

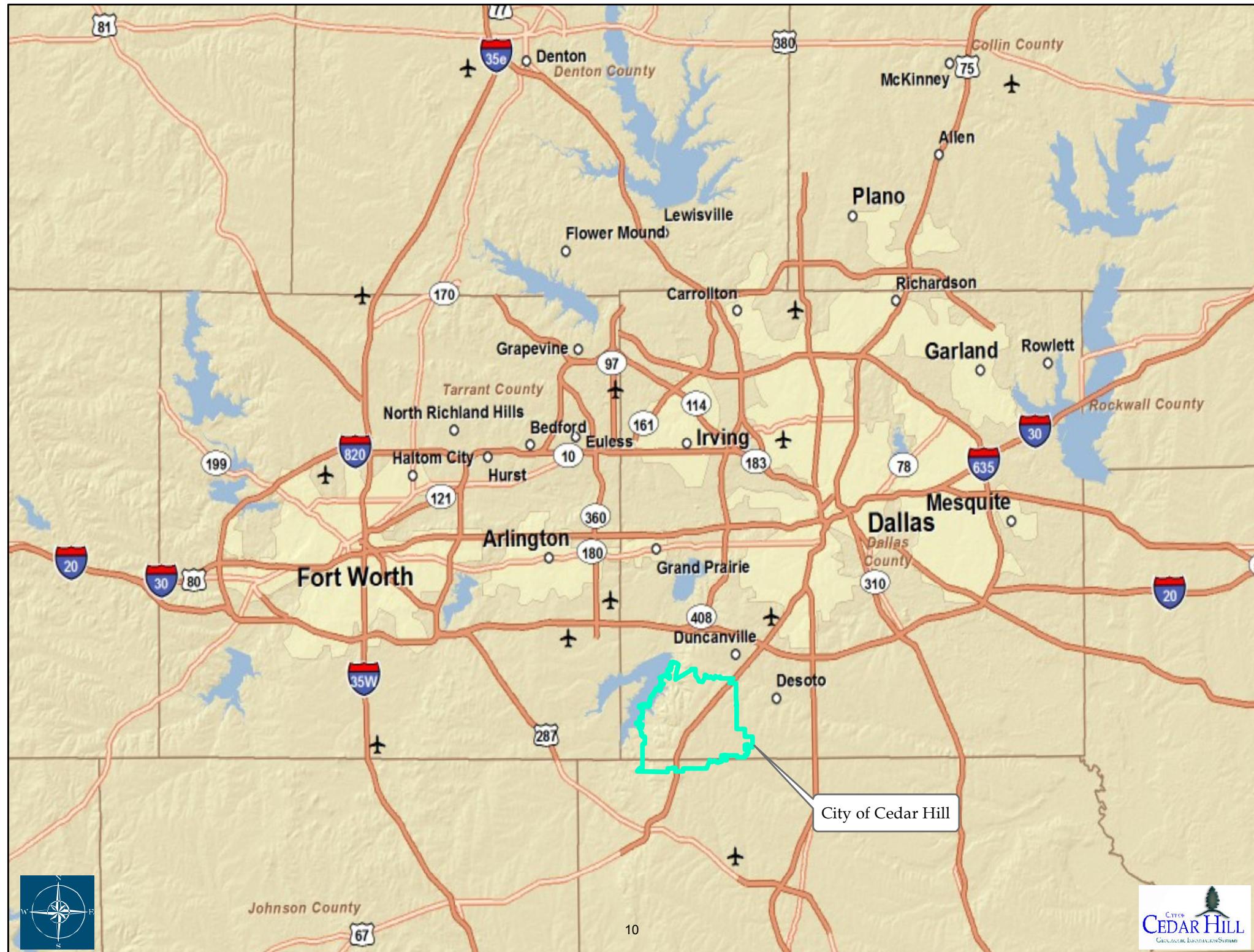
Vision Statement

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.



Vision Statement

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**CITY OF CEDAR HILL
STATISTICAL INFORMATION**

FORM OF GOVERNMENT	Home Rule Charter, Council/Manager
YEAR OF INCORPORATION	1938
YEAR CITY CHARTER ADOPTED	1975
LAND AREA	36 square miles
STREETS and ALLEYS (maintained by City).....	261 miles
R-O-W and MEDIANs MOWED.....	191 acres
MUNICIPAL WATER SYSTEM:	
• Water System Capacity	18 mgd
• Daily Average Consumption	7.9 mgd
• Number of Consumers	15,236
• Number of Sewer Connections.....	13,956
• Number of Fire Hydrants.....	2,319
• Miles of Water Mains.....	278
• Miles of Sewer Mains.....	215
FIRE STATIONS.....	4
ANNUAL LIBRARY SERVICES:	
• Circulation	140,500
• Volumes	72,500
PARKS ACREAGE	692
RECREATION SERVICES:	
• Bleachers	142
• Picnic Tables.....	101
• Benches.....	74
• Barbeque Grills.....	39
• Parks (approximately 672 acres)	30
• Practice Fields (baseball/softball/soccer/football).....	27
• Play Structures	24
• Drinking Fountains	19
• Soccer Fields (3 lighted)	18
• Baseball Fields	15
• Pavilions.....	13
• Basketball Courts.....	10
• Concession Stands.....	9

RECREATION SERVICES (continued):

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

EDUCATION (Public Schools):

• Number of Facilities	14
• Number of Teachers.....	505
• Number of Registered Students	8,280
• Number of District Employees	1,029
• Average Daily Attendance	97.48%
• Total Education Tax Rate	\$1.440 per \$100 Valuation

Source: *Cedar Hill Independent School District*

DEMOGRAPHICS:

• Population.....	46,829
• Family Household Type	81.3%
• Non-Family Household Type	18.7%
• Number of Housing Units	16,142
• Average Household Income*	\$73,194
• Per Capita Income*	\$25,328
• Average Household Size*	2.88
• Average Market Value (Single Family Resident)**	\$127,745

Source: *Claritas Site Reports, 2012**

Source: *Dallas Central Appraisal District***

BOND RATINGS:

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

MAJOR BUSINESS INDUSTRY

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

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

*Source: Cedar Hill Economic Development Office

STATUTORY REQUIREMENTS

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

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

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

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

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

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

Calculation and Publication of the Proposed Tax Rate - The tax rate, when applied to the certified appraisal roll, will produce adequate revenue to fund City services and bonded debt payments for the upcoming fiscal year. State law requires that the proposed tax rate be published in the newspaper, using a one-quarter page ad. If the proposed tax rate raises more revenue than the amount raised in the previous year, then the notice-and-hearing provisions apply as required by state law. Cedar Hill officials elected to adopt a tax rate of \$0.69569 for FY 2012-2013. A record vote was taken, and the City Council set the public hearing on the Budget on September 11th. The Annual Budget was adopted on September 11, 2012.

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

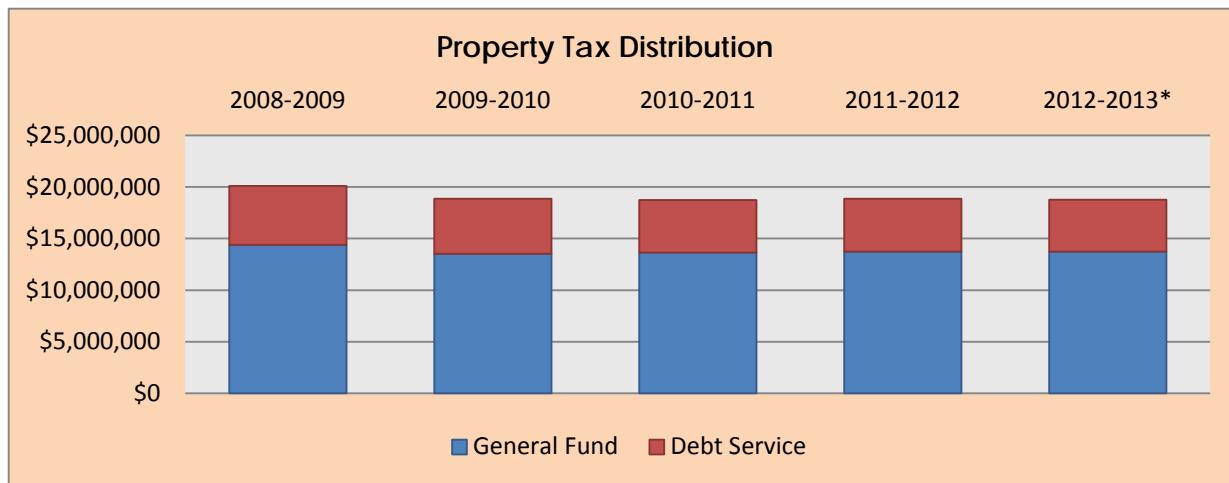
PROPERTY TAX RATE

There are two components of the property tax rate. The first component is for maintenance and operations while the second component relates to debt service requirements. When the City issues long-term debt, it plans for repayment of the debt by levying a tax sufficient to "cover" principal and interest requirements. Revenues generated from tax rates that exceed this amount may be used for general government operations. The General Fund Property Tax Revenue is projected to increase by 0.146% (\$27,275); the taxable value declined by 1.95% (\$53,626,447). The following table and chart depict the adopted tax rates, taxes collected and tax distribution in Cedar Hill for the past five years.

Fiscal Year	Certified Assessed Value	General Fund Tax Rate	Debt Service Tax Rate	Total Tax Rate	Total Tax Collections**
08/09	\$3,134,055,604	\$0.45949	\$0.18191	\$0.64140	\$20,101,833
09/10	\$2,943,557,019	\$0.45949	\$0.18191	\$0.64140	\$18,879,975
10/11	\$2,795,373,935	\$0.48809	\$0.18191	\$0.67000	\$18,729,005
11/12	\$2,751,093,808	\$0.49982	\$0.18606	\$0.68588	\$18,869,202
12/13*	\$2,697,467,361	\$0.50963	\$0.18606	\$0.69569	\$18,766,011

* Budget

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



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

The City contracts with the County to send a tax bill to a property owner in Cedar Hill who owns a home valued at \$100,000. The tax rate adopted for this year is \$0.69569 per \$100 of valuation. Therefore, the City tax on a \$100,000 home is \$695.69. When the tax bill is paid, the City divides the payment into two portions: one is for debt service and one is for City operations. For FY 2012-2013, \$186.06 will be used for debt service requirements while the remaining \$509.63 will be used to fund City operations. For FY 2012-2013, the Maintenance and Operation (M and O) Tax Rate increased to \$0.50963, and the Interest and Sinking (I and S) Tax Rate remained at \$0.18606.

Fiscal Year	Tax Rate	\$100,000 Home	\$125,000 Home	\$150,000 Home	\$200,000 Home	\$250,000 Home
08/09	\$0.64140	\$641.40	\$801.75	\$962.10	\$1,282.80	\$1,603.50
09/10	\$0.64140	\$641.40	\$801.75	\$962.10	\$1,282.80	\$1,603.50
10/11	\$0.67000	\$670.00	\$837.50	\$1,005.00	\$1,340.00	\$1,675.00
11/12	\$0.68588	\$685.88	\$857.35	\$1,028.82	\$1,371.76	\$1,714.70
12/13*	\$0.69569	\$695.69	\$869.61	\$1,043.54	\$1,391.38	\$1,739.23

BASIS OF ACCOUNTING

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

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

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

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

BASIS OF BUDGETING

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

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

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

GOVERNMENTAL FUND TYPES

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

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

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

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

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

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

Capital Projects Fund - The Capital Projects Fund accounts for financial resources used for the construction of major general government capital facilities (other than those financed by the Enterprise Fund and the Community Development Corporation Fund). The active Capital Projects Fund for FY 2012-2013 includes the:

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

PROPRIETARY FUND TYPES

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

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

BUDGET PROCESS

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

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

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

Throughout the month of March, department directors developed operating budgets and capital project worksheets that identified and prioritized current and future permanent public improvements along with work schedules for such projects. The worksheets also detailed increases or decreases in operations and maintenance costs (if any) for the projects. In the months of April, May and June, the Budget Team met twice with each department director and division head. Funding for new program requests and continuation budgets was decided upon, and on August 10, 2012, the proposed budget was submitted to the City Council. The proposed budget, in draft form, was placed on file in the City Secretary's office for public review.

The City Council held the Facilities, Streets and Parks Capital Improvement Workshop on March 20, the Water and Sewer Workshop on May 15, the preliminary Budget Workshop on June 19 and the Budget Workshop on August 10, 2012. On September 11, 2012, a public hearing was conducted on the proposed budget. Immediately following the budget hearing, the City Council adopted the proposed operating and capital budgets and the proposed tax rate. The calendar timeline is presented on the next page.

2013 Budget Calendar

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

DAY/DATE	EVENT (page 2)
Friday, August 10 th	City Secretary posts 72-hour Notice of City Council Meeting to discuss Tax Rate
Tuesday, August 14th	Present Effective, Rollback Tax Rate, Schedules and Fund Balances to City Council. City Council to discuss Tax Rate. If proposed Tax Rate exceeds the Effective Rate or the Rollback Rate, take record vote and schedule required public hearing on proposed Tax Rate. A record vote is not required if the City Council keeps the Tax Rate at or below the zero effective rate.
Sunday August 12 th	Newspaper publishes effective and rollback tax rates, schedules and fund balances
Thursday August 16 th	Deadline to provide newspaper with "Notice of Public Hearing on Tax Increase" is the first quarter-page in newspaper.
Sunday, August 19 th	Newspaper publishes Notice of Public Hearing on Tax Increase; the first quarter-page in newspaper (seven days before public hearing)
Friday, August 24 th	City Secretary posts 72-hour notice for first public hearing; Last day to file copy of Budget with City Secretary
Thursday, August 23 rd	Deadline to provide newspaper with one-quarter page ad entitled "Notice of Public Hearing on Tax Increase."
Tuesday, August 28th	First public hearing
Sunday, August 26 th	Newspaper publishes required second one-quarter page entitled "Notice of Public Hearing on Tax Increase"
Friday, August 31 th	City Secretary posts 72-hour notice for second public hearing;
Thursday, August 30 th	Deadline to provide newspaper with second one-quarter page "Notice of Tax Revenue Increase."
Tuesday, September 4th	Second public hearing

DAY/DATE	EVENT (page 3)
Sunday, September 2 nd	Newspaper publishes required one-quarter page entitled "Notice of Tax Revenue Increase"
Friday, September 7 th	City Secretary posts 72-hour notice for meeting at which City Council will adopt Budget
Friday, September 7 th	City Secretary posts 72-hour notice for meeting at which City Council will adopt Tax Rate
Tuesday, September 11th	Public Hearing on Budget; adopt Budget; adopt Tax Rate
Wednesday, September 12 th	File adopted Budget with City Secretary and Library; City Secretary to file Budget with County Clerk

BUDGET AMENDMENTS

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

PRIORITIES AND ISSUES AFFECTING THE BUDGET

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

1. Declining Property Tax Revenue:

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

2. Minimal Growth in Sales Tax:

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

3. Rising Health Care Costs:

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

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

THEME

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

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

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

NON-FINANCIAL GOALS

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

Cedar Hill is Safe.

