

# **CITY OF FOREST HILL**

## **Budget 2021 Fiscal Year**

**As Approved by the Mayor and City Council  
October 1, 2020 through September 30, 2021**



**SUBMITTED BY:  
SHEYI I. IPAYE, CPM  
CITY MANAGER**

3219 California Parkway - Forest Hill, TX 76119 - 817-568-3000 - [www.foresthilltx.org](http://www.foresthilltx.org)



... A District suburban atmosphere and has been called the "City of Brotherly Love" and the "City with Heart." Other names have included "Church Hill" due to the number of Churches and "The City with a Future" and "Gateway to the East and West." The latest branding includes "Community Drive" due to the continued involvement of citizens.



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# Mission

*"The most important goal involving organizational issues is to instill confidence in the integrity of the city government. Through a commitment to excellence in leadership and staff development, employees can deal responsibly with citizen's concerns, resulting in the successful achievement of the goal."*



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## SECTION I

# INTRODUCTION





**This budget will raise more total property taxes than last year's budget by \$418,209 or 6.82 percent, and of that amount, \$138,732 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:      Gerald Joubert, Mayor  
         Racquel Belle, Council member, Place 1  
         Carlie Jones, Council member, Place 2  
         Cameron Wafer, Council member, Place 3  
         Ozell L. Birks, Council member, Place 4  
         Clara Faulkner, Council member, Place 5  
         Malinda Miller, Council member, Place 6

AGAINST:              None

PRESENT AND NOT VOTING:              None

ABSENT:              None

<b>PROPERTY TAX RATE COMPARISONS</b>
--------------------------------------

	Fiscal Year 2019-2020	Fiscal Year 2020-2021
Adopted Property Tax Rate	\$0.992873 per \$100	\$0.997340 per \$100
No-New-Revenue Tax Rate (Effective Tax Rate)	\$0.858487 per \$100	\$0.968013 per \$100
No-New-Revenue Maintenance & Operations	\$0.745333 per \$100	\$0.890092 per \$100
Voter-Approval Tax Rate (Rollback Tax Rate)	\$0.886962 per \$100	\$0.997342 per \$100
Debt Tax Rate	\$0.082003 per \$100	\$0.076097 per \$200

The total debt obligation secured by property taxes for the City of Forest Hill, Texas is \$2,990,917.



The City of Forest Hill Property Tax Rate is currently at 0.992873 per \$100. According to the appraised property tax value, net taxable value and the estimated net taxable value, the City Property Tax Rate for 2021 is calculated at 0.997342 per \$100.

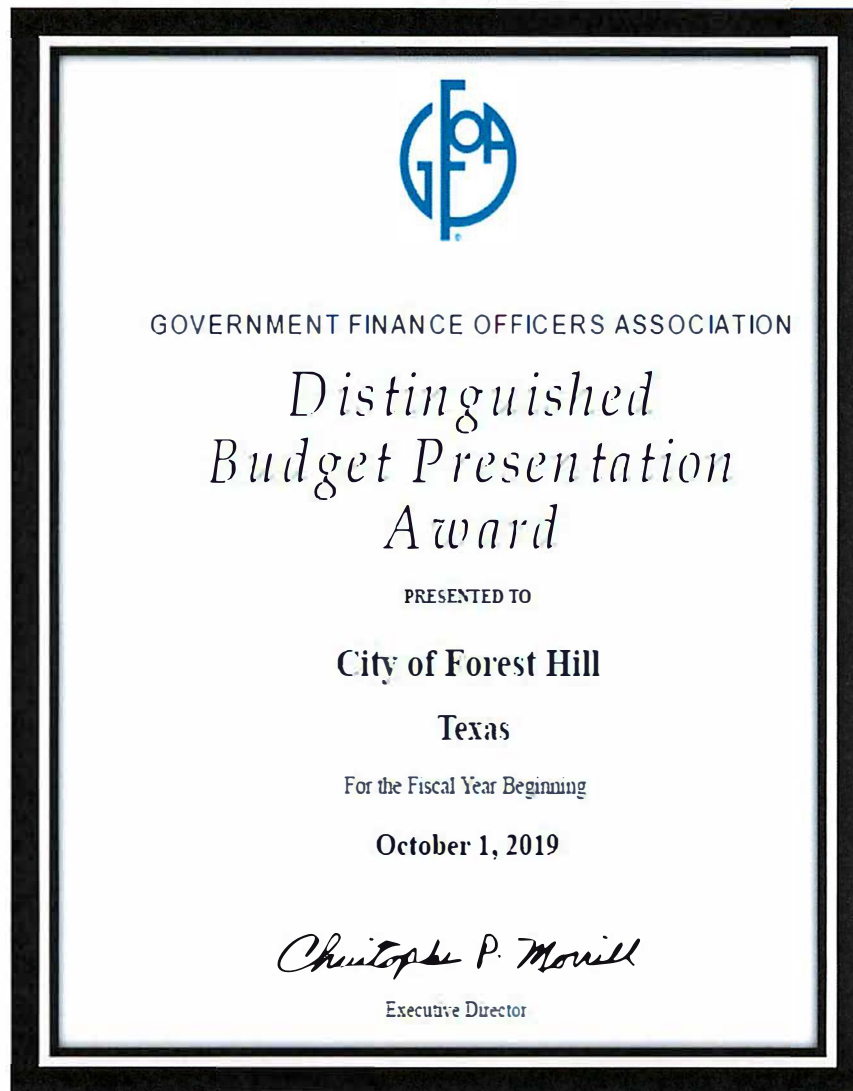


#### **Legal Publications and Lobbying Disclosure required by HB 1495**

Over the last 12 months, the City incurred \$818.60 in expense related to notices required by law to be published in the newspapers and \$2,000 is included in the Adopted FY 2021 budget for the same purpose.

Over the last 12 months, the City incurred \$0 in expense related to lobbying and \$0 is included in the Adopted FY 2021 budget for this same purpose.

**BUDGET PRESENTATION AWARD**



The Government Finance Officers Association of the United States and Canada (GFOA) presented a distinguished Budget Presentation Award to the City of Forest Hill for its annual budget for the Fiscal Year beginning October 1, 2019.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

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

The City of Forest Hill has received the Distinguished Budget Presentation Award for ten consecutive years.



## **USERS GUIDE TO THIS BUDGET DOCUMENT**

This is the budget document for the City of Forest Hill, Texas for the fiscal year beginning October 1, 2020 and ending September 30, 2021. This document should serve as a policy document, a financial plan, and an operations guide to our City, as well as a communication device to our readers. Such a document is meant to be used by a wide variety of users. It should be used by City Management as a guide for operations as approved by the City Council for the fiscal year. It should be used by City Council as a communication device to staff and citizens for objectives, goals, and mission of the City. It should be used by staff to inform City Council and citizens of accomplishments and services. This document should also be used by current and prospective citizens and businesses to learn about the City and where it is going.

### **Introductory Information**

The Table of Contents should aid a user of this document in the detailed organization of this book. The Introduction Section includes the City Manager's budget message, the City's organizational chart, budget calendar and budget policies, vision statement, the City's overall financial structure, overall financial and graphical information, and major revenue sources. The City Manager's message should be reviewed before expecting to understand decisions made during the long budget process.

### **Financial Summaries**

The next sections of this document include the detailed financial information of the City of Forest Hill budget. These sections are broken down by fund types. The fund types used by the City are general fund, special revenue, debt service, capital projects, and proprietary funds. Each fund section will provide financial summaries, general information, and management assumptions in the budget preparation. A few of the major operating funds are more detailed in showing objectives, goals, staffing, organizational structures, and accomplishments by division. The capital project funds detail current and future projects. The debt service fund section also provides individual debt service reimbursement schedules.

### **The Glossary**

The glossary section of the book provides both a glossary of terms and an abbreviation guide to aid users with technical terms as well as industry jargon that appear in the document.

### **The Budget Ordinances**

The budget ordinance section provides actual policy passed by the City Council implementing this budget as well as some required publications

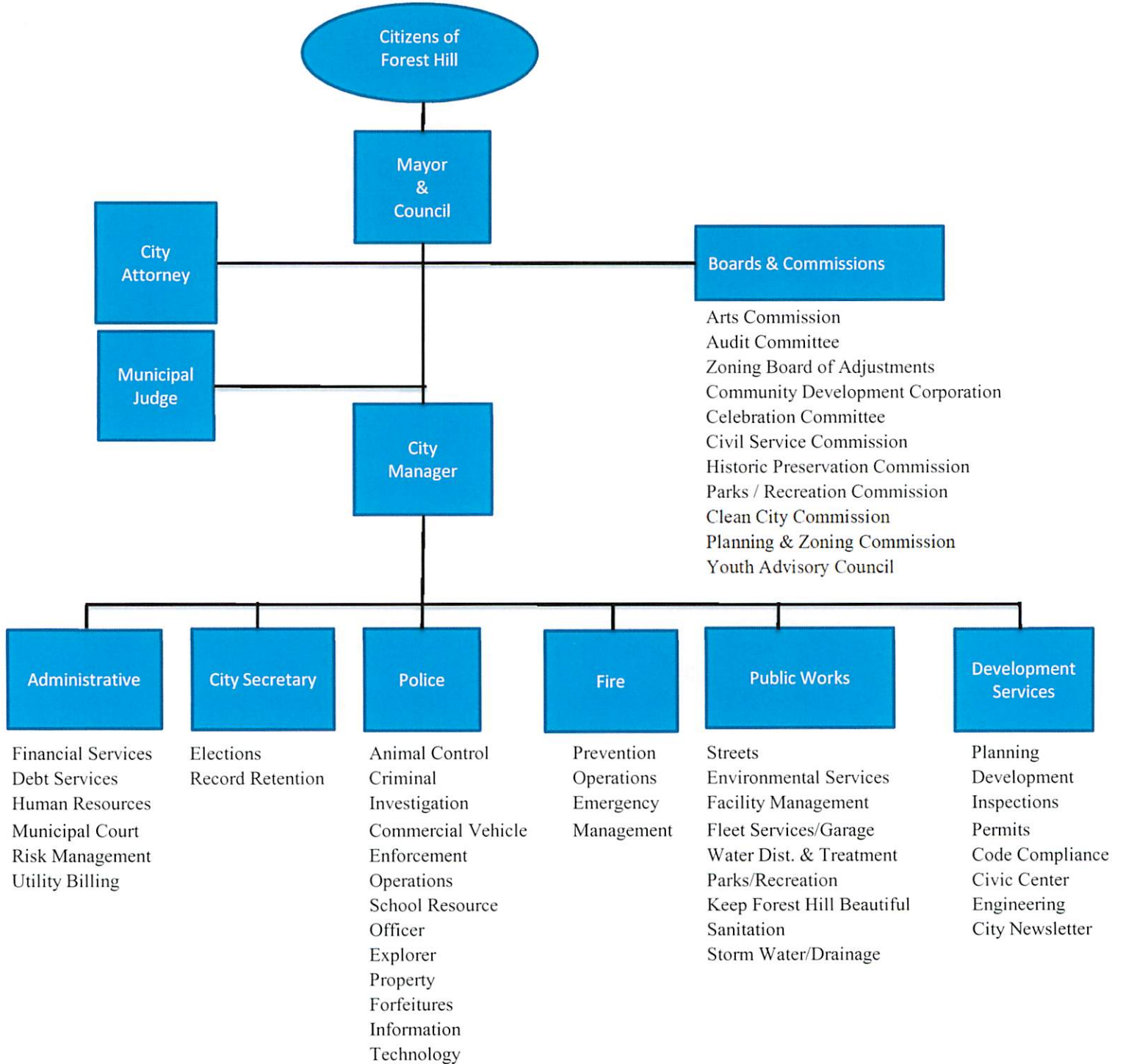


## CITY OFFICIALS

Elected Officials	Elected Position
Mr. Gerald Joubert	Mayor
Ms. Racquel Belle	Council member, Place 1
Ms. Carlie Jones	Council member, Place 2
Mr. Cameron Wafer	Council member, Place 3
Mr. Ozell Birks	Deputy Mayor Pro Tem, Place 4
Ms. Clara Faulkner	Mayor Pro Tem, Place 5
Ms. Malinda Miller	Council member, Place 6
Appointed Officials	Title
Mr. Sheyi I. Ipaye, CPM	City Manager
Ms. Samantha Rokkett	City Attorney
Mr. Glenn Lewis	Municipal Judge



