



# Operating Budget FY 2024

## City of Terrell Hills Fiscal Year 2024

This budget will raise more total property taxes than last year's budget by \$358,016 equal to a 5.47% increase, and of that amount \$73,528 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 – Bill Mitchell  
Council Person – Peter Mako  
Mayor – John Low

Council Person – Kate Lanfear  
Council Person – Emmy Ballantyne

**Against:** None  
**Absent:** None

### Property Tax Rate Comparison

	2023	2022
No New Revenue Tax Rate:	.344315	.341945
Property Tax Rate:	.359393	.365000
NNR Maintenance & Operations Tax Rate:	.303213	.320112
Voter Tax Rate:	.359393	.384934
De Minimus Tax Rate	.370037	.394658
Debt Rate:	.040784	.044238

Total debt obligation for the City of Terrell Hills secured by property taxes: \$6,215,822.50

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## Notice of Public Hearing on the 2024 Fiscal Year Budget for the City of Terrell Hills

The City of Terrell Hills City Council will hold a Public Hearing on the Proposed 2024 Fiscal Year Budget on December 11, 2023 at 4:00 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). This budget will raise more total property taxes than last year's budget by \$358,016, and of that amount, \$73,528 is tax revenue to be raised from new property added to the tax roll this year.

City of Terrell Hills  
Budget Calendar for FY 2024

August 14, 2023 August 14, 2023 (CC Meeting 4:00 PM)	2:30 PM	Pre-planning Budget Workshop 1. Vote to propose to reduce, maintain or increase the tax rate. 2. Set date & time for a public hearing & for adoption of tax rate.
August 18, 2023		Submit proposed tax rate to Bexar County
September 6, 2023 (On or Before) Make 7 days prior		Public notice published in newspaper for public hearing on proposed tax rate and for adoption of tax rate
September 11, 2023 (CC Meeting 4:00 PM)		Public hearing and adoption of tax rate
September 14, 2023		Publish notice of vote on tax rate
October 10, 2023 October 10, 2023 (CC Meeting 4:00 PM)	2:30 PM	Budget Workshop
November 1, 2023 (11:30 AM)		Publish 1 <sup>st</sup> draft of budget on City website
November 8, 2023 (11:30 AM)		Budget Workshop
November 15, 2023		Public notice published in newspaper for budget hearing
December 11, 2023 (CC Meeting 4:00 PM)		1. Public hearing on FY 2024 Budget 2. City Council action on FY 2024 Budget



## 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.



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November 2, 2023

John Low,  
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 2024 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 fund budget total revenue is \$7,569,738 which represents an increase from the 2024 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.

The budget as presented is balanced while providing an estimated \$1,200,000 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 competitive pay increase for city employees.

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,

A handwritten signature in blue ink, appearing to read "William S. Foley", is written over a horizontal line.

William S. Foley  
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 General Fund Balance

	2022 Final 31-Dec	2023 Estimated	2024 Proposed
Fund Balance	5,489,569	7,787,335	8,795,783
Excess of Revenue over Expenditure	<u>2,297,766</u>	<u>1,008,448</u>	<u>0</u>
Ending Cash Balance	7,787,335	8,795,783	8,795,783
Designated Reserve, Bonds	-769,020	-775,420	-765,920
Designated Reserve Crossing Guard	-127,714	-134,999	-142,284
Designated Reserve Equipment Replacement	-830,507	-1,053,867	-993,736
Less Operating Reserve	<u>-5,191,557</u>	<u>-5,863,855</u>	<u>-5,863,855</u>
(240 days) Gross Ending Available Balance	\$2,595,778	\$2,931,928	\$2,931,928

