction or expansion of infrastructure facilities that are necessitated by and benefit the new development. The most recent local authorization and setting of the City's impact fees was established by Ordinance 2012-478. Impact Fees are reviewed every 5 years by a council appointed Advisory Committee.



Water Impact Fees
Revenue, Expenses and Changes in Fund Balance
Fund 5000



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|---|---------------------|---------------------|---------------------|------------------------|-----------------------|-----------------|-------------|
| BEGINNING FUND BALANCE | \$ 610,614 | \$ 967,723 | \$ 1,209,469 | \$ 1,209,469 | \$ 1,088,885 | | |
| REVENUES | | | | | | | |
| Interest income | 21,124 | 13,328 | 12,500 | 7,416 | 510 | (12,818) | -96% |
| Water Impact Fees | 335,985 | 228,417 | 250,000 | 197,000 | 200,000 | (28,417) | -12% |
| TOTAL OPERATING REVENUES | 357,109 | 241,745 | 262,500 | 204,416 | 200,510 | (41,235) | -17% |
| EXPENDITURES | | | | | | | |
| Transfer to Another Fund ⁽¹⁾ | - | - | 325,000 | 325,000 | 325,000 | - | 0% |
| Eligible Water Impact Fee Projects | - | - | - | - | - | - | 0% |
| Water Impact Fee Study | - | - | - | - | 20,833 | - | 0% |
| TOTAL OPERATING EXPENDITURES | - | - | 325,000 | 325,000 | 345,833 | - | |
| NET CHANGE | 357,109 | 241,745 | (62,500) | (120,584) | (145,323) | | |
| ENDING FUND BALANCE | \$ 967,723 | \$ 1,209,469 | \$ 1,146,969 | \$ 1,088,885 | \$ 943,562 | | |

⁽¹⁾ Transfer of funds to (0100) Water & Sewer fund to support debt cost

Sewer Impact Fees

(Fund 5001)

Sewer Impact Fees are reported in the Financial Statement of the Water and Sewer Fund. Senate Bill 336, passed by the Texas Legislature in 1987, authorized cities to use impact fees as a source of funding. Chapter 395 of the Local Government Code provides guidance on calculating and establishing impact fees (capital recovery fees). They are defined as a charge imposed against new development to pay for the off-site construction or expansion of infrastructure facilities that are necessitated by and benefit the new development. The most recent local authorization and setting of the City's Impact Fees was established by Ordinance 2012-478. Impact Fees are reviewed every 5 years by a council appoint Advisory Committee.



Sewer Impact Fees
Revenue, Expenses and Changes in Fund Balance
Fund 5001



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|---|---------------------|---------------------|---------------------|------------------------|-----------------------|-----------------|-------------|
| BEGINNING FUND BALANCE | \$ 352,020 | \$ 477,023 | \$ 477,023 | \$ 477,023 | \$ 355,385 | | |
| REVENUES | | | | | | | |
| Interest income | 11,510 | 6,397 | 8,200 | 3,362 | 300 | (7,900) | -96% |
| Sewer Impact Fees | 113,493 | 82,876 | 94,500 | 75,000 | 80,000 | (14,500) | -15% |
| TOTAL OPERATING REVENUES | 125,003 | 89,273 | 102,700 | 78,362 | 80,300 | (22,400) | -22% |
| EXPENDITURES | | | | | | | |
| Transfer to Another Fund ⁽¹⁾ | - | - | 200,000 | 200,000 | 200,000 | - | 0% |
| Eligible Sewer Impact Fee Projects | - | - | - | - | 20,833 | - | 0% |
| Sewer Impact Fee Study | - | 20,833 | - | - | - | - | 0% |
| TOTAL OPERATING EXPENDITURES | - | 20,833 | 200,000 | 200,000 | 220,833 | - | 0% |
| NET CHANGE | 125,003 | 68,440 | (97,300) | (121,638) | (140,533) | | |
| ENDING FUND BALANCE | \$ 477,023 | \$ 545,463 | \$ 379,723 | \$ 355,385 | \$ 214,852 | | |

⁽¹⁾ Transfer of funds to (0100) Water & Sewer fund to support debt cost

Water and Sewer Special Projects Fund

Fund 5002

This is an unrestricted fund established with funds from the Water and Sewer Fund from a settlement with Grand Prairie for water loss. The funds are restricted to the following specific uses: Rate Stabilization Downtown Infrastructure and Water Quality:





Water and Sewer Special Projects Fund
(Revenue, Expenses and Changes in Fund Balance)
Fund 5002

| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|-------------------|-------------|
| BEGINNING FUND BALANCE | \$ 1,309,779 | \$ 1,350,813 | \$ 1,367,930 | \$ 1,367,930 | \$ 1,376,479 | | |
| REVENUES | | | | | | | |
| Interest income | 41,034 | 17,116 | 9,500 | 8,550 | 635 | (8,865) | -93% |
| Other sources-GP Settlement | - | - | - | - | - | | |
| Transfers in | - | - | - | - | - | | |
| TOTAL OPERATING REVENUES | \$ 41,034 | \$ 17,116 | \$ 9,500 | \$ 8,550 | \$ 635 | \$ (8,865) | -93% |
| EXPENDITURES | | | | | | | |
| Special Services | - | - | - | - | - | - | - |
| Projects | - | - | - | - | - | - | - |
| Transfer out | - | - | - | - | - | - | - |
| TOTAL OPERATING EXPENDITURES | - | - | - | - | - | - | - |
| NET INCOME | 41,034 | 17,116 | 9,500 | 8,550 | 635 | | |
| ENDING FUND BALANCE | \$ 1,350,813 | \$ 1,367,930 | \$ 1,377,430 | \$ 1,376,479 | \$ 1,377,115 | | |

Prorata Fund

(Fund 5003)

This is the Water and Sewer Prorata Fee Fund. The fees are codified in Section 18-38 of the City's Code of Ordinances; when a property owner is benefited by water or sewer services made available where the lot or tract benefits by the value enhanced value due to the extension.



PROPOSED BUDGET FY 2021-2022

Prorata Fees
Revenue, Expenses and Changes in Fund Balance
Fund 5003



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|--------------|------------|
| BEGINNING FUND BALANCE | \$ 35,204 | \$ 67,217 | \$ 67,217 | \$ 67,217 | \$ 70,733 | | |
| REVENUES | | | | | | | |
| Interest income | 1,335 | 1,034 | 750 | 517 | 72 | (678) | -90% |
| Prorata Fees | 30,678 | 21,976 | 10,000 | 3,000 | 10,000 | 0 | - |
| TOTAL OPERATING REVENUES | 32,013 | 23,010 | 10,750 | 3,517 | 10,072 | (678) | -6% |
| EXPENDITURES | | | | | | | |
| Transfer to Another Fund | - | - | - | - | - | - | - |
| Prorata Expenses | - | - | - | - | - | - | - |
| TOTAL OPERATING EXPENDITURES | - | - | - | - | - | - | - |
| NET CHANGE | 32,013 | 23,010 | 10,750 | 3,517 | 10,072 | (678) | (0) |
| ENDING FUND BALANCE | \$ 67,217 | \$ 90,226 | \$ 77,967 | \$ 70,733 | \$ 80,806 | | |

Water & Sewer Capital Improvement Program 2022 Summary

Projects Approved For Funding in the 2022 Budget

The following table summarizes the funding sources for each 2022 project. The CIP Workshop file provided in the appendix provides more detailed cost and other information for each project. The Debt section of this budget document describes individual debt issuances by issue, maturity dates, amortization schedules, and projects financed.

| Project Name | Category | Explanation | Capital Project cost in (000's) | | |
|--|----------|--|---------------------------------|---------------|-------------------------|
| | | | Funding Source Allocations | FY2022 Budget | Operating Budget Impact |
| Cedar Hill Road Water Line Replacement, Ph. 1 , Continued | Water | Water Line replacement - Phase 1: Joe Wilson Road to Wintergreen Road | \$1,500 - CO Bonds - 2022 | 1,500 | None |
| Highway 67/ Lake Ridge Interchange Water Line Extensions | Water | Water Line extension - Highway 67 at Lake Ridget Interchange | \$100- CO Bonds - 2022 | 100 | None |
| Cedar Hill Road Water Line Replacement, Ph. 2 | Water | Water Line replacement - Phase 2: Wintergreen Road to Pleasant Run Road | \$300 - CO Bonds - 2022 | 300 | None |
| Lift Station Rehab Program | Sewer | Ongoing schedule to rehab all 18 Lift Stations which include installation of coating in wet well, upgrade electrical panels, install new pumps, motors and entry hatch, etc. | \$300 - CO Bonds - 2022 | 300 | None |
| I&I Rehabilitation Program | Sewer | | \$250- CO Bonds - 2022 | 250 | None |
| Sewer Main Extension (RO-7 Basin to Hwy 67) | Sewer | Sewer Main design and construction to provide sanitary sewer to Industrial properties along Hwy 67 | \$750 - CO Bonds - 2022 | 750 | None |
| Total | | | | 3,200 | |

Key Acronyms:

GST - Ground Storage Tank I&I - Inflow and Infiltration
 EST - Elevated Storage Tank RO - Red Oak Branch
 SCADA - Supervisory Control And Data Acquisition

Water & Sewer Capital Improvement Program

5 Year Plan

FY 2022-2026

Water Projects - Summary

Estimated Expenditure (000's)

| Project Name/Number | PY Budgeted Amount | FY 2021-22 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | Total Estimated Cost |
|--|--------------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------------|
| FUTURE FUNDING: | | | | | | | |
| 1. Substandard Water Line Replacements -TBD | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 2. Cedar Hill Rd. Water Line Replacement, Ph. 1, Cont'd (PW21-0001) | \$ - | \$ 1,500 | \$ - | \$ - | \$ - | \$ - | \$ 1,500 |
| 3. Cedar Hill Road Water Line Replacement, Ph. 2 | \$ - | \$ 300 | \$ 1,500 | \$ 300 | \$ - | \$ - | \$ 2,100 |
| 4. Hwy 67/Lake Ridge Interchange Water Line Extensions | \$ - | \$ 100 | \$ 500 | \$ - | \$ - | \$ - | \$ 600 |
| 5. Mount Lebanon Road Water Line | \$ - | \$ - | \$ 100 | \$ 800 | \$ 500 | \$ - | \$ 1,400 |
| 6. Lake Ridge GST Site Acquisition & Design (PW18-0006) | \$ - | \$ - | \$ 300 | \$ 300 | \$ - | \$ - | \$ 600 |
| 7. Hwy 67 Water Line (Pleasant Run to Joe Wilson) | \$ - | \$ - | \$ - | \$ 400 | \$ - | \$ - | \$ 400 |
| 8. Stonehill/Vinyard Water Line Connection | \$ - | \$ - | \$ - | \$ 500 | \$ - | \$ - | \$ 500 |
| 9. Bennett Street Water Line Replacement | \$ - | \$ - | \$ - | \$ - | \$ 300 | \$ - | \$ 300 |
| 10. Parkerville EST Repair & Painting (\$1.3 Million) | \$ - | \$ - | \$ - | \$ - | \$ 300 | \$ 1,000 | \$ 1,300 |
| 11. Lorch Park, Phase 2 (South Connection) | \$ - | \$ - | \$ - | \$ - | \$ 200 | \$ 800 | \$ 1,000 |
| 12. Lake Ridge GST Construction (\$2.5 Million) | \$ - | \$ - | \$ - | \$ - | \$ 1,400 | \$ 1,100 | \$ 2,500 |
| 13. Hwy-67 EST Repair & Painting (\$1.4 Million) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 100 | \$ 100 |
| 14. Hendrick Water Line Replacement (Future) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Carryovers from Previous Year: | | | | | | | |
| 15. Lorch Park Water Line (PW18-0003) | \$ 1,600 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,600 |
| 16. SCADA System Upgrades/Sherwood (PW20-0002) | \$ 300 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 300 |
| 17. Texas Plume Water Line (PW-Unassigned) | \$ 850 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 850 |
| 18. Parkerville EST Overflow Improvements (PW18-0008) | \$ 300 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 300 |
| 19. Cedar Hill Rd. Water Line Replacement, Ph. 1 (PW21-0001) | \$ 900 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 900 |
| 20. Water & Sewer Master Plan Update (PW-Unassigned) | \$ 300 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 300 |
| 21. SCADA System Upgrades/Sherwood, Ph 2 (Ph.1&2 Combined) (PW20-0002) | \$ 225 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 225 |
| 22. Hillwood Developer Participation Agreement | \$ 450 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 450 |
| Total: | \$ 4,925 | \$ 1,900 | \$ 2,400 | \$ 2,300 | \$ 2,700 | \$ 3,000 | \$ 17,225 |

