

# *CITY OF TERRELL HILLS*



## Operating Budget FY 2020

## City of Terrell Hills Fiscal Year 2020

This budget will raise more total property taxes than last year's budget by \$351,000 equal to a 6.0% increase, and of that amount \$76,360 is tax revenue to be raised from new property added to the tax roll this year.

The members of the City Council voted on the budget as follows:

**For:** Council Person – John Low      Council Person – William Ocshe  
Mayor – Anne Ballantyne

**Against:** None  
**Absent:** Council Person – Bill Mitchell  
Council Person Place 3 - Vacant

### Property Tax Rate Comparison

	2019	2018
Effective Tax Rate:	.346851	.342233
Property Tax Rate:	.365000	.347673
Effective Maintenance & Operations Tax Rate:	.299945	.294571
Rollback Tax Rate:	.370147	.365153
Debt Rate:	.045177	.047017

Total debt obligation for the City of Terrell Hills secured by property taxes: \$7,835,000.00

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## Notice of Public Hearing on the 2020 Fiscal Year Budget for the City of Terrell Hills

The City of Terrell Hills City Council will hold a Public Hearing on the Proposed 2020 Fiscal Year Budget on December 16<sup>th</sup> 2019 at 5:00 p.m. at the Terrell Hills Municipal Complex. Located at 5100 N. New Braunfels Ave. The Budget will be available at the City Hall and available on the City Website at [www.terrell-hills.com](http://www.terrell-hills.com)

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City of Terrell Hills  
Budget Calendar for FY 2020

August 12, 2019 August 12, 2019 (CC Meeting 5:00)	3PM	Pre-planning Budget Workshop 1. Vote to propose to reduce, maintain or increase the tax rate. 2. Set dates & times for 1 <sup>st</sup> and 2 <sup>nd</sup> public hearings & special meeting for adoption of tax rate
August 15, 2019		Submit proposed tax rate to Bexar County
September 4, 2019 (On or Before) Make 7 days prior		Public notice published in newspaper for public hearings on proposed tax rate and special meeting for adoption of tax rate
September 9, 2019 (CC Meeting 5:00)		1 <sup>st</sup> public hearing on proposed tax rate
September 11, 2019		Publish notice of vote on tax rate
September 16, 2019 (5:00 pm)		2 <sup>nd</sup> public hearing on proposed tax rate
September 18, 2019		Publish notice of vote on tax rate
September 23, 2019 (5:00 pm)		Special Meeting for adoption of tax rate
October 16, 2019 (11:30 am)		Budget Workshop
November 6, 2019 (11:30 am)		Publish 1 <sup>st</sup> draft of budget on City website
November 13, 2019 (11:30)		Budget Workshop If Needed
November 20, 2019		Public notice published in newspaper for budget hearing
December 16, 2019 (CC Meeting 5:00)		1. Public hearing on FY 2020 Budget 2. City Council action on FY 2020 Budget

**\*\*\*\*\* REMINDER\*\*\*\*\***

Council Meetings for October, November and December are being rescheduled to the following dates:

Monday, October 21<sup>st</sup>  
Monday, November 18<sup>th</sup>  
Monday, December 16<sup>th</sup>



## Budget Overview

The City of Terrell Hills budget process starts in May. The City uses a modified accrual method of accounting, which is consistent with the method presented in the annual independent audit report. Revenues are estimated based on prior years' history, trend analysis, economic forecasting and any shifts in policy or strategic goals as laid out by Council. The City Council will adopt, at the end of each year, a balanced budget. This means that the proposed expenditures are equal to or less than the proposed resources. On occasion, additional resources may be required mid-year in order to provide services appropriately. In these cases, the department seeking additional funds, along with the City Manager, will make a formal request for a budget amendment to City Council. If the request is approved, the budget is amended accordingly.

**ORDINANCE NO.**

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November 5, 2019

Anne Ballantyne,  
City Council Members  
Terrell Hills, Texas

To the Honorable Mayor and City Council:

We are pleased to present to the City Council and citizens of the City of Terrell Hills the 2020 Proposed Operating Budget. The Proposed Budget has been developed with the goal of providing quality services and maintaining the quality of life for the citizens of the City through efficient fiscal and personnel management while utilizing the City's Strategic Goals to guide the overall development and support the mission statement of our community.

The Proposed General Fund Budget total revenue is \$6,107,425 which represents an increase of 3.7% or approximately \$227,655 from the 2019 Budget. The projected increase can be attributed to the continued new construction and remodeling of properties in the community as well as the continued rise in property values. Current projections are that approximately 1/3 of the increase will be from new value added to the Ad Valorem tax base.

The Budget as presented is Balanced while providing an estimated \$350,000 to transfer to the Capital Improvement Fund for future Street Projects. Additionally, the ¼ cent sales tax approved by voters for street maintenance will be transferred to the Capital Fund.

Proposed expenditures reflect a 2% cost of living increase for City employees. An addition of one full-time employee in Development Services & Public Works. There will also be a \$200.00 monthly vehicle allowance added for the Director of Development Services & Public Works.

Overall, every effort has been made within the Proposed Budget to allocate resources in a sound manner that enables the effective delivery of municipal service for the safety, health, and welfare of the citizens of the City of Terrell Hills. These recommendations are forwarded to the Mayor and City Council for review and consideration.

Respectfully submitted,



Greg Whitlock  
City Manager

## Strategic Goals and Planning



### **Terrell Hills Vision Statement:**

Terrell Hills is a premier neighborhood that is unique and multigenerational where neighbors' know each other. We like our community and want to maintain its character

### **Terrell Hills Mission Statement:**

Terrell Hills is committed to preserving the character of our neighborhood and enhancing the quality of life for our citizens by providing excellent public safety, city services, infrastructure, and administration through sustainable and innovative processes as well as responsible fiscal management

### **Terrell Hills Goals:**

- Limit debt to 1% of valuations
- Continue to recruit, develop and retain an educated, well trained, and highly qualified staff to serve our community
- Establish long term plans for infrastructure maintenance with no significant capital investment
- Continuously evaluate efficiencies in providing services to our community
- Maintain a response time to emergencies not to exceed an average of four minutes
- Enhance and beautify common areas through landscaping, lighting, minor construction and signage
- Respond to resident concerns within one business day
- Investigate incentives and opportunities for economic development in current non-residential zones
- Coordinate with local area and regional governments to develop a community wide drainage and flood protection plan
- Maintain minimum General Fund reserve equal to 180 days of operating revenue

## Projected Budget Fund Balance

	2018 Final 31-Dec	2019 Estimated	2020 Proposed
Beginning Cash on Hand Balance	4,642,429	4,642,429	4,193,763
Excess of Revenue over Expenditure	<u>425,663</u>	<u>0</u>	<u>0</u>
Ending Cash Balance	4,514,155	4,268,092	5,068,092
Designated Reserve, Bonds	-711,059	-702,546	-697,756
Designated Reserve Crossing Guard	-101,879	-104,779	-104,779
Designated Reserve Capital Replacement	-419,584	-817,467	-418,000
Less Operating Reserve (180 days 2017) (240 days 2018) Gross Ending Available Balance	<u>-3,255,666</u>	<u>-3,440,431</u>	<u>-3,792,950</u>
	\$1,608,885	\$753,332	\$400,813

City of Terrell Hills  
2020 Fiscal Year  
General Fund

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Income

Estimated Tax Rate  
Fiscal Year  
2020

2019 Certified Ad Valorem Tax Rate

Debt rate	M&O rate	Total Rate
.047017	.300656	.347673

Certified Valuation \$1,538,018,153

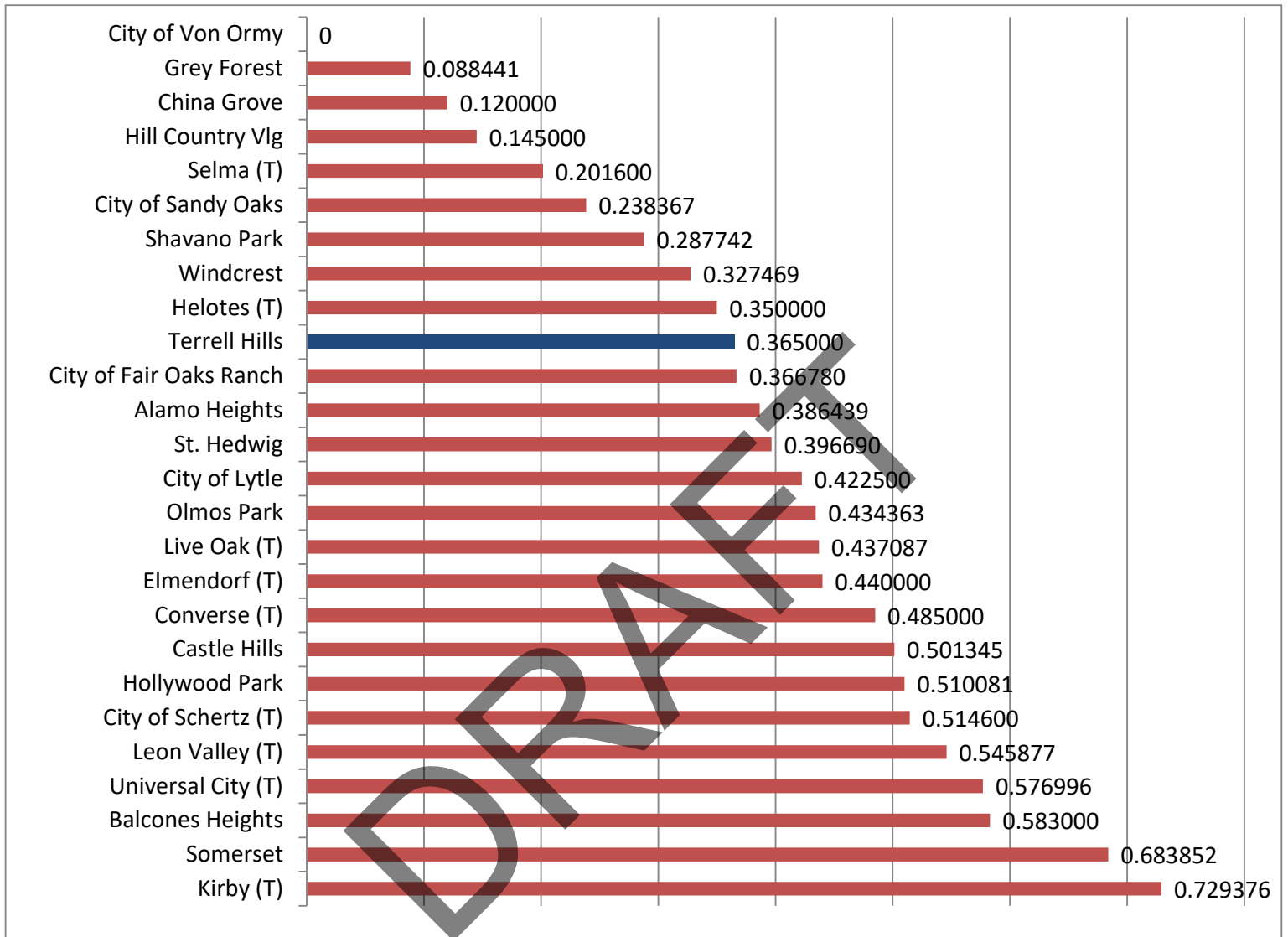
2020 Estimated Ad Valorem Tax Rate w/ \$20,920,470 in new valuations

Debt rate	M&O rate	Total Rate
.045177	.319823	.365000

Estimated Valuation \$1,544,503,742

Note: The rates calculated above are estimates only and may vary dependent upon actual valuations once certified by the Bexar County Appraisal District.