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

Cedar Hill has Texas Schools of Choice.

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

Cedar Hill is clean.

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

Cedar Hill has vibrant parks and natural beauty.

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

Cedar Hill has a strong and diverse economy.

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

Cedar Hill has excellent, safe and efficient infrastructure.

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

Cedar Hill has distinctive character.

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

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

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

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

(continued)

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

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

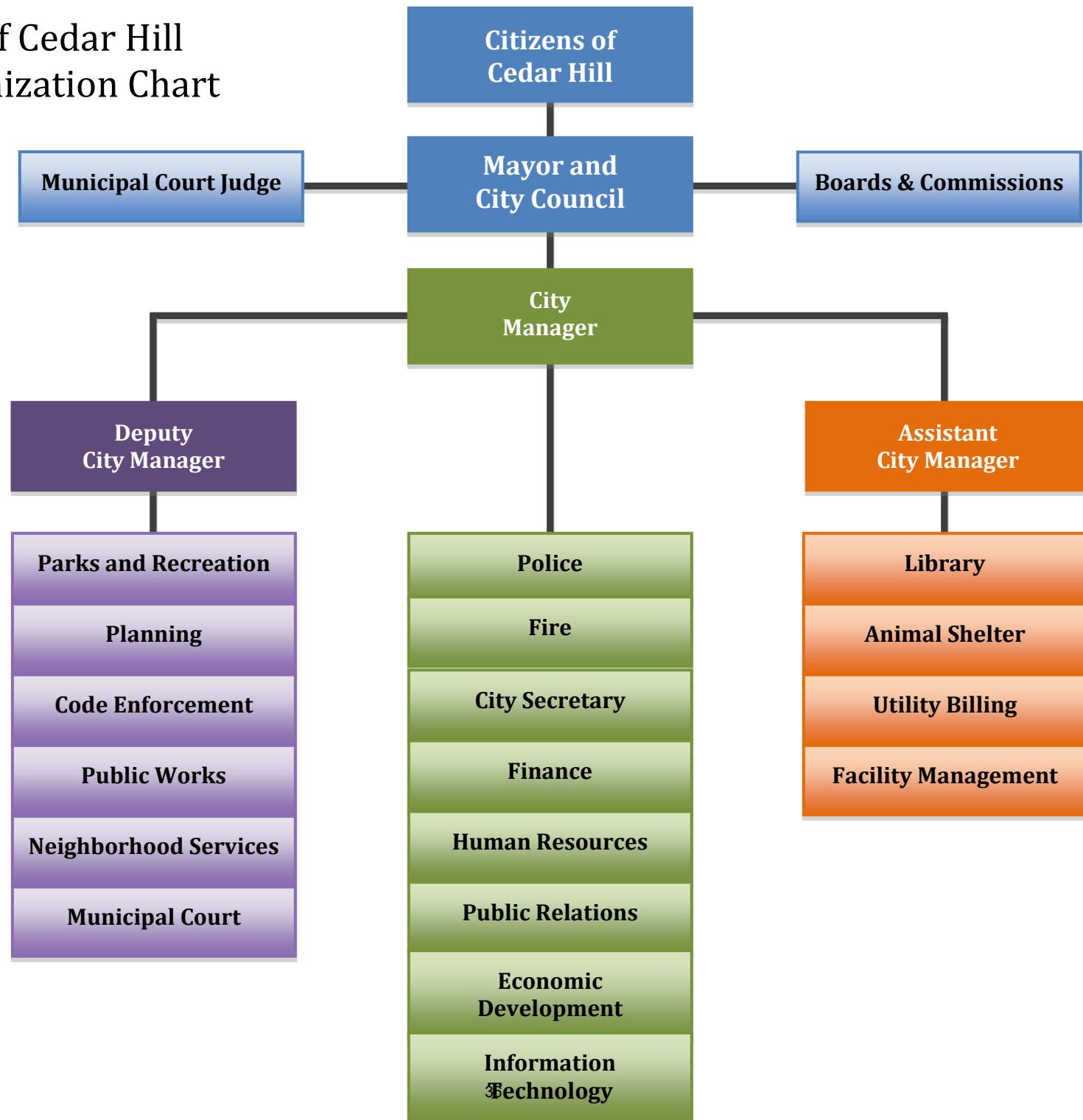
PREMIER STATEMENTS	SHORT-TERM GOALS	LONG-TERM GOALS
Cedar Hill is safe.	Fully staffed Public Safety	Safety everywhere at all times
Cedar Hill is safe.	A third Crime Analyst	Safe City reputation
Cedar Hill is safe.	All neighborhoods engaged in safety	Safest City in the metroplex
Cedar Hill has Texas Schools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

(Continued)

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



City of Cedar Hill Organization Chart



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

DEPARTMENT / DIVISION	08/09	09/10	10/11	11/12	12/13
Administration	10.00	10.00	10.00	10.00	10.00
Human Resources	5.00	5.00	4.00	4.00	4.00
Information Technology	4.00	4.00	4.00	4.00	4.00
Finance	6.75	6.75	6.75	6.75	6.75
Government Center	2.50	2.50	2.50	4.39	2.50
Non-Departmental	1.50	1.50	0.77	0.77	2.27
Police	86.10	86.10	87.10	87.40	87.40
Animal Control	2.00	2.00	2.00	2.00	2.00
Fire	78.00	78.00	78.00	78.00	78.00
Municipal Court	6.80	6.80	7.43	7.43	7.93
Code Enforcement	9.00	9.00	9.00	9.00	9.00
Animal Shelter	10.53	10.53	10.53	10.53	10.53
Parks	26.40	26.40	26.40	26.40	26.40
Recreation	12.50	12.50	11.50	11.50	11.50
Library	10.72	10.72	10.72	10.72	10.72
Neighborhood Services	1.00	1.00	1.00	1.00	1.00
Planning	4.00	4.00	4.00	4.00	4.00
Streets and Drainage	14.25	14.25	14.25	14.25	14.25
Fleet Maintenance	3.00	3.00	3.00	3.00	3.00
Total General Operating Fund:	294.05	294.05	292.95	295.14	295.25
Water and Sewer	44.65	44.65	44.65	44.65	44.65
Total Water and Sewer Operating Fund:	44.65	44.65	44.65	44.65	44.65
Economic Development Corporation	3.00	3.00	3.00	3.00	3.00
Total Economic Development Operating Fund:	3.00	3.00	3.00	3.00	3.00
Valley Ridge Park	6.79	6.79	6.79	6.79	7.79
Recreation Center	22.50	22.50	22.50	23.00	23.00
Total Community Development Operating Fund:	29.29	29.29	29.29	29.79	30.79
GRAND TOTAL:	370.99	370.99	369.89	372.58	373.69

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

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

DEPARTMENT	PAY GRADE	08/09	09/10	10/11	11/12	12/13
Administration:						
City Manager	N/A	1.00	1.00	1.00	1.00	1.00
Deputy City Manager	N/A	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	N/A	0.00	0.00	1.00	1.00	1.00
City Secretary	620	1.00	1.00	1.00	1.00	1.00
Assistant to the City Manager	619	1.00	1.00	0.00	0.00	0.00
Public Relations Manager	618	1.00	1.00	1.00	1.00	1.00
Administrative Assistant to the City Manager	615	1.00	1.00	1.00	1.00	1.00
Executive Assistant	615	2.00	2.00	2.00	2.00	2.00
Executive Secretary	614	0.00	0.00	0.00	1.00	1.00
Administrative Secretary	612	1.00	1.00	1.00	0.00	0.00
Part-Time Clerk	92	1.00	1.00	1.00	1.00	1.00
Subtotal:		10.00	10.00	10.00	10.00	10.00
Human Resources:						
Assistant City Manager	NA	1.00	1.00	0.00	0.00	0.00
Human Resources Director	621	1.00	1.00	1.00	1.00	1.00
Human Resources Generalist II	617	0.00	0.00	0.00	1.00	1.00
Human Resources Generalist I	616	1.00	1.00	1.00	1.00	1.00
Human Resources Analyst	615	1.00	1.00	1.00	0.00	0.00
Human Resources Assistant	613	1.00	1.00	1.00	1.00	1.00
Subtotal:		5.00	5.00	4.00	4.00	4.00
Information Technology:						
Information Technology Director	620	1.00	1.00	1.00	0.00	0.00
Information Technology Manager	620	0.00	0.00	0.00	1.00	1.00
Senior Systems Analyst	618	1.00	1.00	1.00	1.00	1.00
Information Systems Analyst	617	1.00	1.00	1.00	1.00	1.00
Part-Time Technician	94	0.50	0.50	0.50	0.50	0.50
Part-Time Clerk	91	0.50	0.50	0.50	0.50	0.50
Subtotal:		4.00	4.00	4.00	4.00	4.00
Finance:						
Finance Director	622	1.00	1.00	1.00	1.00	1.00
Accounting Manager	619	1.00	1.00	1.00	1.00	1.00
Senior Accountant	617	1.00	1.00	1.00	1.00	1.00
Budget Analyst/Purchasing Agent	616	1.00	1.00	1.00	1.00	1.00
Accountant	616	1.00	1.00	1.00	1.00	1.00
Account Clerk	611	1.00	1.00	1.00	1.00	1.00
Part-Time Account Clerk	92	0.75	0.75	0.75	0.75	0.75
Subtotal:		6.75	6.75	6.75	6.75	6.75
Government Center:						
Facility Manager	619	1.00	1.00	1.00	1.00	1.00
Building Maintenance Worker	613	1.00	1.00	1.00	1.00	1.00
Part-Time Building Attendant	91	0.50	0.50	0.50	2.39	0.50
Subtotal:		2.50	2.50	2.50	4.39	2.50
Non-Departmental:						
Building Maintenance Supervisor	617	1.00	0.00	0.00	0.00	0.00
Building Maintenance Crew Chief	614	0.00	0.00	0.00	0.00	0.00
Building Maintenance Worker	613	0.00	1.00	0.00	0.00	1.50
Part-Time Building Maintenance Worker	91	0.50	0.50	0.77	0.77	0.77
Subtotal:		1.50	1.50	0.77	0.77	2.27

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

DEPARTMENT	PAY GRADE	08/09	09/10	10/11	11/12	12/13
Police:						
Police Chief	622	1.00	1.00	1.00	1.00	1.00
Assistant Police Chief	850	2.00	2.00	2.00	2.00	2.00
Police Lieutenant	840	6.00	6.00	6.00	7.00	7.00
Police Sergeant	830	8.00	8.00	8.00	8.00	8.00
Police Corporal	825	0.00	0.00	0.00	8.00	8.00
Police Officer	820	50.00	50.00	50.00	41.00	41.00
Police Information Supervisor	617	1.00	1.00	1.00	1.00	1.00
Crime Manager (Grant)	616	0.00	0.00	1.00	1.00	1.00
Crime Victim Assistance Manager	615	1.00	1.00	1.00	1.00	1.00
Crime Analyst	615	1.00	1.00	1.00	1.00	1.00
Executive Assistant	615	0.00	0.00	0.00	1.00	1.00
Executive Secretary	615	1.00	1.00	1.00	0.00	0.00
Investigative Aide	614	1.00	1.00	1.00	1.00	1.00
Community Service Officer	614	2.00	2.00	2.00	2.00	2.00
Property Room Coordinator	614	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	612	1.00	1.00	1.00	1.00	1.00
Public Service Officer	612	5.00	5.00	5.00	5.00	5.00
Police Records Clerk	612	3.00	3.00	3.00	3.00	3.00
Alarm Billing Clerk	612	0.00	0.00	0.00	0.00	0.00
Part-Time Community Service Officers	94	1.60	1.60	1.60	1.60	1.60
Part-Time Administrative Secretary	93	0.50	0.50	0.50	0.80	0.80
Subtotal:		86.10	86.10	87.10	87.40	87.40
Animal Control:						
Animal Control Officer	614	2.00	2.00	2.00	2.00	2.00
Subtotal:		2.00	2.00	2.00	2.00	2.00
Fire:						
Fire Chief	622	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	960	0.00	0.00	0.00	1.00	1.00
Assistant Fire Chief	960	1.00	1.00	1.00	0.00	0.00
Battalion Chief	950	3.00	3.00	3.00	3.00	3.00
Fire Marshal	950	1.00	1.00	1.00	1.00	1.00
Emergency Medical Services Chief	950	1.00	1.00	1.00	1.00	1.00
Fire Captain	940	12.00	12.00	12.00	12.00	12.00
Fire Inspector	930	1.00	1.00	1.00	1.00	1.00
Driver/Engineer	930	12.00	12.00	12.00	12.00	12.00
Firefighter/Paramedic	920	45.00	45.00	45.00	45.00	45.00
Executive Secretary	614	1.00	1.00	1.00	1.00	1.00
Subtotal:		78.00	78.00	78.00	78.00	78.00
Municipal Court:						
Municipal Court Administrator	618	1.00	1.00	1.00	1.00	1.00
Senior Marshal	617	1.00	1.00	1.00	1.00	1.00
City Marshal	616	1.00	1.00	1.00	1.00	1.00
Juvenile Case Manager	615	0.00	0.00	0.00	0.00	1.00
Senior Court Clerk	614	1.00	1.00	1.00	1.00	1.00
Court Clerk	612	2.00	2.00	2.63	2.63	2.13
Bailiff	N/A	0.80	0.80	0.80	0.80	0.80
Subtotal:		6.80	6.80	7.43	7.43	7.93