Sewer Projects - Summary

Estimated Expenditure (000's)

| Project Name/Number | PY Budgeted Amount | FY 2021-22 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | Total Estimated Cost |
|--|--------------------|-----------------|---------------|-----------------|---------------|---------------|----------------------|
| FUTURE FUNDING: | | | | | | | |
| 1. I&I Rehabilitation Program | \$ - | \$ 250 | \$ - | \$ 250 | \$ - | \$ 250 | \$ 750 |
| 2. Sewer Main in RO-1 (Vinyard Development) | \$ - | \$ - | \$ - | \$ 500 | \$ - | \$ - | \$ 500 |
| 3. Sewer Main Extension (RO-7 Basin to Hwy 67)(PW18-0015) | \$ - | \$ 750 | \$ - | \$ - | \$ - | \$ - | \$ 750 |
| 4. Bennett Street Sewer Replacement | \$ - | \$ - | \$ - | \$ - | \$ 300 | \$ - | \$ 300 |
| 5. Lift Station Rehab Program | \$ - | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 1,500 |
| Carryovers from Previous Year: | | | | | | | |
| 6. Red Oak Basin I&I Rehabilitation Project (PW-Unassigned) | \$ 500 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500 |
| 7. Sewer Line at Lorch Park (PW18-0003) | \$ 500 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500 |
| 8. Sewer Main (RO-7 Basin to Hwy 67)-(PW18-0015) : City Design Fund \$300,000, EDC Funding \$77,109.50, Const Fund \$750,000 | \$ 1,127 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,127 |
| 9. Hickerson San. Sewer Project/CARES ACT Funds (PW19-0004) | \$ 475 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 475 |
| Total: | \$ 2,602 | \$ 1,300 | \$ 300 | \$ 1,050 | \$ 600 | \$ 550 | \$ 6,402 |

TOTAL WATER & WASTEWATER

\$ 7,527 \$ 3,200 \$ 2,700 \$ 3,350 \$ 3,300 \$ 3,550 \$ 23,627

Funding Sources

Estimated Amount (000's)

| | | | | | | | |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Certificates of Obligation Bonds- 2018 (Fund 5508)* | \$ 585 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 585 |
| Certificates of Obligation Bonds- 2019 (Fund 5509)* | \$ 3,550 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 3,550 |
| Certificates of Obligation Bonds- 2020 (Fund 5510)* | \$ 2,675 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,675 |
| Fund Balance in 5507 for Robin Road Project | \$ 165 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 165 |
| EDC Funding RO-7 Sewer Main Project | \$ 77 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 77 |
| CDBG Funding for Hickerson/CARES Act Funding | \$ 475 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 475 |
| Future Funding - TBD ~ | \$ - | \$ 3,200 | \$ 2,700 | \$ 3,350 | \$ 3,300 | \$ 3,550 | \$ 16,100 |
| Total: | \$ 7,527 | \$ 3,200 | \$ 2,700 | \$ 3,350 | \$ 3,300 | \$ 3,550 | \$ 23,627 |

* Original Funding Source for projects listed above that are not complete

~ Future Funding indicates a planned expense which is included in the City's Long Term Financial Plan

BUDGET FY2021-22

Internal Service Funds



Internal Service Funds

- 0040 Equipment Fund
- 0092 Self-Insurance Fund

Equipment Replacement Fund

(0040)

This is an Internal Service Fund and serves all governmental funds of the City. The Fund is established to fund capital items of \$5,000 or greater in value. The equipment is purchased through this fund and each fund budgets a contribution (lease) back to the Equipment Fund on an amortized schedule based on the useful life of the equipment being purchased. The City Manager makes an annual recommendation to the City Council on what equipment is to be replaced. Funds are appropriated by City Council at the Department level as an equipment lease amount.



PROPOSED BUDGET FY 2021-2022

Equipment Lease Fund
(Revenues, Expenditures and Change in Fund Balance)
Fund 0040



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var. | % Var. |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|-----------------------|----------------|
| BEGINNING FUND BALANCE | \$ 1,253,290 | \$ 1,263,156 | \$ 1,533,330 | \$ 1,533,330 | \$ 1,372,055 | | |
| OPERATING REVENUES | | | | | | | |
| Interest Income | \$ 29,816 | \$ 16,689 | \$ 16,000 | \$ 9,934 | \$ 12,000 | (4,000) | -25.00% |
| Lease Revenue | 1,002,966 | 1,017,021 | 1,056,700 | 984,400 | 913,685 | (143,015) | -13.53% |
| Gain/Loss on sale of fixed assets | 54,182 | 36,460 | 40,000 | 160,000 | 40,000 | - | 0.00% |
| Miscellaneous | 6,000 | 12,622 | 3,000 | - | 2,000 | (1,000) | -33.33% |
| Other Sources - Bonds | - | - | 2,420,000 | - | - | (2,420,000) | -100.00% |
| Transfer In | - | - | - | - | 102,000 | 102,000 | 0.00% |
| TOTAL OPERATING REVENUES | \$ 1,092,964 | \$ 1,082,793 | \$ 3,535,700 | \$ 1,154,334 | \$ 1,069,685 | \$ (2,466,015) | -69.75% |
| EXPENDITURES | | | | | | | |
| Minor Apparatus | \$ - | \$ 202,631 | \$ - | \$ - | \$ - | - | - |
| Motor Vehicles | 716,264 | 552,718 | 525,700 | 745,300 | 629,400 | 103,700 | 19.7% |
| Safety Equipment | 90,960 | - | 2,355,152 | 320,848 | 100,000 | (2,255,152) | -95.8% |
| Office Equipment | 76,201 | - | 45,000 | 103,516 | 219,000 | 174,000 | 386.7% |
| Miscellaneous | 199,673 | 57,269 | 169,018 | 145,945 | 16,500 | (152,518) | -90.2% |
| TOTAL OPERATING EXPENDITURES | \$ 1,083,099 | \$ 812,619 | \$ 3,094,870 | \$ 1,315,609 | \$ 964,900 | \$ (2,129,970) | -68.82% |
| NET CHANGE | \$ 9,866 | \$ 270,174 | \$ 440,830 | \$ (161,275) | \$ 104,785 | | |
| ENDING FUND BALANCE | \$ 1,263,156 | \$ 1,533,330 | \$ 1,974,160 | \$ 1,372,055 | \$ 1,476,840 | | |

EQUIPMENT FUND (0040) - PROPOSED NEW & REPLACEMENT EQUIPMENT

FY 2021/22 BUDGET

| | EQUIPMENT REQUESTED: | | | | RECOMMENDED: | ANNUAL LEASE (APPROVED) |
|---|------------------------------|---------------------|------|-------------------|--------------|----------------------------|
| | New (N) Replacement (R) | COST | LIFE | ANNUAL LEASE | | |
| [130] Information Systems | | \$ 45,000 | | \$ 9,909 | | \$ 9,909 |
| 50 Personal Computers | R | 45,000 | 5 | \$ 9,909 | X | 9,909 |
| [310/320] Police Department: | | \$ 733,000 | | \$ 145,843 | | \$ 89,902 |
| New Pact Vehicle | N | 66,000 | 4 | \$ 17,830 | X | 17,830 |
| New CMVE Vehicle | N | 71,000 | 4 | \$ 19,181 | | - |
| New Front Line Police Vehicle | N | 66,000 | 4 | \$ 17,830 | | - |
| New Front Line Police Vehicle | N | 66,000 | 4 | \$ 17,830 | | - |
| 2022 Patrol Vehicle - SUV | R (PD-8588, Unit 218) | 66,000 | 4 | \$ 17,830 | X | 17,830 |
| 2022 Patrol Vehicle - Car | R (PD-8590, Unit 218) | 66,000 | 4 | \$ 17,830 | X | 17,830 |
| 2022 Patrol Vehicle - Car | R (PD-1561, Unit 1004) | 41,000 | 4 | \$ 11,076 | X | 11,076 |
| 2022 CSO Admin Vehicle | R (PD-96643, Unit 902) | 46,000 | 7 | \$ 7,505 | X | 7,505 |
| 2022 Patrol Vehicle - SUV | R (PD-2920, Unit 222) | 66,000 | 4 | \$ 17,830 | X | 17,830 |
| Ammunition & Weapon Secure Storage | N | 5,000 | 5 | \$ 1,101 | | - |
| Citywide Replacement of in-car Public Safety Computers ~ | N | 174,000 | 5 | \$ - | X | - |
| [340] Fire Department: | | \$ 54,000 | | \$ 8,899 | | \$ - |
| Rescue Boat | N | 30,000 | 10 | \$ 3,614 | | - |
| Cardio Equipment | N | 24,000 | 5 | \$ 5,285 | | - |
| [410] Parks Department: | | \$ 208,900 | | \$ 41,468 | | \$ 29,578 |
| 2022 Tractor | R (PA-2340) | 36,000 | 10 | \$ 4,337 | X | 4,337 |
| Parks Front-Line Truck | R (PA-3121) | 51,200 | 5 | \$ 11,274 | X | 11,274 |
| Parks Front-Line Truck | R (PA-7694) | 51,200 | 5 | \$ 11,274 | X | 11,274 |
| Compact Utility Loader | N | 54,000 | 5 | \$ 11,891 | | - |
| Tarp Trailer | R | 13,000 | 7 | \$ 2,121 | X | 2,121 |
| Athletics Trailer | R (PA-TRLR-2) | 3,500 | 7 | \$ 571 | X | 571 |
| [470] Neighborhood Services | | \$ 26,330 | | \$ 5,798 | | \$ - |
| SUV | N | 26,330 | 5 | \$ 5,798 | | - |
| [710] Streets Department: | | \$ 140,000 | | \$ 16,865 | | \$ 16,865 |
| Dump Truck | R (ST-6134) | 140,000 | 10 | \$ 16,865 | X | 16,865 |
| Total Equipment Requested | | \$ 1,207,230 | | | | \$ 228,782 |
| Total Proposed For EQ Fund | | \$ 864,900 | | | | \$ 146,253 |

* The listing is for items requested and funded by the Equipment Fund only.

~ This item is partially funded by General Fund and partially funded by the Equipment Fund as a cash purchase (no lease amount required.)