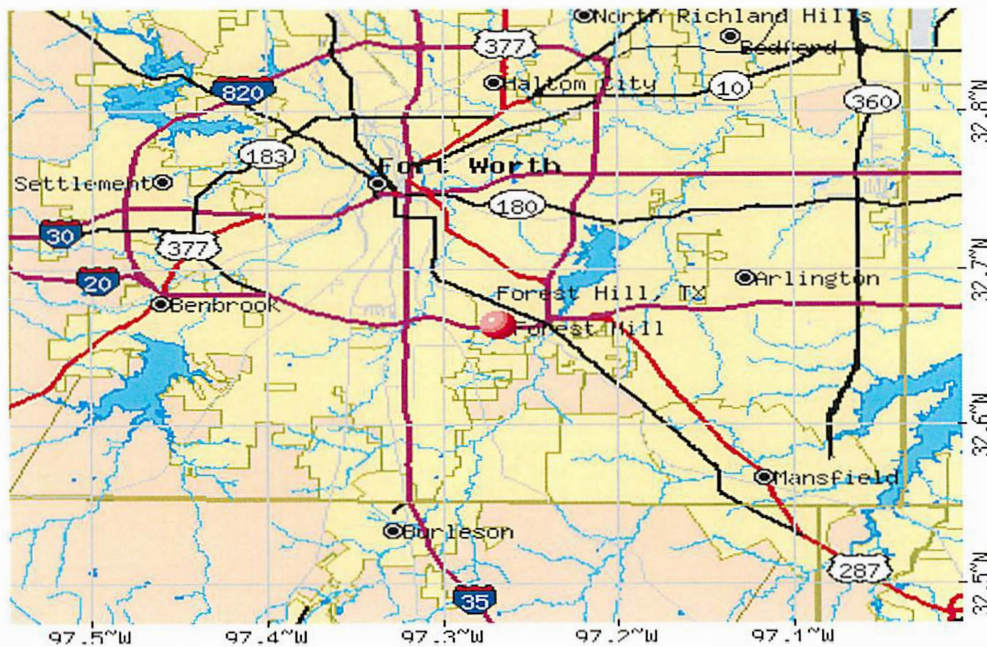
## ORGANIZATION CHART



## COMMUNITY PROFILE

The City of Forest Hill is located in south central Tarrant County, seven miles southeast of downtown Fort Worth. The City's location boasts prime positioning at the hub of Fort Worth, Arlington, Mansfield and Kennedale on the highly traveled I-20 corridor. The city is home to an estimated 13,500 residents and more than 300 businesses. Major employers include Conatser Construction, J. Wales Enterprises, TAS Environmental Services, United Rentals, Chase Bank, Starbucks, Denny's, Luby's Cafeteria, Best Western Plus, Holiday Inn Express, Hampton Inn & Suites, La Quinta Inn & Suites, Horton's Tree Service, Midwest Wrecking, Arthur Hager AC, Cowtown Charters, O'Reilly Auto Parts, Walgreens, and CVS to name a few.

### Area Map



### Geography

Elevation	682 Feet
Area	4.2 Square Miles

### City Government

Type	Home Rule
Number on Council	7
Municipal Police	31
Paid Firefighters	16
City Zoning Body	Yes
Master Plan	Yes



## Facility Locations

City Hall	3219 E California Parkway
Civic & Convention Center	6901 Wichita Street
Public Works	3101 Horton Road
Fire Department	6304 Wanda Lane
Police Department	3336 Horton Road
Senior Citizens Center	7004 Forest Hill Drive
Police / Fire Substation	6800 Forest Hill Drive
Old City Hall Building	6808 Forest Hill Drive
Old Public Works Building	3415 Horton Road

## Library

There is a Public Library that is funded by a Special Sales Tax. The Library is located at 6962 Forest Hill Drive, Forest Hill, Texas 76140. The Library is not part of the City of Forest Hill budget. The library is a separate entity with its own Board and Charter.

## Sales Tax Rates

The City of Forest Hill has a Sales Tax Rate of 8.25%. The rate is composed of the following components:

State of Texas	6.25%
City of Forest Hill	1.75%
Special Library Rate	<u>0.25%</u>
<b>Total</b>	<b>8.25%</b>

For the 1.75% that the City receives, it is broken out as follows:

General Fund	1.00%
Community Development	0.50%
Street Improvement	<u>0.25%</u>
<b>Total</b>	<b>1.75%</b>

## Property Taxes

2021 Property Tax Rate	\$.997340 per \$100 valuation
2020 Certified Net Tax Value	\$657,056,752



## History

Forest Hill began as a community around 1860. It was called Brambleton Station and Forest Hill Village before being named Forest Hill. By 1896 the community had its first schools and was established as a suburb of Fort Worth. In 1905 Old Mansfield Road and Forest Hill Drive were the city's two main roads. In 1912 citizens drilled a "crooked hole well," the first private water system in the community. By 1925 the community had 25 residents and two businesses. Forest Hill gained a new source of water in the early 1940's. By 1944 Trentman Company and the Johnson Campbell Company began building homes. The owners of the private water system sold it to Texas Water Company. The community incorporated as a village on March 16, 1946. In the late 1940's the city population was approximately 90 people. In 1949 the city petitioned to be relabeled as a city after reaching 500 citizens. On April 8 of that year the village was relabeled as a city. By 1954 the volunteer fire department, the police department, and the Corporation Court opened. The city had 1,519 people in the mid-1950s and by 1967, the city had 3,800 people. The city grew due to its proximity to Fort Worth. By the early 1970's the city adopted the Forest Hill Home Rule Charter in order to more easily annex territory and to allow for better governance. The city's population was 10,250 in 1976 and 11,482 in 1990. In the 1970s, it elected its first female mayor, Jackie Larson.

## Transportation

Forest Hill is located along one of the busiest freeways in North Texas. Approximately 180,000 vehicles per day travel along IH-20. Four eastbound and westbound off ramps provide direct access to the City's arterial roadway network. Interstate 20 runs through the heart of Forest Hill and provides access to Highway 287, Southeast Loop Interstate 820 and Interstate 35 West. These major thoroughfares intersect to form one of the highest traffic count areas in southern Tarrant County.

Forest Hill has a bus transportation service, which is used by residents to gain access to local businesses.

Residents enjoy easy access to the five area airports –

Dallas Love Field	37 miles
DFW International	23 miles
Alliance Airport	26 miles
Meacham International	15 miles
Fort Worth Spinks Airport	11 miles

## Demographics

The 2021 estimated population is 13,750

As of the Census 2010, there were 12,355 people, 3,295 households, and 2,944 families residing in the city. The population density was 3,049.7 people per square mile. There were 4,156 housing units at an average density of 912.9 per square mile. The racial makeup of the city was 29.05% White, 48.47 African American, 0.53% Native American, 0.59% Asian, 0.04% Pacific Islander, 19.0% from other races, and 2.31% from two or more races. Hispanic or Latino of any race was 38.16% of the population.

There were 3,295 households out of which 29.3% had children under the age of 18 living with them, 56.2% were married couples living together, 19.3% had a female householder with no husband present, and 17.5% were non-families. 16.4% of all households were made up individuals living alone and 7.1% had someone living alone who was 65 years of age or older. The average household size was 3.24 and the average family size was 3.57.

In the city the population was spread out with 31.8% under the age of 18, 9.2% from 18 to 24, 57.8% from 25 to 64 and 10.35% who were 65 years of age or older. The median age was 31.9 years. There are 6,042 males and 6,313 females residing in Forest Hill, or 48.9% and 51.1% respectively.

The median income for a household in the city was \$45,436, and the median income for a family was \$46,875. Males had a median income of \$30,867 versus \$31,745 for females. The per capita income for the city was \$17,027. About 11.5% of families and 15.4% of the population were below the poverty line, including 23.1% of those under age 18 and 8.2% of those aged 65 or over.

## Education

By 1905 Forest Hill had two schools, four teachers and 226 students, but not schools for African-American students.

Today children in Forest Hill attend school either in the Everman Independent School District (EISD) or in the Fort Worth Independence School District (FISD).

Two primary schools, Harlean Beal Elementary School and David K. Sellars Elementary School, serve separate areas within the FWISD section of Forest Hill. The FWISD secondary schools that serve Forest Hill and are located in Fort Worth, include Glencrest 6th Grade School, Forest Oak Middle School, and O.D Wyatt High School.

Students living in the Everman Independent School District portion of the city attend Roger E. Souder, Bishop, Hommel, E. Ray, and Townley Elementary Schools; Johnson 6yh Grade Campus; Dan Powell Intermediate School; Baxter and Everman Junior High Schools; Everman High School and Everman Academy High school.



## Education (Continued)

Area Colleges and Universities include: Tarrant County College South Campus – Fort Worth; Texas Christian University – Fort Worth; Texas Wesleyan University – Fort Worth; and the University of Texas – Arlington.

## Water and Sewer Utility

The City of Forest Hill purchases Water and Sewer Services from the City of Fort Worth.

### Water Source

Maximum Daily Water System Capacity  
Maximum Daily Water Use to Date  
Pressure on Water Mains  
Water Ground Storage Capacity  
Water Elevated Water Storage  
Water Size of Mains  
Water System Looped  
Sewer  
Sewer Maximum Capacity  
Sewer Daily Use to Date

### Surface

2,250,000 Gallons  
2,400,000 Gallons  
65-80 pressure per inch  
1,000,000 Gallons  
1,250,000 Gallons  
2-12 inches  
Yes  
Lift Station  
96,000,000 Gallons  
72,000,000 Gallons

## Website

The URL for the City website is [www.foresthilltx.org](http://www.foresthilltx.org)

The City website allows citizens to view the budget, pay water bills and court fines, view City meeting, review agendas and meeting minutes, and more.