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

DEPARTMENT	PAY GRADE	08/09	09/10	10/11	11/12	12/13
Code Enforcement:						
Building Official	620	1.00	1.00	1.00	1.00	1.00
Code Enforcement Supervisor	617	1.00	1.00	1.00	1.00	1.00
Senior Building Inspector	616	1.00	1.00	1.00	1.00	1.00
Building Inspector	615	2.00	2.00	2.00	2.00	2.00
Senior Code Enforcement Officer	615	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer	614	2.00	2.00	2.00	2.00	2.00
Permit Technician	613	1.00	1.00	1.00	1.00	1.00
Subtotal:		9.00	9.00	9.00	9.00	9.00
Animal Shelter:						
Shelter Manager	618	1.00	1.00	1.00	1.00	1.00
Assistant Shelter Manager	615	1.00	1.00	1.00	1.00	1.00
Shelter Attendant	612	5.00	5.00	5.00	5.00	5.00
Part-Time Attendant	92	3.53	3.53	3.53	3.53	3.53
Subtotal:		10.53	10.53	10.53	10.53	10.53
Parks:						
Parks and Recreation Director	621	1.00	1.00	1.00	1.00	1.00
Parks Maintenance Superintendent	619	1.00	1.00	1.00	1.00	1.00
Parks Operations Supervisor	618	1.00	1.00	1.00	1.00	1.00
Parks Maintenance Crew Chief	615	3.00	3.00	3.00	3.00	3.00
Irrigation Technician/Maintenance Worker	614	1.00	1.00	1.00	1.00	1.00
Chemical Application Technician	614	1.00	1.00	1.00	1.00	1.00
Parks Maintenance Worker	612	6.00	6.00	6.00	6.00	6.00
Administrative Secretary	612	1.00	1.00	1.00	1.00	1.00
Part-Time and Seasonal Workers	N/A	11.40	11.40	11.40	11.40	11.40
Subtotal:		26.40	26.40	26.40	26.40	26.40
Recreation:						
Recreation Superintendent	619	1.00	1.00	1.00	1.00	1.00
Athletic Supervisor	616	1.00	1.00	1.00	1.00	1.00
Athletic Coordinator	615	1.00	1.00	1.00	1.00	1.00
Project Specialist	615	0.00	0.00	0.00	1.00	1.00
Senior Center Supervisor	614	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	612	2.00	2.00	1.00	0.00	0.00
Part-Time Bus Driver	94	0.63	0.63	0.63	0.63	0.63
Part-Time Senior Center Coordinator	92	0.63	0.63	0.63	0.63	0.63
Part-Time and Seasonal Lifeguards	92-93	5.25	5.25	5.25	5.25	5.25
Subtotal:		12.50	12.50	11.50	11.50	11.50
Library:						
Library Director	621	1.00	1.00	1.00	1.00	1.00
Manager of Library Services	618	0.00	1.00	1.00	1.00	1.00
Children's Services Manager	617	0.00	0.00	0.00	0.00	1.00
Systems Librarian	617	1.00	1.00	0.00	0.00	0.00
Reference Librarian	616	1.00	1.00	1.00	1.00	1.00
Children's Librarian	616	1.00	1.00	1.00	1.00	1.00
Library Circulation Coordinator	614	1.00	1.00	1.00	1.00	0.00
Administrative Secretary	612	1.00	1.00	1.00	1.00	1.00
Library Assistant	612	1.00	0.00	0.00	0.00	0.00
Part-Time Library Assistant	92	1.35	1.35	1.35	1.35	1.35
Part-Time Clerk	91	2.00	2.00	3.00	3.00	3.00
Part-Time Page	90	0.37	0.37	0.37	0.37	0.37
Subtotal:		10.72	10.72	10.72	10.72	10.72
Neighborhood Services:						
Neighborhood Services Coordinator	616	1.00	1.00	1.00	1.00	1.00
Subtotal:		1.00	1.00	1.00	1.00	1.00

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

DEPARTMENT	PAY GRADE	08/09	09/10	10/11	11/12	12/13
Planning:						
Director of Planning	621	1.00	1.00	1.00	1.00	1.00
Senior Planner	617	1.00	1.00	1.00	1.00	1.00
Planner	616	1.00	1.00	1.00	1.00	1.00
Development Services Coordinator	615	0.00	0.00	0.00	1.00	1.00
Executive Secretary	614	1.00	1.00	1.00	0.00	0.00
Subtotal:		4.00	4.00	4.00	4.00	4.00
Street and Drainage:						
Street Maintenance Supervisor	617	1.00	1.00	1.00	1.00	1.00
Signs and Signals Coordinator	616	1.00	1.00	1.00	1.00	1.00
Street Maintenance Crew Chief	615	3.00	3.00	3.00	3.00	3.00
Street Maintenance Drainage Crew Chief	614	1.00	1.00	1.00	1.00	1.00
Street Maintenance Worker	612	8.00	8.00	8.00	8.00	8.00
Seasonal Maintenance Worker	91	0.25	0.25	0.25	0.25	0.25
Subtotal:		14.25	14.25	14.25	14.25	14.25
Fleet Maintenance:						
Fleet Maintenance Superintendent	617	1.00	1.00	1.00	1.00	1.00
Senior Mechanic	616	1.00	1.00	1.00	1.00	1.00
Mechanic	615	1.00	1.00	1.00	1.00	1.00
Subtotal:		3.00	3.00	3.00	3.00	3.00
Utility Billing:						
Customer Service Manager	618	1.00	1.00	1.00	1.00	1.00
Customer Service Specialist	615	1.00	1.00	1.00	1.00	1.00
Senior Meter Reader	614	1.00	1.00	1.00	1.00	1.00
Senior Customer Service Representative	614	0.00	0.00	1.00	1.00	1.00
Meter Reader Lead	613	1.00	1.00	1.00	1.00	1.00
Lead Customer Service Representative	613	1.00	1.00	0.00	0.00	0.00
Receptionist	612	1.00	1.00	1.00	1.00	1.00
Meter Reader	612	3.00	3.00	3.00	3.00	3.00
Customer Service Representatives	611	5.00	5.00	5.00	5.00	5.00
Part-Time Meter Readers	92	1.50	1.50	1.50	1.50	1.50
Part-Time Customer Service Representative	92	0.50	0.50	0.50	0.50	0.50
Utility Billing Subtotal:		16.00	16.00	16.00	16.00	16.00
Administration:						
Public Works Director	622	1.00	1.00	1.00	1.00	1.00
Assistant Public Works Director	620	0.00	0.00	0.00	0.00	0.00
City Engineer	620	1.00	1.00	0.00	0.00	0.00
Civil Engineer	619	1.00	1.00	2.00	2.00	2.00
Project Engineer	618	0.00	0.00	0.00	1.00	1.00
Civil Engineer in Training (EIT)	618	1.00	1.00	1.00	0.00	0.00
Environmental Project Coordinator	618	1.00	1.00	1.00	1.00	1.00
Senior Construction Inspector	616	0.00	0.00	0.00	0.00	0.00
GIS Coordinator	616	1.00	1.00	1.00	1.00	1.00
Construction Inspector	615	2.00	2.00	2.00	2.00	2.00
GIS Technician	614	1.00	1.00	1.00	1.00	1.00
Executive Secretary	614	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	612	1.00	1.00	1.00	1.00	1.00
Data Entry Clerk	611	1.00	1.00	1.00	1.00	1.00
Public Works/Engineering Subtotal:		12.00	12.00	12.00	12.00	12.00

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

DEPARTMENT	PAY GRADE	08/09	09/10	10/11	11/12	12/13
Waste and Wastewater Operations:						
Public Works Operations Manager	620	1.00	1.00	1.00	1.00	1.00
Utilities Supervisor	617	1.00	1.00	1.00	1.00	1.00
Utilities Maintenance Crew Chief	615	4.00	4.00	4.00	4.00	4.00
Utilities Technician	614	2.00	2.00	2.00	2.00	2.00
Mechanic	614	1.00	1.00	1.00	1.00	1.00
Utilities Maintenance Worker	612	7.00	7.00	7.00	7.00	7.00
Seasonal Part-Time Utilities Laborer	91	0.65	0.65	0.65	0.65	0.65
Waste and Wastewater Operations:		16.65	16.65	16.65	16.65	16.65
Total Water and Sewer:		44.65	44.65	44.65	44.65	44.65
Valley Ridge Park:						
Parks Maintenance Crew Chief	615	0.00	0.00	0.00	0.00	1.00
Parks Maintenance Worker	612	4.00	4.00	4.00	4.00	4.00
Part-Time and Seasonal Laborers	N/A	2.79	2.79	2.79	2.79	2.79
Subtotal:		6.79	6.79	6.79	6.79	7.79
Recreation Center:						
Recreation Center Manager	618	1.00	1.00	1.00	1.00	1.00
Recreation Center Coordinator	615	4.00	3.00	3.00	3.00	3.00
Special Events Coordinator	615	1.00	1.00	1.00	1.00	1.00
Building Maintenance Technician	613	1.00	1.00	1.00	1.00	1.00
Recreation Assistant Lead	613	0.00	1.00	1.00	1.00	1.00
Administrative Secretary	612	1.00	1.00	1.00	1.00	1.00
Recreation Assistant - Fitness	611	1.00	1.00	1.00	1.00	1.00
Custodian	611	2.00	2.00	2.00	2.00	2.00
Member Services Assistant	611	1.00	1.00	1.00	2.00	2.00
Part-Time Recreation Assistant	N/A	2.50	2.50	2.50	2.50	2.50
Part-Time Member Services Assistant	N/A	6.50	6.50	6.50	6.00	6.00
Part-Time Building Attendant	N/A	1.50	1.50	1.50	1.50	1.50
Subtotal:		22.50	22.50	22.50	23.00	23.00
Economic Development:						
Economic Development Director	621	1.00	1.00	1.00	1.00	1.00
Business Retention and Marketing Manager	618	1.00	1.00	1.00	1.00	1.00
Executive Assistant	615	1.00	1.00	1.00	1.00	1.00
Subtotal:		3.00	3.00	3.00	3.00	3.00
TOTAL STAFF		370.99	370.99	369.89	372.58	373.69

FORMAT OF THE FY 2012-2013 ADOPTED BUDGET

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

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

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

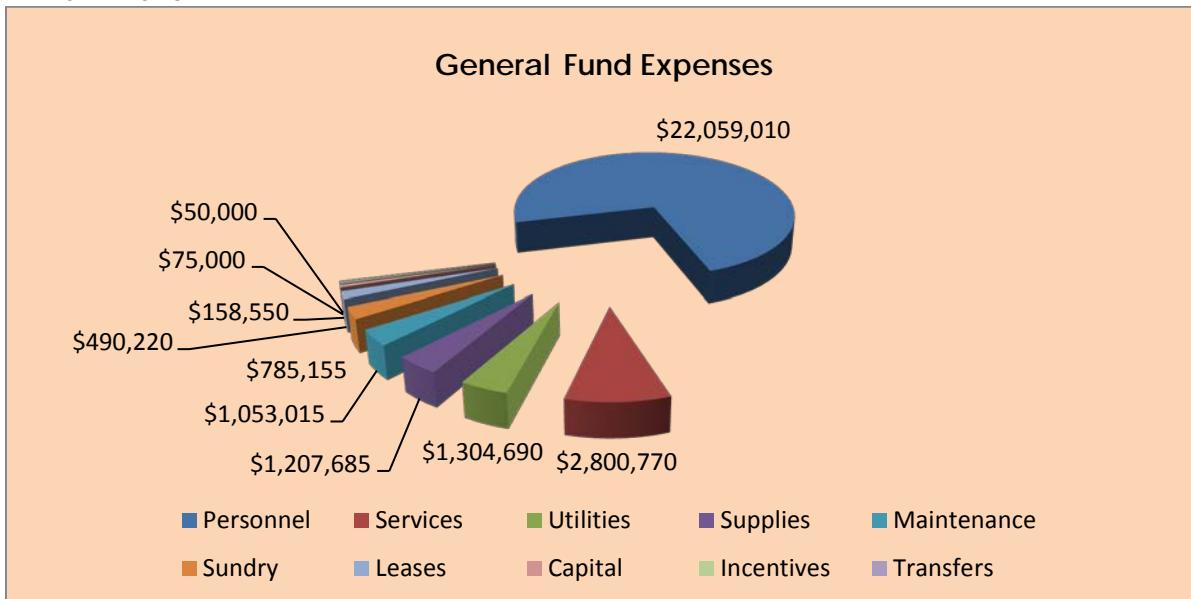
On the following page is a table which shows the relationship with fund, category, department/division and funding source.

FINANCIAL STRUCTURE OF THE BUDGET

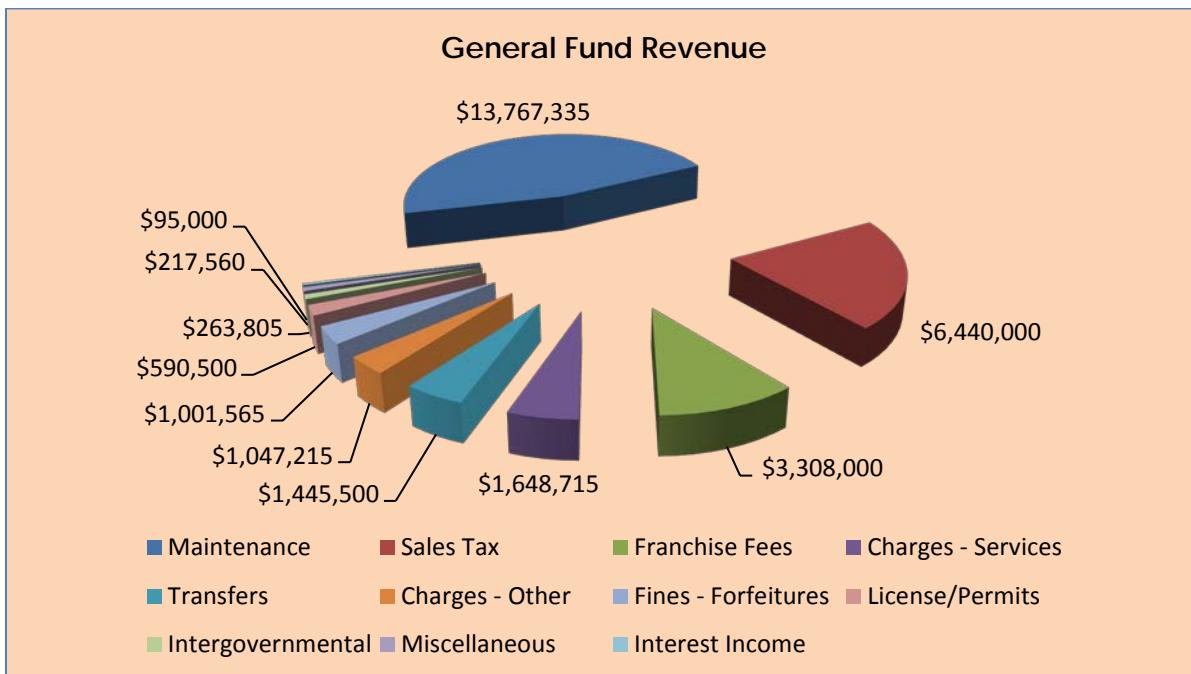
CATEGORY	DEPARTMENT/DIVISION	FUNDING SOURCE
General Administration	Administration Human Resources Information Technology Finance Government Center Non-Departmental	General Fund General Fund General Fund General Fund General Fund General Fund
Public Safety	Police Police Police Police	General Fund Forfeiture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

GENERAL FUND COMPOSITION, ASSUMPTIONS AND CHANGES FROM PRIOR YEARS

General Fund Expenditures are budgeted at \$29,984,095 for FY 2012-2013. This represents a 4.43% increase from the estimated total expenditures for FY 2011-2012. The pie chart below shows the expenditures [categories] budgeted in the General Fund for FY 2012-2013.