City of Terrell Hills  
2024 Fiscal Year  
General Fund

Revenues

Estimated Tax Rate  
Fiscal Year  
2024

2022 Certified Ad Valorem Tax Rate

Debt rate	M&O rate	Total Rate
.044238	.325526	.369784

Certified Valuation \$1,604,428,273

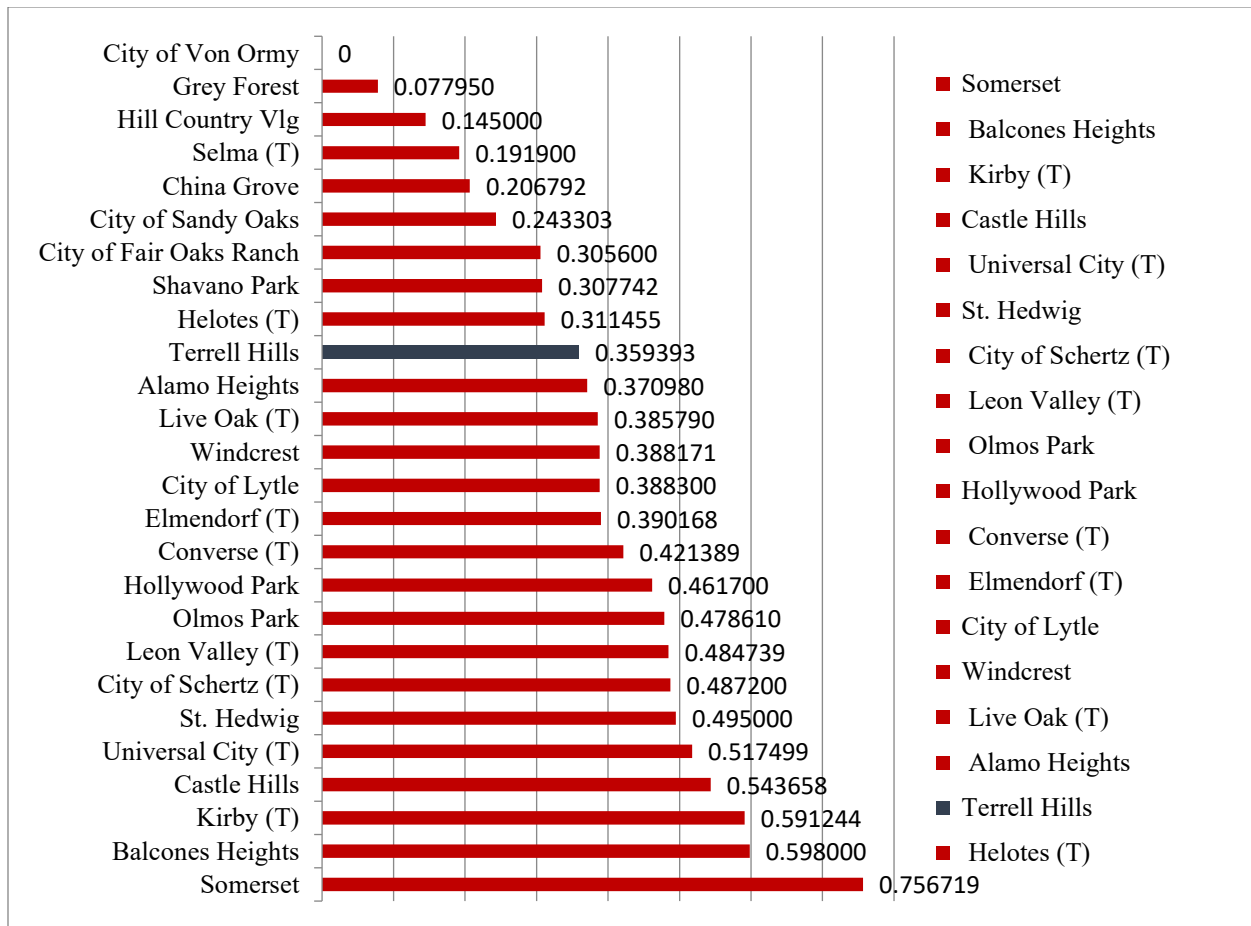
2023 Estimated Ad Valorem Tax Rate w/ \$20,458,940 in new valuations

Debt rate	M&O rate	Total Rate
.040784	.318609	.359393

Estimated Valuation \$1,920,070,150

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

# Actual Tax Rates



## Revenues

	2022 Budget Actual	2023 Budget	2023 Budget Estimated Final	2024 Draft Budget
Estimated Fund Balance Dec. 31	\$5,489,569	\$6,241,382	\$5,489,568	\$5,628,016
Ordinary Revenues/Expenditures				
Revenues				
Ad Valorem Tax				
Delinquent Ad Valorem	40,522.08	55,000.00	37,485.35	35,000.00
Property Tax Revenue (FY Ad Valorem Receipts)	3,059,471.10	5,896,671.07	5,950,000.00	5,987,549.39
Prior Nondel Ad Valorem	2,654,695.71			
Bldg Permits (Including Registrations)	490,257.35	485,000.00	486,798.36	485,000.00
Court Fines	6,384.06	5,000.00	9,500.86	8,000.00
Court Technology	264.00	200.00	384.00	400.00
LMJF Jury Fund	4.10	2.00	8.40	9.00
LMCBSF Building Security	200.90	100.00	411.60	420.00
Franchise Tax - All	496,733.63	450,600.00	435,000.00	435,000.00
Miscellaneous				
Board Fees	4,800.00	2,400.00	2,100.00	2,400.00
Burglar Alarms	925.00	1,100.00	550.00	600.00
Crossing Guard	6,579.19	7,000.00	5,822.18	6,000.00
Dog Tags	0.00	100.00	60.00	40.00
Donations	1,800.00	1,200.00	22,000.00	1,200.00
Garage Sales	1,420.00	1,400.00	1,400.00	1,400.00
Receipt Book	3,578.41	3,500.00	4,106.80	3,500.00
Recycling Income	1,476.19	200.00	220.00	200.00
Parking Tickets	0.00	20.00	20.00	20.00
Opioid Abatement Trust Fund	0.00	0.00	3,094.63	0.00
Sales Taxes				
Sales Taxes - Other	511,608.97	420,000.00	485,000.00	470,000.00
Interest Income				
Interest Income Money Mkt/Lone Star Investment Pool	28,285.20	12,000.00	187,000.00	133,000.00
Total Revenues	7,309,005.89	7,341,493.07	7,630,962.18	7,569,738.39