## 2019 Actual Tax Rates



Rates are reflected as cents per one hundred in valuation

(T) These Units Passed the in Transit Ordinance

# Income/Expense Budget

	2018 Budget Actual	2019 Budget	2019 Budget Estimated Final	2020 w/2%COLA & Program Changes
Estimated Fund Balance Dec. 31	\$4,642,429	\$4,738,530	\$4,642,429	\$4,193,763
Ordinary Income/Expense				
Income				
4000 - Ad Valorem Tax				
4001 - Delinquent Ad Valorem	46,724.52	40,000.00	35,000.00	40,000.00
4002 - FY Ad Valorem Receipts	2,879,359.08	3,000,000.00	2,710,000.00	3,000,000.00
4003 - Prior Nondel Ad Valorem	1,317,916.31	1,700,000.00	1,981,180.01	1,902,425.00
4020 - Bldg Permits	301,340.38	300,000.00	300,000.00	305,000.00
4050 - Court Fines	17,374.40	12,000.00	19,000.00	10,000.00
4051 - Court Technology	668.00	600.00	740.00	400.00
4070 - Franchise Tax				
4071 - Franchise Cable TV				
4072 - Franchise CPS				
4073 - Franchise SAWS				
4075 - Franchise AT&T				
4078 - Franchise MegaPath				
4081 - Franchise Grande				
4083 - Franchise MCI				
4085 - Time Warner Telephone				
4089 - Franchise SW Bell				
4091 - Franchise TW Telecom				
4095 - Franchise Verizon				
4099 - Granite Telecommunications				
4070 - Franchise Tax - All	469,351.57	472,000.00	470,000.00	460,000.00
4200 - Miscellaneous				
4212 - Vehicle Sales	0.00	0.00	0.00	0.00
4213 - Board Fees	2,000.00	2,400.00	4,500.00	4,000.00
4214 - Burglar Alarms	1,525.00	1,500.00	1,475.00	1,500.00
4216 - Crossing Guard	6,287.49	5,900.00	6,617.00	6,700.00
4217 - Dog Tags	180.00	170.00	220.00	200.00
4218 - DONATIONS	2,410.00	1,000.00	1,700.00	1,500.00
4219 - Garage Sales	620.00	500.00	900.00	900.00
4222 - Receipt Book	8,379.93	3,000.00	28,000.00	3,000.00
4223 - Recycling Income	616.00	500.00	600.00	600.00
4226 - Parking Tickets	210.00	200.00	180.00	200.00
4200 - Miscellaneous - Other	0.00	0.00	0.00	0.00
4061 - PD Federal Asset Forfeiture				
4300 - Sales Taxes				
4310 - Street Maint Tax	65,000.00	65,000.00	67,467.02	68,000.00
4300 - Sales Taxes - Other	272,954.32	250,000.00	269,868.10	270,000.00
4500 - Interest Income				
4502 - Interest Income Money Mkt	29,922.32	25,000.00	32,000.00	33,000.00
Total Income	5,422,839.32	5,879,770.00	5,929,447.13	6,107,425.00
Gross Profit	5,422,839.32	5,879,770.00	5,929,447.13	6,107,425.00

## City of Terrell Hills Fee Schedule

<u>CATEGORY</u>	<u>2019 FEE</u>
<b><u>GENERAL FEES</u></b>	
Pet Registration/Tag	***Valid for lifetime of pet*** 20.00
	***Microchipped pets*** Free
False Alarm Fee Schedule	(1-5) Free (5+) 25.00 per alarm
Solicitation Fee	50.00
Garage Sale Permit (2 days)	20.00
Estate Sale Permit (3 days)	100.00
Food License (1-2 employees)	125.00
Food License (3-6 employees)	175.00
Food License (7-10 employees)	250.00
Food License (11+ employees)	500.00
Open Records (copy of Ordinance)	5.00
Open Records (Police/Fire Report, resident)	none
Open Records (Police/Fire Report, non-resident)non-specified	5.00
Open Records (general)	***1 hr. minimum per request*** 15.00 per hour
Board of Adjustment Request	150.00 plus 150.00 Admin fee
Planning & Zoning Request	150.00 plus 150.00 Admin fee
Tree Trimming Permit (Annual)	50.00



## **CONSTRUCTION FEE SCHEDULE**

All new Buildings, Additions, remodeling and renovations shall be based on the following Valuation Table.

### **BUILDING PERMIT FEES - Fees are based off total Square Footage**

<b>Total Square Footage</b>	<b>Rate per Square Footage</b>
0---750 Sq. Ft	2.80
751 Sq. Ft ---1,000 Sq. Ft	2.25
1,001 Sq. Ft---2,500 Sq. Ft	2.00
2,501 Sq. Ft---3,000 Sq. Ft	1.90
3,001 Sq. Ft or more	1.80

### **GENERAL BUILDING PERMIT FEES**

Curb Cut/Flat Work	150.00
Irrigation/Back flow Device	100.00
Roof Repair/Replacement	100.00
Swimming Pool/Spa	600.00
Swimming Pool Repair/Re-plaster	250.00
Walls/Fences	100.00
Patio/Patio Covers/Decks	250.00
Window Replacement	150.00
Foundation Repair	250.00
Signs	100.00
Tree Permit (per year)	50.00
Demo Permit (partial)	200.00
Demo Permit (complete tear down)	300.00
Occupancy Certificate	100.00
Utility Permit (CPS/SAWS)	No Fee
Re-inspection Fee	150.00

#### ELECTRICAL PERMIT FEES

Repair and Minor Work to include 1 Inspection	125.00
Renovations/ Remodels, Solar Systems Swimming Pools, no Service Upgrade Includes 2 inspections	200.00
Renovations/ Remodels & Swimming Pools, with Service Upgrade Includes 3 inspections	300.00
New Residence/ Includes 5 inspections	500.00
Additional inspections above permitted (each)	100.00
All other Electrical will be based on # of required Inspections (each)	100.00

#### AIR CONDITIONING AND MECHANICAL PERMIT FEES

Change outs, replacements or warranty work includes 1 inspection. (per unit/system)	100.00
All new Systems (first system) includes 2 inspections.	200.00
Each additional new system	100.00
Each Additional inspection	100.00

#### PLUMBING PERMIT FEES

Repairs, includes 1 inspection	100.00
Renovation and Remodels includes 2 inspections	200.00
Additions, includes 3 inspections	300.00
New construction, includes 7 inspections	500.00
Sprinkler systems, Landscaping (new or repair)	100.00

Fire Sprinkler Systems includes 2 inspections.	200.00
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Water catchment systems above or below ground	200.00
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Additional inspections above permitted (each)	100.00
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GAS PERMIT FEES

CPA lockout/gas test, includes 1 inspection	150.00
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Relocate gas meter, includes 1 inspection	150.00
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Minor repairs, includes 1 inspection	150.00
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Renovations/Remodels, includes 2 inspections	200.00
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New construction, includes 3 inspections	300.00
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Medical Gas	200.00
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Additional inspections above permitted (each)	100.00
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Underground storage tanks (removal or install)	200.00
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DEMOLITION OR MOVING PERMIT FEES

Demolition or removal of any structure – Complete Removal	300.00
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Partial Removal/Tear Out	200.00
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RE-INSPECTION FEES

In all cases where a responsible party requests an inspection of any type as called for in the City Codes, and the Building Official finds the work incomplete, or finds the work does not meet Code, a Re-Inspection Fee shall be charged.

Re-Inspection Fee	150.00
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City of Terrell Hills

2020 Fiscal Year

General Fund

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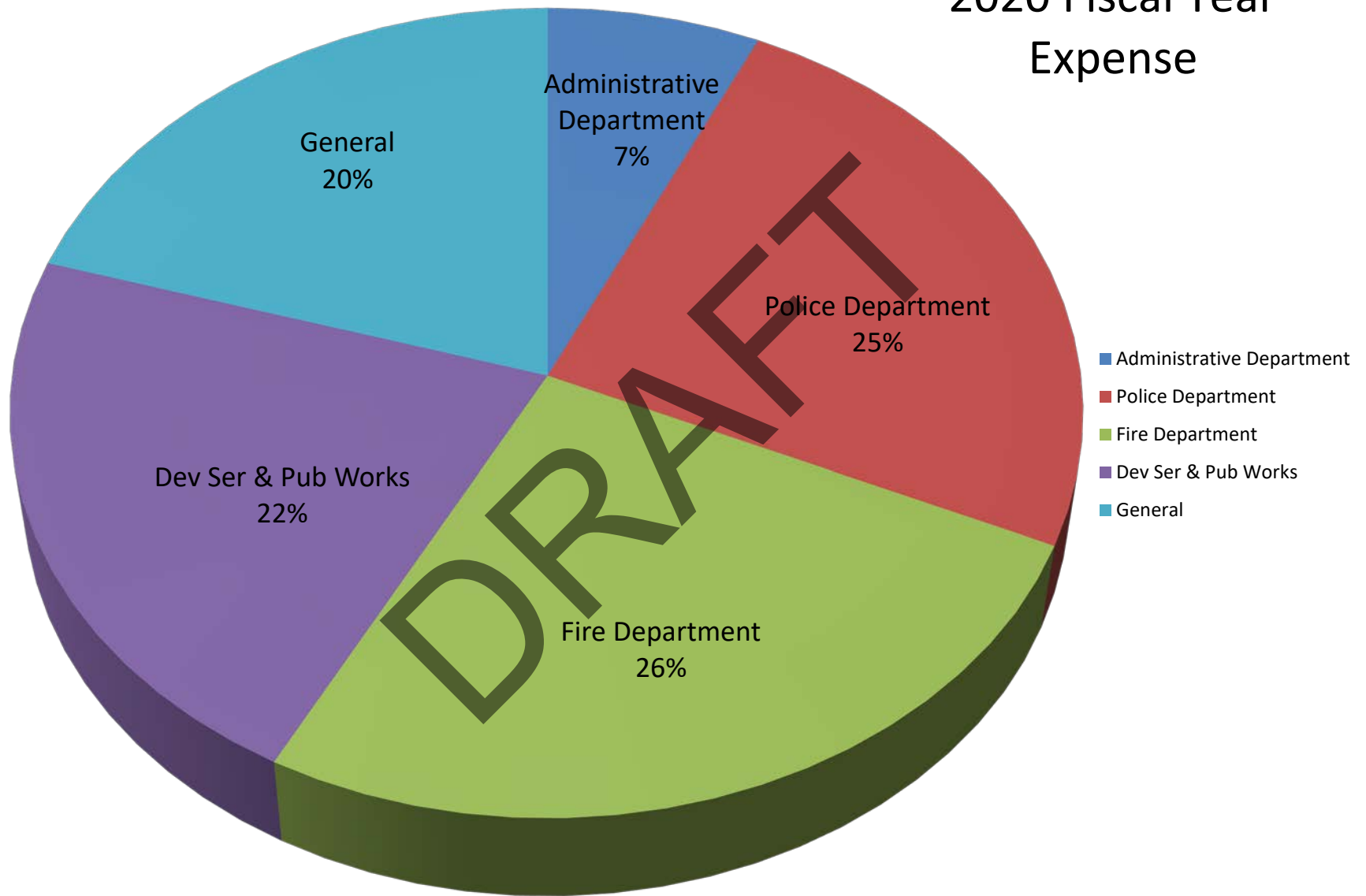
Expense

## 2020 Program Changes

2020 Program Change	Cost	Strategic Goal Met
2% COLA for employees	\$50,000.00	<ul style="list-style-type: none"> <li>Continue to recruit, develop and retain an educated, well trained, and highly qualified staff to serve our community</li> <li>Continuously evaluate efficiencies in providing services to our community</li> </ul>
Full Time DS&PW Employee	\$39,197.62	<ul style="list-style-type: none"> <li>Continue to recruit, develop and retain an educated, well trained, and highly qualified staff to serve our community</li> <li>Continuously evaluate efficiencies in providing services to our community</li> </ul>
Vehicle Allowance for DS&PW Director	\$ 2,400.00	<ul style="list-style-type: none"> <li>Continue to recruit, develop and retain an educated, well trained, and highly qualified staff to serve our community</li> </ul>

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## 2020 Fiscal Year Expense



# Projected Expense Budget

	2018 Budget Actual	2019 Budget	2019 Budget Estimated Final	2020 w/2%COLA & Program Changes
<b>500000 - Administrative Expenses</b>				
5001000 - Salaries Administrative	285,348.77	300,769.96	303,708.16	310,299.39
5001035 - CCAFE Expense	2,743.17	2,736.24	2,736.24	
5001040 - TMRC	34,739.50	46,679.50	47,135.51	48,282.59
5001045 - CNCAF Expenses	681.84	681.84	681.84	
5001050 - Med 1	15,624.00	16,698.96	15,660.96	
5001060 - Dental (& Vision)	1,343.28	1,482.96	1,482.96	
Insurance				21,600.00
5001132 - Gas	-1,191.82			
5001205 - Bank Charges	1,610.97	1,600.00	1,800.00	1,600.00
5001225 - Admin Training	5,990.21	5,000.00	3,600.00	5,000.00
5001235 - Miscellaneous	3,226.23	4,000.00	3,000.00	4,000.00
5001240 - Office Expense	5,953.70	6,000.00	4,618.02	6,000.00
5001242 - Court Office Supplies	1,551.42	1,776.00	750.00	1,776.00
5001247 - Returned Checks		0.00		
<b>Total 500000 - Administrative Expenses</b>	<b>357,621.27</b>	<b>387,425.46</b>	<b>385,173.69</b>	<b>398,557.98</b>
<b>510000 - Police Department</b>				
5101000 - Salaries Police Department	939,682.91	958,566.96	945,000.00	967,743.15
5101005 - Overtime Police Department		45,000.00	30,000.00	45,000.00
5101035 - CCAFE Expense	3,717.24	3,586.56	2,663.20	
5101040 - TMRC	116,440.28	155,753.59	146,664.00	157,582.83
5101045 - CNCAF Expense	1,926.96	1,911.36	1,352.00	
5101050 - Med 1	59,710.00	72,107.11	63,521.88	
5101060 - Dental (& Vision)	3,078.92	3,293.28	3,216.84	
Insurance				86,400.00
5101090 - Uniforms	9,247.28	10,000.00	10,000.00	10,000.00
5101102 - Animal Control	8,591.77	25,000.00	8,900.00	25,000.00
5101105 - CID	1,991.07	2,000.00	2,000.00	2,000.00
5101132 - Gas & Oil	22,124.10	25,000.00	16,276.66	25,000.00
5101157 - Radio Maintenance	1,643.83	2,000.00	1,800.00	2,000.00
5101178 - Tire & Battery	2,198.19	4,000.00	3,700.00	4,000.00
5101179 - Vehicle Repairs	6,317.07	10,000.00	8,900.00	10,000.00
5101225 - Training	16,791.58	17,000.00	16,500.00	17,000.00
5101235 - Miscellaneous	5,000.00	5,000.00	4,000.00	5,000.00
5101240 - Office Expense	3,994.04	4,000.00	3,700.00	4,000.00
5101330 - Vest	870.00	1,000.00	870.00	1,000.00
5101355 - PD ERF Transfer Out		40,000.00	40,000.00	40,000.00
5101365 - PD Asset Forfeiture Fed Fund				
<b>Total 510000 - Police Department</b>	<b>1,203,325.24</b>	<b>1,385,218.86</b>	<b>1,309,064.58</b>	<b>1,401,725.98</b>