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

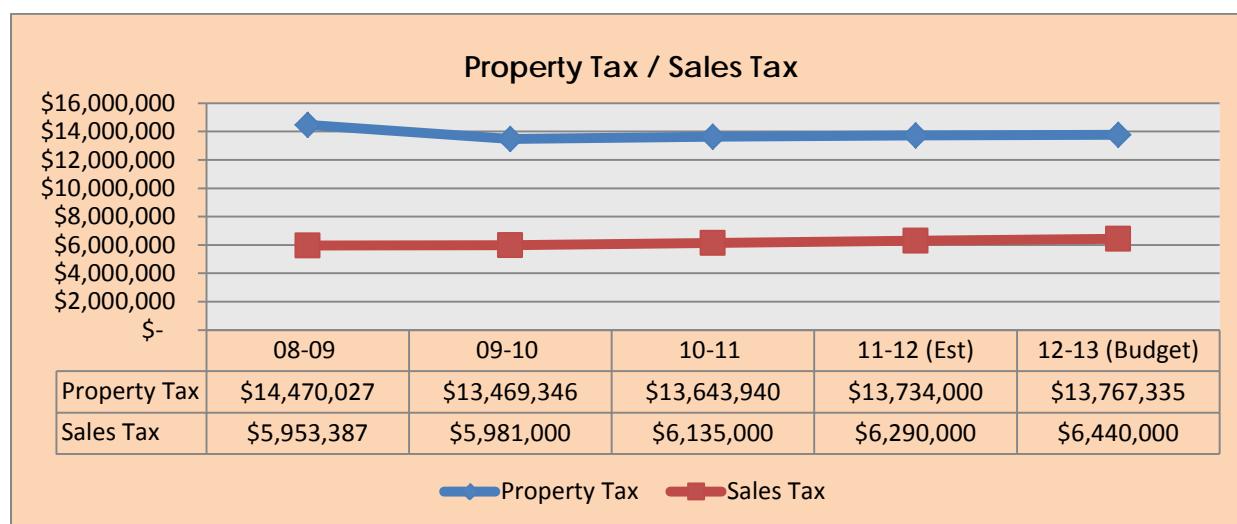


AD-VALEREM PROPERTY TAX

Taxes are due October 1, immediately following the January 1 lien date, and are delinquent on the following February 1. Delinquent taxes are subject to a 15% penalty and 6% interest, according to state law. The Certified Tax Roll is reflective of all taxable property in the City as of January 1, 2011. Certified property valuations, provided by the Dallas County Appraisal District and the Ellis County Appraisal District, totaled \$2,697,467,361. This is a decrease of \$53,626,447 or 1.95% below the previous Tax Roll. This is attributable to poor nation-wide market conditions. Ad-valorem property tax revenue for FY 2012-2013 is budgeted to generate \$13,767,335 in operating funds, inclusive of delinquent taxes and related penalty and interest charges. This amount represents 46.16% of all General Fund operating revenues. The FY 2012-2013 Budget in this revenue category increased by 0.24% from the estimated total collections for FY 2011-2012.

SALES TAX

The sales tax rate in Cedar Hill is 8.25%. This is the maximum sales tax rate in Texas as set by the legislature. In January 1994, the voters in Cedar Hill passed a referendum providing for two extra one-half cent sales taxes that brought the City's sales tax to the legal limit. One-half cent is dedicated for economic development purposes, and the other one-half cent is dedicated for community development purposes. Sales tax receipts are the result of a tax levy on the sale of goods and services within the City as authorized by the State of Texas. Alcoholic beverage taxes are the result of mixed beverage and private club licensees remitting a 14% mixed beverage gross receipts tax to the state. The state then remits 10.71% of those taxes to the City. Sales taxes for the General Fund are budgeted at \$6,440,000 for FY 2012-2013. This amount is 21.59% of all General Fund revenues. The FY 2012-2013 Budget in this revenue category experienced a 2.38% increase over the estimated total collections for FY 2011-2012. The table and graph below provides a five year history of Sales and Property Tax.



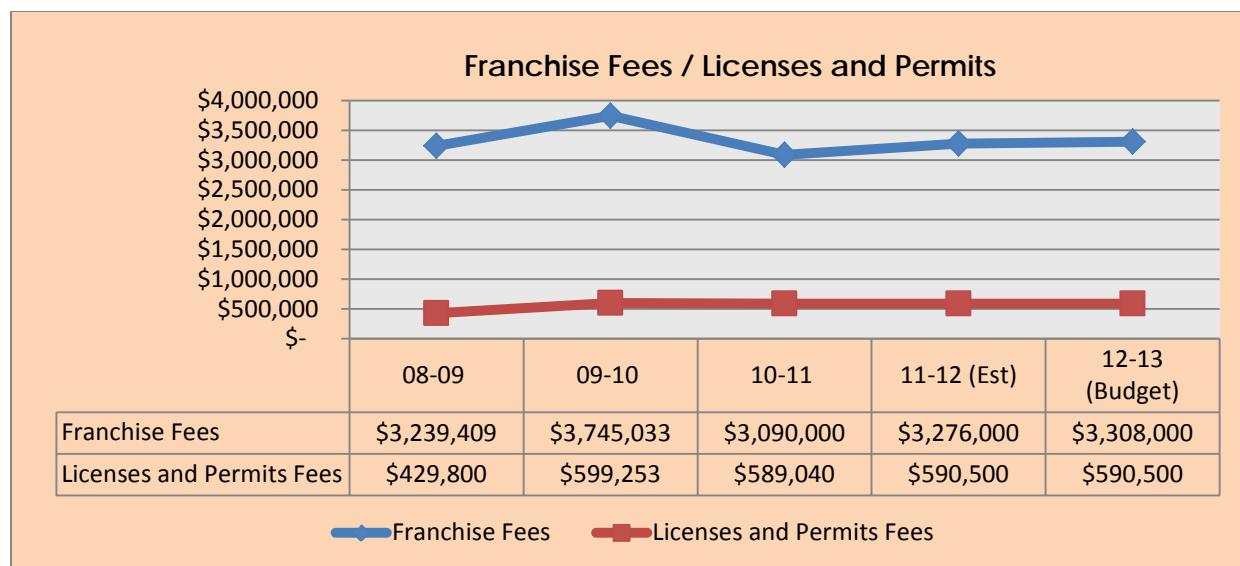
FRANCHISE FEES

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

Franchise Fees for FY 2012-2013 are budgeted at \$3,308,000. This is a 0.98% increase from the estimated total collections of \$3,276,000 for FY 2011-2012. The increase in this revenue category is due to increase in the commercial sector. Since these fees are based upon the utilities' gross receipts, population growth determines the rise or fall of this revenue category. This year, franchise taxes represent 11.09% of all General Fund revenue.

LICENSES AND PERMITS

Licenses and Permits revenue includes fees charged by the City for certain types of operator licenses and permits for construction and other items regulated by City ordinances. Revenue in this category is budgeted at \$590,500. This year, licenses and permits represent 1.98% of all General Fund revenue. The table and graph below reflect a five year history of the City's Franchise and Licenses and Permits Fees collections.



CHARGES FOR SERVICES

This revenue category accounts for funds earned by the City in exchange for providing specific types of services. These funds result from Ambulance Service Fees, 911 Service Fees, Recreation and Sanitation Billing Fees, Intergovernmental and Inter-fund Fees. This revenue category increased by 1.54% from the FY 2011-2012 estimated totals. The Charges for Services revenue category is currently budgeted at \$1,648,715 and represents 5.53% of the General Fund revenue.

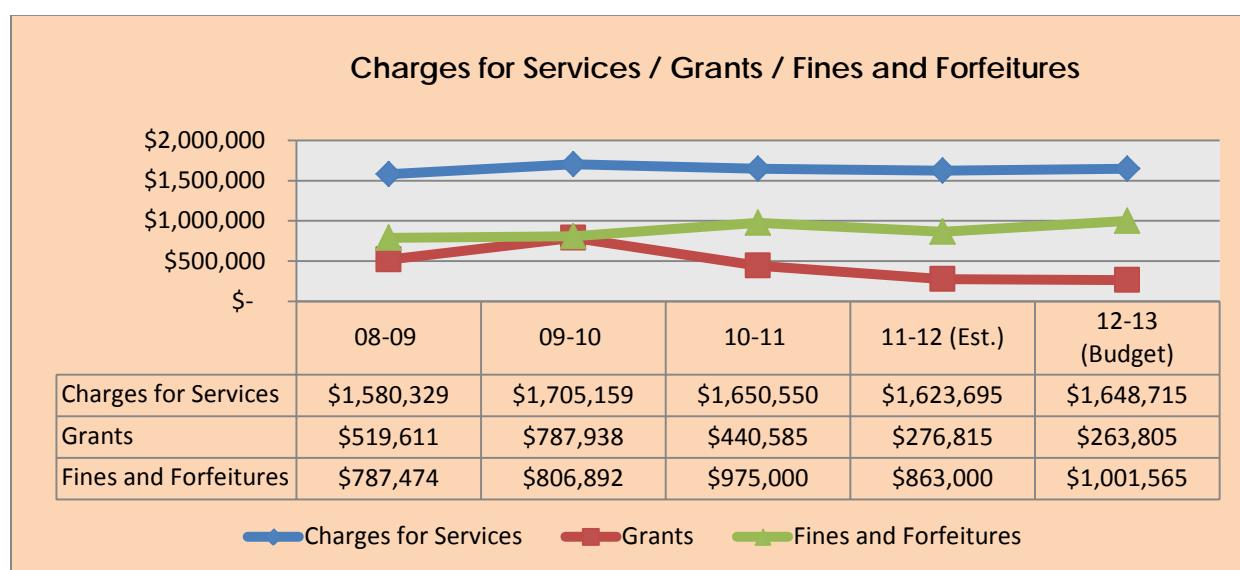
INTERGOVERNMENTAL GRANTS

Intergovernmental Grants account for funds received to reimburse cost for police and fire activities. For FY 2012-2013, the City anticipates receiving \$263,805 or 4.7% less grant funding than FY 2011-2012. This year's grant revenue is 0.88% of the General Fund revenue.

FINES AND FORFEITURES

Fines and Forfeitures represent revenue generated from the Municipal Court and other punitive actions. This revenue category is anticipated to increase by 16.06% from the previous year's estimate of \$863,000. For FY 2012-2013, Fines and Forfeitures (\$1,001,565) represent 3.36% of the General Fund revenue.

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



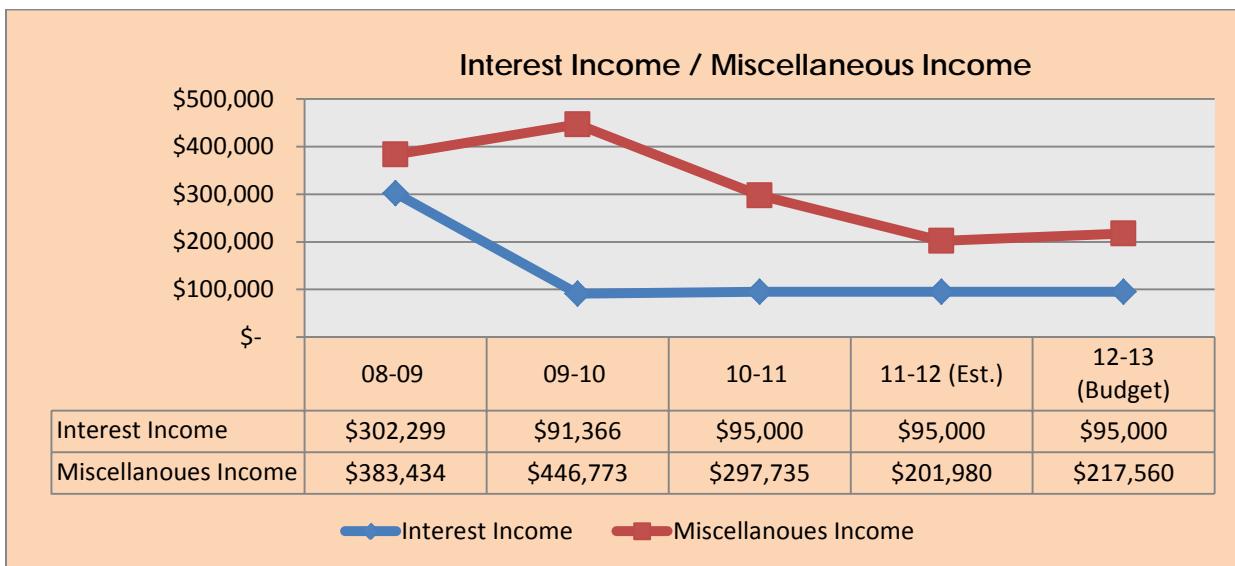
INTEREST INCOME

Interest Income represents yield on investments. This revenue source is anticipated to remain the same as last year's estimated earnings. The FY 2012-2013 Budget for Interest Income is \$95,000 and represents 0.32% of General Fund revenue.

MISCELLANEOUS INCOME

Miscellaneous Income represents revenue generated from donations, vehicle and equipment auctions and any other revenue source(s) that do not fit (by definition) in the other eight major revenue categories. For FY 2012-2013, this revenue category is budgeted at \$217,560 and represents 0.73% of General Fund revenue.

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



General Fund Expenditures for FY 2012-2013 total \$29,984,095. The FY 2012-2013 estimated expenditures is \$28,711,510. The difference is \$1,272,585 and represents a 4.43% increase. This increase is partially due to a one-time lump-sum payment, that was City Council approved, and continuing increasing health insurance costs. A brief explanation of the four divisions is listed below.

PUBLIC SAFETY

Departments in this division include Police, Animal Control, Fire, Emergency Management, Municipal Court, Code Enforcement and Animal Shelter. This division is currently budgeted at \$19,626,250 and represents 65.46% of the General Fund's budget. There was a 5.60% increase from the FY 2011-2012 estimate.