**Self -Insurance Fund
(Internal Service Fund)
(0092)**

This is an Internal Service Fund which is a fund-type designed to account for goods or services provided by one city department for another. Charges are billed to departments to recover costs that are incurred (premiums etc.) Therefore, the City has established a self-insurance plan for city employees and their covered dependents for medical benefits. A commercial insurance company re-insures the city for individual claims in excess of \$100,000 currently. The City will maintain a minimum reserve of \$400,000 to cover unexpected costs relating to health insurance claims as well as if the City were to transition back to a fully insured plan. Self-Insurance funding means that the City takes on the risk and responsibility of paying all of its covered health claims, instead of paying an insurance company to accept that risk. The City has engaged a third party administrator (TPA) to manage the City's plan but the City is solely responsible for managing the plan and payment of all covered claims. To minimize the risk of "shock claims", the City has purchased stop-loss insurance.



**PROPOSED BUDGET
2021-2022**



Self-Insurance Fund
(Revenues, Expenditures and Change in Fund Balance)
(0092)

| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var. |
|-------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|-------------------|---------------|
| BEGINNING FUND BALANCE | \$ 712,153 | \$ 1,236,896 | \$ 1,729,663 | \$ 1,729,663 | \$ 1,498,677 | | |
| REVENUES | | | | | | | |
| Interest | \$ 28,800 | \$ 22,210 | \$ 24,000 | 10,596 | 10,000 | (14,000) | -58.33% |
| Employee contributions | 661,023 | 712,377 | 738,000 | 689,322 | 738,000 | - | 0.00% |
| City contributions | 2,941,250 | 3,122,960 | 3,309,100 | 3,142,630 | 3,585,600 | 276,500 | 8.36% |
| Retiree/Cobra contributions | 55,405 | 53,733 | 56,000 | 60,039 | 55,000 | (1,000) | -1.79% |
| Miscellaneous income | 59,679 | 53,913 | 45,000 | 103,245 | 80,000 | 35,000 | 77.78% |
| Transfer in | - | - | - | - | - | - | 0.00% |
| TOTAL REVENUES | \$ 3,746,157 | \$ 3,965,193 | \$ 4,172,100 | \$ 4,005,832 | \$ 4,468,600 | \$ 296,500 | 7.11% |
| TOTAL FUNDS AVAILABLE | \$ 4,458,310 | \$ 5,202,089 | \$ 5,901,763 | \$ 5,735,495 | \$ 5,967,277 | | |
| EXPENDITURES | | | | | | | |
| Benefit Administration | \$ 144,896 | \$ 144,732 | \$ 95,000 | 90,206 | 90,250 | (4,750) | -5.00% |
| Benefit Stop Loss | 676,548 | 744,053 | 841,500 | 833,557 | 895,440 | 53,940 | 6.41% |
| Benefit Claim Payments | 2,358,267 | 2,525,477 | 2,955,000 | 3,261,055 | 3,329,499 | 374,499 | 12.67% |
| Other Contractual Services | 41,702 | 58,165 | 50,000 | 52,000 | 50,000 | - | 0.00% |
| Miscellaneous | - | - | - | - | - | - | 0.00% |
| TOTAL EXPENDITURES | \$ 3,221,414 | \$ 3,472,426 | \$ 3,941,500 | \$ 4,236,818 | \$ 4,365,189 | \$ 423,689 | 10.75% |
| NET CHANGE | \$ 524,743 | \$ 492,767 | \$ 230,600 | \$ (230,986) | \$ 103,411 | | |
| ENDING FUND BALANCE | \$ 1,236,896 | \$ 1,729,663 | \$ 1,960,263 | \$ 1,498,677 | \$ 1,602,088 | | |

BUDGET FY2021-22

General Governmental Capital Funds

General Governmental Capital Funds

Capital Project Funds

- Capital Budget Plan Narrative
- Capital Funds Summary
- 5-year Capital Improvement Plan(CIP)
 - Public Facilities & Equipment CIP
 - Parks CIP
 - Streets CIP
 - Drainage CIP

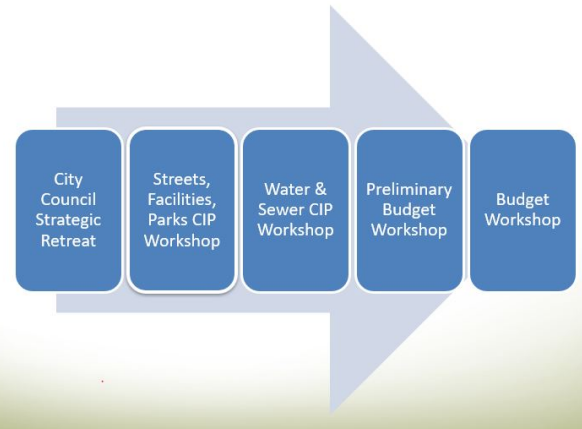
- 1000 Building Capital Maintenance
- 2500's Street Impact Fees Fund
- 2600 Street Construction Fund
- 2601 Restricted Streets Fund
- 2602 Downtown/City Center Fund
- 2700 Drainage Capital Fund
- 2701 Drainage Detention Fund
- 3000 Park Development Fee Fund

BUDGET FY2021-22

CAPITAL BUDGET NARRATIVE

BUDGET DEVELOPMENT CAPITAL IMPROVEMENT PLAN (CIP)

Capital Improvement Planning begins with evaluating projects identified in long-range master plans, the comprehensive plan, and prior year CIPs. In the fall, during the City Council's annual planning retreat, 5-10-year initiatives are developed. Then the staff works to develop a CIP that takes into consideration prior year planning documents, Council direction, and current needs. The capital needs are presented to the Council in a series of workshops which are then reviewed and modified by the City Council as needed.



PURPOSE OF THE CAPITAL IMPROVEMENT PLAN (CIP)

The CIP establishes a five-year funding schedule for the purchase, construction or replacement of physical assets of the City. Capital Improvements typically have a useful life of over 10 years and a value greater than \$5,000. The City of Cedar Hill develops its Capital Improvement Plan based on assessed needs, cash and financing required, and project or construction load. Each year projects are reviewed, and the CIP is adjusted to reflect new projects; projects that have been completed; or postponed for future years. Each project is approved and appropriated on a project budget basis. The total estimated expenditures for all active projects and new projects within the upcoming fiscal year are combined to create the annual **Capital Budget**. The **Capital Budget** is appropriated in the same manner as the annual operating budget. Funds for projects are appropriated on an annual basis. Projects approved for subsequent years are approved for planning purposes only and do not receive authority until they are included in the annual **Capital Budget**. The five-year CIP includes projects deemed highest priority and necessary to meet the demands of growth as well as to properly maintain the infrastructure of the City.

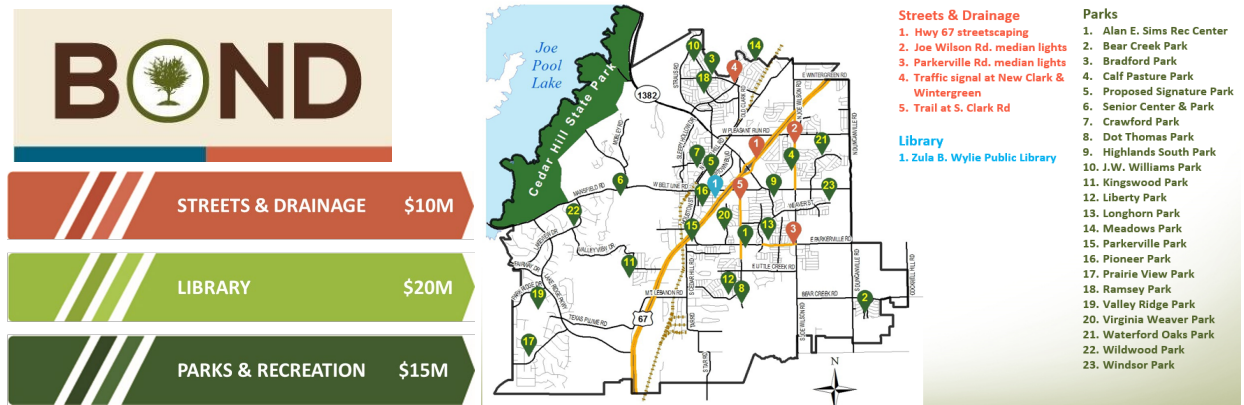
CIP Projects are separated into various funds based on the type of project to be constructed. However, many projects span several funds and may be included in both the General Governmental Capital Projects Funds and the Water and Sewer Capital Projects Funds. For instance, a street reconstruction project may also require drainage, water, and wastewater improvements and may also have a cooperative state grant component. Therefore, the same project could be listed in the General Governmental CIP listing and the Water & Sewer CIP listing.

BUDGET FY2021-22

The City of Cedar Hill's primary funding source for the Capital Improvement Program is the issuance of long-term debt. Many of the **General Governmental Capital Projects** are funded by General Obligation Bonds (GO's). These bonds are approved by voters and are backed by the full faith and credit of the City. For Water and Sewer capital projects, the City issues bonds that are supported by the revenues generated solely by operations of those funds and are only used for improvements to the corresponding systems.

The City may also elect to use Certificates of Obligations (CO's) which are financial instruments that pledge **specific revenues** to repay debt. These instruments have been issued for both water and sewer capital projects and general government capital projects. The fiscal year 2022 budget includes proposed use of CO's for vital Public Safety equipment and additional enhancements and amenities for the outdoor pool and the Library.

The funding for the majority of **General Governmental Capital Projects** is the result of several bond programs authorized and approved by the voters dating back to 2008 with the most recent bond program approved in November of 2017. The newest bond issuance authorized \$45 million to finance the construction of projects identified by a task force appointed by the City Council to evaluate the city's needs. Through a series of public meetings, citizen surveys and planning studies, the task force identified three propositions that all passed. The allocation included: **proposition A** - \$10 million for streets and drainage, **proposition B** - \$20 million for a new library and **proposition C** - \$15 million for parks and recreation. The bond program authorized \$45 million in total with a six-year plan to sell a specific amount per year. September 30, 2021 marks the fourth year of the bond implementation and several projects have been either completed, in the design phase or in the construction phase. Thus far \$23.1 million has been sold and a planned \$9.57 million to be sold during fiscal year 2022 resulting in a remainder of \$12.33 million of unsold bonds at the end of fiscal year 2022.



BUDGET FY2021-22

General Governmental CIP

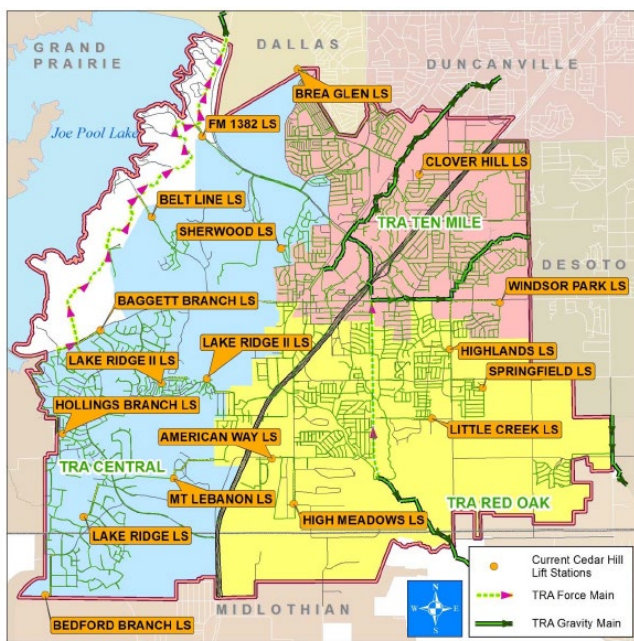
The general governmental projects include street infrastructure, drainage projects, facility improvements, street lighting and illumination as well as parks and trails improvements.