# THE CITY OF FOREST HILL

## OFFICE OF THE CITY MANAGER

# MEMO

**Date:** September 15th, 2020

### **Honorable Mayor Joubert and Members of the City Council**

In compliance with state law and the Home Rule Charter of the City of Forest Hill, Texas, I am pleased to submit to you the Adopted Annual Budget and Plan of Municipal Services for the fiscal year beginning October 1, 2020 and ending September 30, 2021.

At a Special City Council Budget Workshop held on August 04, 2020, the City Council expressed the desire to maintain the current tax rate and levels of service offered to the citizens of Forest Hill. From those comments, City Staff continued developing the budget, and now feel confident we have accomplished the task given.

The state of our national and local economy continues to be of concern due to Covid-19 pandemic. Although some of our economic indicators are showing signs of a slow but steady recovery, overall economic growth during the last year was flat and we project the same for FY 2020-2021. Several considerations, goals and priorities were identified with the development of this budget. Those priorities addressed in the FY 2020-2021 Budget are:

- 1) Continue to maintain ad valorem property tax rate at 0.997342 per \$100 valuation;
- 2) Maintain adequate funding for street, water and sewer infrastructure needs and other capital projects to include municipal facilities maintenance;
- 3) Continue adequate pay and benefits to City employees with a 3% pay raise;
- 4) Continue fleet replacement for Fire, Police and Public Work Departments;
- 5) Continue promoting economic development activities and make Forest Hill an ideal place to live and do business;
- 6) Incorporate the TCEQ mandate at South Linear (Griggs Park);
- 7) Continue the Home Grant/Housing Rehabilitation Program;

## THE CITY OF FOREST HILL

- 8) Establish Smart Water Meter Testing Program;
- 9) Continue replacement of water meters to ensure accurate water reads;
- 10) Continue to outsource the information technology services to a managed IT provider;
- 11) Continue to outsource the City's Website; and
- 12) Continue to improve Municipal Parks and our Civic and Convention Center.

Transmitted herewith is the Adopted FY 2020-2021 budget for the City of Forest Hill. The budget totals \$19,075,267 of which \$10,564,865 is for General Fund, \$5,376,050 for Enterprise Fund, \$669,353 for General Debt Service Fund, \$564,000 for Community Development Fund, \$559,000 for Street Improvements, \$665,000 for Sanitation, \$550,000 for Drainage, \$30,000 for Municipal Court Technology Fund, \$5,000 for Municipal Court Safety Fund, \$3,500 for Juvenile Case Manager Fund, \$65,000 for Hotel Fund, \$2,500 for Police Education Fund.

### LONG TERM GOALS

During the Budget process, the Council reviewed the goals for the upcoming budget year and beyond. The 2020-2021 goals are stated as follows:

- 1) Address organizational issues within city government while emphasizing quality customer service at all levels of the organization.
- 2) Promote a positive environment for economic development in the community to achieve stable and positive financial conditions.
- 3) Enhance the quality of life by improving the City's capital infrastructures.

### MAJOR PROGRAM INITIATIVES

#### Organizational Issues

The most important goal involving organizational issues is to instill confidence in the integrity of the city government. Through a commitment to excellence in leadership and staff development, employees can deal responsibly with citizen's concerns, resulting in the successful achievement of this goal.

The City of Forest Hill 2020 adjusted taxable property value of \$657,056,752 reflects an increase of \$39,165,921 from the 2019 adjusted taxable value of \$617,890,831.



## THE CITY OF FOREST HILL

Fiscal issues require constant vigilance. Bearing in mind achieving a long-term, stable, positive financial condition is paramount to the progress of Forest Hill; the Fiscal Year 2020-2021 Adopted tax rate is \$0.997340 per \$100 valuation. The no-new-revenue tax rate is \$0.968013 per \$100 valuation. The no-new-revenue rate is tax rate for the 2020 tax year (2021 fiscal year) that will raise the same amount of property tax revenue for the City from the same properties in both 2019 tax year (2020 fiscal year) and the 2020 tax year (2021 fiscal year). For fiscal year 2020-2021, the voter-approval tax rate is \$0.997342 per \$100. The voter-approval rate is the highest tax that the city may adopt without holding an election to seek voter approval of the rate.

### **Economic Development**

Forest Hill is fortunate to have many dedicated community leaders who understand the importance of cohesive economic development. Efforts are being made to strengthen our business retention and expansion programs by re-establishing the Forest Hill Chamber of Commerce, reinvesting wealth within our local economy and ultimately improving our economic position through the creation of jobs in our community. Tourism remains a growth industry in Texas and Forest Hill hopes to capitalize on that industry by sponsoring events and festivals for Forest Hill aimed at attracting people to our City, including those utilizing our Civic and Convention Center.

### **Quality of Life**

Our primary responsibility to those who live, work, and visit our City is the commitment to enhance their quality of life providing exemplary services which are respected by all and reflective of our community's desires. By strengthening the City's Capital Improvement Program our streets, water, wastewater, drainage, and bridge systems will be improved.

During 2020, the City of Forest Hill was awarded the "Recognized" status for the Scenic City Certification Program. This program recognized municipalities that implement high quality scenic standards for public roadways and spaces. It fosters community character and civic pride as well as supports economic development efforts. Scoring for the certification was based on "streetscapes", landscaping, lighting standards, sign regulations, infrastructure regulations, litter and graffiti prohibition, parks and unique city features.

The City continually reviews the Comprehensive Master Plan, Subdivision Regulations, and Design Criteria for development in order to sustain current operations and support future growth of our community. We are working together to provide and maintain a dynamic, progressive, quality atmosphere in which to live, work, and play. To enhance the quality of life, our open space master plan has been prepared for promotion of growth through a defined strategic plan for parks and recreation.



## Recommendations

The FY 2020-2021 Annual Program of Services is divided into the following areas: Administrative Services, Financial Services, Emergency Services, Municipal Services, and Utility Services. The program areas outline the respective roles of the departments and their associated divisions based upon the services they perform. This allows the creation of individual cost centers and better overall monitoring of fund expenditures. Owing to the delivery of services to business and residential interests in the community, the following are recommendations for FY 2020-2021:

- ◇ Adopt a tax rate of \$.997342 for FY 2020-2021 and establish fiscal accountability for growth in the assessment of property valuation in order to create additional capacity for future debt service.
- ◇ Review job compensation plan to ensure a market based approach for employee recruitment and retention.
- ◇ Complete street improvements to Forest Hill Drive, Truett, Griggs and Wanda Lane.
- ◇ Submit the Fiscal Year 2020-2021 Annual Program of Services publication to GFOA to determine its eligibility for the Distinguished Budget Presentation Award. The City received the GFOA Distinguished Budget Award for the first time for its FY 2010-2011 and has received the award consistently every year for its Annual Program of Services

These recommendations will assist the City of Forest Hill in meeting basic service needs, accounting for operational deficiencies and preparing to meet future growth.

## Summary

The outcome of our budget process satisfies the City mission statement, which states: "In our on-going commitment to the citizens and businesses in the City of Forest Hill, we endeavor each day to be fiscally responsible, knowing that we are held accountable for our actions to move the city in a forward progression of economic development, to provide the best customer service to those who live, work and play within our city limits, and to be fair and honest in all that we do. With passion, integrity and professionalism, from within City Hall to our elected officials, we will be the leaders of Community Driven spirit that will guide the success of Forest Hill into the Future." The Fiscal Year 2020-2021 offers much promise for improving the overall financial condition of the City.

Forest Hill is poised to benefit from the location of our City Hall as it brings needed visibility and creates opportunities for business expansion for commercial and retail growth on the vacant 82 acre site across I-20 on Forest Hill Circle. This will lessen our dependability on ad valorem taxes, as the primary means of supporting maintenance and operations of the City now and in the future.





## THE CITY OF FOREST HILL

Finally, the City of Forest Hill continues to improve its financial position and has developed a budget that focuses on both long and short-range concerns. To this end, the improvement in this community is a direct result of the leadership and involvement of its people and those responsible are to be commended.

I am grateful for the opportunity to serve the Mayor and Council members, work with excellent staff, and serve the citizens of Forest Hill.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read "Sheyi I. Ipaye", is written over a horizontal line.