## City of Terrell Hills Fee Schedule

<u>CATEGORY</u>	<u>2024 FEE</u>
<b><u>GENERAL FEES</u></b>	
Pet Registration/Tag	20.00
***Valid for lifetime of pet***	
***Microchipped pets***	Free
False Alarm Fee Schedule	(1-5) Free (5+) 25.00 per alarm
Solicitation Permit Fee	100.00 <b>PLUS</b> 25.00 per applicant
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, Police/Fire Report, non-resident)	.10¢ per page
Open Records (Police/Fire Report, resident)	none
<b>OVER 50 Pages</b>	
Open Records (general)	.10¢ per page <b>PLUS</b>
***1 hr. minimum per request***	15.00 per hour <b>PLUS</b>
Overhead Cost	20% personnel cost
<i><b>All non-standard requests will be in accordance with Tex. Admin Code §§ 70.1-70.12</b></i>	
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
<b><u>GENERAL CONTRACTOR REGISTRATION FEE –</u></b>	
All Contractors engaged in projects requiring a permit shall be registered with the City. Certain registration types require a registration fee. There is no fee for Plumbing, Mechanical, Electrical, Backflow or Irrigator.	
General Contractor Annual Fee Amount	100.00



## **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
Additional Plan Review Fee	60.00

### **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

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/ADDITIONAL PLAN REVIEW FEES**

In all cases where a responsible party requests a plan review or 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/Additional Plan Review Fee shall be charged.

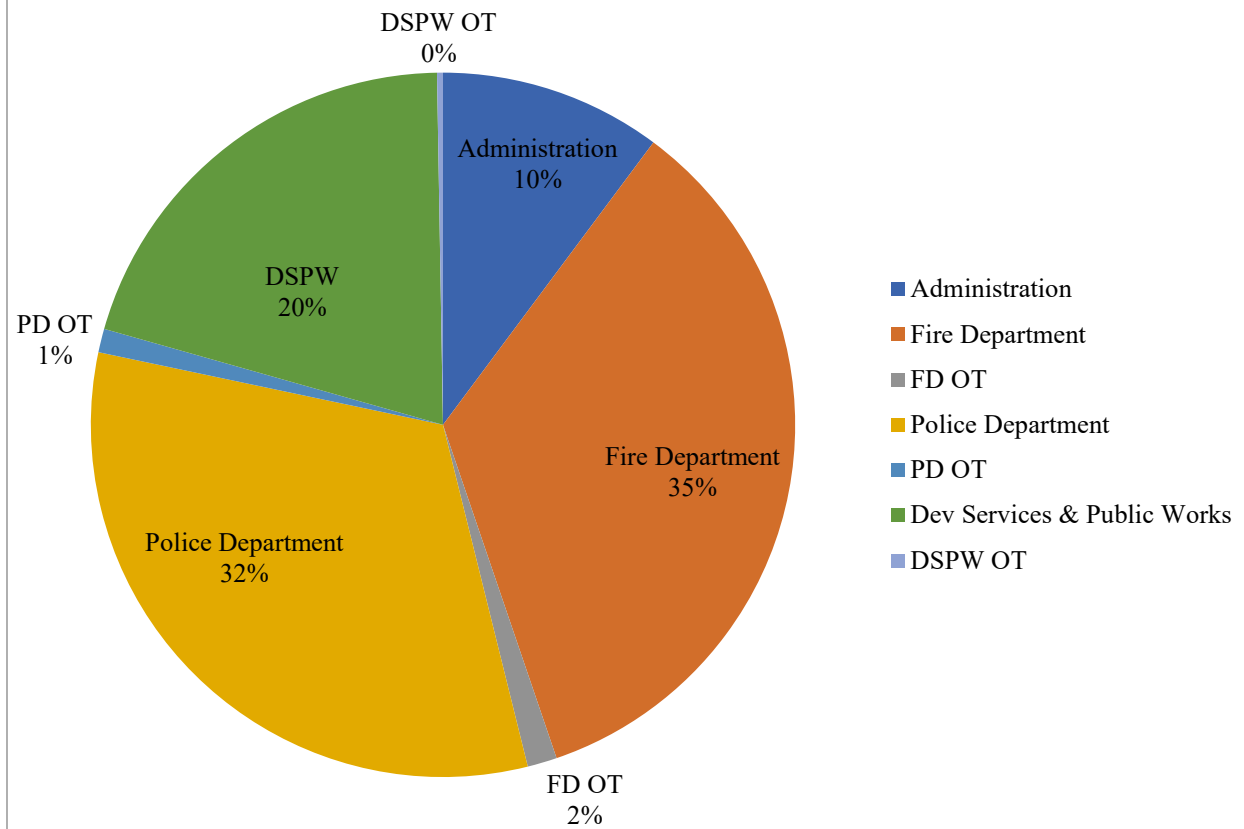
Re-Inspection Fee	150.00
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Additional Plan Review	60.00
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City of Terrell Hills  
2024 Fiscal Year  
General Fund