A portion of the authorized, unissued bonds will be sold in future years according to the five-year CIP plan. This plan is maintained and managed by the City Manager and staff but is reviewed and updated annually by the City Council. Annually projects are reprioritized within the plan based on council request, citizen input, maintenance schedules and anticipated growth due to development projects. Other factors may affect the plan such as the capacity to sell debt, cash-flows and project or construction load.

The City plans to sell a total of \$18.3 million (combination General Obligations and Certificates of Obligations) in February 2022. It originally planned an issuance in February 2021 however, the City decided to delay the sale by one year. This provided the staff an opportunity to complete several projects that were carryovers from prior years. In FY21 the City issued \$3.34 million in tax notes for public safety equipment and issued \$8.6 million in GO refunding bonds. The GO refunding resulted in a savings of \$676,000 in interest and debt cost.

Water & Sewer CIP

Important updates to the City's water and wastewater system have been identified and prioritized in a comprehensive plan that upholds the City's premier statements for being safe, clean, having excellent, safe and efficient infrastructure which supports efforts in becoming a strong and diverse economy.



The water distribution system - supplies, pumps, stores and distributes water to homes, businesses and other community sites within Cedar Hill. The system is comprised of a complex matrix of 318 miles of water lines, pumping stations, supply points, elevated tanks, ground storage tanks and a sophisticated monitoring system – Supervisory Control and Data Acquisition (SCADA).

The sewer system is critical in keeping the City safe and clean by providing the infrastructure to support a growing population. It consists of 246 miles of sewer lines, 3 regional treatment systems and 18 lift stations.

BUDGET FY2021-22

The **Fiscal Year FY21/22 Capital Budget** and five-year CIP addresses needs of maintenance, compliance, and growth of the water and wastewater systems. The capital budget dedicates \$3.2 million to water and sewer projects in FY22. The \$3.2 million in new self-supporting debt was originally planned for issuance in February 2021 however, the City decided to delay the water and sewer debt sale by one year. This provide staff an opportunity to complete several projects that were carryovers from prior years.

Summary of Funding Sources for the Capital Improvement Plans

| Funding Source | Purpose | Amount (Millions) |
|--|---|-------------------|
| 2022 General Obligation Bonds | Parks, Drainage, Streets & Facility Projects | 9,575 |
| 2022 Certificates of Obligation Bonds | Facility Projects | 7,439 |
| 2022 Tax Notes | Public Safety Equipment | 1,350 |
| 2022 Certificates of Obligation Bonds (Water/Sewer) | Water and Sewer Infrastructure & Capital Projects | 3,200 |
| <i>The City plans to issue all debt both self-supporting and tax-backed debt in February of 2022</i> | Total | 21,564 |

| UNDERSTANDING CAPITAL PROJECTS | | |
|---|--|---|
| What constitutes either a Capital Improvement Project or a Maintenance Project or Expenditure | | |
| Asset Category | Capital Improvement Project Examples | Maintenance Project & Expenditure Examples |
| Public Facilities & Equipment | New Facility Construction | Major replacement or upgrading of the design of existing major building components (roof replacement, major air conditioning or heating system improvements) |
| | Major remodeling and structural alterations to improve space; utilization or increase capacity | Preventative maintenance repairs that do not significantly upgrade the structure or increase its previously estimated useful life: for example minor roof patching or gutter repair work. |
| | Major remodeling and structural alterations to improve space; utilization or increase capacity | |
| | Program to make handicapped accessibility or physical improvements | |
| | Program to make technology security or technology accessibility or physical improvements | |
| | Program to add or upgrade major heavy equipment such as Generators, Fire Engines, Ambulance or Dump Trucks | New tires or routine maintenance for equipment |
| Parks & Recreation Facilities | Development of a new park, public plaza or trail | Repair or replacement of furnishings, equipment or landscape plantings that do not substantially upgrade the park, plaza or trail |
| | New park buildings, field or major new recreation facility within an existing park | General maintenance and repair of parks, park structures, park facilities and buildings |
| | Major remodeling and structural alterations to improve space; utilization or increase capacity such as new parks; playgrounds; shade structure; pool or water feature; landscaping or irrigation | Preventative maintenance repairs that do not significantly upgrade the structure or increase its previously estimated useful life: for example repair of playground equipment |
| Streets | New streets and roadways | Routine repair/patching/sealing or resurfacing and other methods to extend pavement life / Lane marking and delineation |
| | Physical alteration of street capacity or design including the addition of bicycle lanes, medians, sidewalk configurations, and street landscaping | Equipment repair or replacement to maintain system operations or extend life |
| | New or upgraded signal equipment or other physical improvements that enhance safety or systems capabilities | Repair or replacement of signal components |
| | Paving where none existed previously or new sidewalks, curbs or gutters | Repair or replacement even if increasing width of existing sidewalks |
| | Addition of street lights or conversion of street lights to new fixtures | Replacement or repair of damaged lights |
| Drainage | Install new or replacement of existing storm drainage in order to increase drainage capacity | Repair of existing storm drainage infrastructure when it deteriorates or cannot handle increases in stormwater |

| General Government Capital Improvement Plan 2022 Summary | | | | | |
|--|-------------------|---|--|-------------|---|
| Projects Approved For Funding in the 2022 Budget | | | | | |
| The following table summarizes the funding sources for each 2022 project. The CIP Workshop file provided in the appendix provides more detailed cost and other information for each project. The Debt section of this budget document describes individual debt issuances by issue, maturity dates, amortization schedules, and projects financed. | | | | | |
| (See the Appendix For Project Details: FY2022 Streets, Drainage, Parks and Facilities & Equipment CIP Document) | | | | | |
| | | | Capital Project cost in (000's) | | |
| Project Name | Category | Explanation | Funding Source Allocations | FY22 Budget | Future Operating Budget Impact |
| Roberts Drainage Improvements, Phase I | Drainage | Reconstruct the alley between N. Roberts Road and Daniel Lane and up-size the existing drainage infrastructure from the alley, across 436/440 N. Roberts Road to the creek. | \$125 - CO Bonds - 2022 | 125 | There is no additional associated O&M cost with this project; the project would simply improve the existing drainage. |
| Library | Public Facilities | Design and Construct a new Library | \$5,000 - GO Bonds - 2022 \$4,000 - CO Bonds - 2022 | 9,000 | The O&M cost associated with this project is estimated to be reflected in the Library Department (450) Budget for staffing, utilities and supplies; IT Department (130) for technology cost; Non-Departmental (199) for copy machine leasing and other services |
| Neighborhood Parks | Parks | Redesign and Upgrade 12 neighborhood parks | \$450 - GO Bonds - 2022 | 450 | There is no additional associated O&M cost as the parks are already maintained in the Parks Department (410) Budget. |
| Community Parks | Parks | Redesign and Upgrade 5 community parks | \$500 - GO Bonds - 2022 | 500 | There is no additional associated O&M cost as the parks are already maintained in the Parks Department (410) Budget. |
| Pool | Parks | New Outdoor Pool facility with added slides and amenities | \$3,100 - GO Bonds - 2021 | 3,160 | The O&M cost associated with this project is estimated to be reflected in the Recreation Department (430) Budget for personnel cost, chemicals, utilities and other maintenance cost. |
| Signature Park | Parks | Develop and construct the first phase of community park near the Government Center | \$2,000 - GO Bonds - 2021 | 2,000 | The O&M cost associated with this project is estimated to be reflected in the Parks Department (410) for mowing, landscape maintenance and electricity. |
| Asphalt & Concrete Street Repair Program | Streets | Repair of Streets identified by Staff | \$1,250 - GO Bonds - 2022 | 1,250 | There is no additional associated O&M cost with this project as this is schedule street repairs. |
| Signal/Mobility Master Plan Update | Streets | Masterplan to develop future signal needs | \$250 - GO Bonds - 2022 | 250 | There is no additional associated O&M cost with this project. This will result in a planning tool to develop future needs. This project will help to determine future O&M cost for Signals. |
| Lake Ridge Parkway & Hwy 67 Interchange Project | Streets | Improvements of US Highway 67 at Lake Ridge Parkway (partnership with State of Texas) Multi-Year Local participation | \$279 - CO Bonds - 2022 | 279 | |
| Public Safety Equipment | Streets | Fire Engine & Self Contained Breathing Apparatus (SCBA) | \$1,350 - Tax Notes - 2022 | 1,350 | No additional O&M as this is scheduled replacement equipment. The associated O&M cost is already reflected in the Fire Department (340) Budget. |
| Total | | | | 18,364 | |

CITY OF CEDAR HILL
Capital Improvement Program

5 Year
FY 2022 - 2026

Public Facilities & Equipment Projects - Summary

Estimated Expenditure (000's)

| Project Name/No. | PY Budgeted Amount | FY 2021-2022 | FY 2022-2023 | FY 2023-2024 | FY 2024-2025 | FY 2025-2026 | Total Estimated Cost |
|---|-----------------------|------------------|------------------|-----------------|-----------------|-----------------|----------------------------|
| 1. HVAC System Replacements | | | \$ 10 | | | | \$ 10 |
| 2. Elevator Control Replacement | | | \$ 30 | | | | \$ 30 |
| 3. Courtroom FF&E Replacment | | | \$ 10 | | | | \$ 10 |
| 4. Main Door Hardware Replacement | | | \$ 20 | | | | \$ 20 |
| 5. Energy Management Software Replacement | | | \$ 80 | | | | \$ 80 |
| 6. Electrical System Replacment | | | \$ 60 | | | | \$ 60 |
| 7. Door Hardware Replacement | | | \$ 10 | | | | \$ 10 |
| 8. Water Softening System Replacement | | | | \$ 35 | | | \$ 35 |
| 9. Council Chamber FF&E Replacement | | | | \$ 20 | | | \$ 20 |
| 10. Fire Pump Replacements | | | | \$ 45 | | | \$ 45 |
| 11. Generator/ Transfer Switch/ Battery Backup | | | | | \$ 400 | | \$ 400 |
| 12. Fire Engine | | \$ 900 | | | | | \$ 900 |
| 13. Public Safety Self Contained Breating Apparatus | | \$ 450 | | | | | \$ 450 |
| Carryover from Previous Years: | | | | | | | |
| 14. New Library | \$ 6,250 | \$ 9,000 | \$ 14,750 | | | | \$ 30,000 |
| 15. Access System Replacement | \$ 300 | | | | | | \$ 300 |
| 16. Carpet Replacement | \$ 100 | | | | | | \$ 100 |
| 17. Technology | \$ 1,000 | | | | | | \$ 1,000 |
| 18. Hotel & Conference Center * | \$ 7,500 | | | | | | \$ 7,500 |
| Total: | \$ 15,150 | \$ 10,350 | \$ 14,970 | \$ 100 | \$ 400 | \$ - | \$ 40,970 |

Funding Sources

Estimated Amount (000's)

| | | | | | | | |
|------------------------------------|------------------|------------------|------------------|---------------|---------------|-------------|------------------|
| General Obligation Bonds - 2018 | \$ 150 | | | | | | \$ 150 |
| General Obligation Bonds - 2019 | \$ 1,750 | | | | | | \$ 1,750 |
| Certificates of Obligations - 2019 | \$ 300 | | | | | | \$ 300 |
| General Obligation Bonds - 2020 | \$ 4,000 | | | | | | \$ 4,000 |
| Certificates of Obligations - 2020 | \$ 1,450 | | | | | | \$ 1,450 |
| Taxable Bonds - (Fund 2035)* | \$ 7,500 | | | | | | \$ 7,500 |
| General Obligation Bonds - 2022 | | \$ 5,000 | | | | | \$ 5,000 |
| Certificates of Obligations - 2022 | | \$ 4,000 | | | | | \$ 4,000 |
| Tax Notes - 2022 | | \$ 1,350 | | | | | \$ 1,350 |
| Future Funding (GOs) ~ | | | \$ 14,750 | | | | \$ 14,750 |
| Cash Reserves | | | \$ 165 | | | | \$ 165 |
| Unfunded | | | \$ 55 | \$ 100 | \$ 400 | | \$ 555 |
| Total: | \$ 15,150 | \$ 10,350 | \$ 14,970 | \$ 100 | \$ 400 | \$ - | \$ 40,970 |

* Debt Serviced by Hotel Tax Revenue and is supported by a private/public partnership. The funding above represents the City's portion of the project (Conference Center). The hotel will be funded by a private developer.