**520000 - Fire Department**

5201000 · Salaries Fire Department	940,094.13	975,485.96	950,000.00	998,267.43
5201005 · Overtime Fire Department		55,000.00	45,000.00	56,100.00
5201035 · CCAFE Expense	604.64	2,084.64	2,084.64	
5201040 · TMRC	114,681.39	159,931.42	147,440.00	164,059.57
5201045 · CNCAF - Fire Dept	668.16	2,813.52	2,813.52	
5201050 · Med 1	62,515.50	67,382.30	64,539.60	
5201060 · Dental (& Vision)	2,799.62	4,135.92	4,216.58	
Insurance				86,400.00
5201090 · Uniforms	9,681.94	10,000.00	9,900.00	10,600.00
5201128 · Fire Department Quarters	3,182.09	4,000.00	3,900.00	4,000.00
5201129 · Equipment & Maintenance	39,979.04	39,500.00	39,000.00	44,700.00
5201132 · Gas & Oil	7,604.71	8,500.00	7,106.28	8,500.00
5201157 · Radio Maintenance	2,314.44	2,500.00	2,490.00	3,500.00
5201178 · Tire & Battery	1,388.16	2,000.00	1,700.00	4,000.00
5201179 · Truck Repairs	6,954.95	7,000.00	6,800.00	7,500.00
5201225 · Training	11,885.92	14,000.00	12,000.00	14,000.00
5201235 · Miscellaneous	1,546.33	4,000.00	3,500.00	4,000.00
5201240 · Office Expense	1,322.29	2,500.00	2,400.00	3,000.00
5201245 · ERF Transfer Out	66,000.00	66,000.00	66,000.00	66,000.00
<b>Total 520000 · Fire Department</b>	<b>1,273,223.31</b>	<b>1,426,833.76</b>	<b>1,370,890.62</b>	<b>1,474,627.00</b>

**530000 - Dev Svcs & PW**

5301000 · Salaries Streets & Sanitation	548,829.67	618,160.36	585,000.00	652,268.76
5301005 · Overtime Streets & Sanitation		5,000.00	5,456.09	10,000.00
5301035 · CCAFE Expense	3,857.08	3,981.84	4,050.46	
5301040 · TMRC	65,709.65	96,714.49	90,792.00	103,049.02
5301045 · CNCAF Expense	2,453.76	2,842.56	2,842.56	
5301050 · Med 1	51,878.50	53,699.28	58,472.40	
5301060 · Dental (& Vision)	3,959.56	3,417.12	3,417.12	
Inspections Insurance				81,000.00
5301085 · Inspections		40,000.00	30,560.00	35,000.00
5301090 · Uniforms	8,567.79	10,200.00	9,200.00	10,200.00
5301100 · Alley Maintenance	8,062.85	7,000.00	5,500.00	7,000.00
5301112 · Waste Disposal	122,079.44	124,000.00	123,000.00	130,000.00
5301132 · Gas & Oil	34,705.62	40,000.00	27,662.82	40,000.00
5301165 · Sprinkler & Park Maintenance	47,414.05	40,000.00	35,000.00	45,000.00
5301178 · Tire & Battery	8,347.73	10,000.00	8,400.00	10,000.00
5301179 · Equip Maint	47,000.00	47,000.00	47,000.00	50,000.00
5301225 · Training	3,537.42	4,500.00	4,000.00	4,500.00
5301235 · Miscellaneous	224.71	500.00	300.00	500.00
5301240 · Office Expense	1,381.47	2,000.00	1,900.00	2,500.00
5301375 · Materials & Equipment	9,549.66	10,000.00	8,500.00	10,000.00
5301380 · ERF Transfer Out	53,000.00	53,000.00	53,000.00	53,000.00
<b>Total 530000 · Dev Svcs &amp; PW</b>	<b>1,020,558.96</b>	<b>1,172,015.65</b>	<b>1,104,053.45</b>	<b>1,244,017.78</b>



**540000 - General**

5401041 - Elections	3,033.36	4,000.00	410.00	4,000.00
5401101 - Appraisal District	25,378.00	23,000.00	24,092.00	26,000.00
5401103 - Audit	15,500.00	16,000.00	15,000.00	16,000.00
5401105 - Engineering Services	6,000.00	20,000.00	0.00	20,000.00
5401106 - Prosecutor	2,600.00	2,700.00	2,700.00	2,700.00
5401107 - Judge	2,200.00	2,400.00	2,400.00	2,400.00
5401108 - City Attorney	35,286.29	28,000.00	55,097.48	40,000.00
5401109 - Telephone	8,394.40	7,200.00	8,088.52	8,200.00
5401110 - CPS	24,333.20	25,133.96	19,904.04	25,504.00
5401111 - Street Lights CPS	19,105.99	20,022.35	13,132.80	20,100.00
5401112 - Water	12,098.80	11,134.24	8,970.48	11,500.94
5401114 - Dispatch	185,013.50	171,000.00	154,010.00	167,067.00
5401125 - EMS Contract	110,968.97	125,000.00	96,123.43	125,000.00
5401130 - Health Inspections	1,800.00	1,800.00	1,800.00	1,800.00
5401135 - Inspections	38,620.00			
5401138 - Insect control	978.00	1,800.00	1,000.00	1,200.00
5401145 - Liability Insurance	48,772.56	50,000.00	46,727.38	50,000.00
5401146 - Workers' Compensation Insurance	87,876.00	89,000.00	99,080.44	110,000.00
5401150 - Newsletter	0.00			
5401165 - Stormwater Mgmt Program	4,058.42	9,000.00	7,000.00	8,000.00
5401175 - Street Repairs	5,529.81	50,000.00	30,000.00	50,000.00
5401200 - Community Events	17,722.38	16,000.00	12,000.00	16,000.00
5401205 - Crossing Guard	739.97	3,000.00	1,404.00	3,000.00
5401210 - Contingencies	10,982.50	27,000.00	14,500.00	30,000.00
5401220 - Dues & Subscriptions	7,788.08	8,000.00	6,000.00	8,000.00
5401235 - Miscellaneous	4,000.00	4,000.00	3,628.80	4,000.00
5401245 - Postage	1,500.00	1,500.00	1,184.54	1,500.00
5401300 - Building Maintenance	45,679.67	45,000.00	60,000.00	60,000.00
5401325 - Computers	68,028.38	91,800.00	90,000.00	112,588.90
5401350 - Court Technology	500.00	500.00	400.00	400.00
5401600 - Payroll Taxes				
5401610 - Payroll City Life	0.00	3,000.00	2,656.08	3,000.00
5401650 - Payroll TMRC	0.00			
5401670 - FICA	166,694.31	183,394.96	172,589.91	188,460.08
5401675 - SUI	9,785.86	10,000.00	1,200.00	10,000.00
5401685 - Medicare	38,984.95	42,890.76	40,363.77	44,075.34
5401690 - MED	6,193.70			
5401450 - Payroll Expenses	12,623.52			
Total General	1,028,770.62	1,093,276.27	991,463.66	1,170,496.26

## 2020 City Council:

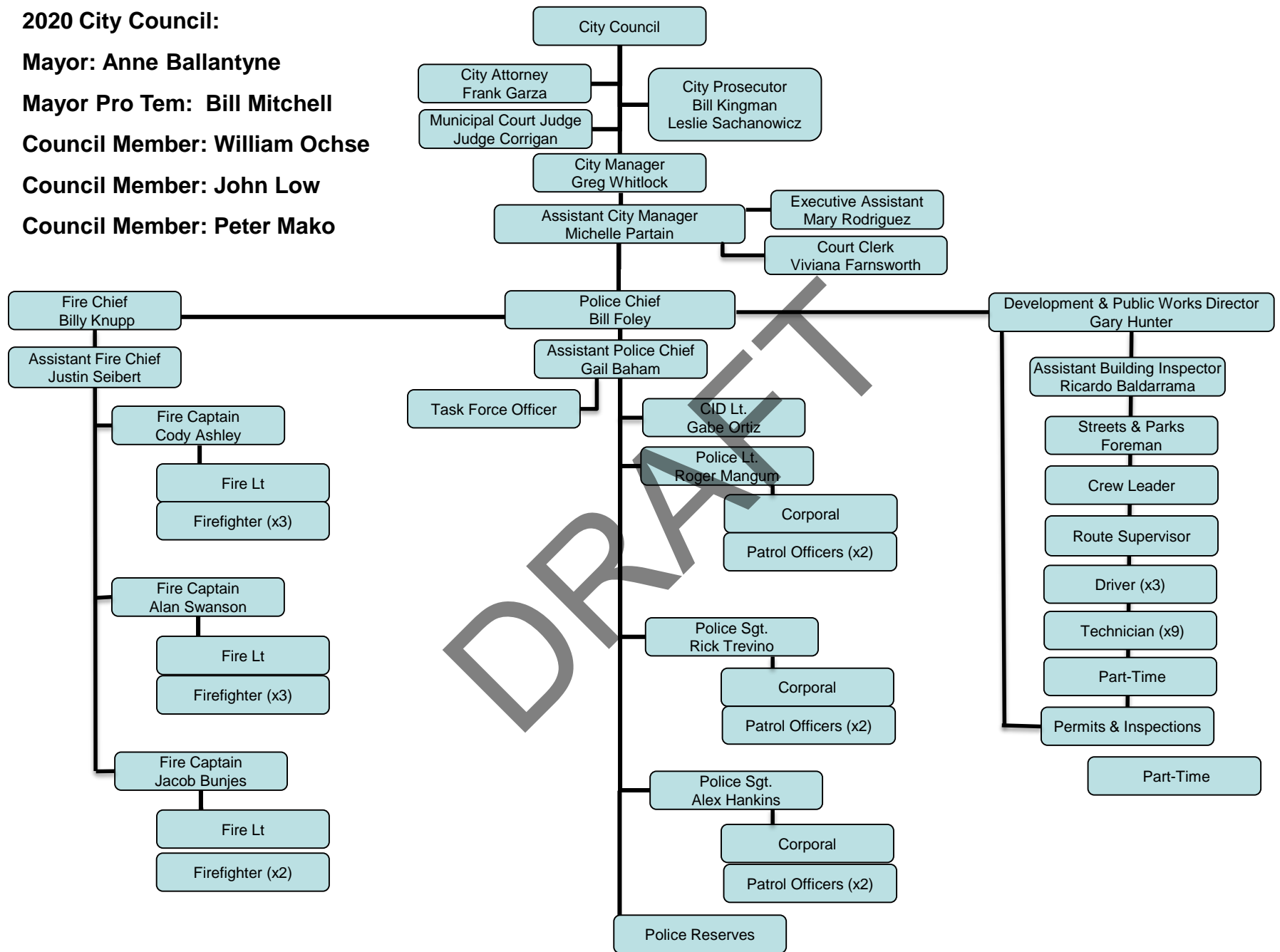
**Mayor: Anne Ballantyne**

**Mayor Pro Tem: Bill Mitchell**

**Council Member: William Ochse**

**Council Member: John Low**

**Council Member: Peter Mako**



## Fiscal Year 2020 Pay and Benefits Plan

### Base Pay

#### ***Administrative Department***

Title	Authorized Positions		Base Rate/ Period
	2019	2020	
City Manager	1	1	\$116,000.00/ Annual*
Assistant City Manager	1	1	\$7,129.76 / monthly*
Administrative Assistant	1	1	\$3,596.14/ monthly
Court Clerk	1	1	\$3,170.19/ monthly

\* City Manager to receive \$400 per month vehicle allowance

\* Assistant City Manager to receive \$100.00 per month vehicle allowance

#### ***Police Department***

Chief	1	1	\$6,536.83/ monthly*
Assistant Chief	1	1	\$5,679.54/ monthly*
Lieutenant	2	2	\$4,820.02/ monthly
Sergeant	2	2	\$4,579.38/ monthly
Corporal	3	3	\$4,272.18/ monthly
Patrol Officer II	7	7	\$3,993.80/ monthly

\* Police Chief to receive \$200 per month vehicle allowance

#### ***Fire Department***

Chief	1	1	\$6,536.83/ monthly*
Assistant Chief	1	1	\$5,679.54/ monthly*
Captain	3	3	\$4,820.02/ monthly
Lieutenant	3	3	\$4,479.33/ monthly
Firefighter II	8	8	\$4,260.06/ monthly

\* Fire Chief to receive \$200 per month vehicle allowance

#### ***Development Services & Public Works***

Director	1	1	\$5,572.30/ monthly*
Assistant Director/Building Inspector	1	1	\$4,108.12/ monthly*
Foreman	2	1	\$21.43/ hourly*
Route Drivers	3	3	\$15.30-\$16.40/ hourly
Crew Tech	8	8	\$15.30-\$17.40/ hourly
Part-Time Tech	As Needed	As Needed	\$15.30-\$18.36/hourly DOQ

\* Director to receive \$200 per month vehicle allowance

\* Director, Assistant Director, Foreman & Senior Route Supervisor

\* Street Department personnel with a Texas Class B Commercial Driver's License will receive \$100.00 per month

## Benefits

1. That new police officers and firefighters will be furnished an in-kind initial issue and be provided an annual uniform allowance of \$600 after completion of their training period. Development Services & Public Works Department employees will be provided an annual uniform allowance of \$600. Uniform allowances will be administered by department heads, whose approval will authorize City payments for uniform items.