Expenditures

# 2024 Fiscal Year Expenditures



## Budgeted Expenditures

	2022 Budget Actual	2023 Budget	2023 Budget Estimated Final	2024 Draft Budget
Expenditures				
Administrative Expenses				
Salaries Administrative	321,864.45	343,635.65	343,635.65	382,275.09
CCAFE Expense	500.88	0.00	0.00	
TMRC	50,365.54	54,981.70	54,981.70	61,622.74
CNCAF Expenses	0.00	1,093.20	1,093.20	
Med l	23,728.08	24,545.04	24,192.48	
Dental & Vision	977.76	761.76	846.40	
Insurance				26,400.00
Bank Charges	3,275.91	4,500.00	3,929.02	4,500.00
Admin Training	3,135.03	5,450.00	1,800.00	5,450.00
Miscellaneous	3,940.30	4,000.00	4,000.00	5,000.00
Meeting & Office Expense	5,833.31	10,000.00	9,500.00	10,000.00
Court Office Supplies	77.97	1,000.00	1,000.00	1,000.00
Total - Administrative Expenses	413,699.23	449,967.35	444,978.45	496,247.83
Police Department				
Salaries Police Department	936,110.31	1,050,998.74	975,857.03	1,187,434.68
Overtime Police Department	40,731.36	40,000.00	31,764.46	40,000.00
CCAFE Expense	1,695.60	0.00	0.00	
TMRC	152,398.20	174,559.80	161,219.44	197,862.47
CNCAF Expense	534.56	1,656.24	1,656.24	
Med l	75,271.13	94,563.36	90,811.11	
Dental & Vision	3,127.10	2,780.40	3,551.48	
Insurance				99,000.00
Uniforms	8,805.04	11,000.00	10,859.25	11,200.00
Animal Control	8,103.42	10,000.00	8,481.77	10,000.00
CID	2,227.32	3,270.00	3,261.43	3,270.00
Gas & Oil	25,398.92	30,000.00	21,501.48	30,000.00
Radio Maintenance	675.00	2,000.00	1,953.79	2,000.00
Tire & Battery	1,869.84	4,360.00	2,851.19	4,360.00
Vehicle Repairs	8,174.56	10,900.00	8,500.00	10,900.00
Training	16,275.10	17,000.00	11,545.80	17,000.00
Miscellaneous	3,720.06	5,000.00	4,498.32	5,000.00
Office Expense	3,437.18	4,000.00	3,948.24	4,000.00
Vest	5,500.00	5,500.00	5,500.00	5,500.00
PD ERF Transfer Out	40,000.00	40,000.00	40,000.00	40,000.00
Total - Police Department	1,334,054.70	1,507,588.54	1,387,761.03	1,667,527.15