ADMINISTRATIVE SERVICES

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

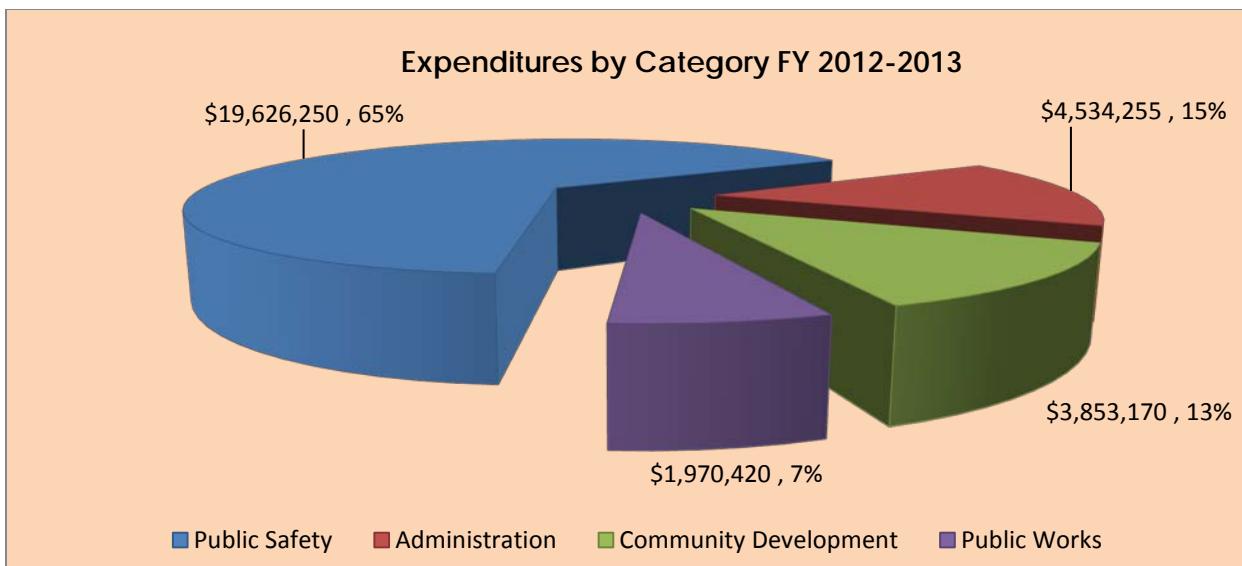
COMMUNITY DEVELOPMENT

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

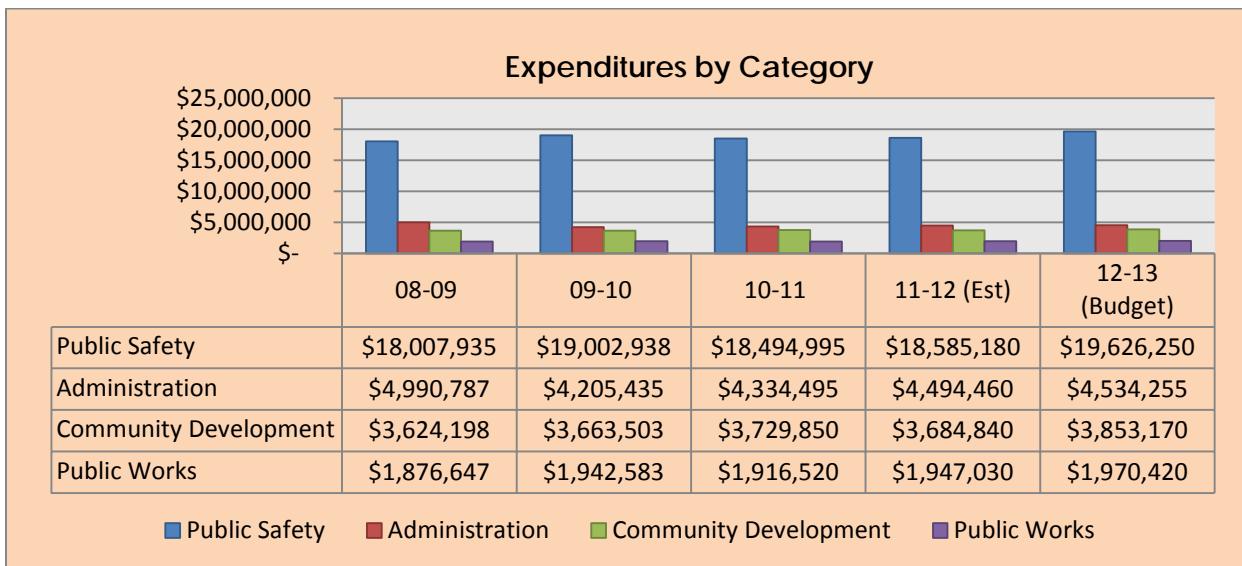
PUBLIC WORKS

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

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

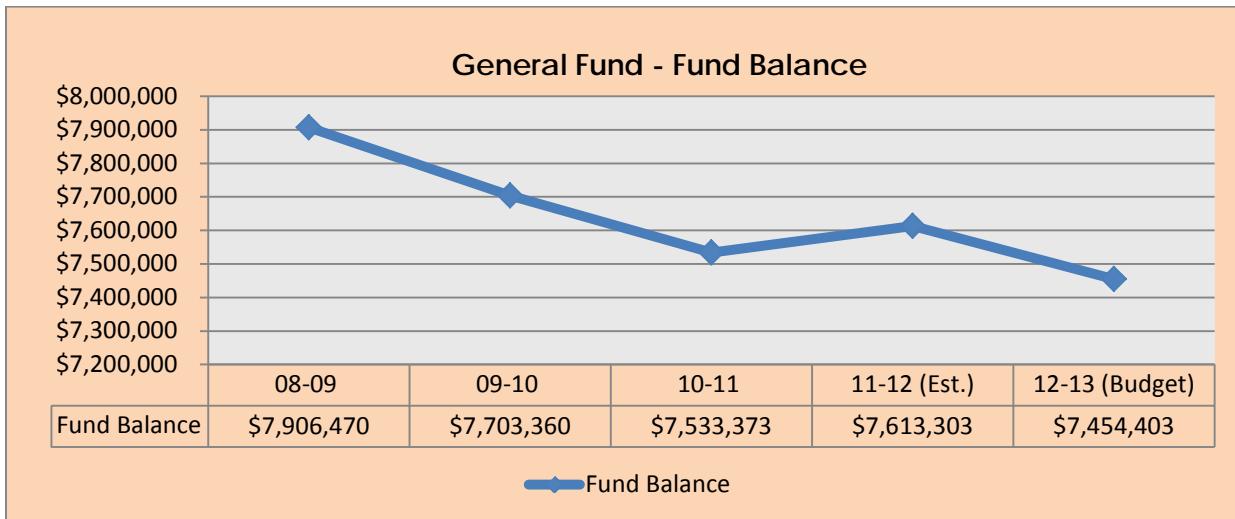


The bar graph below reflects that Cedar Hill has historically emphasized Public Safety to protect Cedar Hill's citizens, businesses and residents. The bar graph also provides a five year spending pattern regarding the General Fund's spending divisions.



GENERAL FUND BALANCE

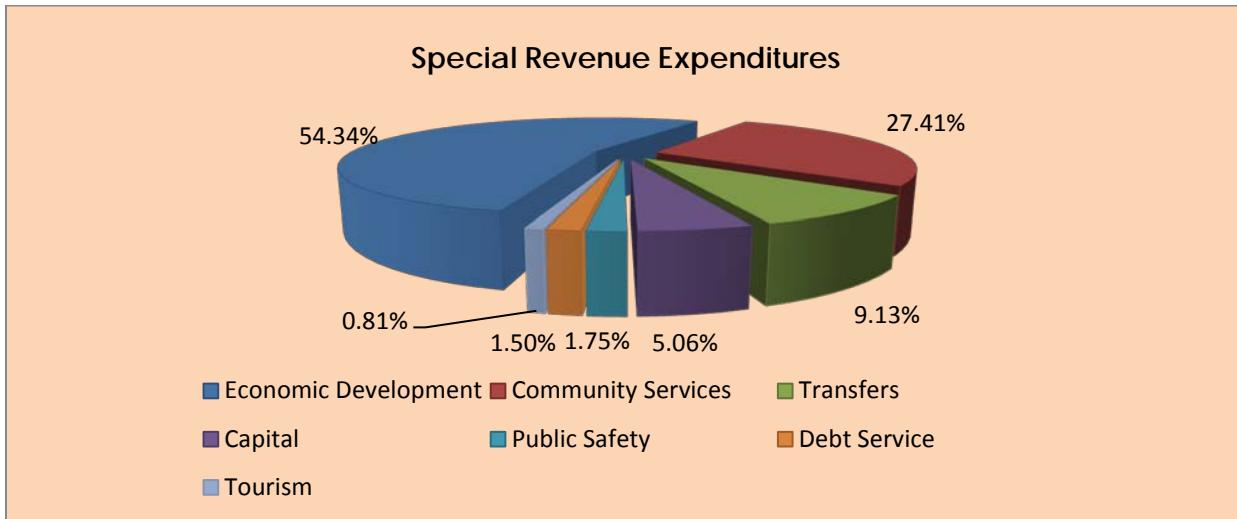
The fund balance, also known as surplus funds, is the excess of assets over liabilities. As reflected in the graph below, the General Fund Balance experienced a decline of 2.09% (\$158,900) from the FY 2012 estimate. This is another example of poor economic conditions. The \$7,454,403 fund balance is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



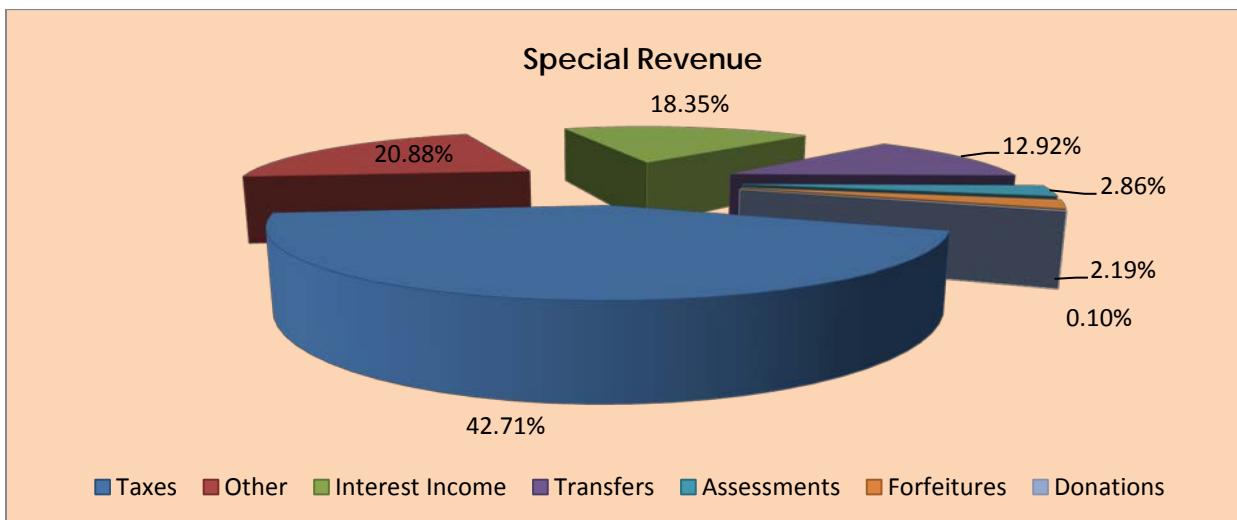
SPECIAL REVENUE FUNDS

COMPOSITION, ASSUMPTIONS AND CHANGES FROM PRIOR YEARS

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

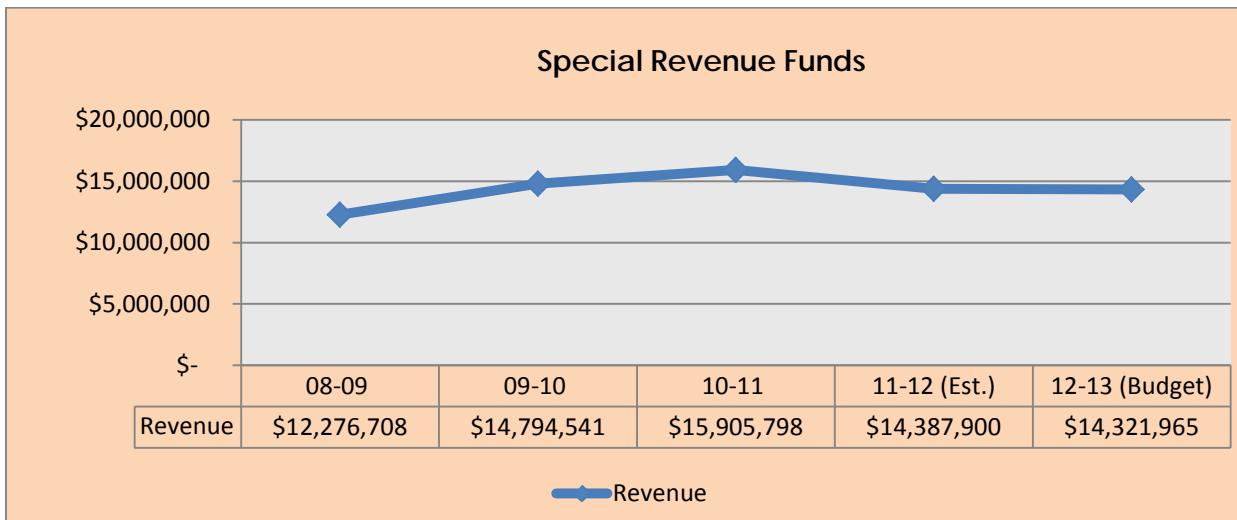


Revenue in the Special Revenue Funds total \$14,321,965 for FY 2012-2013. This represents an 8.09% increase from the total expenditures during FY 2011-2012. The pie chart below shows the operating category from which the revenue is anticipated to come.