~ Future Funding indicates a planned expense which is included in the City's Long Term Financial Plan

CITY OF CEDAR HILL
Capital Improvement Program

5 Year
FY 2022-2026

Parks Capital Projects - Summary

Estimated Expenditure (000's)

| Project Name/No. | PY Budgeted Amount | FY 2021-22 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | Total Estimated Cost |
|--|-----------------------|---------------|---------------|---------------|---------------|---------------|----------------------------|
| 1. Trails | | | \$ 1,500 | | | | \$ 1,500 |
| 2. Parkland Acquisition * | | \$ 1,000 | | | | | \$ 1,000 |
| 3. 2022 Parks Master Plan * | | \$ 265 | | | | | \$ 265 |
| 4. Athletic Field Lighting Additions & Conversions * | | \$ 467 | | | | | \$ 467 |
| 5. Barnyard Indoor & Outdoor Upgrade * | | \$ 126 | | | | | \$ 126 |
| 6. A.E.S Rec. Ctr. HVAC Replacement * | | \$ 303 | \$ 303 | \$ 304 | | | \$ 910 |
| 7. A.E.S Rec. Ctr. Roof Replacement * | | \$ 121 | \$ 121 | \$ 121 | \$ 121 | \$ 121 | \$ 605 |
| Subtotal: | \$ - | \$ 2,282 | \$ 1,924 | \$ 425 | \$ 121 | \$ 121 | \$ 4,873 |
| Future Funding (TBD) | | | | | | | |
| 8. Dog Park | | | | \$ 500 | | | \$ 500 |
| 9. Future Trails | | | | \$ 3,000 | \$ 3,000 | | \$ 6,000 |
| 10. Park Improvements | | | | \$ 200 | | | \$ 200 |
| 11. Downtown Trail Extension to Hwy 67 | | | | | \$ 700 | | \$ 700 |
| 12. David Rush Park Design | | | | | | \$ 75 | \$ 75 |
| 13. Parkland Acquisition | | | | \$ 350 | | | \$ 350 |
| Subtotal: | \$ - | \$ - | \$ - | \$ 4,050 | \$ 3,700 | \$ 75 | \$ 7,825 |
| Carryover from Previous Years: | | | | | | | |
| 14. Preston Trail | \$ 22 | | | | | | \$ 22 |
| 15. Neighborhood Parks Improvements | \$ 1,425 | \$ 450 | \$ 350 | \$ 650 | \$ 780 | | \$ 3,655 |
| 16. Community Parks Improvements | \$ 1,325 | \$ 500 | \$ 500 | | | | \$ 2,325 |
| 17. Outdoor Pool | \$ 4,250 | \$ 3,160 | | | | | \$ 7,410 |
| 18. Signature Park | \$ 2,500 | \$ 2,000 | | | | | \$ 4,500 |
| Total: | \$ 9,522 | \$ 8,392 | \$ 2,774 | \$ 5,125 | \$ 4,601 | \$ 196 | \$ 30,610 |
| Funding Sources | | | | | | | |
| Estimated Amount (000's) | | | | | | | |
| Beautification Fund (0317) | \$ 22 | | | | | | \$ 22 |
| TPWD Grant Funding of Pool | \$ 750 | | | | | | \$ 750 |
| General Obligation Bonds - 2018 | \$ 1,225 | | | | | | \$ 1,225 |
| General Obligation Bonds - 2019 | \$ 4,450 | | | | | | \$ 4,450 |
| General Obligation Bonds - 2020 | \$ 3,075 | | | | | | \$ 3,075 |
| CDC Funded | | \$ 2,282 | \$ 424 | \$ 425 | \$ 121 | \$ 121 | \$ 3,373 |
| Certificates of Obligation - 2022 | | \$ 3,160 | | | | | \$ 3,160 |
| General Obligation Bonds - 2022 | | \$ 2,950 | | | | | \$ 2,950 |
| Future Funding (GO)~ | | | \$ 2,350 | \$ 450 | | | \$ 2,800 |
| Unfunded Project | | | | \$ 4,250 | \$ 4,480 | \$ 75 | \$ 8,805 |
| Total: | \$ 9,522 | \$ 8,392 | \$ 2,774 | \$ 5,125 | \$ 4,601 | \$ 196 | \$ 30,610 |

* CDC Board formally approved funding on June 24, 2021.

~ Future Funding indicates a planned expense which is included in the City's Long Term Financial Plan

CITY OF CEDAR HILL
Capital Improvement Program

5 Year
FY 2022-2026

Streets Capital Projects - Summary

Estimated Expenditure (000's)

| Project Name/No. | PY Budgeted Amount | FY 2021-2022 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 | Total Estimated Cost |
|---|--------------------|--------------|------------|------------|------------|------------|----------------------|
| 1. Asphalt & Concrete Street Repair Program | | \$ 1,250 | | | | | \$ 1,250 |
| 2. US Hwy-67 Landscaping, Phase 2 | | | \$ 500 | | | | \$ 500 |
| Subtotal: | \$ - | \$ 1,250 | \$ 500 | \$ - | \$ - | \$ - | \$ 1,750 |

| FUTURE FUNDING: (TBD) | | | | | | | |
|--|------|--------|----------|----------|----------|----------|-----------|
| 3. Lake Ridge Parkway & Hwy 67 Interchange Project | | \$ 279 | \$ 279 | \$ 279 | \$ 279 | \$ 279 | \$ 1,395 |
| 4. Downtown Infrastructure | | | \$ 2,000 | | \$ 2,000 | | \$ 4,000 |
| 5. Major Concrete Street Reconstruction | | | \$ 500 | | \$ 500 | | \$ 1,000 |
| 6. Asphalt & Concrete Street Repair Program | | | | \$ 1,250 | | \$ 1,250 | \$ 2,500 |
| 7. Duncanville Rd Widening (7th Call-\$10,450,000) | | | | \$ 2,000 | \$ 4,000 | \$ 4,000 | \$ 10,000 |
| Subtotal: | \$ - | \$ 279 | \$ 2,779 | \$ 3,529 | \$ 6,779 | \$ 5,529 | \$ 18,895 |

| Carryovers from Previous Year: | | | | | | | |
|---|-----------|----------|----------|----------|----------|----------|-----------|
| 8. Asphalt & Concrete Street Repair Program (PW21-0002) | \$ 1,000 | | | | | | \$ 1,000 |
| 9. Downtown Street Reconstruction, Phase 1 & 2 (PW20-0001) | \$ 4,000 | | | | | | \$ 4,000 |
| 10. Street Lighting Improvements (Minor Streets) (PW19-0005) | \$ 200 | | | | | | \$ 200 |
| 11. Signal/Mobility Master Plan (PW18-0016) | \$ 150 | \$ 250 | \$ 250 | | | | \$ 650 |
| 12. Signal @ Wintergreen Rd & New Clark Rd (PW09-0043) | \$ 489 | | | | | | \$ 489 |
| 13. US Hwy-67 Landscape Project (PW17-0008) | \$ 500 | | | | | | \$ 500 |
| 14. Safe Routes to School (PW18-0004) | \$ 678 | | | | | | \$ 678 |
| 15. Wintergreen Rd & Duncanville Rd Intersection (PW10-0009) | \$ 464 | | | | | | \$ 464 |
| 16. Illuminated Street Name Signs (PW17-0011) (TXDOT Intersections) | \$ 600 | | | | | | \$ 600 |
| 17. Joe Wilson Rd. Improvements at Hwy 67 (PW18-0020)(Fuel City) | \$ 2,000 | | | | | | \$ 2,000 |
| Total: | \$ 10,081 | \$ 1,779 | \$ 3,529 | \$ 3,529 | \$ 6,779 | \$ 5,529 | \$ 31,226 |

| Funding Sources | Estimated Amount (000's) | | | | | | |
|---|---------------------------------|----------|----------|----------|----------|----------|-----------|
| General Obligation Bonds - 2018 (\$2,025*) | \$ 720 | | | | | | \$ 720 |
| General Obligation Bonds- 2019 (\$1,700*) | \$ 1,700 | | | | | | \$ 1,700 |
| General Obligation Bonds- 2020 (\$3,500* Total): (2,500 Nov 2017 & 1,000 Previous Approval) | \$ 2,300 | | | | | | \$ 2,300 |
| Cert. of Obligation Bonds- 2020 (\$4,000*) | \$ 4,000 | | | | | | \$ 4,000 |
| NCTCOG Funding-CMAQ/STBG Grant-Signal Project at Wintergreen and New Clark | \$ 297 | | | | | | \$ 297 |
| Fund 2027 (2008 G.O. Fund Balance)-\$464,000 Wintergreen & Duncanville Intersection & \$600,000 Illuminated Street Name Signs | \$ 1,064 | | | | | | \$ 1,064 |
| General Obligation Bonds- 2022 (\$1,500) | \$ - | \$ 1,500 | | | | | \$ 1,500 |
| Certificates of Obligation Bonds- 2022 | \$ - | \$ 279 | | | | | \$ - |
| Future Funding (GOs) ~ | \$ - | | \$ 750 | | | | \$ 750 |
| Unfunded Project | \$ - | | \$ 2,779 | \$ 3,529 | \$ 6,779 | \$ 5,529 | \$ 18,616 |
| Total: | \$ 10,081 | \$ 1,779 | \$ 3,529 | \$ 3,529 | \$ 6,779 | \$ 5,529 | \$ 30,947 |

* Original Bond Sale Amount

~ Future Funding indicates a planned expense which is included in the City's Long Term Financial Plan

CITY OF CEDAR HILL
Capital Improvement Program

5 Year
FY 2022-2026

Drainage Capital Projects - Summary

Estimated Expenditure (000's)

| Project Name/No. | PY Budgeted Amount | FY 2021-2022 | FY 2022-2023 | FY 2023-2024 | FY 2024-2025 | FY 2025-2026 | Total Estimated Cost |
|---|-------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------------------|
| 1. Roberts Drainage Improv. Phase I | \$ - | \$ 125 | \$ 700 | \$ - | \$ - | \$ - | \$ 825 |
| 2. Downtown Reg. Detention | \$ - | \$ - | \$ - | \$ 500 | \$ 700 | \$ - | \$ 1,200 |
| Carryover from Previous Years: | | | | | | | |
| | | | | | | | |
| Total: | \$ - | \$ 125 | \$ 700 | \$ 500 | \$ 700 | \$ - | \$ 2,025 |
| Funding Sources Estimated Amount (000's) | | | | | | | |
| Certificates of Obligation Bonds - 2022 | \$ - | \$ 125 | | | | | \$ 125 |
| Future Funding (TBD) ~ | \$ - | | \$ 700 | \$ 500 | \$ 700 | | \$ 1,900 |
| Total: | \$ - | \$ 125 | \$ 700 | \$ 500 | \$ 700 | \$ - | \$ 2,025 |

~ Future Funding indicates a planned expense which is included in the City's Long Term Financial Plan

Building Capital Maintenance Fund

(1000)

This is a General Governmental Fund and classified as a non-major governmental fund and grouped with non-major capital projects. The fund was established in FY 2004 with intentional transfers from the General Fund for the purpose of creating a fund for emergency and unforeseen repairs to City buildings such as HVAC systems and roofs.