	2022 Budget Actual	2023 Budget	2023 Budget Estimated Final	2024 Draft Budget
Fire Department				
Salaries Fire Department	1,060,544.90	1,135,777.82	1,073,043.06	1,275,998.72
Overtime Fire Department	36,614.49	50,000.00	48,104.35	50,000.00
CCAFE Expense	2,126.88	0.00	0.00	
TMRC	172,720.40	189,724.45	179,383.59	213,750.99
CNCAF - Fire Dept	2,485.88	3,597.60	3,597.60	
Med 1	90,140.60	98,676.48	94,916.33	
Dental & Vision	4,636.26	3,325.92	3,721.24	
Insurance				105,600.00
Uniforms	7,397.05	11,600.00	10,000.00	11,900.00
Fire Department Quarters	2,857.68	3,000.00	3,500.00	3,000.00
Equipment & Maintenance	39,015.03	50,000.00	45,000.00	50,000.00
Gas & Oil	9,054.95	15,000.00	9,000.00	15,000.00
Radio Maintenance	658.52	2,500.00	1,700.00	2,500.00
Tire & Battery	1,444.54	4,360.00	2,500.00	4,360.00
Truck Repairs	21,027.37	10,000.00	10,000.00	10,000.00
Training	12,063.31	17,000.00	13,000.00	17,000.00
Miscellaneous	1,561.79	3,000.00	2,500.00	3,000.00
Office Expense	2,197.48	3,000.00	2,500.00	3,000.00
ERF Transfer Out	66,000.00	80,000.00	80,000.00	80,000.00
Total - Fire Department	1,532,547.13	1,680,562.27	1,582,466.17	1,845,109.71
Dev Svcs & PW				
Salaries Streets & Sanitation	602,938.00	651,172.16	625,650.88	750,265.81
Overtime Streets & Sanitation	1,536.76	10,000.00	4,400.00	10,000.00
CCAFE Expense	3,587.52	0.00	0.00	
TMRC	92,909.67	105,787.55	100,808.14	122,554.85
CNCAF Expense	2,401.64	3,728.40	3,728.40	
Med 1	72,134.88	83,575.68	81,414.01	
Dental & Vision	4,881.80	5,095.92	5,507.74	
Insurance				99,000.00
Inspections	87,600.00	80,000.00	79,440.00	80,000.00
Uniforms	7,985.94	11,200.00	10,114.08	11,200.00
Waste Disposal	128,168.80	141,700.00	145,148.14	157,000.00
Gas & Oil	64,243.36	65,000.00	44,472.56	65,000.00
Sprinkler & Park Maintenance	28,813.45	45,000.00	37,120.98	45,000.00
Tire & Battery	7,852.12	9,810.00	9,400.00	9,810.00
Equip Maint	50,663.47	57,000.00	83,000.00	65,500.00
Training	2,221.12	4,500.00	2,129.70	4,500.00
Miscellaneous	512.17	3,000.00	2,411.96	3,000.00
Office Expense	816.37	3,000.00	1,500.00	3,000.00
Materials & Equipment	10,743.89	10,000.00	9,314.07	10,000.00
ERF Transfer Out	53,000.00	60,000.00	60,000.00	60,000.00
Total - Dev Svcs & PW	1,223,010.96	1,349,569.71	1,305,560.66	1,495,830.66

General

Elections	1,913.86	4,000.00	0.00	4,000.00
Appraisal District	27,261.48	26,727.00	31,068.00	32,000.00
Audit	15,100.00	16,600.00	16,600.00	17,500.00
Engineering Services	7,043.80	20,000.00	5,000.00	20,000.00
Prosecutor	3,700.00	3,900.00	3,900.00	3,900.00
Judge	2,400.00	2,400.00	2,400.00	2,400.00
City Attorney	43,881.09	60,000.00	35,000.00	60,000.00
Telephone	7,047.45	8,100.00	7,029.58	8,100.00
CPS	28,108.58	28,340.00	26,943.40	28,340.00
Street Lights CPS	19,870.26	21,909.00	17,845.44	21,909.00
Water	20,615.30	21,800.00	30,813.82	27,000.00
Dispatch	151,047.00	150,000.00	147,926.10	165,552.00
EMS Contract	125,887.25	125,000.00	125,000.00	130,000.00
Health Inspections	440.00	880.00	440.00	880.00
Insect control	1,030.00	1,308.00	3,000.00	2,000.00
Liability Insurance	52,548.26	58,000.00	58,285.76	62,000.00
Workers' Compensation Insurance	78,237.00	80,000.00	88,855.86	93,000.00
Stormwater Mgmt Program	8,832.77	66,000.00	60,000.00	20,000.00
Street & Alley Repairs	54,139.92	75,000.00	70,000.00	75,000.00
Community Events	21,553.84	50,000.00	45,000.00	50,000.00
Crossing Guard	933.90	4,000.00	1,300.00	4,000.00
Contingencies	35,669.00	50,000.00	0.00	50,000.00
Dues & Subscriptions	6,089.34	10,000.00	8,000.00	10,000.00
Miscellaneous	3,928.90	4,000.00	4,000.00	5,000.00
Postage	1,207.13	1,700.00	1,500.00	1,700.00
Building Maintenance	65,882.44	75,300.00	75,300.00	80,000.00
Computers	136,406.71	250,000.00	240,000.00	190,000.00
Court Technology	0.00	200.00	1,400.00	400.00
Payroll Taxes				
Payroll City Life	7,417.62	7,600.00	7,102.12	7,600.00
SS	182,129.50	203,458.23	192,352.24	229,150.41
SUI	963.48	10,000.00	700.00	10,000.00
Medicare	42,594.78	47,582.97	44,985.60	53,591.63
Total General	<u>1,153,880.66</u>	<u>1,483,805.20</u>	<u>1,351,747.92</u>	<u>1,465,023.03</u>
Total Expenditures	5,657,192.68	6,471,493.07	6,072,514.23	6,969,738.39