2. That each full-time City employee shall receive longevity pay based on the salaries listed herein, such longevity pay to be based upon completed years of service to the City and computed as follows:

a. First through third years 2% of base pay per year

b. Fourth through seventh years 1% of base pay per year

c. Eighth year onward 1/2 of 1% of base pay per year

d. **Longevity Lateral Transfer for Experienced Employees** – For employees with confirmed previous experience in a comparable trade/field; after vetting and approval from both the Department Head and the City Manager, an experienced employee may be eligible to be paid at a higher rate up to 5 years of longevity.

3. That the fringe benefits of the employees be the same and hereby are as follows:

### a. Holidays:

New Year's Day	Wednesday, January 1 <sup>st</sup> 2020
Martin Luther King Day	Monday, January 20 <sup>th</sup> 2020
President's Day	Monday, February 17 <sup>th</sup> 2020
Good Friday	Friday, April 10 <sup>th</sup> 2020
Memorial Day	Monday, May 25 <sup>th</sup> 2020
Independence Day	Saturday, July 4 <sup>th</sup> 2020
Labor Day	Monday, September 7 <sup>th</sup> 2020
Columbus Day	Monday, October 12 <sup>th</sup> 2020
Veteran's Day	Wednesday, November 11 <sup>th</sup> 2020
Thanksgiving Day	Thursday, November 26 <sup>th</sup> 2020
Day after Thanksgiving	Friday, November 27 <sup>th</sup> 2020
Christmas Day	Friday, December 25 <sup>th</sup> 2020

**\*\* Fire & Police Shift Personnel will receive Holiday Time in the form of vacation days\*\***

Holidays that fall on a Saturday will be observed on the preceding Friday, and holidays falling on a Sunday will be observed on the following Monday.

**b. Sick Leave:** Sick leave for full-time employees shall be earned at the rate of 8 hours month (12 hours applies to fire department personnel on 24 hour shifts) with a maximum accumulation of sixty days. Any employee with more than 30 days accumulated sick leave may use no more than 5 sick days as additional paid vacation. Any sick leave taken in excess of three

consecutive days will require certification of a licensed physician. There will be no payment for unused sick leave upon an employee's termination.

**c. Group Hospitalization Insurance:** The City will provide group hospitalization and major medical insurance effective on the first day of the month following date of hire. Dependents' coverage and dental insurance shall be made available at the option of the individual employee. The City will contribute up to \$450 monthly to the City provided group plan for the employee and dependent insurance, with the employee responsible for the balance through payroll deduction. The City will also afford each employee the opportunity to obtain disability income and/or indemnity insurance for non-work-related accidents and illnesses, to be paid for by the employee through payroll deduction.

**d. Group Life Insurance:** Each employee will be provided with group life insurance based on the terms of the major medical policy and shall not exceed a total of \$50,000 in benefits. Dependents' coverage shall be made available at the option of the individual employee, the cost of which is to be paid by the employee.

**e. Incentive Pay:** Monthly pay to provide incentive for professional and educational accomplishment will be provided as shown below. Each employee is eligible for one incentive pay in each category related to their duty position. Certification of eligibility will be accomplished by the Department Head.

**1) Education**

Master's Degree	\$200.00
Bachelor's Degree	\$150.00
Associates Degree	\$75.00

**(2) Professional Certification**

Master Peace Officer/Master Firefighter/Court Clerk III	\$100.00
Advanced Peace Officer/Advanced Firefighter/Court Clerk II	\$75.00
Intermediate Peace Officer/Intermediate Firefighter/Court Clerk I	\$50.00

**(3) Training Coordinator** \$80.00

**(4) Fire Instructor/Police FTO** \$25.00

**(5) EMS Instructor** \$50.00

**(6) Fire Inspector** \$50.00

All Fire Lieutenants and below & Police Corporals and below will receive a \$10.00 cell phone allowance for emergency recall texting fees.

All Fire Captains and above, Police Sergeants and above & Public Works Foreman and above will receive \$50.00 per month cell phone allowance.

**f. Vacation:** Full-time Regular Employees shall be eligible for paid vacation days based on the following schedule;

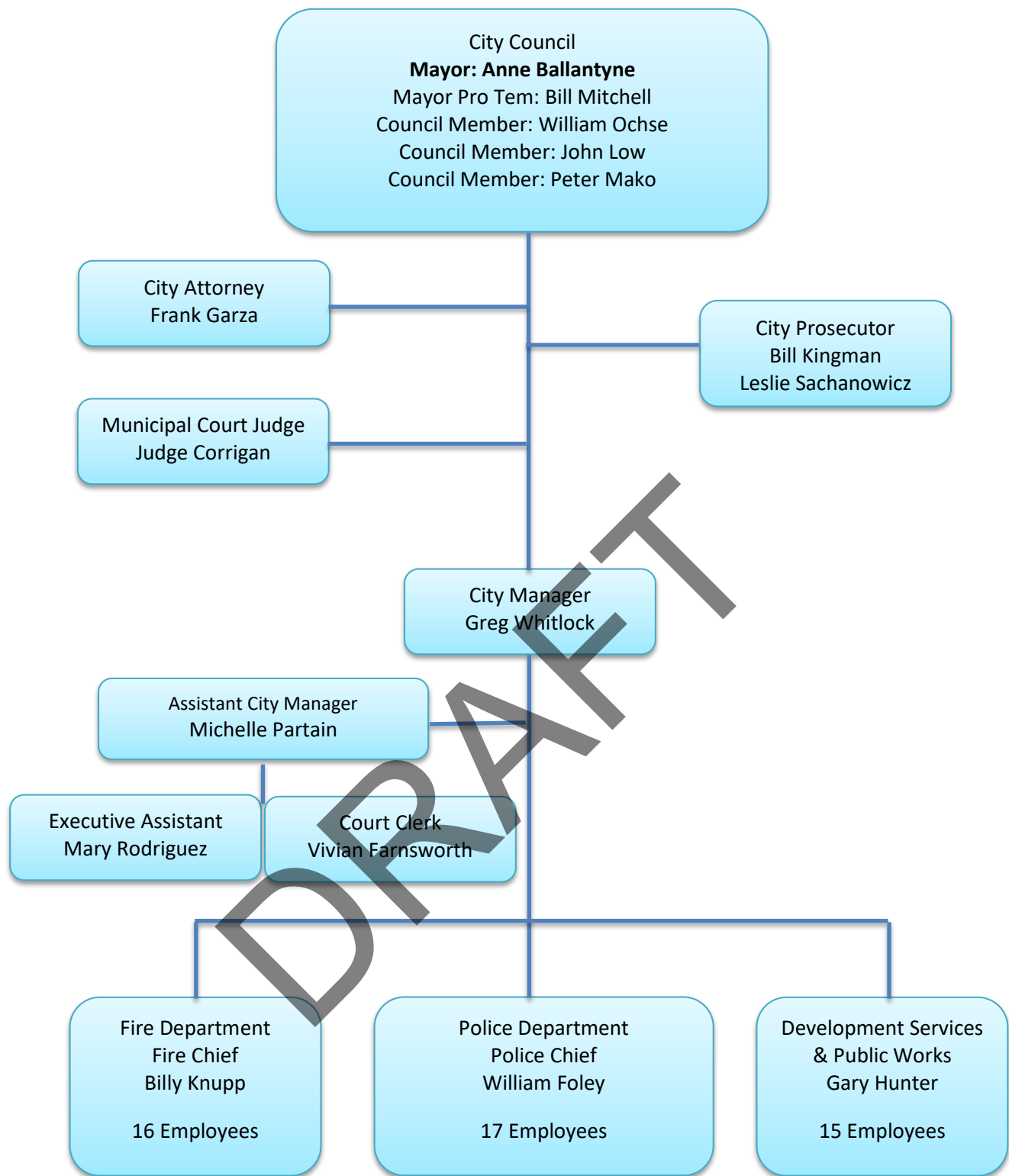
After 6 months	5 days
1 year thru 10 years	10 days
11 years and onward	15 days

Note: Variations and exceptions from this schedule may be found in the Personnel Policy Handbook with City Council approval.

The Personnel Policy Handbook prescribes the use and accumulation of Vacation days.

DRAFT

Proposed Raise	2.00%	Payroll Projections Fiscal Year 2020 w/ 2% COLA				
Department		Salary Projection	Social Security/city match	Medicare/ city match	TMRS/city match	Payroll Totals
Administration		\$310,299.39	\$19,238.56	\$4,499.34	\$48,282.58	\$382,319.87
Fire Department		\$998,267.43	\$61,892.58	\$14,474.88	\$155,330.41	\$1,229,965.30
OT		\$56,100.00	\$3,478.20	\$813.45	\$8,729.16	\$69,120.81
Police Department		\$967,743.15	\$60,000.08	\$14,032.28	\$150,580.83	\$1,192,356.33
OT		\$45,000.00	\$2,790.00	\$652.50	\$7,002.00	\$55,444.50
Development & Public Works		\$652,268.76	\$40,440.66	\$9,457.90	\$101,493.02	\$803,660.34
OT		\$10,000.00	\$620.00	\$145.00	\$1,556.00	\$12,321.00
Total		\$3,039,678.72	\$188,460.08	\$44,075.34	\$471,418.01	\$3,743,632.15
Total w/out OT		\$2,928,578.72				