Sheyi I. Ipaye, CPM  
City Manager



## SECTION II

# **Budget & Finance Policies**

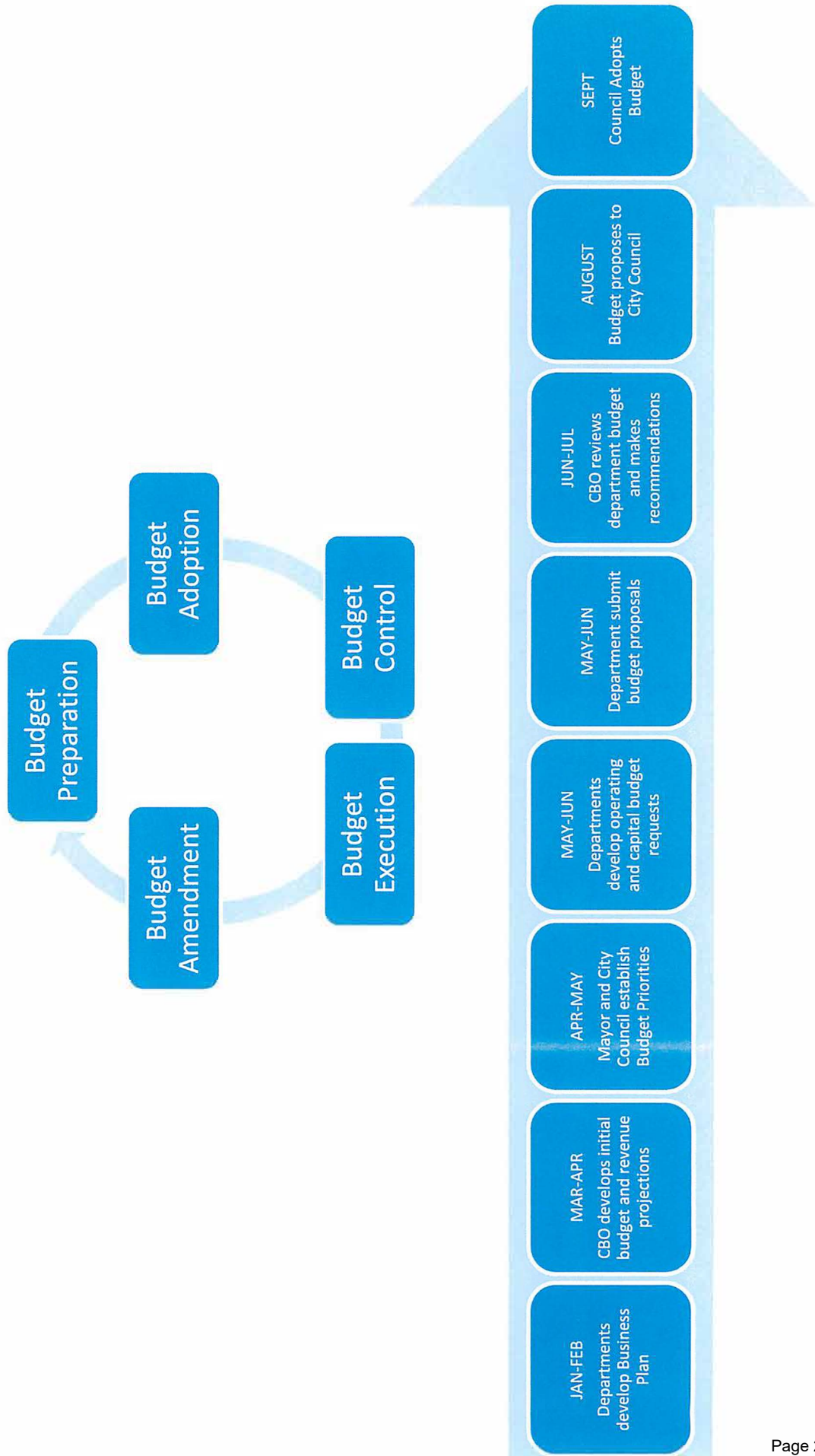


## CITY OF FOREST HILL / TAX CALENDAR FY 2020 - 2021

April 1, 2020	Finalize budget calendar
May 1, 2020	Chief Appraiser sends notice of 2020 preliminary appraised values
May 18, 2020	Distribute budget instructions to Departments Distribute survey for priority list of expenditures
May 22, 2020	Finance completes preliminary proposed FY 2020-2021 revenue estimates
May 29, 2020	Human Resources completes salary worksheet Department heads submit supply and contract budget lines and other budget requests to Finance Department
June 1 - 15, 2020	Schedule meetings-City Manager with Department heads on proposed 2020-2021 budget
June 15, 2020	Receive retirement rates from State of Texas & benefit rates from HR
June 22, 2020	Finance Department submits preliminary proposed budget to City Manager
July 27, 2020	Chief Appraiser delivers 2020 certified appraisal to City of Forest Hill
July 30, 2020	Receive health insurance rates from Human Resources
July 31, 2020	Finance Department submits proposed budget to City Manager and City Secretary including update for insurance rates and revenue estimates
August 4, 2020	City Council Budget Work Session and Meeting to discuss proposed budget and tax rate
August 14, 2020	Posting of proposed budget on City website
August 18, 2020	City Council Budget Work Session to discuss tax rate City Council announces the date, time and place of vote on proposed tax rate to be September 15th
August 21, 2020	Publish 1st quarter page Notice of Tax Revenue Increase (at least 7 days before public hearing) (1)
September 1, 2020	Public hearing of City Council proposed FY 2020-2021 Budget
September 4, 2020	Publish 2nd quarter page Notice of Tax Revenue Increase (at least 7 days before public hearing) (1)
September 15, 2020	Public hearing if proposed tax rate exceeds the effective or rollback tax rate (whichever is lower) City Council adopts proposed FY 2020-2021 Budget City Council adopts proposed tax rate City Council ratifies property tax revenue increase effected in the budget Local Government Code 102.007 c
October 1, 2020	The Tarrant County Tax Assessor prepares and mails tax bills

(1) If proposed tax rate exceeds the effective or rollback tax rate

## BUDGET PROCESS



## **BUDGET POLICIES**

The City of Forest Hill budget format includes goals, objectives and performance measures. Various summaries, statistical information, and revenue sources are provided to help define the City's goals, purposes, and assumptions for projections. The budget document and organization of the budget are described below.

### **Budget Process**

The City of Forest Hill has implemented a performance based budgeting process. Each department prepares a budget by completing a budget workbook. Any operating expense, which exceeds the prior years' funding level, is evaluated and a recommendation to the City Manager is made.

### **Department Budget Workshops**

During the departmental budget workshops, the staff is informed of the budgeting concepts, guidelines and forms.

### **Revenue Projections**

The City Manager makes revenue projections. Projections are made based upon consultations with state and local agencies, trend analysis, anticipated changes in the local and regional economy, and discussions with directly associated Staff members. The budget revenue projections occurs concurrently with departmental budget development and extends until the budget is adopted based upon the receipt of any new information.

### **Proposed Budget Compilation**

Once the departmental budget requests are completed and are reviewed by the City Manager, a preliminary draft of the proposed budget is prepared by the City Manager and submitted to the City Council for review and reference during budget workshops. At this time the funding level is weighted against available resources. A tax rate may or may not be recommended depending upon Council's priorities and issues previously expressed in the budget process.

### **City Council Budget Workshops**

Recommendations concerning the proposed budget are discussed with the City Council. The proposed budget is not actually submitted until after initial discussions regarding major issues are presented to the Council.



## **Public Hearing/Budget Adoption**

A public hearing on the budget and tax rate is held prior to adoption. Citizens or any other individual may make formal comment either for or against the proposed budget. The public also has the opportunity to attend City Council budget workshops. City Council may take action to modify the proposed budget. The Council may also adopt a tax rate to support adopted funding levels.

## **Budget Amendment Process**

Budget estimates may be amended and increased as the need arises to permit appropriation and expenditure of unexpended cash balances on hand and unanticipated revenues. Such amendments may be considered and adopted at any time during the fiscal year covered by the budget by filing the amendments and upon publishing them and giving notice of the Public Hearing in the manner required in the State Law.

## **City Council Long Term Strategic Planning - Vision Statement**

" In our on-going commitment to the citizens and businesses in the City of Forest Hill, we will endeavor each day to be fiscally responsible, knowing that we are held accountable for our actions, to move the city in a forward progression of economic development, to provide the best customer service to those who live, work and play within our city limits, and to be fair and honest in all that we do. With passion, integrity and professionalism, from within City Hall to our elected officials, we will be the leaders of the Community Driven spirit that will guide the success for Forest Hill into the future."

## **Department Summaries**

Each department is described by narrative information in the final budget in order to provide an abbreviated idea of services provided. Summaries include the following information:

### **Program Description**

The section outlines the general responsibility performed by the department.

### **Major Division Goals**

Goals describe the benefit the department plans to provide to the community it serves, by identifying the end result the division wishes to achieve.

### **Major Division Objectives**

Objectives are steps in accomplishing stated goals with specific time frames or measurable achievements to be completed in the current year.

## **Department Summaries**

### **Workload Measures**

Workload measures indicate the amount of work that has been done or projected workload levels.

### **Productivity Measures**

The process of seeking best practices and attempting to emulate them. These should measure productivity, effectiveness, efficiency, or the impact of services provided.

### **Expenditure Summary**

The summary of expenditures shows the category of expenses for each division's programs.

### **Personnel Summary**

This section shows the personnel resources budgeted to carry out services.

## **Financial Policies**

### **Definition of a Balanced Budget**

The annual operating budget submitted to the City Council will be balanced; expenditures not exceeding current year revenues plus available fund balance, revenue, and transfers.

### **Minimum Fund Balance and Working Capital Policies**

The Program of Services submitted to the City Council shall strive to maintain a minimum unreserved fund balance of 90 days of annual operating expenditures for the General Fund and a minimum working capital equivalent to 15 days of annual operating expenses for the Water and Sewer Fund. Due to the economic shortcomings in the prior years, the City has presented here within a balanced budget that will regain the goal of maintaining the minimums anticipated.

### **Operating Budget Policies**

The City of Forest Hill budget resources are on a fiscal year, which begins October 1st and ends September 30th of the following year.

The operating budget will be developed on an annual basis. Appropriations for each year will be approved annually by the City Council.



The operating budget shall be linked to Financial and Strategic Plans.

The City Manager will prepare and present the City's annual operating budget to City Council for its approval. The City Council has the final responsibility for adopting the budget and for making the necessary appropriations.

The annual adopted budget shall be comprehensive in scope and include all annually budgeted operating funds

The proposed operating budget shall appropriate sufficient funds for operations to maintain existing quality and scope of City Services.

The basis of budgeting shall be modified accrual in the Governmental Funds and modified accrual (working capital) in the proprietary funds.

An annual budget calendar shall be prepared including statutory public meeting and notice requirements.

Specific City Council action shall be required to amend the operating budget.

Where possible, the City will integrate performance measurement, service level, and productivity indicators in the City's published budget document.

### **Capital Budget Policies**

Non-recurring capital expenditures are budgeted as debt funded or operating accounts if minor.

Operating expenditures that are incurred from non-recurring capital expenditures are included and anticipated in each operating fund's budget.

Definition of a capital project- a capital asset expected to have a useful life greater than two years and an estimated cost of \$5,000 or more. Capital projects include the following:

Construction, purchase, or major renovation of buildings, utility systems, streets, intersections, or other structure.

Purchase of land or land rights and major landscaping projects; any engineering study or master plan needed for the delivery of a capital project;

Any major repair, renovation or replacement that extends the useful operational life by at least two years or expands capacity of an existing facility.



Projects meeting the above definition will be included in the Capital Improvement Plan (CIP) rather than the annual operating budget document.

As a planning document, the City shall adopt annually the first year of a five year rolling projection of the City's capital needs as well as the future financing requirements in the form of a CIP.

The CIP shall be linked to the City financial and strategic plans.

As a planning document, the CIP does not impart any spending authority.

Spending authority for capital projects is the capital budget.

The capital budget shall include only capital projects with budgets appropriated by specific City Council action. Capital project budgets shall be appropriated on project-by-project, multi-year basis (project budget amounts are approved through completion of the project).

The capital budget does not run concurrently with the operating budget fiscal year.

City staff shall identify the estimated costs and project schedule for each capital project proposal before it is submitted to the City Council for approval.

The City Manager shall in writing identify specific available funding sources for each capital project budget proposal before it is submitted to the City Council for approval.

Expenditure tracking for component of the capital budget will be updated quarterly to ensure project completion against budget and established timelines.

Change orders resulting in a change in the project cost shall require an amendment to the capital budget.

Capital improvements may impact the operating budget. Addition of new infrastructure can lead to expanded programs and a need to hire personnel to manage program operations. Replacement of aging structures may decrease operating and maintenance expenditures due to energy efficiencies and reduced repair needs, City staff will analyze, and when necessary, include operating budget impact statements in the CIP.

### **Utility Rates**

Utility rates will be reviewed annually to adjust operating revenues to meet operating costs and changes in contractual services.



### **Budget Administration**

City departments will regularly review programs and services to adjust service levels and operating costs.

All departments will be responsible for exploring the available grant opportunities and seek those matching City needs.

### **Basis of Presentation**

City accounts are organized on the basis of fund and account groups, each of which is considered a separate accounting entity.

### **Governmental Funds Types**

**The General Fund** is used to account for financial resources used for general operations. This is a budgeted fund and any fund balances are considered resources available for current operations. All revenues and expenditures are required to be accounted for in other funds area are accounted for in this fund. The General Fund appropriations are adopted as part of the annual budget process. The General Fund is accounted and budgeted on the modified accrual basis.

**Special Revenue Funds** are used to account for resources restricted to, or designated for, specific purposes by a grantor. Federal and state financial assistance generally is accounted for in a Special Revenue Fund. Normally, unused balances are returned to the grantor at the close of specified project period. Special Revenue Funds appropriations are adopted as part of the annual budget process.

**The Debt Service Fund** is used to account for tax revenues and for the payment of principal, interest, and related costs on long-term debts for which a tax has been dedicated. Any unused sinking fund balances are used to lower outstanding bonds. The Debt Service Fund appropriations are adopted as part of the annual budget process. Debt Service Funds are accounted for and budgeted on the modified accrual basis.