2024 City Council:

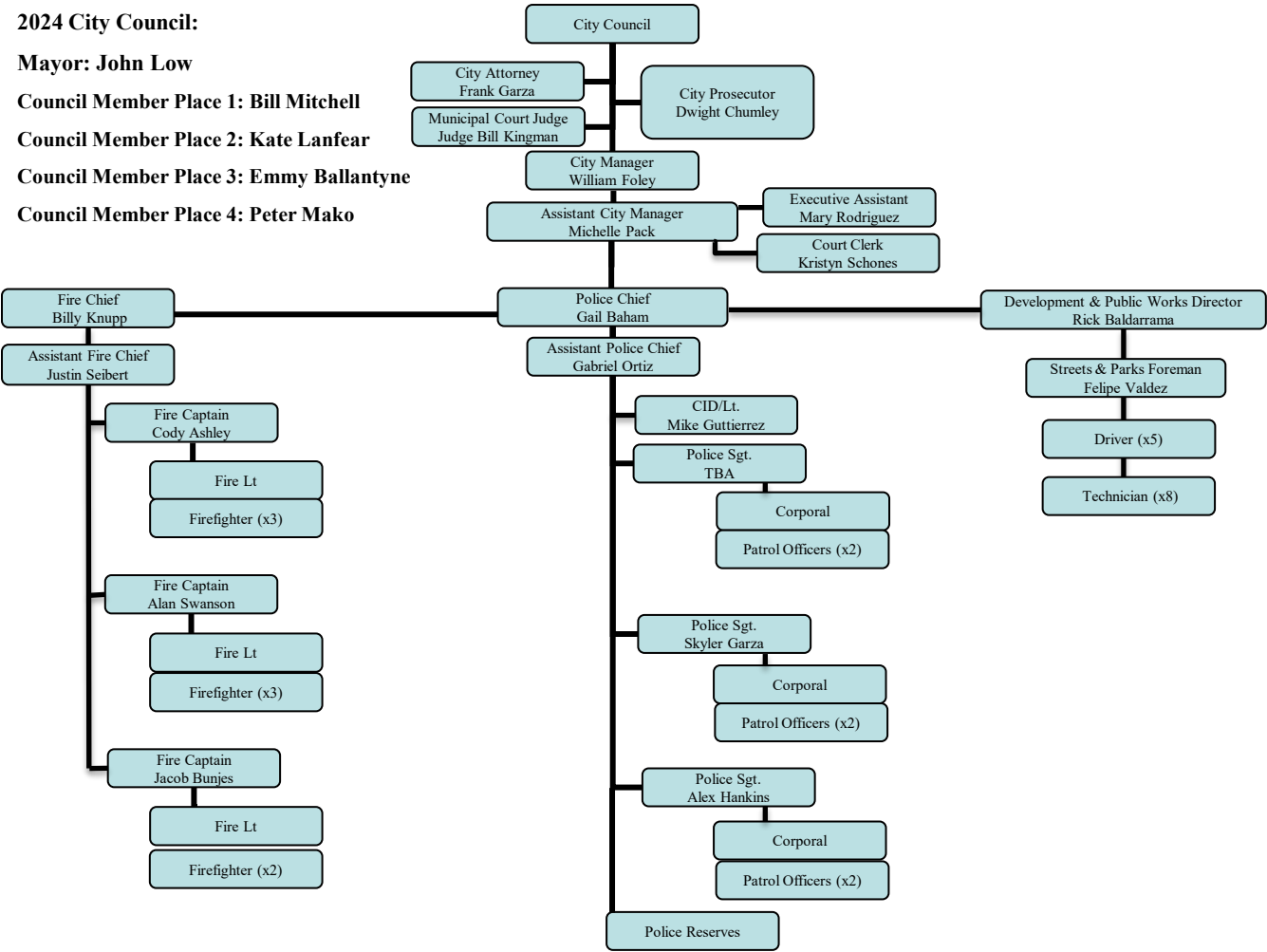
Mayor: John Low

Council Member Place 1: Bill Mitchell

Council Member Place 2: Kate Lanfear

Council Member Place 3: Emmy Ballantyne

Council Member Place 4: Peter Mako



## Fiscal Year 2024 Pay and Benefits Plan

### Base Pay

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

Title	Authorized Positions		Base Rate/ Period
	2023	2024	
City Manager	1	1	\$133,006.00/ Annual*
Assistant City Manager	1	1	\$8,808.87/ monthly*
Administrative Assistant	1	1	\$4,473.99/ monthly
Court Clerk	1	1	\$4,473.99/ monthly