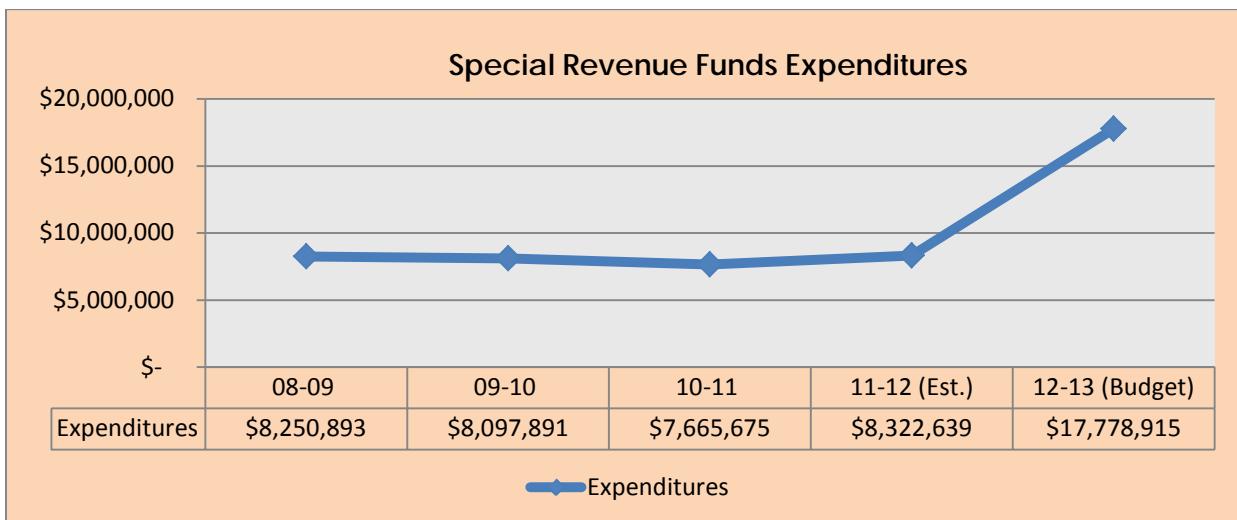


SPECIAL REVENUE FUNDS

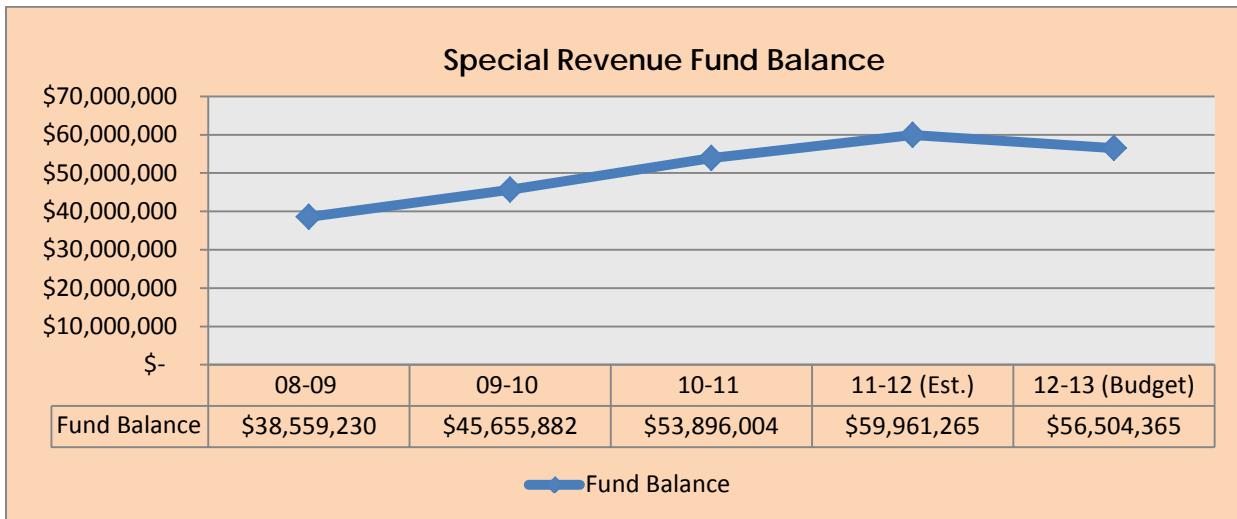
Special Revenue Funds revenue has consistently ranged between \$12 million and \$15 million since FY 2008-2009. For FY 2012-2013, this fund is budgeted at \$14,321,965 in revenues. The table and graph below provides a five year history of the Special Revenue Funds.



Special Revenue Funds expenditures are budgeted at \$17,778,915 for FY 2012-2013. The two major categories are Economic Development and Community Services. This table and graph below provides a five year history of the Special Revenue expenditures.



The Special Revenue Funds accounts for the proceeds of specific revenue sources that are restricted to specific purposes. As reflected in the graph below, the fund balance has experienced a decline of 2.98% from the FY 2012 estimate. The table and graph below provide a five year history in the Special Revenue's Fund Balance. For a more detail report of special revenue information, please refer to the Special Revenue Service section of this document.



SPECIAL REVENUE FUNDS

The Special Revenue Funds track the proceeds of specific revenue sources that are restricted to expenditures for specified purposes. Each fund is defined below, along with any new programs and/or significant changes for FY 2012-2013.

The **Forfeiture Fund** tracks forfeited drug monies dedicated for Police Department use. The FY 2012-2013 Budget total is \$29,050 for various and sundry items.

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

The **Animal Shelter Donation Fund** tracks monies dedicated for animal shelter use. The FY 2012-2013 Budget totals \$14,250.

The **Library Fund** tracks monies donated for books written about Cedar Hill. The FY 2012-2013 Budget totals \$21,000.

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

The **High Pointe Public Improvement District Fund** tracks the activities of the High Pointe Public Improvement District (PID). The FY 2012-2013 Budget includes \$330,550 for various improvements to the High Pointe area.

The **Waterford Oaks Public Improvement District Fund** tracks the activities of the Waterford Oaks Public Improvement District (PID). The FY 2012-2013 Budget includes \$87,200 for various improvements to the Waterford Oaks area.

The **Police Reserve Pension Fund** tracks monies set aside to fund the Police Reserve Officers' Benefit Plan. The FY 2012-2013 Budget totals \$19,055.

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

The **Joe Pool Escrow Fund** tracks the accumulation of monies to pay the Joe Pool Lake Water Rights Liability to the Trinity River Authority (TRA). The FY 2012-2013 Budget includes transfers totaling \$1,850,000. No expenditures are anticipated for the fund this fiscal year.

The **Traffic Safety Fund** tracks the accumulation and expenditures of monies from the red light cameras throughout the City. The fund is expected to spend \$494,200 in the FY 2012-2013 Budget, including \$26,725 to the State of Texas.

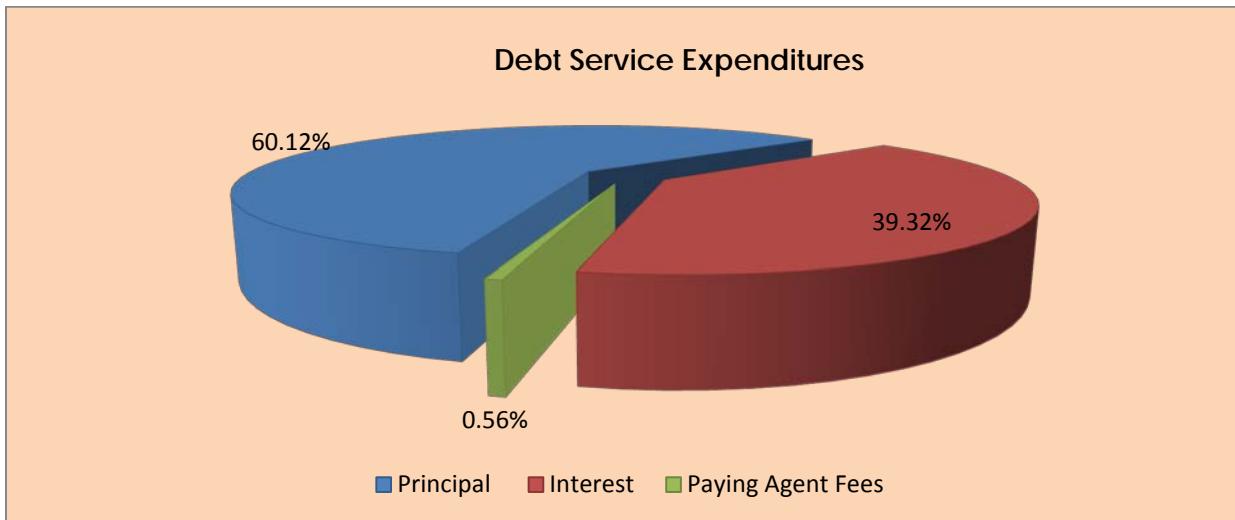
The **Community Development Corporation Fund** revenue source is from a one-half cent sales tax authorized by a 1994 local option election. The FY 2012-2013 Budget includes \$266,165 to be paid into the Debt Service and \$462,300 to be transferred into the City's Debt Service Fund. Recreation Center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

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

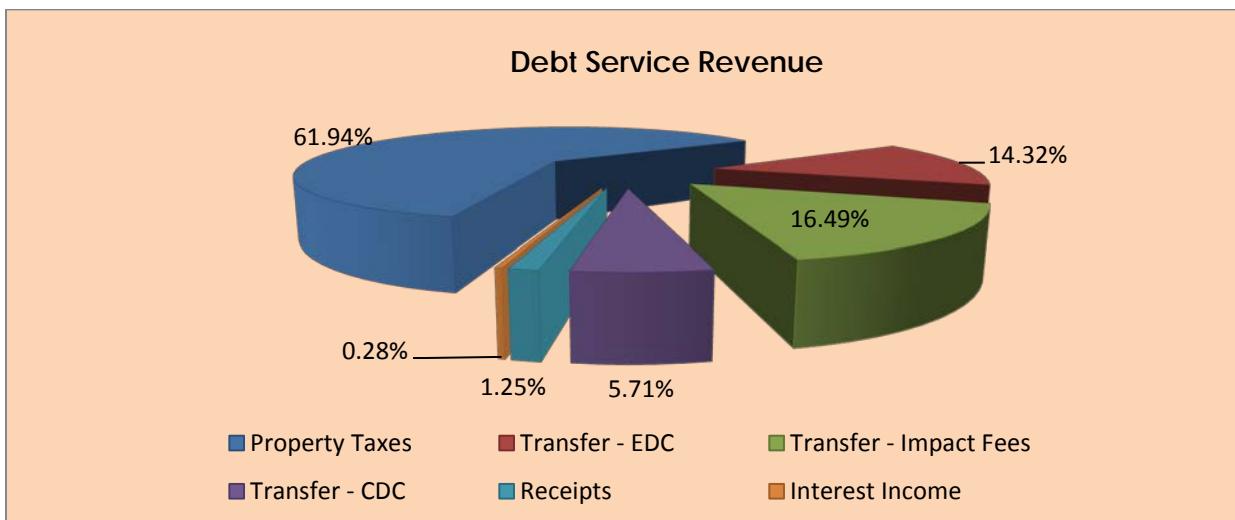
DEBT SERVICE FUND

COMPOSITION, ASSUMPTIONS AND CHANGES FROM PRIOR YEARS

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



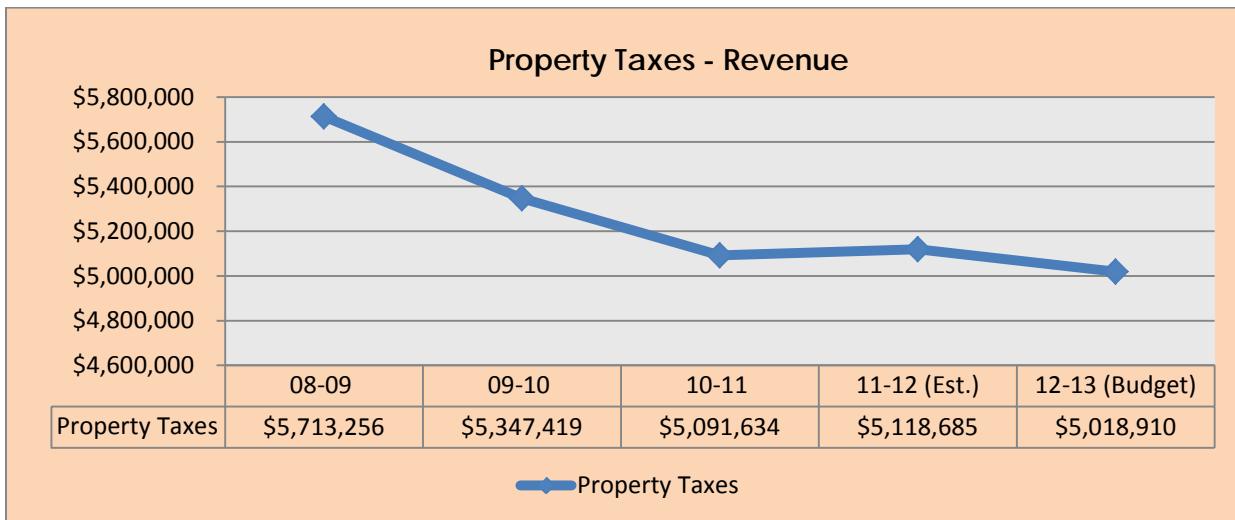
Revenue in the Debt Service Fund total \$7,972,015 for FY 2012-2013. This represents a 0.47% decrease from the total expenditures during FY 2011-2012. The pie chart below shows the operating category from which the revenue is anticipated to come.



DEBT SERVICE REVENUE

For FY 2013, the Interest and Sinking Tax Rate remained at \$0.1860. The FY 2013 revenue decrease by \$99,775 or 1.95%. Funds for this revenue are dedicated to the payment of outstanding debt.

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



TRANSFER FROM ECONOMIC DEVELOPMENT CORPORATION (EDC)

The Economic Development Corporation Fund accounts for sales tax collected and used for economic development purposes. A portion of the Economic Development Corporation's revenue is used for Debt Service. For FY 2012-2013, \$1,160,590 will be transferred to the Debt Service Fund. This is a 0.09% increase from the prior year's estimate.

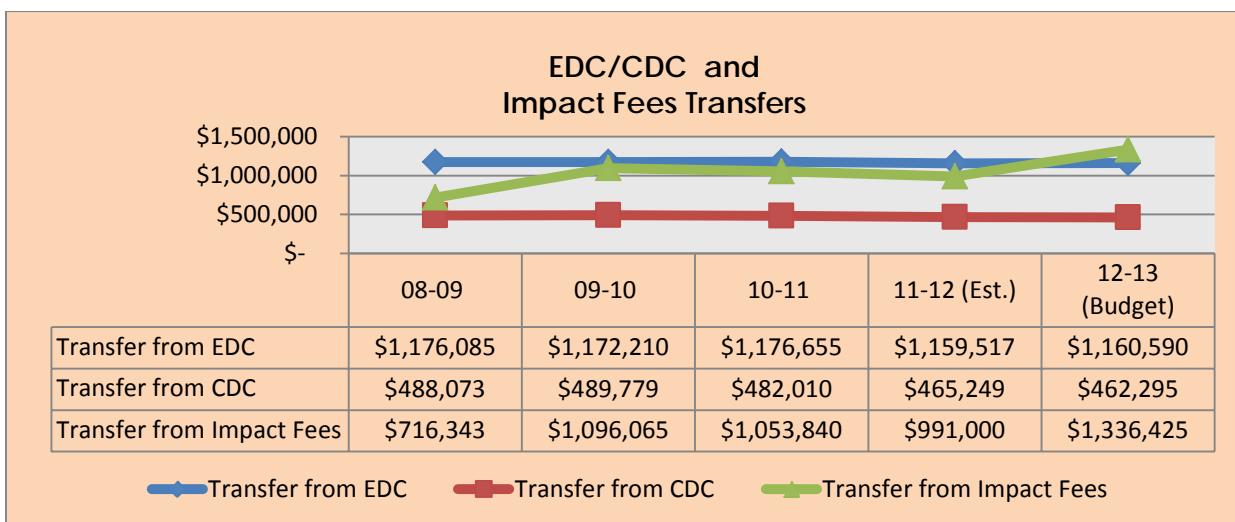
TRANSFER FROM COMMUNITY DEVELOPMENT CORPORATION (CDC)

The Community Development Corporation Fund accounts for sales tax collected and used for community development purposes. A portion of the Community Development Corporation's revenue is used for Debt Service. For FY 2012-2013, \$462,295 will be transferred to the Debt Service Fund. This is a 0.63% decrease from the prior year's estimate.