**Capital Project Funds** are used to account for capital outlay projects financed from general debt issued by the City. Capital Project Funds are not part of the annual budget process. Capital Project Fund appropriations require specific action by the City Council, are adopted on an individual project basis, and may be appropriated on a multi-year basis. General Capital Project funds are accounted for and budgeted on the modified accrual basis.

## **Enterprise / Proprietary Fund Types**

The **Water and Sewer Fund** accounts for revenues and expenses on a full accrual basis. Water, sewer, and solid waste services are delivered to the citizens of the City. The total operating, capital and debt costs are recovered from the utility rates charged for the delivery of these services. The Water and Sewer Operating Fund appropriations are adopted as part of the annual budget process. The Water and Sewer Operating Fund is budgeted on the modified accrual (working capital) basis.

Reconciliation between the net changes in working capital to the change in net assets **GAAP** basis are provided in the utility fund summary schedule in the Enterprise Funds section of this document. Water and Sewer Fund capital projects are not part of the annual budget process. Utility Capital Project Fund appropriations require specific action by the City Council, are adopted on an individual project basis, and may be appropriated on a multi-year basis.

## **Annual Publications**

The Annual Program of Services is submitted to the **Government Financial Officers Association (GFOA)** Distinguished Budget Award Program annually.

The accounting and financial reporting treatment applied to a fund is determined by its "measurement focus."

All governmental funds (i.e., General Fund, Special Revenue funds, etc.) are budgets and accounted for using a current financial resources measurement focus. With this measurement focus, only current assets and current liabilities are generally included on the balance sheet. Operating revenues of governmental funds present increases (revenues and other financing sources) and decreases (expenditures and other financing uses) in net current assets.

Proprietary fund types, including enterprise funds (i.e., Water and Sewer, Drainage Utility), are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and liabilities associated with the operation of these funds are included on the balance sheet. Fund equity (assets net of liabilities) is segregated into invested in capital assets, net of related debt and unrestricted net asset components. Proprietary fund type operating statements present increases (revenues) and decreases (expenses) in net assets.

Financial information is presented using the modified accrual basis of accounting for all governmental fund types and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (when they become both measurable and available). "Measurable" means the amount of the transaction can be determined, and "available" means the amount is collectible within the current accounting periods, or soon enough thereafter to be used to pay liabilities of the current period. Ad volorem, franchise and sales tax revenues are recognized under the susceptible to accrual concept, since they are both measurable and available within 60 days after year end. Licenses and permits, charges for services (except for water and sewer billings), fines and forfeitures, and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received. Expenditures are recorded when the related fund liability is incurred. Interest on general long-term debt is recorded as a fund liability when due or when amount have been accumulate in the debt service fund for payments to be made early in the following years.

The accrual basis of accounting is used in Proprietary Fund types, i.e., Enterprise Funds for financial reporting purposes. Under the full accrual basis of accounting, revenues and expenses are identified with a specific period of time, and are recorded as incurred, without regard to the date of receipt or payment of cash. For example, water and wastewater service charges are customarily recognized as revenues when billed, rather than at the time when the actual payment of the bill is received, in contrast to license and permit fees, which are recognized as revenues when payment is actually received in cash. This method of accounting is used for financial reporting purpose in the City's comprehensive annual financial report; however, for budget presentation purposes, working capital is recognized as fund balance. Working capital, rather than unrestricted net assets, is used to represent fund balance in Enterprise Funds (which is similar to using the modified accrual basis). Under the working capital approach, depreciation expense is not budgeted, and capital outlay and debt service principal are budgeted as expenses. Working capital is generally defined as the difference between current assets (e.g., cash and receivables, etc.) and current liabilities (e.g., accounts payable), and provides a more thorough analysis of proprietary fund reserves for budget purposes than does the presentation of net assets. In addition, budgeting capital outlay as an expense for budgetary purposes allows the proposed capital purchases to be reviewed and authorized by City Council.



## SECTION III

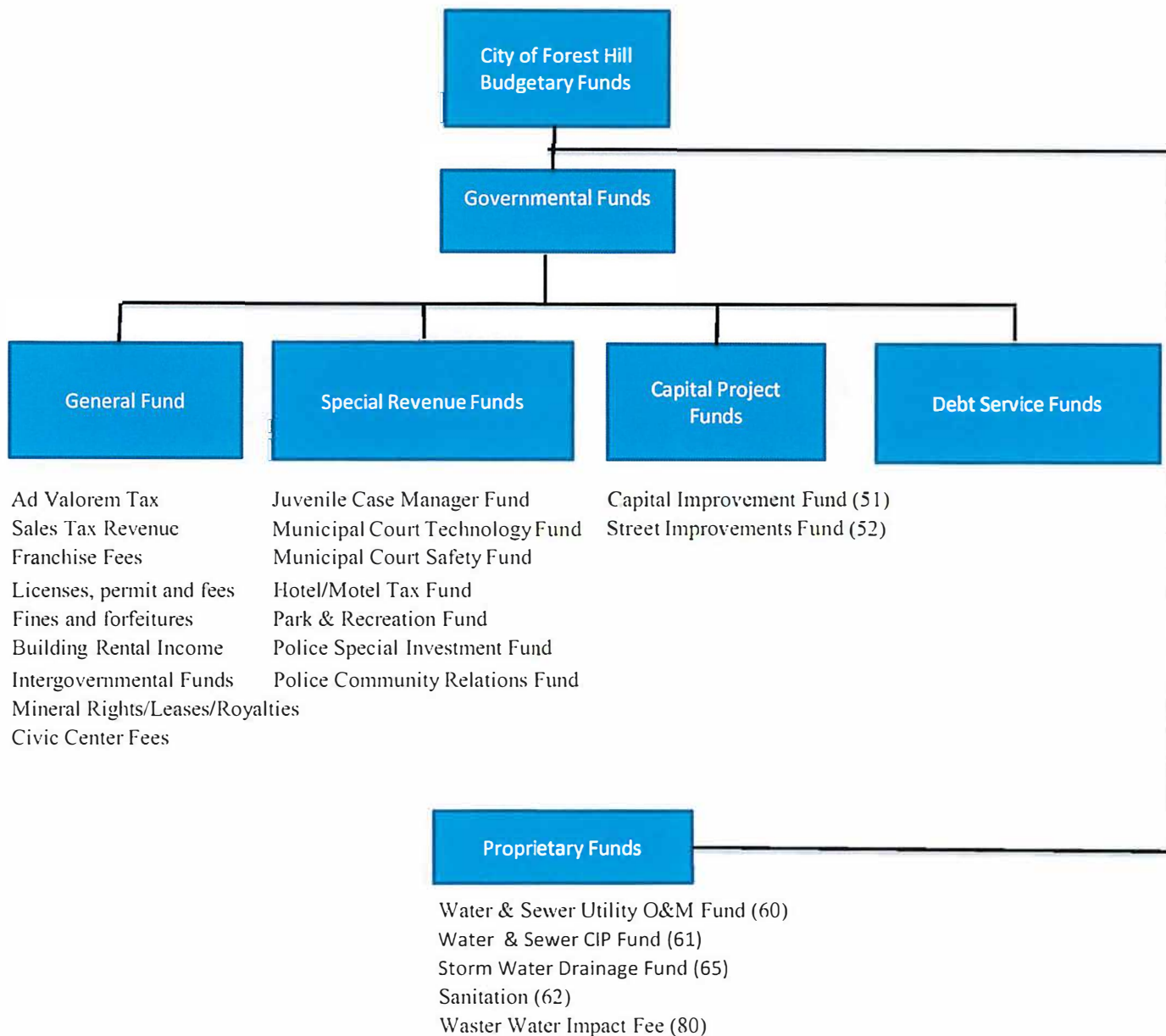
# **Fund Structure & Financial Analysis**



## FUND STRUCTURE

<u>Fund Number</u>	<u>Fund Category</u>	<u>Fund Type</u>	<u>Budgetary Basis</u>	<u>Basis Of Accounting</u>
<b>Governmental Funds</b>				
1	General	General	Modified Accrual	Modified Accrual
5	Municipal Court Technology	Special Revenue	Modified Accrual	Modified Accrual
6	Municipal Court Safety	Special Revenue	Modified Accrual	Modified Accrual
4	Juvenile Case Manager	Special Revenue	Modified Accrual	Modified Accrual
10	Motel Tax	Special Revenue	Modified Accrual	Modified Accrual
14	Park & Recreation Fund	Special Revenue	Modified Accrual	Modified Accrual
15	Library			
18	Police Property Holding	Special Revenue	Modified Accrual	Modified Accrual
21	Law Enforcement Explorer	Special Revenue	Modified Accrual	Modified Accrual
22	Police Forfeiture	Special Revenue	Modified Accrual	Modified Accrual
23	Police Community Relations	Special Revenue	Modified Accrual	Modified Accrual
24	Police Standards and Education			
28	Police Donations Restricted	Special Revenue	Modified Accrual	Modified Accrual
30	Debt Service	Long Term Debt	Modified Accrual	Modified Accrual
49	Community Development Corp.	Special Revenue	Modified Accrual	Modified Accrual
50	Capital Equipment	Capital	Modified Accrual	Modified Accrual
51	Capital Projects	Capital	Modified Accrual	Modified Accrual
52	Street Improvements	Capital	Modified Accrual	Modified Accrual
80	Wastewater Access Fee	Special Revenue	Modified Accrual	Modified Accrual
<b>Enterprise / Proprietary Funds</b>				
60	Water & Sewer Utility O&M	Enterprise	Full Accrual	Full Accrual
61	Water & Sewer CIP Fund	Enterprise	Full Accrual	Full Accrual
62	Sanitation	Enterprise	Full Accrual	Full Accrual
65	Storm Water Drainage Fund	Enterprise	Full Accrual	Full Accrual

## FUND STRUCTURE CHART



### Governmental Funds Types

**The General Fund** is used to account for all finance transactions not specifically includable in other funds. The principal source of revenues in the General Fund are property taxes, sales and use taxes, franchised fees, hotel/motel taxes, permit fees, fines, and forfeitures, and building rentals. The primary source of expenditures in the General Fund are for general government, finance, public safety, public works, park maintenance and recreation, planning and zoning, and engineering.

### **Governmental Funds Types (Cont.)**

**Special Revenue Funds** are used to account for resources restricted to, or designated for, specific purposes by a grantor. Federal and state financial assistance generally is accounted for in a Special Revenue Fund. Normally, unused balances are returned to the grantor at the close of specified project period. Special Revenue Funds appropriations are adopted as part of the annual budget process.

**The Debt Service Fund** is used to account for the payment of interest and principal on all general obligation debts of the City. The primary source of revenue for the debt service fund is property taxes. These funds are designated to meet current and future debt service requirements on general government debt.

**Capital Project Funds** are used to account for capital outlay projects financed from general debt issued by the City. Capital Project Funds are part of the annual budget process. Capital Project Fund appropriations require specific action by the City Council, are adopted on an individual project basis, and may be appropriated on a multi-year basis. General Capital Project funds are accounted for and budgeted on the modified accrual basis.