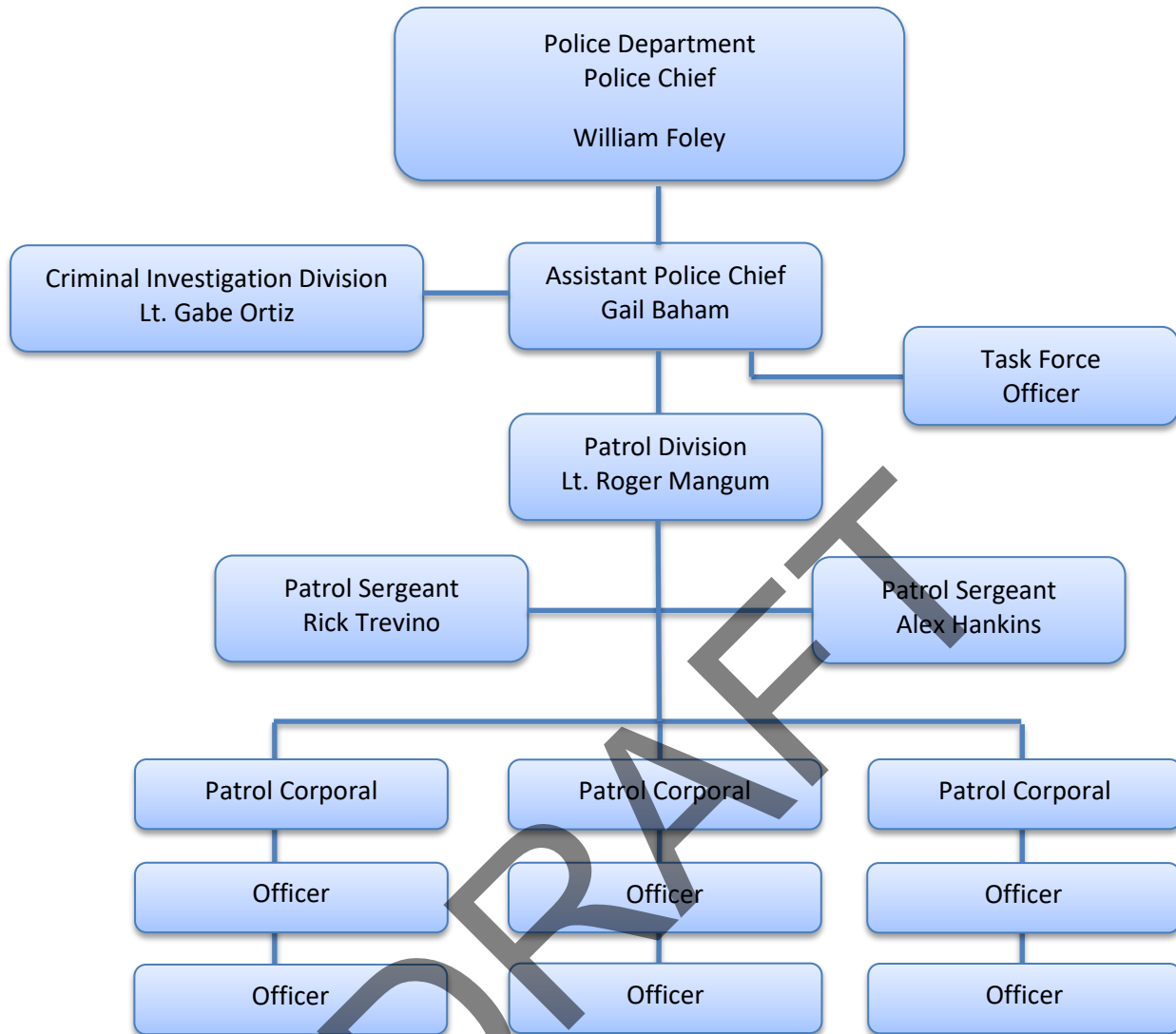




2020  
Administrative Budget

Expense	2018 Budget Actual	2019 Budget	2019 Budget Estimated Final	2020 w/2%COLA & Program Changes
<b>500000 - Administrative Expenses</b>				
<b>5001000 - Salaries Administrative</b>	285,348.77	300,769.96	303,708.16	310,899.39
<b>5001035 - CCAFE Expense</b>	2,743.17	2,736.24	2,736.24	
<b>5001040 - TMRC</b>	34,739.50	46,679.50	47,135.51	48,375.95
<b>5001045 - CNCAF Expenses</b>	681.84	681.84	681.84	
<b>5001050 - Med 1</b>	15,624.00	16,698.96	15,660.96	
<b>5001060 - Dental (&amp; Vision)</b>	1,343.28	1,482.96	1,482.96	
<b>Insurance</b>				21,600.00
<b>5001132 - Gas</b>	-1,191.82			
<b>5001205 - Bank Charges</b>	1,610.97	1,600.00	1,800.00	1,600.00
<b>5001225 - Admin Training</b>	5,990.21	5,000.00	3,600.00	5,000.00
<b>5001235 - Miscellaneous</b>	3,226.23	4,000.00	3,000.00	4,000.00
<b>5001240 - Office Expense</b>	5,953.70	6,000.00	4,618.02	6,000.00
<b>5001242 - Court Office Supplies</b>	1,551.42	1,776.00	750.00	1,776.00
<b>5001247 - Returned Checks</b>		0.00		
<b>Total 500000 - Administrative Expenses</b>	<b>357,621.27</b>	<b>387,425.46</b>	<b>385,173.69</b>	<b>399,251.34</b>

The Administrative Department provides Finance, Accounting, Human Resource, Municipal Court and the coordination of all City Departments and Services. The Salary portion covers four staff members including the Court Clerk, Executive Assistant, Assistant City Manager and the City Manager. Every effort is made to use the City's Mission Statement and Strategic Goals to guide the direction of all City Programs. We strive to provide a Friendly, Inviting and Cooperative organization to address the concerns and needs of the citizens of the City of Terrell Hills.





## 2020 BUDGET

	2018 Budget Actual	2019 Budget	2019 Budget Estimated Final	2020 w/2%COLA & Program Changes
<b>510000 · Police Department</b>				
5101000 · Salaries Police Department	939,682.91	958,566.96	945,000.00	971,343.15
5101005 · Overtime Police Department		45,000.00	30,000.00	45,000.00
5101035 · CCAFE Expense	3,717.24	3,586.56	2,663.20	
5101040 · TMRC	116,440.28	155,753.59	146,664.00	158,142.99
5101045 · CNCAF Expense	1,926.96	1,911.36	1,352.00	
5101050 · Med 1	59,710.00	72,107.11	63,521.88	
5101060 · Dental (& Vision)	3,078.92	3,293.28	3,216.84	
Insurance				86,400.00
5101090 · Uniforms	9,247.28	10,000.00	10,000.00	10,000.00
5101102 · Animal Control	8,591.77	25,000.00	8,900.00	25,000.00
5101105 · CID	1,991.07	2,000.00	2,000.00	2,000.00
5101132 · Gas & Oil	22,124.10	25,000.00	16,276.66	25,000.00
5101157 · Radio Maintenance	1,643.83	2,000.00	1,800.00	2,000.00
5101178 · Tire & Battery	2,198.19	4,000.00	3,700.00	4,000.00
5101179 · Vehicle Repairs	6,317.07	10,000.00	8,900.00	10,000.00
5101225 · Training	16,791.58	17,000.00	16,500.00	17,000.00
5101235 · Miscellaneous	5,000.00	5,000.00	4,000.00	5,000.00
5101240 · Office Expense	3,994.04	4,000.00	3,700.00	4,000.00
5101330 · Vest	870.00	1,000.00	870.00	1,000.00
5101355 · PD ERF Transfer Out		40,000.00	40,000.00	40,000.00
5101365 · PD Asset Forfeiture Fed Fund				
<b>Total 510000 · Police Department</b>	<b>1,203,325.24</b>	<b>1,385,218.86</b>	<b>1,309,064.58</b>	<b>1,405,886.14</b>

The Terrell Hills Police Department's 2020 budget reflects the department's continued efforts to provide only the highest quality of police services to this community. The department is committed to protecting life and property, preventing crime and preserving the peace in a manner consistent with the freedoms secured by the constitution, always treating people with dignity, fairness and respect.

This proposal recognizes the mission and strategic goals set by the city council and allows this department to maintain our continued achievement of those standards. The budget also assists the department in maintaining the excellent level of services provided by our officers.

**A. VEHICLE MAINTENANCE:** Total \$10,000.00

All mechanical repairs necessary to maintain a safe and dependable patrol fleet.

**B. TIRES AND BATTERIES:** Total \$4,000.00

Replacement of worn out tires/batteries during the budget year.

**C. RADIO AND COMMUNICATIONS:** Total \$2,000.00

Anything related to repairs & maintenance on radio/communication equipment.

**D. MISCELLANEOUS:** Total \$5,000.00

Purchases not included in other line items which include supplies for July 4<sup>th</sup> parade, bike rodeo, best practices program requirements and pre-employment testing.

**F. CID:** Total \$2,000.00

Items specifically for use in criminal investigations such as digital media, video replication supplies, photo paper for computer printing of investigational photos, crime scene processing and packaging items.

**G. OPERATIONS:** Total: \$110,000.00

**I. Gas and Oil: (\$25,000.00)**

Fuel and Oil (including oil changes) for five patrol vehicles.

**2. Training: (\$17,000.00)**

**a) In-service training schools: (\$8,800.00)**

Includes off site and in-house training including audio/visual items used in training. This also includes state mandated training for licensing requirements, certification advancement, supervisor and investigational training.

**b) Firearms Training: (\$6,200.00)**

Includes ammunition, range supplies, and instructor development. All items used in mandated and additional Instructor Firearms development.

**c) Animal Control Training: (\$2,000.00)**

Includes onsite training for all patrol officers continuing education as basic animal control officers.

**3. Animal Control: (\$25,000.00)**

Primarily for quarantine, euthanasia and rabies testing fees when animals are taken to a local vet, as well as boarding animals for observation when the owner is unknown or unreachable. This cost also includes the cost of printing the 2016 TH Dog Tags.

**4. Overtime: (\$45,000.00)**

Funds designated for officer compensation for working hours in addition to their normal schedule.

**H. OFFICE SUPPLIES:**

Total: \$4,000.00

All supplies needed for day-to-day office operations; to include printer cartridges, printer paper, pens DVDs, SD Cards and unforeseen computer software needs.

**I. UNIFORMS:**

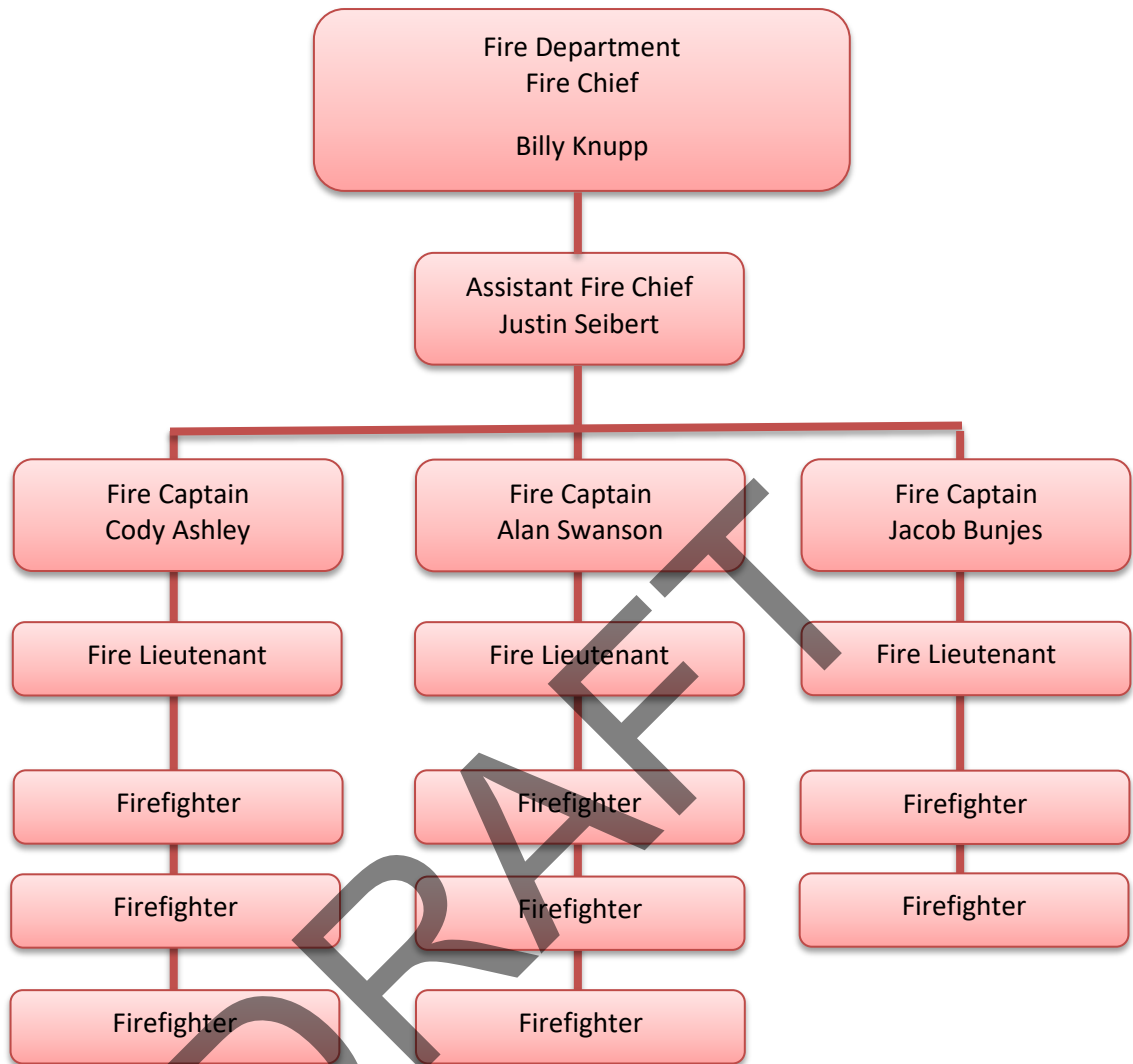
Total: \$10,000.00

\$600 annual uniform allowance for each of the sixteen full time officers. Also provides for an initial issue of uniforms to new officers when they are hired. Also allows for anticipated increase in cost associated with potential personnel turn over.