TRANSFER FROM IMPACT FEES

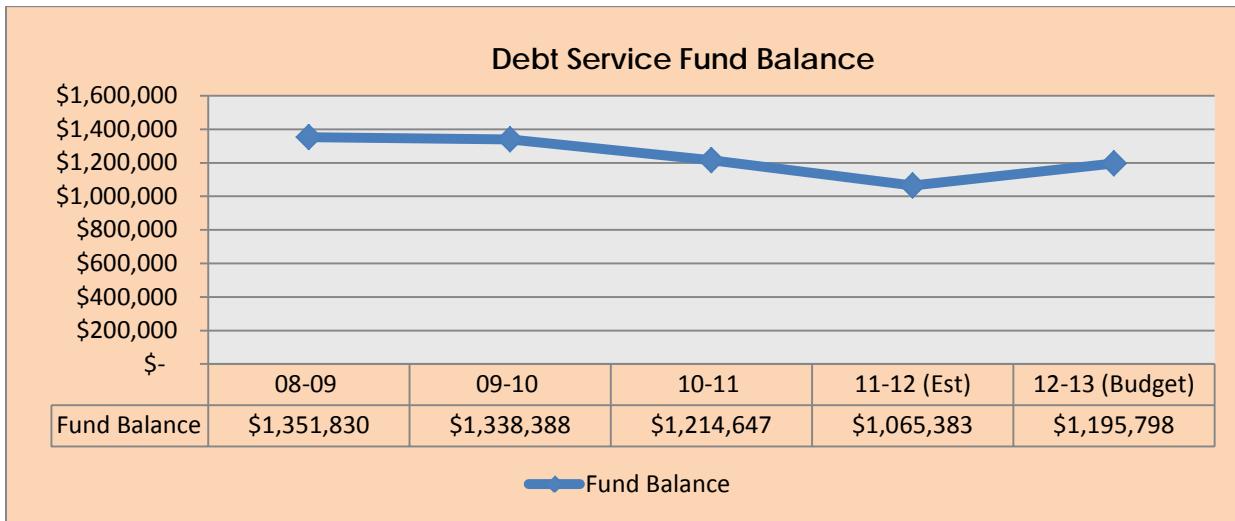
The Capital Recovery Fee Fund accounts for the assessment to developers on projects identified in the Street Capital Recovery Fee Study. These assessments are used to pay the debt service on eligible projects. For FY 2012-2013, \$1,336,425 will be transferred to the Debt Service Fund. This is a 34.86%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

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



DEBT SERVICE FUND BALANCE

The Debt Service Fund is used to account for the accumulation of and resources for the payment of principle and interest on debt instruments issued by the City. As reflected in the graph below, the fund balance has experienced a \$130,415 increase (12.24%) from the FY 2012 estimate; however, the fund balance still meets policy requirements. The table and graph below provide a five year history in the Debt Services' Fund Balance. For a more detail report of debt service information, please refer to the Debt Service section of this document.

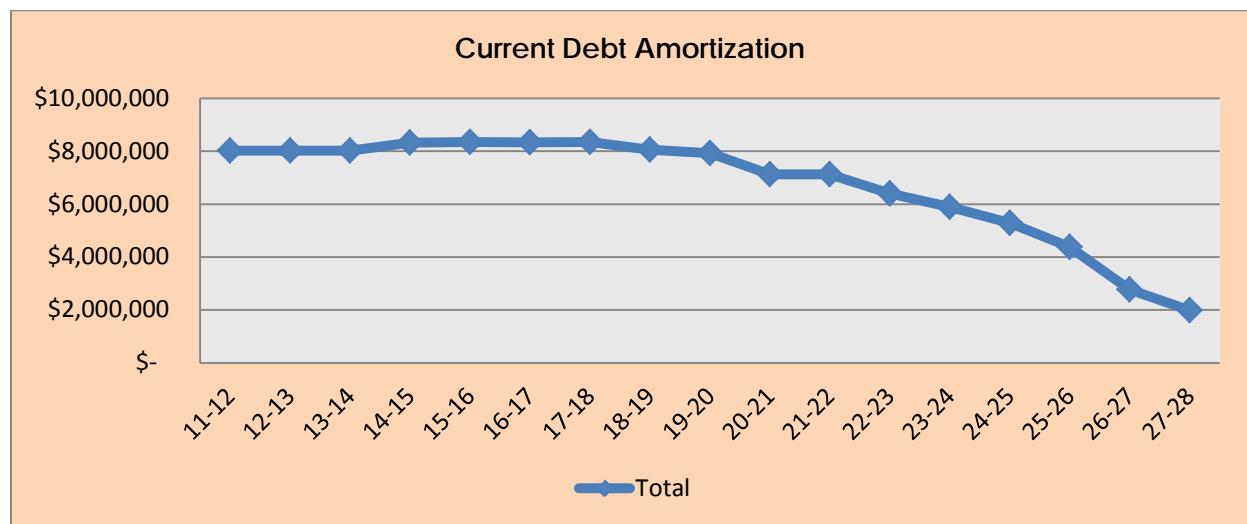


DEBT SERVICE FUND

The Debt Service Fund is used for the accumulation of resources for and the payment of general long-term debt principal, interest and related costs on general obligation bonds, certificates of obligation and tax notes. The resources used to fund general long-term debt consist mostly of property taxes and interest earnings. For FY 2012-2013, the tax rate will increase from \$0.6858 per \$100 of valuation to \$0.6957 per \$100 of valuation. The Maintenance and Operation Rate will be \$0.5096, and the Interest and Sinking Rate will be \$0.1861. The fund's expenditures will be \$7,972,015 in FY 2012-2013. The fund balance projected at year end satisfies the 15% fund balance requirement established by the City Council in the City's Fiscal Management Policy.

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

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



CAPITAL PROJECTS FUND

The Council conducted two Capital Improvements Projects workshops. The Facilities, Streets and Parks Workshop was held on March 20, 2012. The Water and Sewer Workshop was held on May 15, 2012. The purpose of these workshops was to provide an update on existing projects as well as to introduce new capital improvement candidates. For a complete listing of projects, please refer to the Capital Projects and Enterprise Capital Projects section of this document.

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

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

The **Restricted Parks Fund** assets consist of assessments in lieu of park acreage dedication. These funds are restricted for use in certain parts of the City called "planning cells." \$444,194 worth of improvements is anticipated for FY 2012-2013.

The **Restricted Streets Fund** consists of assessments in lieu of street construction. Use of the funds is restricted to certain streets. There are no anticipated expenditures for FY 2012-2013.

The **Street Construction Fund** was established in FY 2000-2001 to accumulate resources for future street overlays and reconstruction. This fund is anticipated to earn \$15,000 in interest income. In FY 2012-2013, this fund will transfer \$790,790 to the General Fund.

The **Drainage Fund** was established in FY 2004-2005 to receive transfers to assist with citywide drainage issues. This fund is anticipated to earn \$5,300 in interest income. In FY 2012-2013, this fund will transfer \$276,895 to the General Fund.

The **Building Improvement Fund** was established in FY 2003-2004 to accumulate resources for future building improvements and major repairs. This fund is anticipated to earn \$1,800 in interest income. In FY 2012-2013, this fund will transfer \$97,815 to the General Fund.

The **Capital Recovery Fee Fund** accumulates resources to either construct projects or pay the debt services on projects identified in the Capital Recovery Fee Study adopted by the City Council. This fund will have total resources totaling \$6,678,706 in FY 2012-2013.

The **Government Center Fund** accounts for restricted resources for the construction of the Government Center, the Recreation Center and the renovations of various municipal buildings. As of May 2012, the fund has expended all of its financial resources.

The **Building Renovation Fund** accounts for resources and renovations of various buildings. As of May 2012, the fund has expended all of its financial resources.

IMPACT OF CAPITAL IMPROVEMENT PROGRAMS ON OPERATING FUNDS TO THE CITY

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

The following table provides a description, estimated cost, justification/financial impact and applicable Premier Statements for four major capital projects for FY 2012-2013.

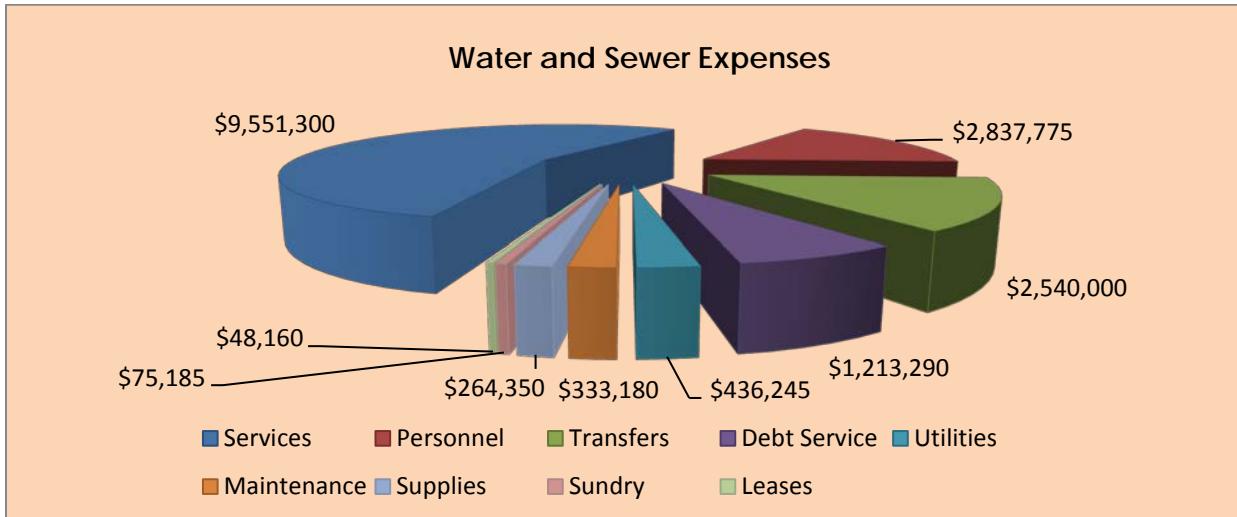
DESCRIPTION	ESTIMATED COST	JUSTIFICATION/FINANCIAL IMPACT	APPLICABLE PREMIER STATEMENT
Supervisory Control and Data Acquisition (SCADA)	\$250,000	Manage pump controls and lift stations remotely; reduce maintenance budget and improve departmental efficiency	Cedar Hill has excellent, safe and efficient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

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

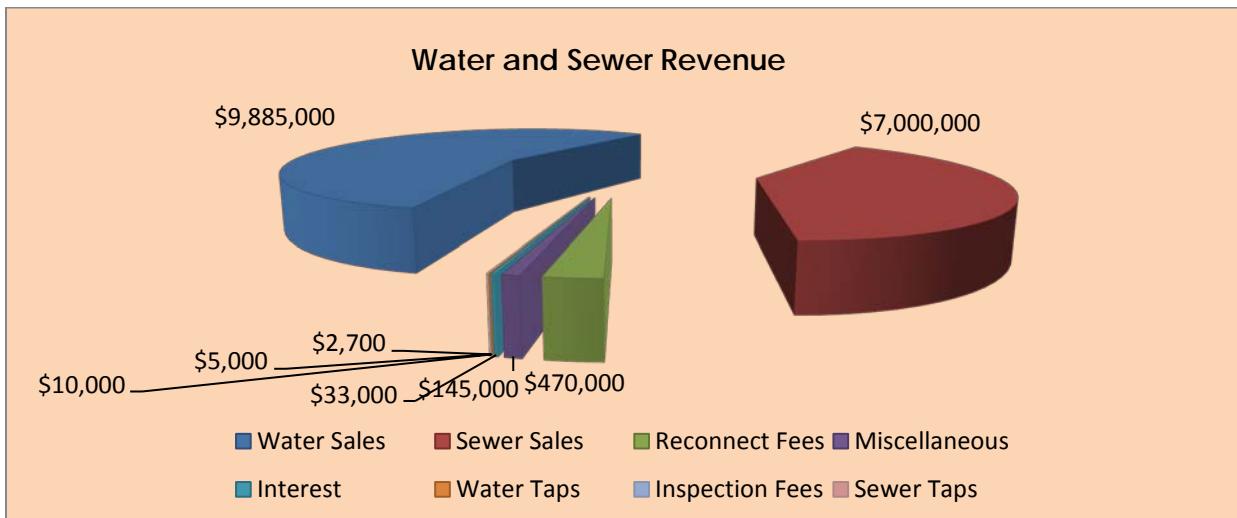
WATER AND SEWER FUND

COMPOSITION, ASSUMPTIONS AND CHANGES FROM PRIOR YEARS

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



Revenue in the Water and Sewer Fund total \$17,550,700 for FY 2012-2013. This represents a 3.61% increase over the estimated total revenues during FY 2011-2012. Utility revenue will be used to cover the fund's operating costs, annual contribution to Joe Pool Lake and debt service revenue bonds issued for Water and Sewer Capital Projects. The pie chart below reflects budgeted Water and Sewer revenue for FY 2012-2013.



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

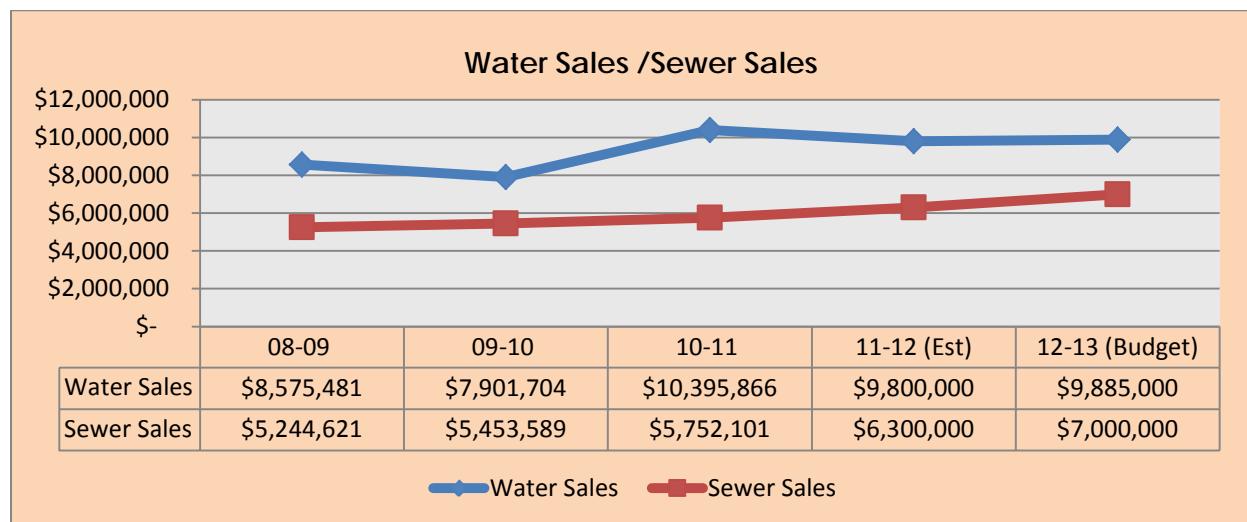
WATER SALES

Water Sales is the amount the City received for actual customer usage. Water Sales is currently projected to receive \$9,885,000. This is a 0.87% increase from the FY 2012 estimate of \$9,800,000. The water rate remained at \$4.98 (per thousand gallons) for FY 2013. Water Sales represents 56.32% of the Water and Sewer revenue budget.