\* City Manager to receive \$5,000 annual vehicle allowance

\* Assistant City Manager to receive \$200.00 per month vehicle allowance

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

Chief	1	1	\$8,212.54/ monthly*
Assistant Chief	1	1	\$7,135.48/ monthly
Lieutenant	2	1	\$6,469.92/ monthly
Sergeant	2	3	\$5,940.29/ monthly
Corporal	3	3	\$5,520.41/ monthly
Patrol Officer II	7	6	\$5,250.17/ monthly

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

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

Chief	1	1	\$8,212.54/ monthly*
Assistant Chief	1	1	\$7,135.92/ monthly
Captain	3	3	\$5,940.29/ monthly
Lieutenant	3	3	\$5,520.41/ monthly
Firefighter II	8	8	\$5,250.17/ monthly

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

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

Director	1	1	\$6,469.62/ monthly*
Assistant Director/Building Inspector	0	0	
Foreman	1	1	\$26.42/ hourly
Route Drivers	5	5	\$20.21/ hourly
Crew Tech	7	8	\$19.90/ hourly
Part-Time Tech	As Needed	As Needed	DOQ

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

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

## Benefits

1. That new development services & public works employees, firefighters and police officers will be furnished an in-kind initial issue and be provided an annual uniform allowance of \$700 after completion of their training period. 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:**

a. Holidays:	
New Year's Day	Monday, January 1 <sup>st</sup> 2024
Martin Luther King Day	Monday, January 15 <sup>th</sup> 2024
President's Day	Monday, February 19 <sup>th</sup> 2024
Good Friday	Friday, March 29 <sup>th</sup> 2024
Memorial Day	Monday, May 27 <sup>th</sup> 2024
Juneteenth	Wednesday, June 19 <sup>th</sup> 2024
Independence Day	Thursday, July 4 <sup>th</sup> 2024
Labor Day	Monday, September 2 <sup>nd</sup> 2024
Columbus Day	Monday, October 14 <sup>th</sup> 2024
Veteran's Day	Monday, November 11 <sup>th</sup> 2024
Thanksgiving Day	Thursday, November 28 <sup>th</sup> 2024
Day after Thanksgiving	Friday, November 29 <sup>th</sup> 2024
Christmas Day	Wednesday, December 25 <sup>th</sup> 2024

**\*\* 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 \$550 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
Associate Degree	\$75.00

**(2) Professional Certification**

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

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

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

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

All fire personnel ranked lieutenant and below & police personnel ranked corporal and below will receive a \$10.00 cell phone allowance for emergency recall texting fees.

**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

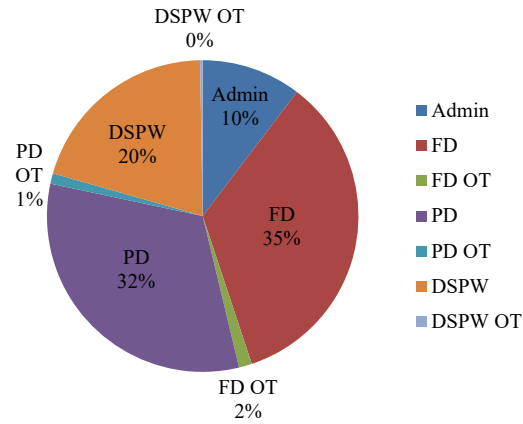
Note: Variations and exceptions from this schedule may be found in the Personnel Policy Handbook with City Council approval.