**J. PROTECTIVE VESTS**

Total: \$1,000.00

Allows for the replacement of soft body armor as well as initial issue for any newly hired officers. Allows for purchase of 5 rifle resistant vests for patrol cars





# Terrell Hills Fire Department Proposed Budget 2020



	2018 Budget Actual	2019 Budget	2019 Budget Estimated Final	2020 w/2%COLA & Program Changes
<b>520000 - Fire Department</b>				
5201000 - Salaries Fire Department	940,094.13	975,485.96	950,000.00	1,001,267.43
5201005 - Overtime Fire Department		55,000.00	45,000.00	56,100.00
5201035 - CCAFE Expense	604.64	2,084.64	2,084.64	
5201040 - TMRC	114,681.39	159,931.42	147,440.00	164,526.37
5201045 - CNCAF - Fire Dept	668.16	2,813.52	2,813.52	
5201050 - Med 1	62,515.50	67,382.30	64,539.60	
5201060 - Dental (& Vision)	2,799.62	4,135.92	4,216.58	
Insurance				86,400.00
5201090 - Uniforms	9,681.94	10,000.00	9,900.00	10,600.00
5201128 - Fire Department Quarters	3,182.09	4,000.00	3,900.00	4,000.00
5201129 - Equipment & Maintenance	39,979.04	39,500.00	39,000.00	44,700.00
5201132 - Gas & Oil	7,604.71	8,500.00	7,106.28	8,500.00
5201157 - Radio Maintenance	2,314.44	2,500.00	2,490.00	3,500.00
5201178 - Tire & Battery	1,388.16	2,000.00	1,700.00	4,000.00
5201179 - Truck Repairs	6,954.95	7,000.00	6,800.00	7,500.00
5201225 - Training	11,885.92	14,000.00	12,000.00	14,000.00
5201235 - Miscellaneous	1,546.33	4,000.00	3,500.00	4,000.00
5201240 - Office Expense	1,322.29	2,500.00	2,400.00	3,000.00
5201245 - ERF Transfer Out	66,000.00	66,000.00	66,000.00	66,000.00
<b>Total 520000 - Fire Department</b>	<b>1,273,223.31</b>	<b>1,426,833.76</b>	<b>1,370,890.62</b>	<b>1,478,093.80</b>

## Uniforms:

**\$ 10,600.00**

Uniforms and other associated equipment including badges, footwear, and other items approved by the Fire Chief. The request is broken down to \$ 600.00 per fire department employee with an additional \$ 300.00 for miscellaneous uniform items.

## Fire Department Quarters:

**\$ 4,000.00**

This category covers expenses associated with the Firefighter Quarters. This line item has been reduced from last year's budget.

## Fire Office Supplies:

**\$ 3,000.00**

This line item will serve to provide all of the needed office supplies for normal fire department operations. We also will be taking all mailings and related items out of this category.

**Equipment Replacement Fund****\$ 66,000.00**

This budget years installment to the ERF, these monies will be held as a reserve to be drawn from when needed.

**Equipment and Maintenance:****\$ 44,700.00**

This line item can be broken down into four categories: The new equipment replacement fund, new equipment, regular equipment maintenance/certifications and equipment repairs.

**Capital Purchases:***Bunker Gear Replacement x 5 Sets*

\$ 18,000.00

*Rescue Equipment*

\$ 0

*Hose Replacement*

\$ 2,000.00

*Portable Radio*

\$ 4,800.00

*Misc. Tool & Replacements*

\$ 0

*SCBA Bottle Replacements*

\$ 10,000.00

Capital Sub Total

\$ 34,800.00

**Maintenance:**

Regular Equipment Testing/Certification:

\$ 3,150.00

This line item is for the normal testing of equipment, apparatus and routine maintenance.

*Equipment Repairs:*

\$ 5,250.00

This line item will cover the necessary repair and replacement of fire department assets.

*EMS Supplies:*

\$ 1,500.00

This line item has been added to better represent money spent from miscellaneous. This money has been reallocated from the miscellaneous line item.

Maintenance Sub Total

\$ 9,900.00

**Gas and Oil:****\$ 8,500.00**

This line item will be holding even from last year.

**Radio Maintenance:****\$3,500.00**

This line item will be towards the annual replacement of 1 battery per firefighter for maintenance purposes and any repairs not covered by the service contract ie. knobs, buttons and belt clips.

**Tire and Battery:****\$4,000.00**

This covers tire and battery replacement for the department's vehicles.



**Truck Repairs:** **\$ 7,500.00**

**Training:** **\$ 14,000.00**

This category provides for a diverse training regimen required to maintain and enhance current capabilities. Some training is required by the State and Federal governments and includes basic firefighting refreshers, hazardous materials awareness as well as the emergency medical training required to maintain personnel certification.

The Training Budget can be further broken into 3 sub categories: Paramedic Certification Training, Renewal Fees, Conferences and Classes.

***Regular Training -*** **\$ 5,000.00**

***Certification Renewals -*** **\$ 3,000.00**

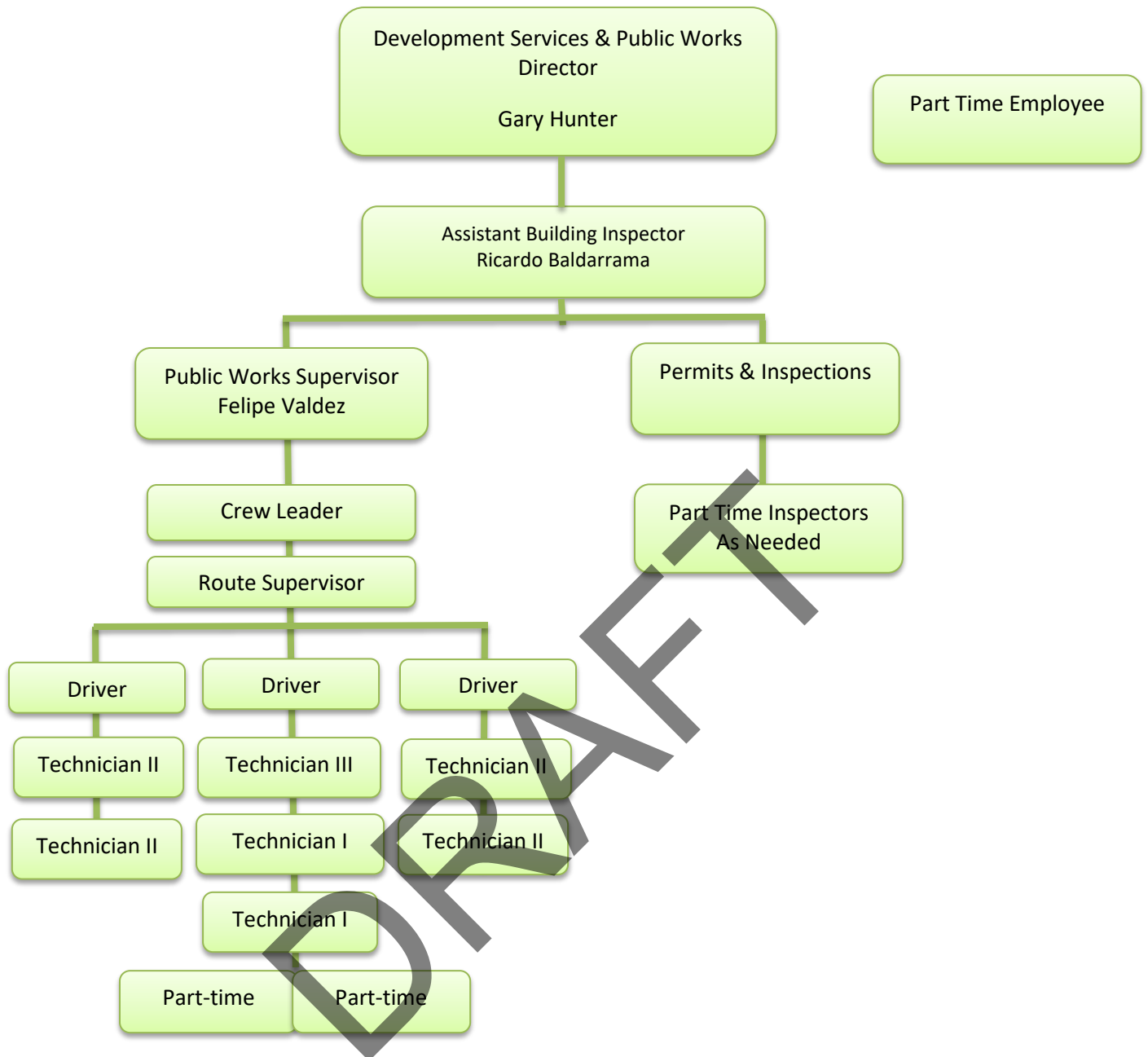
This line item covers all of the department's mandatory certificate and license renewals. This line item will actually fluctuate annually due to different certification periods of our employees. There are some renewals that do come annually for all employees that are covered from these monies.

***Conference and Classes -*** **\$ 6,000.00**

This line item utilizes the remainder of the training budget and is spent on conferences and classes that our employees attend. These range from new learning to refresher courses. All of the classes attended cover required continuing education and must be approved by the Training Coordinator and the Fire Chief. Loss of these monies would make the accrual of continuing education much more difficult.

**Miscellaneous:** **\$ 4,000.00**

This category covers the miscellaneous expenses associated with the operation of the Fire Department. This includes replacement of minor equipment and disposable supplies. It also includes the supplies necessary to maintain our fire prevention and inspections program.



**City of Terrell Hills  
Development Services &  
Public Works Department**

**Proposed Budget 2020**

	<b>2018 Budget Actual</b>	<b>2019 Budget</b>	<b>2019 Budget Estimated Final</b>	<b>2020 w/2%COLA &amp; Program Changes</b>
<b>530000 - Dev Svcs &amp; PW</b>				
5301000 - Salaries Streets & Sanitation	548,829.67	618,160.36	585,000.00	654,068.76
5301005 - Overtime Streets & Sanitation		5,000.00	5,456.09	10,000.00
5301035 - CCAFE Expense	3,857.08	3,981.84	4,050.46	
5301040 - TMRC	65,709.65	96,714.49	90,792.00	103,329.10
5301045 - CNCAF Expense	2,453.76	2,842.56	2,842.56	
5301050 - Med 1	51,878.50	53,699.28	58,472.40	
5301060 - Dental (& Vision) Insurance	3,959.56	3,417.12	3,417.12	81,000.00
5301085 - Inspections		40,000.00	30,560.00	35,000.00
5301090 - Uniforms	8,567.79	10,200.00	9,200.00	10,200.00
5301100 - Alley Maintenance	8,062.85	7,000.00	5,500.00	7,000.00
5301112 - Waste Disposal	122,079.44	124,000.00	123,000.00	130,000.00
5301132 - Gas & Oil	34,705.62	40,000.00	27,662.82	40,000.00
5301165 - Sprinkler & Park Maintenance	47,414.05	40,000.00	35,000.00	45,000.00
5301178 - Tire & Battery	8,347.73	10,000.00	8,400.00	10,000.00
5301179 - Equip Maint	47,000.00	47,000.00	47,000.00	50,000.00
5301225 - Training	3,537.42	4,500.00	4,000.00	4,500.00
5301235 - Miscellaneous	224.71	500.00	300.00	500.00
5301240 - Office Expense	1,381.47	2,000.00	1,900.00	2,500.00
5301375 - Materials & Equipment	9,549.66	10,000.00	8,500.00	10,000.00
5301380 - ERF Transfer Out	53,000.00	53,000.00	53,000.00	53,000.00
<b>Total 530000 - Dev Svcs &amp; PW</b>	<b>1,020,558.96</b>	<b>1,172,015.65</b>	<b>1,104,053.45</b>	<b>1,246,097.86</b>

The Public Works Department mission will be to continue providing the best possible service for our residents of this city, continue to improve our operations, preventative maintenance of equipment, implement cost effective methods, and continue to encourage a respectful working environment for employees.

**Uniforms:**  
**\$10,200**  
**No Change**

Each employee will receive \$600 annual uniform allowance which includes a maximum of \$200 for shoe allowance per year and the remainder going toward shirts, pants, jacket, and personal safety equipment.

**Alley Maintenance:**  
**\$7,000**  
**No Change**

Category will still be used to continue maintenance and repair of our alleys of ruts, wash outs, standing water, etc., which has helped in reducing damage to vehicles and tires and is conjunction with our storm water management program..

**Waste Disposal:**  
**\$130,000**  
**Increase of \$6,000**

Since we have implemented changes that have helped in the amount of trips going to the land fill and using New Earth for our brush disposal, it has helped in keeping our costs down. Recycling has had increasing fee rates every month and appears to continue increasing. We have stopped taking glass items and have been passing out flyers on what is acceptable including not bagging any recyclables in an effort to reduce costs.

**Gas & Oil:**  
**\$40,000**  
**No Change**

This category will stay the same due to managing our routes a lot closer. Fuel and oil changes are calculated for 8 vehicles and 1 tractor. With changes to the routing and truck usage along with planning our daily activity's to be more effective will also reduce the amount of wear and tear on the vehicles also.

**Office Supplies:**  
**\$2,500**  
**Increase of \$500**

This line item will be used for the public works department now having a computer/printer for their daily operations. This will also include the needed supplies for the administration side of operations for permits, inspections and any other necessary items for daily activities.

**Sprinkler Repairs/Park Maintenance:****\$45,000****Increase of \$5,000**

This category will be broke down into numerous areas.

1) Maintenance of the landscaping of our city hall and parks. There are certain things that need to be done such as lawn service, fertilizing/weed control, mulch/top soil, and general repairs.

2) Crestwood Park will have an allotted amount budgeted for repairs/painting playground equipment and approved upcoming projects.

3) Replacement of flags that have faded or replacement of flag poles.

4) Trimming of trees over roadways that could damage city vehicles.

5) Create a budget for Genesee Parkway toward tree trimming and sod replacement

6) Upgrades to the irrigation system on Geneseo and possibly install a solar powered irrigation system at Morningside/Eventide Park.