These types of funds are also used to account for activities to plan the replacement of capital transportation, IT and other heavy equipment in accordance with replacement schedules based on life of equipment and usage. The two funds utilized for this purpose are the Transportation Equipment Replacement and IT Replacement Funds.

### **Proprietary Fund Type**

**Enterprise Funds** are used to account for operations that are financed and operated in a manner similar to private business enterprises. Such funds are to be financed or recovered primarily through user charges. Other Enterprise Funds include the Sanitation Fund, which is used to account for user fees and expenses related to the City's garbage collection activities.



# FUND RELATIONSHIP TABLE

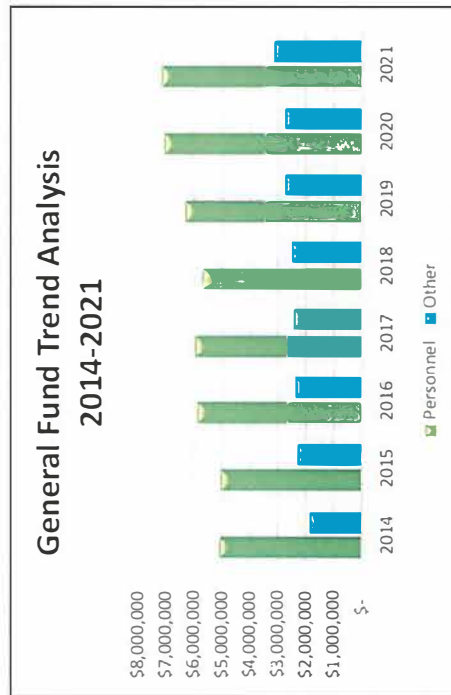
The following table depicts the relationship between the departments of the city and the various major and non-major operating funds that each utilizes and/or manages. Expenditure and revenue history, as well as 2019-2020 budget information can be found in the Annual Appropriated Funds Summary (pages 31-32) of this document.

Departments	Special Revenue Funds														Enterprise/ Proprietary Funds			
	General Fund	Municipal Court Technology (05)	Juvenile Case Manager (06)	Motel/ Hotel Tax Fund (04)	Park & Recreation Fund (10)	Police Property Holding (14)	Law Enforcement Explorer (18)	Police Forefeiture (22)	Police Community Relations (21)	Police Donations Restricted (23)	Police Asset Sale Restricted (28)	Community Development Corp.(49)	Wastewater Impact Fee (80)	Water & Sewer CIP Fund (61)	Sanitation (62)	Storm Water Drainage (65)		
Mayor and Council	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
City Secretary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Administration	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Municipal Court	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Finance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
HR/Civil Service/ Info Tech	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Community Dev. Service	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Public Works	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Police Operations	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Police Animal Control	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Fire Department	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Fleet Operations	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Code Compliance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Permit and License	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Buildings and Grounds	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Civic Center	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Utility Billing / Water Dept	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



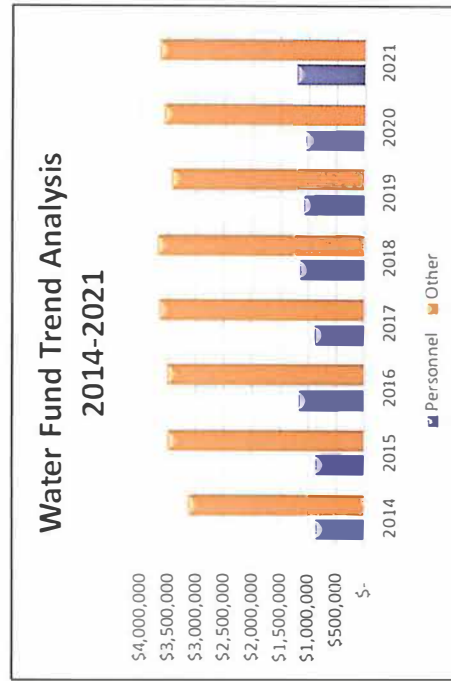
## General Fund Trend Analysis

Budget Year	Personnel	Other	Total	Prior Year Variance +/-
2014	\$ 5,088,571	\$ 1,886,806	\$ 6,975,377	-
2015	\$ 5,053,074	\$ 2,324,572	\$ 7,377,646	5.77%
2016	\$ 5,872,865	\$ 2,403,163	\$ 8,276,028	12.18%
2017	\$ 5,957,725	\$ 2,469,271	\$ 8,426,996	1.82%
2018	\$ 5,700,165	\$ 2,525,788	\$ 8,225,953	-2.39%
2019	\$ 6,313,281	\$ 2,755,148	\$ 9,068,429	10.24%
2020	\$ 7,054,046	\$ 2,792,448	\$ 9,846,494	19.70%
2021	\$ 7,151,615	\$ 3,159,250	\$ 10,310,865	4.72%



## Water Fund Trend Analysis

Budget Year	Personnel	Other	Total	Prior Year Variance +/-
2014	\$ 876,910	\$ 3,135,180	\$ 4,012,090	-
2015	\$ 895,984	\$ 3,501,548	\$ 4,397,532	9.61%
2016	\$ 1,180,845	\$ 3,514,412	\$ 4,695,257	6.77%
2017	\$ 895,984	\$ 3,658,110	\$ 4,554,094	-3.01%
2018	\$ 1,172,350	\$ 3,691,000	\$ 4,863,350	6.79%
2019	\$ 1,092,307	\$ 3,435,300	\$ 4,527,607	-6.90%
2020	\$ 1,055,807	\$ 3,574,400	\$ 4,630,207	2.27%
2021	\$ 1,222,700	\$ 3,653,350	\$ 4,876,050	5.31%



The City of Forest Hill's main goal is to instilling confidence in the integrity of the City government. Through a commitment to excellence in leadership and staff development, employees have been trained and enriched knowledge and education. Cost of training, education and salary adjustments has resulted in the increasing personnel costs from 2018 to 2019 and 2019 to 2020. That led to the 10.24% variance for these fiscal years. However, we have maintained a stable budget for personnel during 2020 that we are confident to propose a lower budget for 2021.

The mission of the Water Utilities Department is to provide a continuous supply of high-quality drinking water and ensure safe disposal of wastewater in a responsive cost-effective manner while improving service to citizens. Cost of planning for future needs has increased our operating cost that resulted in the 16% increase variance. We proposed a fund increase to fulfil this mission.

## FULL TIME EQUIVALENT SUMMARY

DEPARTMENT	FY 2018-19 ACTUAL	FY 2019-20 ACTUAL	FY 2020-21 BUDGET	FY 2020-21 ADOPTED
ADMINISTRATION				
City Secretary	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00
COURT				
Bailiff	-	2.00	-	-
Court Clerk	3.00	2.00	2.00	2.00
Court Supervisor	1.00	1.00	1.00	1.00
Juvenile Case Manager	-	1.00	1.00	1.00
Warrant Clerk	-	1.00	1.00	1.00
Warrant Officer	-	2.00	2.00	2.00
FINANCE				
City Treasurer	1.00	-	-	-
Accountant	1.00	1.00	2.00	2.00
Analyst	1.00	1.00	-	-
Clerk	-	1.00	1.00	1.00
Finance Director	-	1.00	1.00	1.00
UTILITY BILLING				
Meter Reader	3.00	2.00	2.00	2.00
Utility Billing Clerk	2.00	2.00	2.00	2.00
Utility Billing Supervisor	1.00	1.00	1.00	1.00
HUMAN RESOURCES				
HR Director	1.00	1.00	1.00	1.00
PLANNING				
City Planner	1.00	1.00	-	-
PUBLIC WORKS				
Director	1.00	-	-	-
Secretary	1.00	-	-	-
Administrative Assistant	-	1.00	1.00	1.00
Building Maintenance Worker	-	1.00	3.00	3.00
Crew Leader	3.00	1.00	1.00	1.00
Field Supervisor	1.00	1.00	1.00	1.00
Mechanic	1.00	1.00	1.00	1.00
Street Laborer	1.00	7.00	-	-
Superintendent	-	1.00	1.00	1.00
Water Laborer	6.00	7.00	6.00	6.00

## **FULL TIME EQUIVALENT SUMMARY (Continued)**

<b>DEPARTMENT</b>	<b>FY 2018-19 ACTUAL</b>	<b>FY 2019-20 ACTUAL</b>	<b>FY 2020-21 BUDGET</b>	<b>FY 2020-21 ADOPTED</b>
<b>POLICE</b>				
Administrative Assistant	1.00	1.00	1.00	1.00
Animal Control Officer	1.00	2.00	2.00	2.00
Crossing Guard	-	2.00	1.00	1.00
Police Record Clerk	-	-	2.00	2.00
IT Technician	-	1.00	1.00	1.00
Officer	13.00	14.00	13.50	13.50
Police Captain	2.00	2.00	1.00	1.00
Police Chief	1.00	1.00	1.00	1.00
Police Corporal	4.00	4.00	4.00	4.00
Police Detective	3.00	2.00	2.00	2.00
Police Despatcher	6.00	5.00	4.00	4.00
Police Sergeant	4.00	4.00	1.00	1.00
<b>FIRE</b>				
Administrative Assistant	1.00	1.00	1.00	1.00
Fire Marshall	1.00	-	-	-
Fire Chief	1.00	1.00	1.00	1.00
Fire Engineer	3.00	3.00	3.00	3.00
Fire Fighter	9.00	9.00	9.00	9.00
Fire Lieutenant	2.00	3.00	5.00	5.00
<b>PERMIT</b>				
Permit Clerk	0.90	2.00	1.00	1.00
<b>CODE ENFORCEMENT</b>				
Code Enforcement Officer	-	2.00	2.00	2.00
<b>BUILDINGS</b>				
Building Inspections	1.25	-	-	-
Custodial Technician	-	1.00	1.00	1.00
<b>COMMUNITY DEVELOPMENT</b>				
Community Development Director	1.00	1.00	1.00	1.00
Event Coordinator	-	1.00	1.00	1.00
<b>TOTAL FULL TIME EQUIVALENT</b>	<b>86.65</b>	<b>105.00</b>	<b>92.50</b>	<b>92.50</b>



**SUMMARY OF FY 2020-2021  
ADOPTED EXPENDITURES BUDGET  
GENERAL FUND, ENTERPRISE FUND & OTHER FUNDS**

Department Number	General Fund and Department Name	Adopted Budget
01	City Council	\$ 189,450
02	City Secretary	\$ 104,050
03	Administration	\$ 421,600
05	Municipal Court	\$ 525,500
06	Finance	\$ 475,900
07	Human Resources/ Civil Service	\$ 146,450
09	Planning / Development	\$ 281,950
11	Public Works and Parks	\$ 686,425
16	Police and Animal Control	\$ 3,681,890
20	Fire	\$ 1,961,400
24	Garage	\$ 240,850
27	Permits	\$ 102,700
28	Code Compliance	\$ 126,800
30	Building & Grounds	\$ 416,250
40	Civic Center	\$ 91,650
99	Non Department	\$ 858,000
97	Transfers	\$ 254,000
	<b>Total</b>	<b>\$ 10,564,865</b>