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



Payroll Projections  
Fiscal Year 2024

Department	Salary Projection	Social Security	Medicare	TMRS	Total
Admin	\$382,275.09	\$23,701.06	\$5,542.99	\$61,622.74	\$473,141.88
FD	\$1,275,998.72	\$79,111.92	\$18,501.98	\$205,690.99	\$1,579,303.62
FD OT	\$50,000.00	\$3,100.00	\$725.00	\$8,060.00	\$61,885.00
PD	\$1,185,364.38	\$73,492.59	\$17,187.78	\$191,080.74	\$1,467,125.49
PD OT	\$40,000.00	\$2,480.00	\$580.00	\$6,448.00	\$49,508.00
DSPW	\$750,265.81	\$46,516.48	\$10,878.85	\$120,942.85	\$928,603.99
DSPW OT	\$10,000.00	\$620.00	\$145.00	\$1,612.00	\$12,377.00
Total	\$3,693,904.00	\$229,022.05	\$53,561.61	\$593,845.32	\$4,570,332.98





## 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.

City of Terrell Hills  
2024  
Equipment Replacement Fund

		2022 Budget	2023 Budget Actual	2024 Draft Budget
Estimated Fund Balance Dec. 31		\$1,444,938	\$830,507	\$1,053,867
<b>Revenues</b>				
Transfer from Police Department		\$40,000.00	\$40,000.00	\$40,000.00
Transfer from Fire Department		\$66,000.00	\$80,000.00	\$80,000.00
Transfer from DSPW		\$53,000.00	\$60,000.00	\$60,000.00
Transfer from Undesignated Reserve - General Fund		\$0.00	\$270,000.00	\$0.00
Interest Income		\$0.00	\$0.00	\$0.00
Sale of Disposed Equipment		\$22,000.00	\$23,875.00	\$0.00
Total Revenues		\$1,625,938.00	\$1,304,382.00	\$1,233,866.76
<b>Expenditures</b>				
	Vin #			
<b>Police</b>				
Ford Explorer	9911	\$36,385.00	-	-
Ford Explorer	7723	\$31,693.00	-	-
Ford Explorer (including equipment, striping, etc)			\$54,304.24	\$40,000.00
<b>Fire</b>				
Engine 1 - Sutphen Fire Engine	3091	-	-	-
Engine 2 - Ferrara Fire Engine	9682	\$647,781.00	-	-
<b>Public Safety Radio Equipment</b>				
Radio Equipment x 39		\$79,572.00	-	-
<b>DSPW</b>				
Packer Truck 001		-	\$146,700.00	-
Packer Truck 002		-	-	\$200,131.00
Crew Truck		-	\$49,511.00	-
Total Expenditures		\$795,431.00	\$250,515.24	\$240,131.00
Net Ordinary Income		\$830,507.00	\$1,053,866.76	\$993,735.76





## 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  
2024  
Debt Fund  
Budget

	2022 Budget Actual	2023 Budget Estimated Final	2024 Draft Budget
Estimated Fund Balance Dec. 31	687,347.00	705,944.00	705,194.00
Income			
Ad Valorem Taxes	788,367.00	775,420.00	765,920.00
Total Income	788,367.00	775,420.00	765,920.00
Expense			
Bond Principal	575,000.00	605,000.00	620,000.00
Bond Interest	194,770.00	170,420.00	145,920.00
Service Fees		750.00	
Total Expense	769,770.00	776,170.00	765,920.00
Net Income	18,597.00	-750.00	0.00
Estimated Ending Fund Balance	\$705,944.00	\$705,194.00	\$705,194.00

## Debt Service Schedule

Series 2016 Refunding Bonds				Total by Date	Annual
<u>Period End</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>		
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	765,920.00
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	770,520.00
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	773,920.00
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	778,446.25
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	778,832.50
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	782,952.50
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	781,318.75
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 2024 Capital Fund Budget balance will continue to increase with the budgeted increase from the general fund and an additional transfer from the undesignated reserve fund.

City of Terrell Hills  
2024  
Capital Funds  
Budget

	2022 Budget Actual	2023 Budget Estimated Final	2024 Draft Budget
Estimated Fund Balance Dec. 31	\$1,743,428.00	\$1,008,069.33	\$2,272,069.33
Income			
Transfers In	900,000.00	1,150,000.00	1,200,000.00
Street Sales Tax 1/4%	127,902.00	114,000.00	110,000.00
Total Income	1,028,928.33	1,264,000.00	1,310,000.00
Gross Profit	1,028,928.33	1,264,000.00	1,310,000.00
Expense			
Capital Projects Expenditures	1,764,287.00	0.00	2,400,000.00
Total Expense	1,764,287.00	0.00	2,400,000.00
Net Income	-735,358.67	1,264,000.00	-1,090,000.00
Designated Reserve Addition			
Estimated Ending Balance	\$1,008,069.33	\$2,272,069.33	\$1,182,069.33

City of Terrell Hills  
2024 Fiscal Year  
Budget

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 review at the October budget workshop and approval consideration in the December council meeting of each year.

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 December 31, 2015. 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 December 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 December 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 in a Special City Council meeting. 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, check registers will be provided to City Council monthly for their review.

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 Assistant City Manager 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 be left undeposited 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.