7) Testing of Backflow Devices (Annual Test)

**Tire & Battery:****\$10,000****No Change**

This line item will be for 8 vehicles and 1 tractor and 2 trailers. Ever since we have been enforcing our ordinance pertaining to alley maintenance and brush placement at the front curb, our tire budget has been able to be maintained with no change.

**Equipment Maintenance:****\$50,000****Increase of \$3,000**

We have continued to have costly repairs each year along with down time. We have been doing more in our preventive maintenance program and doing some of our own repairs to try and keep our maintenance budget at the same amount. This line item will be used to maintain all necessary repairs to vehicles, tractor, small equipment such as mowers, chainsaws, weed eaters, compressor, generator, etc. in a safe operable condition.

**Training:****\$4,500****No Change**

As the different classes become available we will be sending more individuals for additional training in safety aspects, dealing with community relations and any other classes that could be beneficial in our field of work.

**Miscellaneous:**

**\$500**

**No Change**

We have been trying to keep this item at a minimum and feel that \$500.00 is still workable range. Items for this category will be minor items not specific to any particular area such as keys and disposable items that will not fit in any other category.

**Materials and Equipment:**

**\$10,000**

**No Change**

This line item will be broke down into 4 categories:

1. New equipment
  - a. Replacement of lawn equipment such as mowers, weed eaters, trimmers and blowers
  - b. Hand tools for equipment repairs
2. Regular equipment (brooms, shovels, pitch forks, garbage cans)
3. Barricades (safety equipment)
4. Materials (sand, concrete, materials for playground repairs, etc.)
5. Recycle bins.

**Note:** *Items used for street repairs will no longer come out of this category (asphalt, tack oil, base material, crack sealing supplies) will now be charged to the category of street repair.*

*Cleaning of the Storm Water Basin's and Mutt Mitt's are part of the storm water management budget*

**Equipment Replacement Fund**

**\$53,000**

**No Change**

**Overall Increase of \$14,500**

**Director Vehicle Allowance \$200.00**

**Storm Water ?**

**Certification Incentive Pay \$50.00**

**Increase overtime budget.**

**Make a full time person instead of a part timer.**

	General Budget Category		2019 Budget Estimated Final	2020 w/2%COLA & Program Changes
	2018 Budget Actual	2019 Budget		
<b>540000 - General</b>				
5401041 - Elections	3,033.36	4,000.00	410.00	4,000.00
5401101 - Appraisal District	25,378.00	23,000.00	24,092.00	26,000.00
5401103 - Audit	15,500.00	16,000.00	15,000.00	16,000.00
5401105 - Engineering Services	6,000.00	20,000.00	0.00	20,000.00
5401106 - Prosecutor	2,600.00	2,700.00	2,700.00	2,700.00
5401107 - Judge	2,200.00	2,400.00	2,400.00	2,400.00
5401108 - City Attorney	35,286.29	28,000.00	55,097.48	40,000.00
5401109 - Telephone	8,394.40	7,200.00	8,088.52	8,200.00
5401110 - CPS	24,333.20	25,133.96	19,904.04	25,504.00
5401111 - Street Lights CPS	19,105.99	20,022.35	13,132.80	20,100.00
5401112 - Water	12,098.80	11,134.24	8,970.48	11,500.94
5401114 - Dispatch	185,013.50	171,000.00	154,010.00	167,067.00
5401125 - EMS Contract	110,968.97	125,000.00	96,123.43	125,000.00
5401130 - Health Inspections	1,800.00	1,800.00	1,800.00	1,800.00
5401135 - Inspections	38,620.00			
5401138 - Insect control	978.00	1,800.00	1,000.00	1,200.00
5401145 - Liability Insurance	48,772.56	50,000.00	46,727.38	50,000.00
5401146 - Workers' Compensation Insurance	87,876.00	89,000.00	99,080.44	110,000.00
5401150 - Newsletter	0.00			
5401165 - Stormwater Mgmt Program	4,058.42	9,000.00	7,000.00	8,000.00
5401175 - Street Repairs	5,529.81	50,000.00	30,000.00	50,000.00
5401200 - Community Events	17,722.38	16,000.00	12,000.00	16,000.00
5401205 - Crossing Guard	739.97	3,000.00	1,404.00	3,000.00
5401210 - Contingencies	10,982.50	27,000.00	14,500.00	30,000.00
5401220 - Dues & Subscriptions	7,788.08	8,000.00	6,000.00	8,000.00
5401235 - Miscellaneous	4,000.00	4,000.00	3,628.80	4,000.00
5401245 - Postage	1,500.00	1,500.00	1,184.54	1,500.00
5401300 - Building Maintenance	45,679.67	45,000.00	60,000.00	60,000.00
5401325 - Computers	68,028.38	91,800.00	90,000.00	112,588.90
5401350 - Court Technology	500.00	500.00	400.00	400.00
<b>5401600 - Payroll Taxes</b>				
5401610 - Payroll City Life	0.00	3,000.00	2,656.08	3,000.00
5401650 - Payroll TMRC	0.00			
5401670 - FICA	166,694.31	183,394.96	172,589.91	188,460.08
5401675 - SUI	9,785.86	10,000.00	1,200.00	10,000.00
5401685 - Medicare	38,984.95	42,890.76	40,363.77	44,075.34
5401690 - MED	6,193.70			
<b>5401450 - Payroll Expenses</b>	12,623.52			
<b>Total General</b>	<b>1,028,770.62</b>	<b>1,093,276.27</b>	<b>991,463.66</b>	<b>1,170,496.26</b>

The General Services Budget primarily covers the contracted services such as insurance, auditing, engineering legal services as well as the dispatching and emergency medical services. In addition to the contracted services, the City's utilities including street lights, electricity, gas and water and several miscellaneous categories are budgeted in this area. General Services accounts for approximately 19% of the City's General Fund Budget. No significant changes are anticipated in this portion of the Budget for the 2020 Fiscal year.

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## EQUIPMENT REPLACEMENT FUND

The purpose of the Equipment Replacement Fund (ERF) is to ensure that adequate funds are available to purchase vehicles and equipment as it becomes obsolete or worn out, and at the same time minimize the budgetary impact for major purchases. The goal is to provide sufficient cash flow for annual purchases. The ERF is not designed to equal the replacement value of the fleet.

An important advantage of the ERF is that it prevents wide fluctuations in departmental operating budgets. For example, if the Fire Department did not need to replace any units in a given year, the department would continue paying fees into the ERF during that year. The positive result is that funding would then be available the next year, when the Fire Department might have a unit to replace, and its operating budget would not be depleted by making the purchase.

The amount a department budgets as their transfer to the ERF is based on the equipment used by the department, the equipment's estimated cost and its estimated life cycle. For example, if a garbage truck was purchased by the Public Works Department in 2016 for \$130,000 with an estimated life cycle of 15 years, the Public Works Department would transfer \$8,667 ( $\$130,000/15$ ) into the ERF in each of the years 2016 through 2031.

Additionally, fee calculation and fund balances should be reviewed regularly to ensure that adequate funds are available and that the budget is stabilized for major purchases, with a goal of providing sufficient cash flow for annual purchases.

# ERF Budget

REVENUES		2019 Budget	2019 Actual	2020 Budget
Fund Balance		\$380,664	\$380,664	\$899,664
Transfer from Police		\$40,000	\$40,000	\$40,000
Transfer from Fire		\$66,000	\$66,000	\$66,000
Transfer from Public Works		\$53,000	\$53,000	\$53,000
Interest Income		\$0	\$0	\$0
Sale of Disposed Equipment		\$400,000	\$400,000	
<b>Total Revenues</b>		<b>\$939,664</b>	<b>\$939,664</b>	<b>\$1,058,664</b>
EXPENDITURES		2019 Budget	2019 Actual	2020 Budget
Police	VIN#			
Squad Car #914	1562	\$ -	\$ -	\$ -
Squad Car #415	6254	\$ 40,000	\$ 40,000	\$ -
Squad Car #316	5136	\$ -	\$ -	\$ 40,000
Squad Car #217	7723	\$ -	\$ -	\$ -
Squad Car #317	7724	\$ -	\$ -	\$ -
Fire				
Squad 1 - Chevrolet Pick-up	743	\$ -	\$ -	\$ -
Engine 1 - Sutphen Fire Engine	3091	\$ -	\$ -	\$ -
Engine 2 - Ferrara Fire Engine	9682	\$ -	\$ -	\$ -
Public Works				
Packer Truck 001		\$ -		\$ -
Packer Truck 002		\$ -	\$ -	\$ -
Packer Truck 003		\$ -	\$ -	\$ -
Packer Truck 005		\$ -	\$ -	\$ -
F-350 Pick Up Truck	1691	\$ -	\$ -	\$ 35,000
F-150 4 Door Pick Up Truck	8688	\$ -	\$ -	\$ -
John Deere Loader	4770	\$ -	\$ -	\$ -
<b>Total Expenditures</b>		<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 75,000</b>
<b>Net Income</b>		<b>\$899,664</b>	<b>\$899,664</b>	<b>\$983,664</b>



## Debt Fund Budget

The Debt Fund Budget was established to ensure the quality of decisions in relation to the City's financing activities, provide a comprehensive view of the City's long-term debt picture and make it easier for decision-makers to understand issues concerning debt issuance and management.

Debt will be issued for the purpose of meeting the needs of the community through funding of capital projects and equipment but without constituting an unreasonable burden to taxpayers.

Long-term debt is only issued to finance the acquisition and/or construction of capital improvements with an economic or useful life greater than five years and the term of the debt. Additionally, only capital needs identified in the capital improvement program will be considered. Refunding bonds will only be issued if the present value of debt service savings exceeds three percent of the outstanding par value of the refunded bonds.

City of Terrell Hills  
2020  
Debt Fund  
Budget

	<b>2018 Actual</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>
<b>Estimated Starting Fund Balance</b>	740,634	723,060	718,274
<b>Income</b>			
<b>4001 - Ad Valorem Taxes</b>	693,485	697,760.00	697,760.00
<b>Total Income</b>	693,485	697,760.00	697,760.00
<b>Expense</b>			
<b>5501500 - Bond Principal</b>	460,000	460,000.00	465,000.00
<b>5501510 - Bond Interest</b>	251,059	242,546.00	232,755.75
<b>550152 - Service Fees</b>			
<b>Total Expense</b>	711,059.00	702,546.00	697,755.75
<b>Net Income</b>	<b>-17,574.00</b>	<b>-4,786.00</b>	<b>4.25</b>
<b>Estimated Ending Fund Balance</b>	<b>\$723,060.00</b>	<b>\$718,274.00</b>	<b>\$718,278.25</b>

## Debt Service Schedule

Series 2011 GO Bonds			Series 2012 Refunding Bonds			Series 2016 Refunding Bonds			Total by Date	Annual
Period End	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	
02/01/2020	115,000.00	1,788.25	116,788.25	350,000.00	3,447.50	353,447.50	0.00	113,760.00	113,760.00	583,995.75
08/01/2020							0.00	113,760.00	113,760.00	113,760.00
02/01/2021							550,000.00	113,760.00	663,760.00	663,760.00
08/01/2021							0.00	102,760.00	102,760.00	102,760.00
02/01/2022							575,000.00	102,760.00	677,760.00	677,760.00
08/01/2022							0.00	91,260.00	91,260.00	91,260.00
02/01/2023							605,000.00	91,260.00	696,260.00	696,260.00
08/01/2023							0.00	79,160.00	79,160.00	79,160.00
02/01/2024							620,000.00	79,160.00	699,160.00	699,160.00
08/01/2024							0.00	66,760.00	66,760.00	66,760.00
02/01/2025							650,000.00	66,760.00	716,760.00	716,760.00
08/01/2025							0.00	53,760.00	53,760.00	53,760.00
02/01/2026							680,000.00	53,760.00	733,760.00	733,760.00
08/01/2026							0.00	40,160.00	40,160.00	40,160.00
02/01/2027							705,000.00	40,160.00	745,160.00	745,160.00
08/01/2027							0.00	33,286.25	33,286.25	33,286.25
02/01/2028							720,000.00	33,286.25	753,286.25	753,286.25
08/01/2028							0.00	25,546.25	25,546.25	25,546.25
02/01/2029							740,000.00	25,546.25	765,546.25	765,546.25
08/01/2029							0.00	17,406.25	17,406.25	17,406.25
02/01/2030							755,000.00	17,406.25	772,406.25	772,406.25
08/01/2030							0.00	8,912.50	8,912.50	8,912.50
02/01/2031							775,000.00	8,912.50	783,912.50	783,912.50
										783,912.50



## Capital Funds Budget

The Capital Fund Budget provides for the Future Street and Infrastructure maintenance and improvement. The 2020 Capital Fund Budget balance will continue to increase with the extra monies coming from the  $\frac{1}{4}$  cent street sales tax, the budgeted increase from the general fund and an additional transfer from the undesignated reserve fund.

The City in conjunction with Pape Dawson Engineers is monitoring the PCI Study to maintain and stay current on the city street condition for the community. The City is also investigating alternative options to extend the life of the resurfacing and street projects.