Department Number	Enterprise Fund and Department Name	Adopted Budget
06	Utility Billing	\$ 450,000
11	Public Works & Parks	\$ 4,256,000
61	System Maintenance	\$ -
99	Non-Department	\$ 170,050
97	Transfer	\$ 500,000
	<b>Total</b>	<b>\$ 5,376,050</b>

Fund Number	Other Funds and Department Name	Adopted Budget
04	Municipal Juvenile Case	\$ 3,500
05	Municipal Court Tech	\$ 30,000
06	Municipal Court Safety Fund	\$ 5,000
10	Hotel	\$ 65,000
14	Parks	\$ 20,000
15	Library	\$ -
24	Police Education	\$ 2,500
30	Debt Service	\$ 669,352
49	Community Development	\$ 564,000
52	Street Improvement	\$ 559,000
62	Sanitation	\$ 665,000
65	Drainage	\$ 550,000
98	Memorial Park	\$ 1,000
	<b>Total</b>	<b>\$ 3,134,352</b>

	<b>Total Adopted Budget</b>	<b>\$ 19,075,267</b>
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**City of Forest Hill**  
**Annual Appropriated Funds**  
**Consolidated Funds Summary (Modified Accrual Basis)**

	General Fund			Special Revenue Funds			Debt Service Fund		
	Actual 2018-19	Estimate 2019-20	Adopted 2020-21	Actual 2018-19	Estimate 2019-20	Adopted 2020-21	Actual 2018-19	Estimate 2019-20	Adopted 2020-21
<b>Revenues:</b>									
Property Tax	\$ 4,613,656	\$ 5,235,000	\$ 5,500,000				\$ 686,111	\$ 518,719	\$ 583,000
Sales Tax	1,852,831	1,957,000	1,750,000	\$ 1,389,760	1,081,237	1,090,000			
Franchise taxes	585,336	514,000	350,000		-	-			
Licenses and permits	453,518	445,000	300,000	24,758	6,101	10,000			
Fines and forfeitures	1,005,499	247,000	500,000	17,595	17,663	25,000			
Intergovernmental	22,558	15,500	10,000	3,576	4,047	3,000			
Building Rental Income	250,629	246,500	235,000		-	-			
Civic Center Fees	172,234	125,000	180,000	37,756	220	1,200			
Miscellaneous	123,722	163,000	30,000		-	-			
Tap Fees	-	-	-						
Interest	66,208	144,000	70,000	97,515	85,902	75,100	4,120	6,425	5,000
Mineral rights leases/ royalties	28,503	10,000	10,000						
Grant	-	712,000	-						
Donations	9,103	6,000	3,000						
Hotel Tax	-	-	-	512,725	417,767	400,000			
Library	-	-	-		19,573	15,000			
<b>Subtotal Revenues</b>	<b>\$ 9,183,797</b>	<b>\$ 9,820,000</b>	<b>\$ 8,938,000</b>	<b>2,083,685</b>	<b>\$ 1,632,511</b>	<b>1,619,300</b>	<b>\$ 690,231</b>	<b>\$ 525,144</b>	<b>\$ 588,000</b>
<b>Other Financing Sources:</b>									
Interfund transfers in	922,489	786,550	908,500	250,000	254,000	254,000	169,253	156,411	170,630
<b>Subtotal Other Financing Sources</b>	<b>\$ 922,489</b>	<b>\$ 786,550</b>	<b>\$ 908,500</b>	<b>250,000</b>	<b>\$ 254,000</b>	<b>\$ 254,000</b>	<b>\$ 169,253</b>	<b>\$ 156,411</b>	<b>\$ 170,630</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$ 10,106,286</b>	<b>\$ 10,606,550</b>	<b>\$ 9,846,500</b>	<b>\$ 2,333,685</b>	<b>\$ 1,886,511</b>	<b>\$ 1,873,300</b>	<b>\$ 859,484</b>	<b>\$ 681,555</b>	<b>\$ 758,630</b>
<b>Appropriations:</b>									
Personnel	\$ 6,769,149	\$ 6,455,271	\$ 7,151,615	24,815	\$ 44,152	\$ 175,570			
Materials/ minor equipment/ supplies	1,127,802	1,097,708	1,190,200	9,263	11,182	37,000			
Contractual Services	1,212,440	1,390,747	1,873,500	710,600	10,042	91,500	1,000	1,400	1,400
Training & Travel	113,280	90,587	95,550	1,906	2,432	38,000			
Capital lease payments									
Debt service principal							538,850	611,633	567,400
Debt service interest							137,194	64,155	100,552
Capital Outlay									
<b>Subtotal Appropriations</b>	<b>\$ 9,222,671</b>	<b>\$ 9,034,313</b>	<b>\$ 10,310,865</b>	<b>746,584</b>	<b>\$ 67,808</b>	<b>\$ 342,070</b>	<b>\$ 677,044</b>	<b>\$ 677,188</b>	<b>\$ 669,352</b>
<b>Other Financing Uses:</b>									
Interfund transfers out	254,074	254,000	254,000	417,556	387,960	474,130	7,256,000		
Debt issuance cost									
Miscellaneous Uses				103,799	284,483	475,000			
<b>Total Appropriations:</b>	<b>\$ 9,476,745</b>	<b>\$ 9,288,313</b>	<b>\$ 10,564,865</b>	<b>\$ 1,267,939</b>	<b>\$ 740,251</b>	<b>\$ 1,291,200</b>	<b>\$ 684,300</b>	<b>\$ 677,188</b>	<b>\$ 669,352</b>
Net Increase (Decrease) in Fund Balance	\$ 629,541	\$ 1,318,237	\$ (718,365)	1,065,746	1,146,260	582,100	\$ 175,184	\$ 4,367	\$ 89,278
Accrual adjustment for GAAP									
Beginning Budgetary Fund Balance	\$ 1,704,466	\$ 2,334,007	\$ 3,652,244	7,461,437	8,527,183	9,673,443	\$ 480,537	\$ 655,721	\$ 660,088
Ending Budgetary Fund Balance	\$ 2,334,007	\$ 3,652,244	\$ 2,933,879	8,527,183	9,673,443	10,255,543	\$ 655,721	\$ 660,088	\$ 749,366

**City of Forest Hill**  
**Annual Appropriated Funds**  
**Consolidated Funds Summary (Modified Accrual Basis)**

	Total Governmental Fund			Total Proprietary Funds (60,61,62,65)			Total		
	Actual 2018-19	Estimate 2019-20	Adopted 2020-21	Actual 2018-19	Estimate 2019-20	Adopted 2020-21	Actual 2018-19	Estimate 2019-20	Adopted 2020-21
<b>Revenues:</b>									
Property Tax	\$ 5,299,767	\$ 5,753,719	\$ 6,083,000				\$ 5,299,767	\$ 5,753,719	\$ 6,083,000
Sales Tax	3,242,591	3,038,237	2,840,000				3,242,591	3,038,237	2,840,000
Franchise taxes	585,336	514,000	350,000	177,487	126,208	130,000	762,823	640,208	480,000
Licenses and permits	478,276	451,101	310,000				478,276	451,101	310,000
Fines and forfeitures	1,023,094	264,663	525,000				1,023,094	264,663	525,000
Intergovernmental	26,134	19,547	13,000				26,134	19,547	13,000
Building Rental Income	250,629	246,500	235,000				250,629	246,500	235,000
Civic Center Fees	172,234	125,000	180,000				172,234	125,000	180,000
Water sales				2,407,005	2,263,240	2,500,000	2,407,005	2,263,240	2,500,000
Sewer sales				2,503,814	2,313,027	2,600,000	2,503,814	2,313,027	2,600,000
Sanitation sales				432,720	618,033	650,000	432,720	618,033	650,000
Drainage sales				292,173	300,911	250,000	292,173	300,911	250,000
Franchise									
Late Charges				133,290	113,521	100,000	133,290	113,521	100,000
Miscellaneous	46,859	163,220	31,200	80,269	62,774	62,000	127,128	225,994	93,200
Tap Fees				112,906	91,135	90,000	112,906	91,135	90,000
Interest	167,842	236,327	150,100	52,323	60,093	55,000	220,165	296,420	205,100
Mineral rights leases royalties								10,000	10,000
Grant	28,503	712,250	3,000,000				28,503	712,250	3,000
Donations	123,722	6,000	400,000				123,722	6,000	400,000
Hotel Tax	512,725	417,767	15,000				512,725	417,767	15,000
Library									
<b>Subtotal Revenues</b>	<b>\$ 11,957,712</b>	<b>\$ 11,958,331</b>	<b>\$ 11,145,300</b>	<b>\$ 6,014,500</b>	<b>\$ 5,948,942</b>	<b>\$ 6,437,000</b>	<b>\$ 18,149,699</b>	<b>\$ 17,907,274</b>	<b>\$ 17,582,300</b>
<b>Other Financing Sources:</b>									
Interfund transfers in	1,341,742	1,196,961	1,333,130				1,341,742	1,196,961	1,333,130
<b>Subtotal Other Financing Sources</b>	<b>\$ 1,341,742</b>	<b>\$ 1,196,961</b>	<b>\$ 1,333,130</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,341,742</b>	<b>\$ 1,196,961</b>	<b>\$ 1,333,130</b>
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$ 13,299,454</b>	<b>\$ 13,155,292</b>	<b>\$ 12,478,430</b>	<b>\$ 6,014,500</b>	<b>\$ 5,948,942</b>	<b>\$ 6,437,000</b>	<b>\$ 19,491,441</b>	<b>\$ 19,104,235</b>	<b>\$ 18,915,430</b>
<b>Appropriations:</b>									
Personnel	6,793,965	6,499,423	7,327,185	944,659	910,229	1,222,700	7,738,624	7,409,652	8,549,885
Materials/ minor equipment/ supplies	1,137,065	1,108,890	1,227,200	131,523	109,986	310,700	1,268,588	1,218,876	1,537,900
Contractual Services	1,923,040	1,400,789	1,965,000	4,003,934	2,653,557	4,448,150	5,926,974	4,054,346	6,413,150
Travel and training	115,186	93,019	133,550	4,539	215	4,500			
Miscellaneous Uses	103,799	284,483	475,000						
Debt service payment	676,918	677,188	669,352				676,918	677,188	669,352
Capital Outlay									
<b>Sub-Total Appropriations:</b>	<b>\$ 10,749,973</b>	<b>\$ 10,063,792</b>	<b>\$ 11,797,287</b>	<b>\$ 5,084,655</b>	<b>\$ 3,673,987</b>	<b>\$ 5,986,050</b>	<b>\$ 15,611,104</b>	<b>\$ 13,360,062</b>	<b>\$ 17,170,287</b>
<b>Other Financing Uses:</b>									
Interfund transfers out	\$ 671,630	\$ 641,960	\$ 728,130	\$ 674,185	\$ 555,000	\$ 605,000	\$ 1,345,815	\$ 1,196,960	\$ 1,333,130
<b>Subtotal Other Financing Sources</b>	<b>\$ 671,630</b>	<b>\$ 641,960</b>	<b>\$ 728,130</b>	<b>\$ 674,185</b>	<b>\$ 555,000</b>	<b>\$ 605,000</b>	<b>\$ 1,345,815</b>	<b>\$ 1,196,960</b>	<b>\$ 1,333,130</b>
<b>Total Appropriations &amp; Other Finance Uses</b>	<b>\$ 11,421,603</b>	<b>\$ 10,705,752</b>	<b>\$ 12,525,417</b>	<b>\$ 5,758,840</b>	<b>\$ 4,228,987</b>	<b>\$ 6,591,050</b>	<b>\$ 16,956,919</b>	<b>\$ 14,557,022</b>	<b>\$ 18,503,417</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ 1,877,851</b>	<b>\$ 2,449,540</b>	<b>\$ (46,987)</b>	<b>\$ 929,845</b>	<b>\$ 2,274,955</b>	<b>\$ 450,950</b>	<b>\$ 3,880,337</b>	<b>\$ 5,744,173</b>	<b>\$ 1,745,143</b>
<b>Beginning Budgetary Fund Balance</b>	<b>\$ 10,248,018</b>	<b>\$ 12,125,869</b>	<b>\$ 14,575,409</b>	<b>\$ 9,831,940</b>	<b>\$ 10,761,785</b>	<b>\$ 13,036,741</b>	<b>\$ 20,079,958</b>	<b>\$ 23,960,295</b>	<b>\$ 29,704,468</b>
<b>Ending Budgetary Fund Balance</b>	<b>\$ 12,125,869</b>	<b>\$ 14,575,409</b>	<b>\$ 14,528,422</b>	<b>\$ 10,761,785</b>	<b>\$ 13,036,741</b>	<b>\$ 13,487,691</b>	<b>\$ 23,960,295</b>	<b>\$ 29,704,468</b>	<b>\$ 31,449,611</b>