Building Capital Maintenance Fund
Revenue, Expenses and Changes in Fund Balance
Fund 1000



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|----------------|-------------|
| BEGINNING FUND BALANCE | \$ 180,095 | \$ 184,438 | \$ 287,659 | \$ 287,659 | \$ 289,279 | | |
| REVENUES | | | | | | | |
| Interest income | 4,343 | 3,221 | 1,800 | 1,620 | 250 | (1,550) | -86% |
| Interfund transfer in | - | 100,000 | - | - | - | - | 0% |
| TOTAL OPERATING REVENUES | 4,343 | 103,221 | 1,800 | 1,620 | 250 | (1,550) | -86% |
| EXPENDITURES | | | | | | | |
| Capital | - | - | - | - | - | - | 0% |
| Transfer to Another Fund | - | - | - | - | - | - | 0% |
| TOTAL OPERATING EXPENDITURES | - | - | - | - | - | - | 0% |
| NET CHANGE | 4,343 | 103,221 | 1,800 | 1,620 | 250 | | |
| ENDING FUND BALANCE | \$ 184,438 | \$ 287,659 | \$ 289,459 | \$ 289,279 | \$ 289,529 | | |

Street Impact Fees
(Funds 2511 - 2514)
(all zones)

This a non-major governmental fund. Impact Fees are authorized by Chapter 395 of the Texas Local Government Code. The most recent local authorization and setting of the City's Impact Fees was established by Ordinance 2012-478. Impact Fees are reviewed every 5 years by a council appointed Advisory Committee. The committee meet semi-annually. Historically the City has utilized Impact Fees to offset debt service costs on impact fee eligible capital projects in accordance with the Capital Improvement Plan adopted as part of the Impact Fee Ordinance.



PROPOSED BUDGET
FY 2021-2022

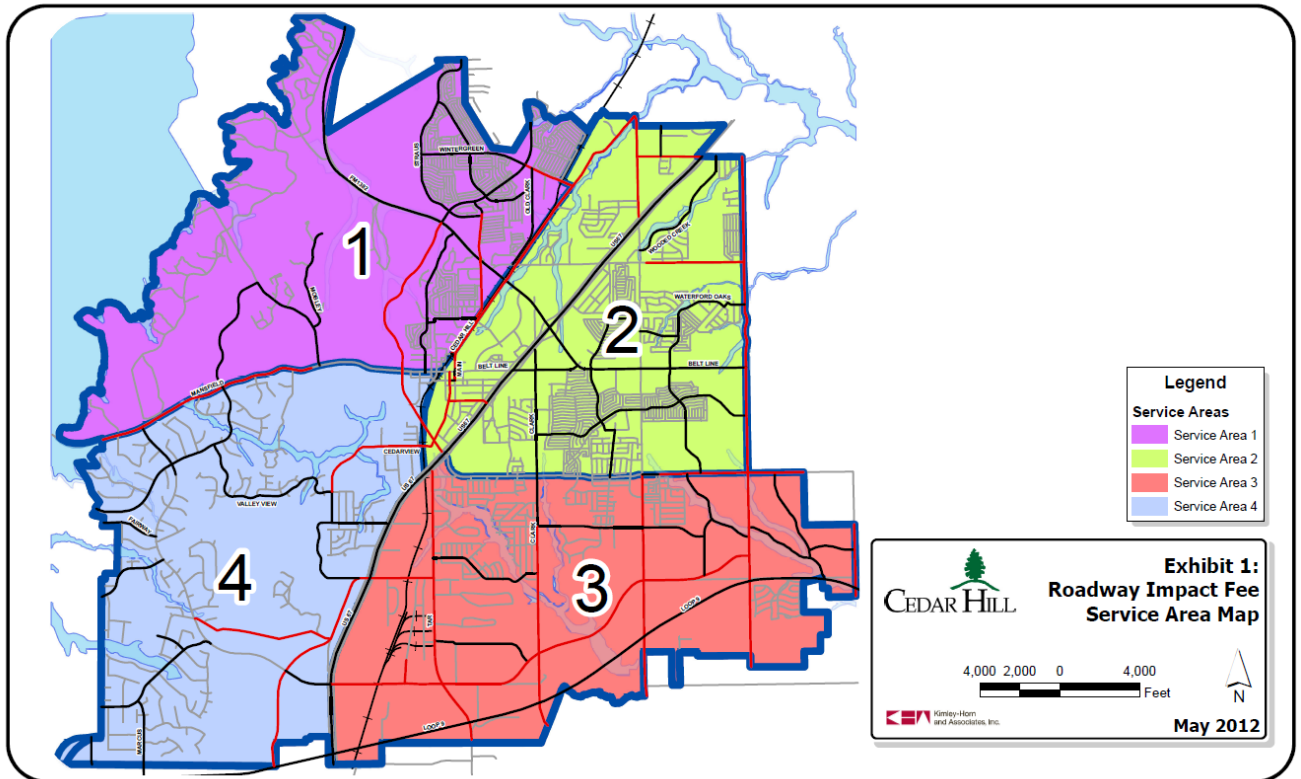
Street Impact Fees
Revenue, Expenses and Changes in Fund Balance
Summary of Funds (2511 - 2514) - All Zones



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|-----------------|-------|
| BEGINNING FUND BALANCE | \$ 4,122,739 | \$ 4,609,571 | \$ 4,570,918 | \$ 4,570,918 | \$ 4,321,918 | | |
| REVENUES | | | | | | | |
| Interest income | 86,750 | 63,661 | 39,201 | 26,000 | 3,900 | (35,301) | -90% |
| Street Impact Fees | 400,081 | 236,686 | 261,549 | 264,000 | 260,000 | (1,549) | -1% |
| Transfer from another fund | - | - | - | - | - | | |
| TOTAL OPERATING REVENUES | 486,831 | 300,347 | 300,750 | 290,000 | 263,900 | (36,850) | |
| EXPENDITURES | | | | | | | |
| Transfer to Debt Service Fund | - | 339,000 | 339,000 | 539,000 | 210,000 | | |
| Street Impact Fee Study | - | - | - | - | 166,668 | | |
| TOTAL OPERATING EXPENDITURES | - | 339,000 | 339,000 | 539,000 | 376,668 | | |
| NET CHANGE | 486,831 | (38,653) | (38,250) | (249,000) | (112,768) | | |
| ENDING FUND BALANCE | \$ 4,609,571 | \$ 4,570,918 | \$ 4,532,668 | \$ 4,321,918 | \$ 4,209,150 | | |

BUDGET FY2021-22

STREET IMPACT FEES MAP



Street Construction Fund

(2600)

This is a non-major capital project fund. The fund was established designating funds for street maintenance and construction and special projects for the improvements throughout the community. Transfers are made from the General Fund when reserves are sufficient. The funds are committed by policy of the City Council and authorization of spending of funds can only be by City Council. The City Council can authorize these funds to be transferred back to the General Fund.



PROPOSED BUDGET FY 2021-2022

Street Construction Fund
Revenue, Expenses and Changes in Fund Balance
Fund 2600



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|------------------------|-------------|
| BEGINNING FUND BALANCE | \$ 2,044,080 | \$ 2,083,694 | \$ 2,215,298 | \$ 2,215,298 | \$ 3,127,949 | | |
| REVENUES | | | | | | | |
| Interest income | 39,614 | 31,604 | 25,250 | 12,651 | 6,000 | (19,250) | -76% |
| Miscellaneous income | 20,000 | 24,500 | 24,500 | 24,500 | 24,500 | - | 0% |
| Transfer in from the General Fund | - | 100,000 | - | 900,000 | - | - | 0% |
| TOTAL OPERATING REVENUES | \$ 59,614 | \$ 156,104 | \$ 49,750 | \$ 937,151 | \$ 30,500 | \$ (19,250) | -39% |
| EXPENDITURES | | | | | | | |
| Transfer to the General Fund | - | - | - | - | - | - | - |
| PID Project | 356,689 | - | - | - | - | - | - |
| TOTAL OPERATING EXPENDITURES | 356,689 | - | - | - | - | - | - |
| Presentation Adjustment for PID Wall Loan * | 336,689 | (24,500) | (24,500) | (24,500) | (24,500) | | |
| NET CHANGE | (297,075) | 156,104 | 49,750 | 937,151 | 30,500 | (19,250) | |
| ENDING FUND BALANCE | \$ 2,083,694 | \$ 2,215,298 | \$ 2,240,548 | \$ 3,127,949 | \$ 3,133,949 | \$ (19,250) | |

* In Budget Year 2018-2019, the City entered into a participation agreement with Winding Hollow PID to construct a screening wall. The screening was completed at a cost of \$356,689. The Winding Hollow PID further agreed to reimburse the City in equal annual amounts over a period of 15 years. The PID will budget the reimbursement and reflect the reimbursement in their 5-year service plan.

Payments to date are as follows for the PID Wall:

| | |
|-------------|---------------------|
| FY2018-2019 | \$20,000 |
| FY2019-2020 | \$24,500 |
| FY2020-2021 | \$24,500 |
| FY2021-2022 | \$24,500 (budgeted) |

Running Balance

| |
|-----------|
| \$336,689 |
| \$312,189 |
| \$287,689 |

Restricted Streets Fund

(2601)

This is a non-major capital project fund . The funds are restricted for street construction and maintenance in specified segments of streets. This fund is the City's former Street Prorata Fund.



**PROPOSED BUDGET
2021-2022**

Restricted Streets Fund
Revenue, Expenses and Changes in Fund Balance
Fund 2601



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|----------------|-------------|
| BEGINNING FUND BALANCE | \$ 374,139 | \$ 382,713 | \$ 390,235 | \$ 396,535 | \$ 398,731 | | |
| REVENUES | | | | | | | |
| Interest income | 8,574 | 7,522 | 6,300 | 2,195 | 350 | (5,950) | -94% |
| Transfer in from the General Fund | - | - | - | - | - | | |
| TOTAL OPERATING REVENUES | 8,574 | 7,522 | 6,300 | 2,195 | 350 | (5,950) | -94% |
| EXPENDITURES | | | | | | | |
| Transfer to the General Fund | - | - | - | - | - | - | |
| TOTAL OPERATING EXPENDITURES | - | - | - | - | - | - | |
| NET CHANGE | 8,574 | 7,522 | 6,300 | 2,195 | 350 | - | |
| ENDING FUND BALANCE | \$ 382,713 | \$ 390,235 | \$ 396,535 | \$ 398,731 | \$ 399,081 | \$ - | |

Downtown/City Center Fund

(2602)

This is a non-major capital project fund . The Funds are restricted for projects related to City Center and Downtown. The funds were allocated to Downtown/City Center projects from a settlement with Grand Prairie. The funds were transferred from Fund 5002 in fiscal year 2018.