City of Terrell Hills  
Fiscal Year 2020

Capital Funds  
Budget

	<u>Jan - Dec 18</u>	<u>Jan - Dec 19 Estimate</u>	<u>Jan-Dec 20 Budget</u>
<b>Estimated Starting Fund Balance</b>	<b>\$671,554.00</b>	<b>\$671,554.00</b>	<b>\$1,489,021.02</b>
<b>Income</b>			
<b>4600 - Transfers In</b>	350,000.00	750,000.00	350,000.00
<b>4610 - Street Sales Tax 1/4%</b>	68,558.00	67,467.02	68,000.00
<b>Total Income</b>	<u>419,584.33</u>	<u>817,467.02</u>	<u>418,000.00</u>
<b>Gross Profit</b>	419,584.33	817,467.02	418,000.00
<b>Expense</b>			
<b>5751350 - Capital Outlay--Street Projects</b>	377,389.00	0.00	1,300,000.00
<b>Total Expense</b>	<u>377,389.00</u>	<u>0.00</u>	<u>1,300,000.00</u>
<b>Net Income</b>	<u><u>42,195.33</u></u>	<u><u>817,467.02</u></u>	<u><u>-882,000.00</u></u>
<b>Designated Reserve Addition</b>			
<b>Estimated Ending Balance</b>	<b>\$671,554.00</b>	<b>\$1,489,021.02</b>	<b>\$607,021.02</b>

City of Terrell Hills  
2020 Fiscal Year  
Budget

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Appendix



## **6-28 General Financial Policies**

### **GENERAL STATEMENT**

These financial policies have been developed and approved by City Council to ensure continuity and understanding about the City's financial decisions. The policies outline the steps the City of Terrell Hills will follow when making all necessary financial decisions. These policies are to be reviewed and updated on an annual basis. It is important that the policies provide continuity among leadership of the City in an effort to achieve long term goals and fulfill the City's mission.

### **Section 1: Budget Process**

1.0. The budget year for the City of Terrell Hills is January 1 to December 31. The charter states that the "City Council shall on the 1<sup>st</sup> day of October of each year, or as soon after as practicable, prepare a budget to cover all proposed expenditures of the City for the succeeding year." In practical terms, the City staff will ensure the budget is prepared for City Council consideration in the November council meeting of each year. This allows the Council to have adequate time to review the budget for passage and execution effective January 1.

1.1. Staff will use the following process to prepare the budget:

1.11. The effective tax rate is calculated in late July by Bexar County. That effective tax rate will be compared against the valuations and the current year's budget to determine the tax rate needed by the City to fund operations. The tax rate will to be set at an amount sufficient to cover budgeted Maintenance and Operations (M&O) and Interest and Sinking (I&S)/Debt Obligations. The tax rate will normally be set at the September council meeting. Because the City's fiscal year begins January 1, the tax rate set by council at the September council meeting will cover expenditures in the current tax year, not the upcoming tax year. For example, the 2015 effective tax rate is calculated in July of 2015. The City will set its 2015 tax rate at the September council meeting and that rate goes into effect for taxes collected from October 1, 2015 to January 31, 2016. The tax rate set at the September 2015 council meeting must be sufficient to meet M&O and debt obligations for the 2015 tax year. In effect, City staff is collecting taxes starting October 1, 2015 for money that has been spent since January 1, 2015.

1.12. Staff begins the budget process in late July of each year. The City Manager and department heads meet, pass out the current year budget, and determine the appropriate budget for the upcoming budget year. This data, with supporting documentation for equipment and any new programs, is submitted in late August.

1.13. The City Manager receives all the budget data by late August and begins preparation for the first Council workshop. This workshop should introduce Council members to the new budget. The City Manager should have a "rough draft" of the budget with numbers in sufficient detail to brief Council on any major new acquisitions or proposed programs. The

Manager may present multiple options in the event that Council decides to be more or less conservative with the finances. The City Manager should review and incorporate data relating to the City's goals and mission statement, and answer any questions Council may raise. The desired outcome of the first budget workshop should be a mutual understanding of the major programs/financial direction of the city. The City Manager takes these results and incorporates them into the budget for the second workshop.

1.14. The City Manager conducts the second workshop with City Council in mid-October. The final budget data is presented to Council and any further questions answered. At this point Council will narrow the budget to a final option that can be fine-tuned in preparation for a budget hearing and final passage.

1.15. The City Manager finalizes the budget and prepares for its possible passage at the November Council meeting. Appropriate ads are placed in the newspaper in advance of the public hearing per State Law. The Council will hold a public hearing and take public input at the November meeting. If there is extensive input by the public, the Council should consider tabling the budget and sending back to the City Manager for consideration the following month. The budget must be passed prior to the new fiscal year beginning January 1.

1.16 The City Manager will prepare a budget document in sufficient detail to describe the programs funded. The document should include sections highlighting the programs in each department. A separate section of the budget document is devoted to personnel programs, capital improvement programs and the debt schedule. The final budget is prepared in accordance with best practices from Government Finance Officers' Association (GFOA).

## **Section 2: Long Term Debt**

2.0 The City establishes the following policy concerning the issue and management of debt. This debt policy, as presented to City Council and the citizens, was established to ensure the quality of decisions in relation to the City's financing activities, provide a comprehensive view of the City's long-term debt picture and make it easier for decision-makers to understand issues concerning debt issuance and management.

### **2.1 Conditions of Debt Issuance**

2.11 Debt should be issued for the purpose of meeting the needs of the community through funding of capital projects and equipment but without constituting an unreasonable burden to taxpayers.

2.12 Long-term debt is only issued to finance the acquisition and/or construction of capital improvements with an economic or useful life greater than five years and the term of the debt. Additionally, only capital needs identified in the capital improvement program will be considered. Refunding bonds will only be issued if the present value of debt service savings exceeds three percent of the outstanding par value of the refunded bonds. Debt for other purposes, such as acquisition of capital assets, is covered separately in this policy.

## 2.2 Types of Debt

**2.21 General Obligation Bonds** General Obligation Bonds may only be issued with a majority approval of a popular vote. The use of the proceeds from GO Bonds is limited to the acquisition or improvement of real property and other uses allowed by law and applicable bond ordinances. City facilities, parks and public safety facilities are examples of facilities that could be financed with GO Bonds. To the extent that property tax revenues are used to fund debt service, a separate property tax will be levied.

**2.22 Refunding Obligations** Pursuant to the Government Code and various other financing statutes applicable in particular situations, the City Council is authorized to provide for the issuance of bonds for the purpose of refunding any long-term obligation of the City. Absent any significant non-economic factors, a refunding should produce minimum net debt service savings (net of reserve fund earnings and other offsets) of at least 3% of the then-outstanding par value of the refunded bonds, unless staff determines that a lower savings percentage is acceptable for issues or maturities with short maturity dates.

**2.23 Tax Anticipation Notes** Proceeds from Tax Anticipation Notes are used to fund projects whose source of payment is future tax revenues. These instruments have a term of one to three years and are for a specific purpose such as temporary financing for capital improvements, cash flow needs and major equipment leasing.

**2.24 Tax Increment Financing Bonds** The City may use these bonds to finance capital improvements within the tax increment reinvestment zone. Repayment is from property taxes generated within the zone.

**2.25 Leases** Leases may be used to finance major capital purchases, other than infrastructure, including fleet, major system upgrades and large equipment purchases. The useful life of the asset should not exceed the term of the lease.

**2.26 Other Obligations** There may be special circumstances when other forms of debt are appropriate and may be evaluated on a case-by-case basis. Such other forms include, but are not limited to limited tax notes, non-enterprise revenue bonds, bond anticipation notes, grant anticipation notes and judgment or settlement obligation bonds.

## 2.3 Restrictions on Debt Issuance

- The City will not use long-term debt to finance current operations or normal maintenance.

- General obligation debt will not be issued if other, more financially efficient financing sources are available such as certificates of obligation, limited tax notes, leases or revenue bonds.
- Short-term debt will not be used to refinance long-term debt.
- All debt issuances shall be approved by the City Council.

2.31 Before any debt may be issued, the City will perform an analysis of the requirements to determine the impact on future budgets, the sufficiency of revenues to fund the debt service requirements and additional operating costs of the capital asset acquired. The analysis will ensure that debt service payments funded by the General Fund shall be not greater than 1% of current property valuations.

## **2.4 Characteristics of Debt Issuance**

2.41 When the City finances capital projects by issuing bonds, it will pay back the bonds in a period not exceeding the expected life of those projects. Other standard terms shall include the following:

- Term may be up to 30 years depending on cash flow assumptions, and useful life of asset being financed.
- Call provisions will be shortest possible optional call consistent with optimal pricing.
- The City will seek level or declining debt repayment schedules and will avoid issuing debt that provides for balloon principal payments reserved at the end of the term of the issue.
- The City will avoid variable-rate debt due to the potential volatility of such instruments.
- Debt service reserve will be in conformity with bond covenants.
- Commercial insurance or other credit enhancements to the bond rating shall be considered when cost-effective.

## **2.5 Debt Issuance Process**

2.51 The City will maintain good communications with bond rating agencies about its financial condition and will follow a policy of full disclosure on every financial report and bond prospectus. The City will also comply with all federal tax law provisions, including arbitrage requirements.

2.52 The City shall utilize the services of independent financial advisor(s) on debt financing when deemed prudent. Although not required, the City may utilize an RFP-selected pool of such financial advisors to mitigate time constraints and reduce overhead costs of the City in procuring such services. Bond counsel will be used for each transaction.

2.53 City staff shall review each debt issuance transaction on a case-by-case basis to determine the most appropriate method of sale.

- **Competitive Sale** In a competitive sale, bids for the purchase of the bonds are opened at a specified place and time and are awarded to the underwriter (or syndicate) whose conforming bid represents the lowest true interest cost to the City (TIC). This method is most advantageous when the debt to be issued is less complex, the municipal bond market for high-grade credits is stable, and the sale of the City's bonds is assured.
  - ◊ Bond sales shall be cancelable at any time prior to the time bids are to be received.
  - ◊ Upon award to the bidder whose conforming bid represents the lowest true interest cost, the City may restructure the bonds in accordance with the Official Notice of Sale. The City shall reserve the unfettered right to reject all bids or waive bid irregularities.
- **Negotiated Sale** In a negotiated sale, the City chooses the initial buyer of the bonds in advance of the sale date. The initial buyer is usually an investment banking firm, or a syndicate of investment banking firms interested in reoffering the bonds to investors through an underwriting process. This type of sale allows the City to discuss different financing techniques with the underwriter in advance of the sale date. This method is most advantageous when the debt issue is complex, debt structuring flexibility is required (as would be the case in a bond refunding) or the municipal bond market is unstable or uncertain.
- **Private Placement** In a private placement, the City may select a private purchaser willing to bid a below market rate. Such placements often allow debt to be issued more efficiently by eliminating the need for bond ratings and other associated issuance costs. Such financing will be analyzed on a case-by-case basis, depending primarily on rates prevailing in the placement market from time to time.

2.54 Professional services used in conjunction with a bond issuance may be obtained using a request for proposal (RFP). If an RFP is used, selection will be based on experience in the type of issuance and municipal bond activities, ability to perform needed services, conflicts of interest, fees and fee structure.

### **Section 3: Internal Controls for the City of Terrell Hills**

3.1. The City will employ the following internal controls to make sure that all financial transactions are handled appropriately:

3.11. The Assistant City Manager serves the accounts payable function for the City. He/she prepares all checks and deposits. The City Manager signs the checks and ensures that all expenditures are valid and legal. Additionally, a member of the City Council also signs each check, with the exception of payroll and interest and sinking account administrative expenses.

3.12. The Assistant City Manager makes necessary journal entries, processes payroll and reconciles the bank statements on a monthly basis. The City maintains the following bank accounts: general fund for all non-payroll transactions, money fund for all bank deposits, interest and sinking fund for all debt payments, general fund payroll for all payroll transactions, and capital projects funds for capital projects deposits and expenditures.

3.13. The executive secretary maintains the petty cash fund to ensure money is available for small expenditures. The City Manager reviews the expenditures of these funds on a monthly basis.

3.14. Every expenditure must be approved by a Department Head or the City Manager. This is indicated by initials and date on every invoice the City receives. The City Manager reviews these initials prior to approving checks for payment.

3.15. The Assistant City Manager deposits money as quickly as possible and ensures that money received is secured to ensure safety. In no case will cash money be by the City for longer than five business days.

#### **Section 4: Sales Tax Collections**

4.1. The City receives payment monthly via the State Comptroller for sales tax revenues. One-fourth of one-percent of collections has been designated for Street Maintenance by the voters of the City of Terrell Hills. As such,

4.11. The appropriate amount is calculated monthly and moved via transfer to the City's Capital Fund to be allocated for street maintenance.

4.12. The Assistant City Manager makes necessary journal entries, processes payroll and reconciles the bank statements on a monthly basis. The City maintains the following bank accounts: general fund for all non-payroll transactions, money fund for all bank deposits, interest and sinking fund for all debt payments, general fund payroll for all payroll transactions, and capital projects funds for capital projects deposits and expenditures.