SEWER SALES

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

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



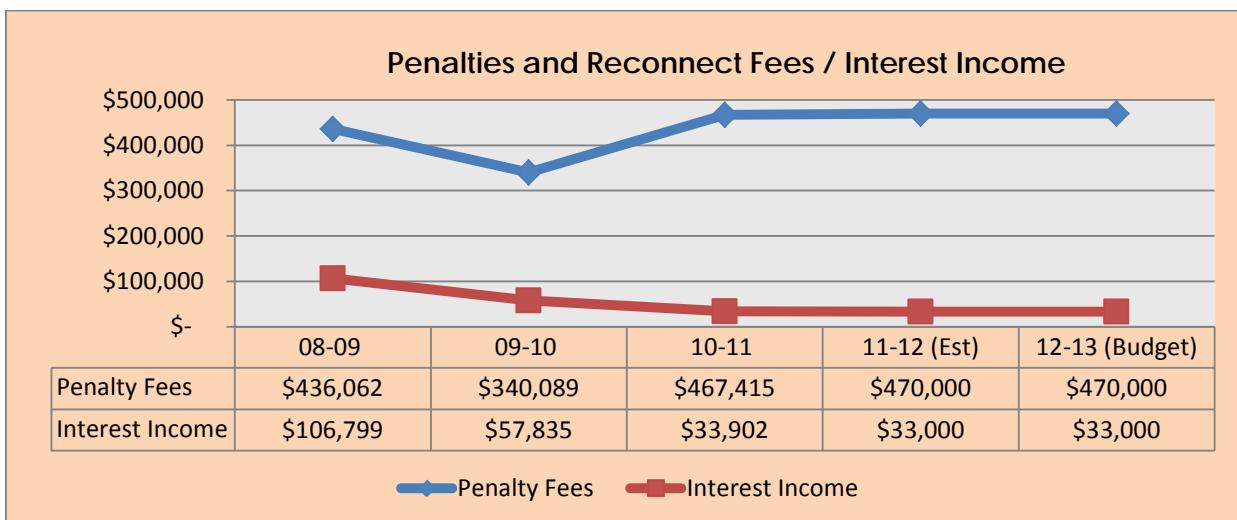
PENALTIES AND RECONNECT FEES

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

INTEREST INCOME

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

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



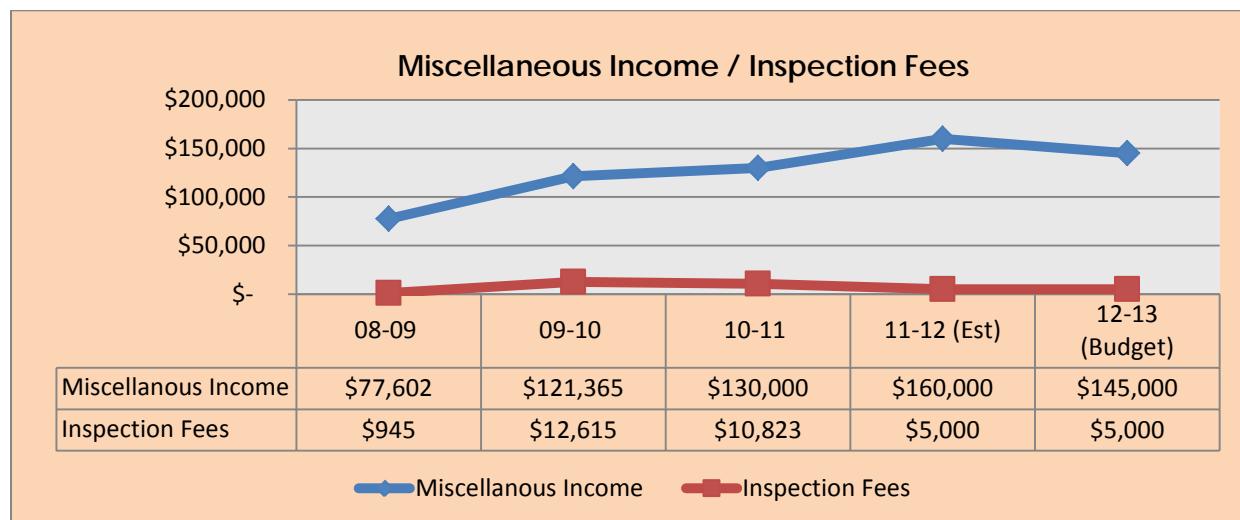
MISCELLANEOUS INCOME

Miscellaneous Income is revenue generated from donations, vehicle equipment and other revenue sources(s) that do not fit by definition in the other categories. Revenue in this category is expected to generate \$145,000. This represents 0.83% of the Water and Sewer revenue.

INSPECTION FEES

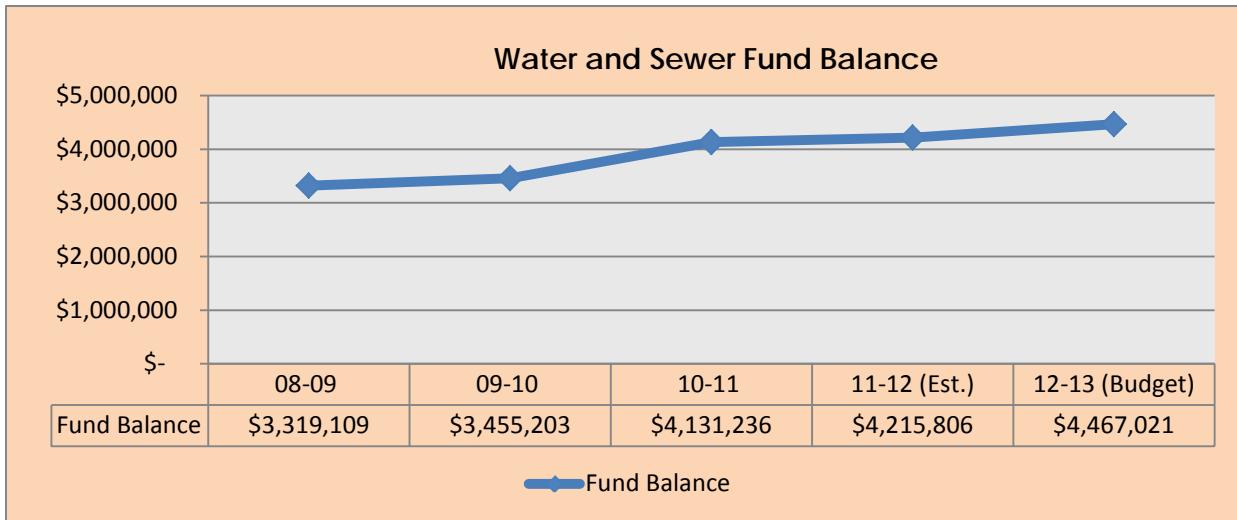
Inspection Fees is the revenue the City received for the inspection of public infrastructure established by a private developer. This revenue source is expected to generate \$5,000. This represents 0.03% of the Water and Sewer revenue.

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



WATER AND SEWER FUND BALANCE

The Water and Sewer Fund Balance, also known as surplus funds, is the excess of assets over liabilities. As reflected in the graph below, the fund balance experienced an increase of 5.93% (\$250,215) from the FY 2012 estimate. This increase is explained by the increase in the water and sewer rates. The table and graph below provide a five year history in the Water and Sewer Fund Balance. For a more detail report of Water and Sewer information, please refer to the Water and Sewer Summary section of this document.



INTERNAL SERVICE FUND

Operating as an Internal Service Fund, the Equipment Fund was established in FY 1990-1991 to acquire equipment costing in excess of \$1,000. The fund leases equipment to the appropriate operating fund(s). The term of the equipment lease is equal to the estimated useful life of the equipment. Budgeted equipment expenditures for FY 2012-2013 total \$925,750. The General Fund will not pay a lease charge for the life of the equipment purchased this year.

BUDGETED EXPENDITURES
VARIANCE COMPARISONS - BUDGET TO ESTIMATED

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

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

VARIANCE COMPARISONS
BUDGET TO ESTIMATED

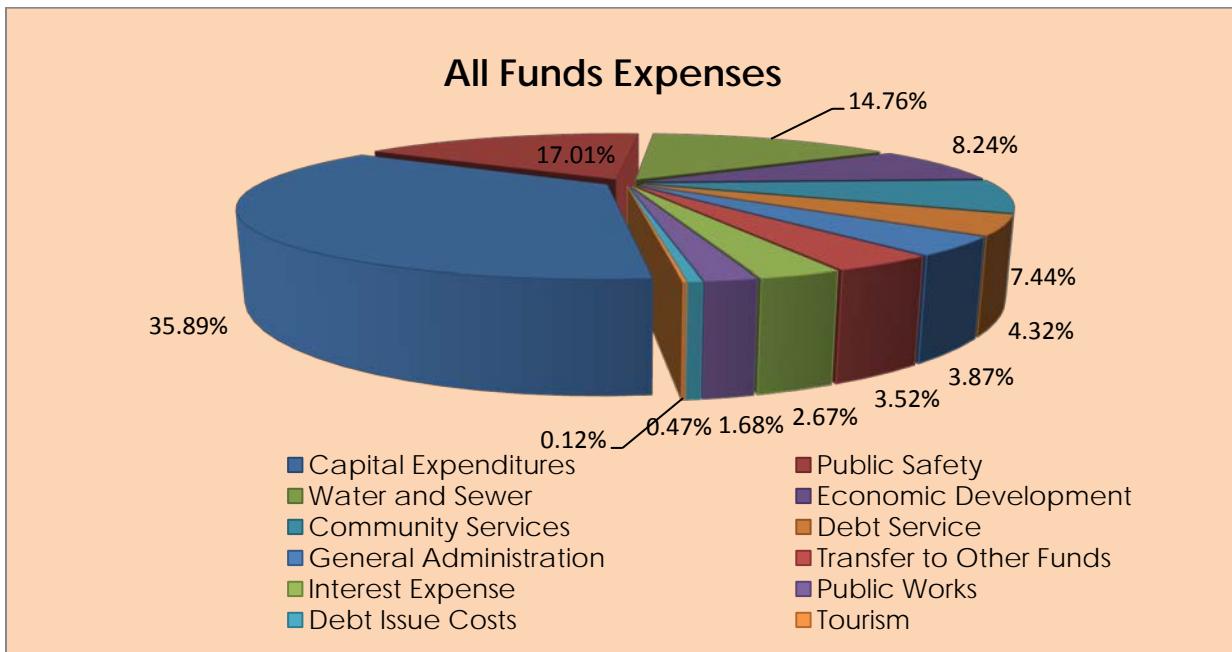
DEBT SERVICE FUND (Expenditures)	BUDGET	ESTIMATED	VARIANCE	PERCENT CHANGE
	FY 11-12	FY 11-12	FAVORABLE (UNFAVORABLE)	FAVORABLE (UNFAVORABLE)
Principal	4,524,345	4,524,345	-	0.00%
Interest	3,440,715	3,440,715	-	0.00%
Paying Agent Fees	45,000	45,000	-	0.00%
TOTAL Debt Service	\$ 8,010,060	\$ 8,010,060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

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

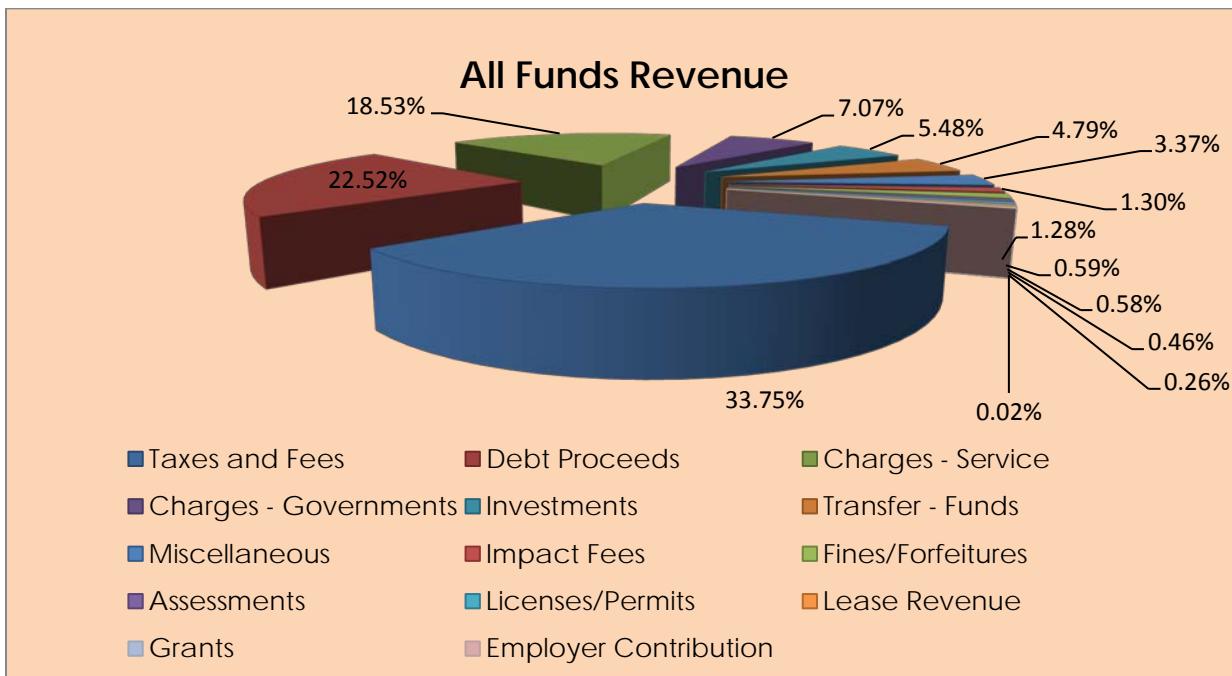
EQUIPMENT FUND (Expenditures)	BUDGET	ESTIMATED	VARIANCE	PERCENT CHANGE
	FY 11-12	FY 11-12	FAVORABLE (UNFAVORABLE)	FAVORABLE (UNFAVORABLE)
Capital Expenditures	1,220,875	1,175,862	45,013	3.83%
TOTAL Equipment Fund	\$ 1,220,875	\$ 1,175,862	\$ 45,013	3.83%

ALL FUNDS SUMMARY

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



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



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

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

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

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