PROPOSED BUDGET 2021-2022

Downtown/City Center Fund
Revenue, Expenses and Changes in Fund Balance
Fund 2602



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|-----------------|----------------|
| BEGINNING FUND BALANCE | \$ 925,161 | \$ 946,461 | \$ 706,960 | \$ 706,960 | \$ 661,878 | | |
| REVENUES | | | | | | | |
| Interest income | 21,300 | 16,053 | 10,200 | 3,917 | 1,000 | \$ (9,200) | -90.20% |
| Transfer in | - | - | - | - | - | - | |
| TOTAL OPERATING REVENUES | 21,300 | 16,053 | 10,200 | 3,917 | 1,000 | (9,200) | -90.20% |
| EXPENDITURES | | | | | | | |
| Special Services | - | 255,554 | 75,000 | 49,000 | 13,970 | (61,030) | -81% |
| Transfer to the General Fund | - | - | - | - | - | - | |
| TOTAL OPERATING EXPENDITURES | - | 255,554 | 75,000 | 49,000 | 13,970 | (61,030) | -81% |
| NET CHANGE | 21,300 | (239,501) | (64,800) | (45,083) | (12,970) | | |
| ENDING FUND BALANCE | \$ 946,461 | \$ 706,960 | \$ 642,160 | \$ 661,878 | \$ 648,908 | | |

Drainage Capital Fund

(2700)

This is a non-major capital project fund. The fund was established designating funds for drainage maintenance and construction. Transfers are made from the General Fund of the City per council policy and only as reserves in the General Fund will allow. The funds are restricted for drainage and retention infrastructure.



PROPOSED BUDGET FY 2021-2022

Drainage Capital Fund
Revenue, Expenses and Changes in Fund Balance
Fund 2700



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|-------------------|---------------|
| BEGINNING FUND BALANCE | \$ 563,893 | \$ 574,706 | \$ 586,177 | \$ 586,177 | \$ 589,474 | | |
| REVENUES | | | | | | | |
| Interest income | 10,813 | 11,471 | 9,700 | 3,297 | 500 | (9,200) | -94.8% |
| Transfer in from the General Fund | - | - | - | - | - | | |
| TOTAL OPERATING REVENUES | \$ 10,813 | \$ 11,471 | \$ 9,700 | \$ 3,297 | \$ 500 | \$ (9,200) | -94.8% |
| EXPENDITURES | | | | | | | |
| Transfer to the General Fund | - | - | - | - | - | - | - |
| Capital | - | - | - | - | - | - | - |
| TOTAL OPERATING EXPENDITURES | - | - | - | - | - | - | - |
| NET CHANGE | 10,813 | 11,471 | 9,700 | 3,297 | 500 | (9,200) | |
| ENDING FUND BALANCE | \$ 574,706 | \$ 586,177 | \$ 595,877 | \$ 589,474 | \$ 589,974 | \$ (9,200) | |

Drainage Detention Fund

Fund 2701

This is a non-major capital project fund. The fund was established from developer contributions for maintenance and upkeep of the Uptown Regional Detention Facility. The funds are restricted.



PROPOSED BUDGET FY 2021-2022

Drainage Detention Fund
Revenue, Expenses and Changes in Fund Balance
Fund 2701



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|--------------|-------------|
| | \$ 92,584 | \$ 94,413 | \$ 95,650 | \$ 95,650 | \$ 111,263 | | |
| REVENUES | | | | | | | |
| Interest income | 1,829 | 1,237 | 800 | 613 | 100 | (700) | -88% |
| Developer Contributions | - | - | - | 15,000 | - | - | - |
| Transfer in from the General Fund | - | - | - | - | - | - | - |
| TOTAL OPERATING REVENUES | 1,829 | 1,237 | 800 | 15,613 | 100 | (700) | -88% |
| EXPENDITURES | | | | | | | |
| Transfer to the General Fund | - | - | - | - | - | - | - |
| Comp Plan Studies | - | - | - | - | - | - | - |
| TOTAL OPERATING EXPENDITURES | - | - | - | - | - | - | - |
| NET CHANGE | 1,829 | 1,237 | 800 | 15,613 | 100 | | |
| ENDING FUND BALANCE | \$ 94,413 | \$ 95,650 | \$ 96,450 | \$ 111,263 | \$ 111,363 | | |

**Park Development Fee Fund
Donations, East and West
(Funds 3000, 3001 & 3005)
(All Cells)**

This is a non-major special revenue fund. The funds include donations and park development fees. Park Development Fees are dedicated at the time of development or platting.



**PROPOSED BUDGET
FY 2021-2022**

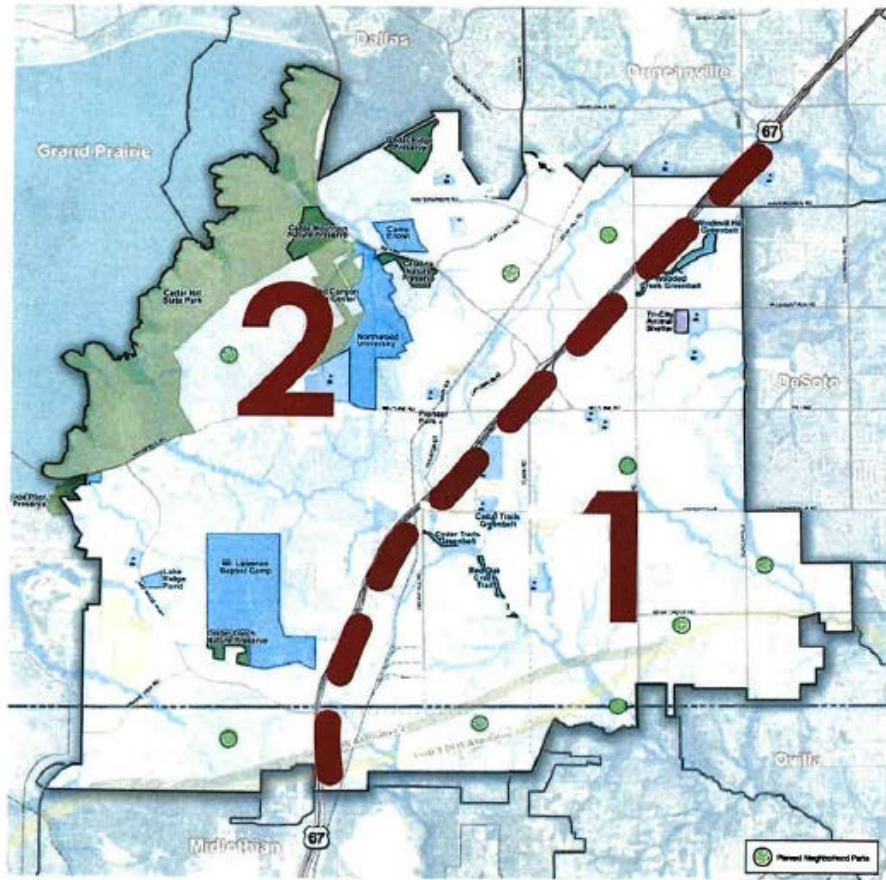
Park Development Fee Fund
Revenue, Expenses and Changes in Fund Balance
Funds (3000, 3001 & 3005)
Donation, East and West



| | ACTUAL 2018-2019 | ACTUAL 2019-2020 | BUDGET 2020-2021 | ESTIMATED 2020-2021 | PROPOSED 2021-2022 | \$ Var | % Var |
|-------------------------------------|---------------------|---------------------|---------------------|------------------------|-----------------------|-----------------|-----------|
| BEGINNING FUND BALANCE | \$ 116,119 | \$ 141,841 | \$ 42,204 | \$ 42,204 | \$ 277,460 | | |
| REVENUES | | | | | | | |
| Interest income | 3,612 | 2,130 | 1,100 | 356 | 57 | (1,043) | -95% |
| Fees | 22,110 | 21,059 | 10,000 | 234,900 | 57,700 | 47,700 | 477% |
| Miscellaneous Income | - | 141,417 | - | - | - | - | 0% |
| TOTAL OPERATING REVENUES | 25,722 | 164,606 | 11,100 | 235,256 | 57,757 | 46,657 | 420% |
| EXPENDITURES | | | | | | | |
| Playground Improvements | - | 144,576 | 10,000 | - | - | (10,000) | 0% |
| Buildings and other Improvements | - | 8,250 | - | - | - | - | 0% |
| Transfers to Another Fund | - | 111,417 | - | - | - | - | 0% |
| TOTAL OPERATING EXPENDITURES | - | 264,243 | 10,000 | - | - | (10,000) | 0% |
| NET CHANGE | 25,722 | (99,637) | 1,100 | 235,256 | 57,757 | | |
| ENDING FUND BALANCE | \$ 141,841 | \$ 42,204 | \$ 43,304 | \$ 277,460 | \$ 335,217 | | |

BUDGET FY2021-22

PARKS DEVELOPMENT FEES MAP



Ordinance No.2019-694

Parks Development Fees Zones adjusted from (4) zones to (2) zones as pictured above

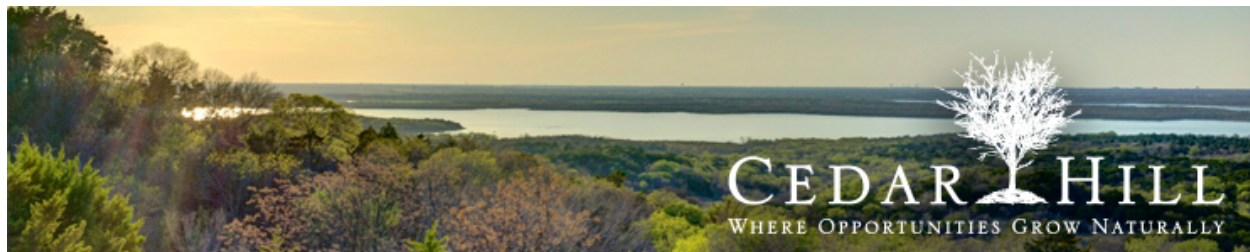
Park Zone 1 = The area of land within the city limits of the City of Cedar Hill to the **East** of Highway 67

Park Zone 2 = The area of land within the city limits of the City of Cedar Hill to the **West** of Highway 67

Other Information

Other Information

- Statistical Information
- Glossary
- **Other Information - Links**
 - Fund Balance Policy
 - Current Investment Policy
 - Budget Ordinances
 - Detailed Tax Calculation
 - Water & Sewer CIP Presentation
 - Streets, Drainage, Parks & Facilities CIP Presentation
 - Long-Range Financial Plan



STATISTICAL INFORMATION

| | |
|--------------------------------|---|
| FORM OF GOVERNMENT | Home Rule Charter, Council/Manager |
| YEAR OF INCORPORATION | 1938 |
| YEAR CITY CHARTER ADOPTED..... | 1975 |
| LAND AREA | 36 square miles (with approximately 50% undeveloped) |

PUBLIC SAFETY

| | |
|-----------------------|---|
| POLICE STATIONS | 2 |
| FIRE STATIONS | 4 |

PUBLIC WORKS

| | |
|---|-----------|
| STREETS and ALLEYS (maintained by City) | 262 miles |
| NUMBER of STREET LIGHTS | 2,665 |
| STORM SEWERS MILES..... | 78 |

WATER & SEWER

| | |
|-----------------------------------|-----------|
| • Number of Consumers | 16,564 |
| • Average Daily Consumption | 5.6 mgd |
| • Water Mains | 280 miles |
| • Sanitary Sewer Mains | 215 miles |
| • Lift Stations | 18 |

LIBRARY

| | |
|-----------------------------------|---------|
| • Card Holders | 23,144 |
| • Circulation | 208,384 |
| • Library Outreach Programs | 658 |

PARKS & RECREATION

| | |
|----------------------------------|-------|
| • Number of City Parks..... | 33 |
| • Acres of Public Park Land..... | 3,729 |
| • Lighted Ball Diamonds | 23 |
| • Lightning Detectors | 6 |

Sources: City Departments – YE FY 2020

EDUCATION (Public Schools): CEDAR HILL INDEPENDENT SCHOOL DISTRICT - CHISD

- Number of Schools 13
- Number of Teachers..... 455
- Number of Students Enrolled 7,625
- Number of District Employees (FTE) 900
- Average Daily Attendance 7,625
- CHISD Total Tax Rate \$1.306 per \$100 Valuation

Source: Cedar Hill Independent School District, CAFR YE 6/30/2020

ECONOMIC DEVELOPMENT

| Principal Employers | Est. # Employees | Rank | Workforce% |
|--------------------------------|------------------|------|--------------|
| Wal-Mart Supercenter | 250 | 1 | 0.89% |
| Total Highway Maintenance | 250 | 2 | 0.89% |
| JC Penney, Distribution Center | 240 | 3 | 0.86% |
| Super Target | 220 | 4 | 0.79% |
| Dillard's | 144 | 5 | 0.51% |
| JC Penney, Department Store | 135 | 6 | 0.48% |
| DMI Corporation | 130 | 7 | 0.46% |
| Home Depot | 130 | 8 | 0.46% |
| MJB Wood Group/Precision Wood | 125 | 9 | 0.45% |
| P&W Quality Machine, Inc | 115 | 10 | 0.41% |
| Total | 1,739 | | 6.20% |

BOND RAITING

Moody's : Aa2

Standards and Poor (S&P): AA

GLOSSARY

Accrue - To increase, grow or accumulate over time.

Accrual Basis of Accounting: A method of accounting where revenues are recorded when the service is given and the expenses are recognized when the benefit is received, regardless of the timing of related cash flows.

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

Ad Valorem Tax: A tax levied on the assessed value of real estate and personal property. This tax is also known as a property tax.

Adopted Budget: The proposed budget as initially formally approved by the City Council

Amended Budget: The adopted budget as formally adjusted by the City Council (revised budget).

Amortization: The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as maturity.

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

Appropriation (Budget) Ordinance- The official authorization made by the City Council which gives legal authority for City officials City to incur obligations and expend resources. The City's appropriation level is set at the fund level.

ARB - Appraisal Review Board

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.)

Assets: Resources owned or held by the City that have monetary value

Assigned Fund Balance: Represents resources set aside ("earmarked") by the City for a particular purpose.

Balanced Budget - A budget adopted by the City Council and authorized by ordinance where the proposed expenditures are equal to or less than the proposed revenues plus fund balances.

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.

GLOSSARY

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

Budget Ordinance (see Appropriation Ordinance)

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

Capital Outlay Expenditure- Expenditure category that result in the acquisition of or addition to fixed assets or an expenditure to extend the useful life of a fixed asset. (see fixed asset)

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.

Certified Appraisal Roll – The final property appraisals roll, as calculated by Dallas and Ellis County Appraisal Districts. The certified roll is required to be prepared by the districts by July 25th of each year.

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.

Deferred (Unearned) Revenue- Cash received from customers in advance of services received. Recorded as a liability under general accepted accounting principles. Used primarily for operations of the Alan E. Simms Recreation Center where annual memberships are recorded as deferred (unearned) revenue.

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

GLOSSARY

EEOC - Equal Employment Opportunity Commission

Effective Tax Rate (ETR): *Prior to fiscal year 2021 the Effective Tax Rate was used to describe tax calculations.* The ETR is defined by State Law as the tax rate that will raise the same amount of property tax revenue as the previous year, based on properties taxed in both years for a levying entity. The new terminology is the NNR (see NNR)

EMS - Emergency Medical Services

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 principles for the planning and programming of government budgets

Fiscal Year (FY) – A period of 12 consecutive months designated as the beginning and ending period for recording financial transactions. Cedar Hill has specified October 1st to September 30th as its fiscal year. The budget year is synonymous with the FY.

FY2020/21 – The fiscal year beginning October 1, 2020 – September 30, 2021

Fixed Assets - Assets of long-term character intended to be held or used, such as land, buildings, machinery, furniture and other equipment

Franchise Fee (Taxes) - A fee (tax) levied by the City Council on businesses (usually a public utility) that use City property or right-of-way. This fee is usually charged as a percentage of gross receipts.

Full-Time Equivalent (FTE) – Describes a position for an employee working a 40 hr. work week for 52 weeks a year (or 2,080 annual hours). The FTE for firefighters is 2,912 annual hours. *1 FTE = 2,080 annual hours or 1FTE firefighter = 2,912 annual hours. FTE ≠ the number of staff members.*

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.

GLOSSARY

Fund Balance - The excess of assets over liabilities, also known as working capital in enterprise funds. Negative fund balances are referred to as a deficit.

Full-Accrual Accounting Basis - Accounting method where revenues are recorded when earned and expenses are recorded at the time liabilities are incurred

GAAP (Generally Accepted Accounting Principles): Conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

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 & 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 & 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 City fund to another City fund for purposes such as reimbursement of expenditures, general administrative services, debt service or payments-in-lieu of taxes.

Internal Service Funds - A fund that is used to account for the purchases of equipment that costs in excess of \$5,000 per unit. The equipment is leased to the City's operating department which is equal to the City's yield on investments.

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.

Lease/Rental Expenditures – Expenditure category for use of equipment/facility or land owned by another party for a specified term such as equipment rentals, annual software user fees, and departmental payments to the Equipment Replacement Fund for items purchased via that fund on a lease back arrangement.

Levy - To impose taxes, a special assessments or service charges for the support of city activities

GLOSSARY

Liability- Debt or other legal obligations arising out of transactions or contractual obligations in the past they must be liquidated, paid, renewed, or refunded at some future date.

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

Maintenance Expenditures – Expenditure category that includes the upkeep, servicing and care of vehicles, machinery, computers, water systems, software, radios and other items.

Mgd - Millions of gallons of water per day

M.I.C.U. - Mobile Intensive Care Unit

Miscellaneous Expenditures – Expenditure category that includes publications and dues, training, uniforms, meetings and luncheons, travel/mileage and other expenditures that are not captured in another expenditure category.

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.

M&O – Acronym for “maintenance and operations.” For operational budgets, M&O is the recurring costs associated with operational activity. M&O as used in tax rate discussions, is the portion of the tax rate that is applied to the General Fund.

MUTCD - Manual on Uniform Traffic Control Devices

NCTCOG - North Central Texas Council of Governments

NNR - New Revenue Rate (NNR). The NNR tax rate is a calculation used to compare the last year's revenue and the current year's property values. The NNR is the tax rate needed to effectively raise the same amount of tax revenue the City had in the previous fiscal year. (see ETR)

Non-Departmental- Referring to activities, revenues and expenditures that are not assigned to a particular Department.

O & M (Operations and maintenance) – Expenditures for routine supplies and maintenance which are necessary for the daily operation of a department or division.

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 – a formal legislative enactment of the City Council

PACT – Police and Community Team

Per capita - A common measurement of the proportion of some statistic to individual resident determined by dividing the statistic by the current population.

Personnel Expenditures – Expenditure category that includes salaries, wages, and related fringe benefits including (taxes, health benefits, other benefits)

Position (see Full-Time Equivalent)

GLOSSARY

Proposed Budget- The financial plan initially developed by departments and the City Manager which is then presented to the City Council for approval.

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.

Restricted - Represents resources subject to externally enforceable constraints.

Retained Earnings- The accumulated earnings of an Enterprise fund or Internal Service Fund which have been retained in the fund and which are not reserved for any specified purpose.

SCADA - Supervisory Control and Data Acquisition is a water and sewer monitoring and control 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

Services Expenditures – Expenditure category used for mostly contractual or outsourced activity such as professional services from attorneys, engineers, accountants, printing services, insurance firms, subscription services, IT Network Charges, third party providers and other consultants.

Special Revenue Funds - Funds that account for proceeds of specific revenue sources that are restricted to expenditures for specific purposes

Supplies Expenditures – Expenditure category that includes expendable materials needed for operations such as office supplies, items to run programs, computer supplies, postage, minor equipment, fuel and oils, chemicals, etc.

GLOSSARY

Tax Levy - The total revenues to be raised by ad-valorem taxes for expenditures as authorized by the City Council

Tax Base- The total value of all real and personal property in the City as of January 1st of each year, as certified by the Dallas and Ellis County Appraisal Districts. The tax base represents the net taxable value after exemptions.

Tax Increment Financing (TIF) - A financing tool used to finance certain types of development costs primarily for the redevelopment of blighted areas and for construction of low- and moderate-income housing. With a TIF, the taxing entity "captures" the additional property taxes generated by the development over and above the pre-development tax revenue and uses the resultant "tax increments" to finance the development costs.

Tax Ordinance - The official enactment by the City Council to establish legal authority for city officials to levy property taxes.

Tax Rate - The amount to multiply by the tax levy to determine the revenue to be collected. The amount of tax levied for each \$100 of valuation. The tax rate is comprised of two components: the debt service rate (I&S), and the maintenance and operations (M&O) rate.

Tax Roll (see tax base)

TRA - Trinity River Authority

Transfers Expenditure Category (see Inter-Fund Transfers)

Unencumbered Balance - Available funds for future purchases

Utilities Expenditures – Expenditure category that includes services for electricity, telephone, cable, internet, cell phones, water, gas, etc.

Unassigned Fund Balance: The difference between total fund balance and non-spendable, restricted, committed and assigned components.

Voter Approval Tax Rate (VATR) – The legal maximum (3.5%) over the M&O portion of the NNR allowed by law without voter approval.

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.

Working Capital (see retained earnings) – The current assets less the current liabilities of a fund. Working capital does not include long-term assets or liabilities. For budgetary purposes, working capital, rather than retained earnings, is generally used to reflect the available resources of enterprise funds.

ZTR - A lawn mower that is able to turn in zero degrees.

BUDGET FY2021-22

Links to other Information

- [Fund Balance Policy](#)
- [Current Investment Policy – R21-638 10/26/2021](#)
- **Budget Ordinances**
 - [FY22 Tax Rate – ORD.#2021-733](#)
 - [FY22 Ratifying the Property Tax Revenue – ORD. 2021-734](#)
 - [FY22 Operating Budget Ordinance – ORD.# 2021-731](#)
 - [FY22 Five - Year Capital Budgets – ORD. # 2021-732](#)
 - [PID 1 - High Pointe PID Budget & 5 Year Service Plan – ORD # 2021-735](#)
 - [PID 2 - Waterford Oaks PID Budget & 5 Year Service Plan– ORD # 2021-736](#)
 - [PID 3 – Winding Hollow PID & 5 Year Service Plan– ORD # 2021-737](#)
 - [PID 4 - Windsor Park PID & 5 Year Service Plan– ORD # 2021-738](#)
 - [PID 5 – Cedar Crest PID & 5 Year Service Plan– ORD # 2021-739](#)
- [Detailed Tax Calculation](#)
- [FY2022 Water & Sewer CIP Presentation](#)
- [FY2022 Streets, Drainage, Parks & Facilities CIP Presentation](#)
- [Long Term Financial Plan](#)