## ANNUAL APPROPRIATED FUNDS - MAJOR REVENUE SOURCES

	Actual 2018-2019	Budget 2019-2020	FY Estimate 2019-2020	FY ADOPTED 2020-2021
<b>GOVERNMENTAL FUNDS (Funds 1, 4, 5, 6, 10, 24, 30, 49, 51, 52, 56, 98)</b>				
<b>Revenue by Types</b>				
Property Tax	5,299,767	\$ 6,009,318	\$ 5,753,719	\$ 6,083,000
Sales Tax	3,242,591	2,836,955	3,038,237	2,840,000
Franchise taxes	585,336	270,000	514,000	350,000
Licenses and permits	478,276	381,500	451,101	310,000
Fines and forfeitures	1,023,094	823,200	264,663	525,000
Intergovernmental	26,134	8,000	19,547	13,000
Building Rental Income	250,629	236,308	246,500	235,000
Civic Center Fees	172,234	200,000	125,000	180,000
Interest	167,842	197,332	236,327	150,100
Mineral rights leases/ royalties		2,200	10,000	10,000
Miscellaneous	46,859	5,800	163,220	31,200
Grant	28,503	25,000	712,250	-
Donations	123,722	29,200	6,000	3,000
Hotel Tax	512,725	475,000	417,767	400,000
Library				
<b>Total Revenue</b>	<b>\$ 11,957,712</b>	<b>\$ 11,499,813</b>	<b>\$ 11,958,331</b>	<b>\$ 11,130,300</b>
<b>Other Financing Sources</b>				
Inter-fund transfers in	\$ 1,341,742	\$ 1,278,124	\$ 1,196,961	\$ 1,333,130
<b>Total Other Financing Sources</b>	<b>1,341,742</b>	<b>1,278,124</b>	<b>1,196,961</b>	<b>1,333,130</b>
<b>TOTAL GOVERNMENTAL FUNDS</b>	<b>13,299,454</b>	<b>12,777,937</b>	<b>13,155,292</b>	<b>12,463,430</b>
<b>PROPRIETARY FUND (Funds 60, 61, 62, 65)</b>				
<b>Charges for Services</b>				
Water sales	2,407,005	2,500,000	2,263,240	2,500,000
Sewer sales	2,503,814	2,600,000	2,313,027	2,600,000
Sanitation sales	432,720	650,000	618,033	650,000
Drainage sales	292,173	100,000	300,911	250,000
Franchise	177,487	130,000	126,207	130,000
<b>Total Charges for Services</b>	<b>5,813,199</b>	<b>5,980,000</b>	<b>5,621,418</b>	<b>6,130,000</b>
<b>Other Charges</b>				
Late Charges	133,290	140,000	113,521	100,000
Miscellaneous	80,269	52,000	62,774	62,000
Tap Fees	112,906	82,000	91,135	90,000
Interest	52,324	19,000	60,094	55,000
<b>Total Other Charges</b>	<b>378,789</b>	<b>293,000</b>	<b>327,524</b>	<b>307,000</b>
<b>TOTAL PROPRIETARY FUNDS</b>	<b>6,191,988</b>	<b>6,273,000</b>	<b>5,948,942</b>	<b>6,437,000</b>
<b>TOTAL APPROPRIATED FUNDS</b>	<b>19,491,441</b>	<b>19,050,937</b>	<b>19,104,234</b>	<b>18,900,430</b>

## SALES TAX ENTITIES

### Sales Tax

The City of Forest Hill has a Sales Tax Rate of 8.25%. The rate is composed of the following components:

State of Texas	6.25%
City of Forest Hill	1.75%
Special Library Rate	<u>0.25%</u>
<b>Total</b>	<u><b>8.25%</b></u>

For the 1.75% that the City receives, it is broken out as follows:

General Fund	1.00%
Community Development Corporation	0.50%
Street Improvement	<u>0.25%</u>
<b>Total</b>	<u><b>1.75%</b></u>

### Community Development Corporation Fund

The Community Development Corporation Fund is a special revenue fund type and its uses of sales tax revenues are restricted by State Law for community and economic development. The programs of the fund are administered by the Community Development Corporation Board appointed by the City Council.

The Community Development Corporation Fund also includes inter-fund transfer to the Debt Service Fund to provide 100% of the annual debt service payment requirements for the Series 2014 general obligation refunding bonds.

### Street Improvements Sales Tax Fund

The Street Improvement Fund accounts for the use of sales tax that is restricted for the use of street repairs and maintenance in the City. The fund also provides resources for the Streets-CIP Program via budgeted inter-fund transfer to the capital projects fund.





## SECTION IV

# General Fund



## **GENERAL FUND**

### **DEPARTMENTAL PROGRAM DESCRIPTION, GOALS, OBJECTIVES AND BUDGET**

The General Fund budget supports functions and activities that are traditionally provided by local government. These include police and fire protection, parks and recreation, streets and facilities maintenance and repairs, and general administration. Revenues to finance these programs are derived principally from ad valorem taxes, local sales taxes, franchise fees and transfers from the City's proprietary fund and special revenue funds.



## MAJOR REVENUE SOURCES

The major revenue sources for the City are:

- Ad valorem (property) taxes
- Sales tax
- Franchise fees
- Motel tax
- Other Governmental Sources
- Water and sewer service

Each of these sources of revenue plays a vital role in determining the fiscal health of the City.

### Revenue Forecasting

Revenue forecasts are largely based on trend analysis, with an emphasis on current and expected future economic conditions with the national, state, and local economy. Any changes in law that might affect revenue streams must also be considered.

### Ad Valorem Taxes - Net Taxable Value

Ad valorem taxes attach an enforceable lien on all real, personal, and business property in the City of Forest Hill. The amounts of property taxes that the City expects to collect are based on the certified roll calculated by the Tarrant Appraisal District, on behalf of the City. The September 1, 2010 certified net taxable value of \$657,056,752 is a 10.6% increase from the September 1, 2019 net taxable value of \$617,890,831. The tax year begins January 1 and fiscal year end is September 30.

### Ad Valorem Taxes - Proposed Tax Rate

The Fiscal Year 2020-2021 proposed tax rate is \$0.997340 per \$100 valuation. For fiscal year 2020-2021, the no-new-revenue tax rate is \$0.968013 per \$100 valuation. The no-new-revenue rate is tax rate for the 2020 tax year (2021 fiscal year) that will raise the same amount of property tax revenue for the City from the same properties in both 2019 tax year (2020 fiscal year) and the 2020 tax year (2021 fiscal year). For fiscal year 2020-2021, the voter-approval tax rate is \$0.997342 per \$100. The voter-approval rate is the highest tax that the city may adopt without holding an election to seek voter approval of the rate.

Proposed tax rate of \$0.997340 per \$100 valuation is the sum of two components. The maintenance and operation (M&O) rate is \$0.9212243 per \$100 valuation. The interest and sinking (I&S) rate is \$0.076097 per \$100 valuation.

## Ad Valorem Taxes - Collections

For the fiscal year 2019-2020, the property tax levy will amount to approximately \$6,342,000 an increase of 11.96% of the previous fiscal year's tax levy amount of \$5,299,767.

## Sales Tax

Sales tax collections are based on economic activity and vary with changes in the local economy. Estimated FY 2019-2020 collections (in the General Fund) of \$1,706,955 are consistent with current year's collections of \$1.6M adjusted for increases due to changing tax laws and the State of Texas audits and monitoring of internet businesses. The local sales tax rate is 8.25%. Businesses within the city limits collect the tax and remit the tax to the State of Texas Comptroller. Of the 8.25%, 6.25% is retained by the State of Texas. The division of the 1.75 % City of Forest Hill Sales Tax is shown below by Fund.

The City of Forest Hill has a Sales Tax Rate of 8.25%. The rate is composed of the following components:

State of Texas	6.25 %
City of Forest Hill	1.75%
Special Library Rate	<u>0.25%</u>
Total	<u>8.25%</u>

For the 1.75% that the City receives, it is broken out as follows:

General Fund	1.00%
Community Development	0.50%
Street Improvement	<u>0.25%</u>
Total	<u>1.75%</u>

## Franchise Fees

The City of Forest Hill receives franchise fee payments for the use of its streets and right-of-ways. Companies involved in sanitation, telecommunications, and utilities must pay the City for the use of its streets and right-of-ways. Franchise fees are a significant source of income for the City, amounting to an estimated \$514,000 per year for the last several years. Due to legislation that was enacted to take effect January 1, 2021, cable companies now will pay significantly less to Texas municipalities for franchise fees. Although the full effects of the legislation is not yet known, the City is estimating franchise fees will drop to \$350,000.



## **Hotel / Motel Tax**

Motel taxes are 13% (6% State of Texas and 7% City of Forest Hill) of the cost of the stay. The taxes are remitted to the City monthly by each hotel/ motel property in the City. Periodic audits may be conducted by the Director of Finance.

## **Other Governmental Fund Revenue Sources**

The City has other types of revenue. Two categories are 1) Licenses, permits and fees estimated to collect \$310,000 and 2) Fines and forfeitures estimated to collect \$525,000. Licenses and permits include items such as construction permits, impact fees, fence permits, pet licenses, and garage sale permits. Fines and forfeitures include items related to the Municipal Court and Police Department such as traffic enforcement ticket collections, code enforcement collections, and warrant collections.

## **Water and Sewer Service Revenues**

The City's Water and Sewer Fund is a proprietary fund that is set up to run much like that of a private business / for profit entity, by recovering operating, debt and capital costs from user charges and maintaining a reserve for emergencies. The major revenue sources are water, sewer, drainage, and sanitation (trash) service charges. Bills are sent to residents monthly and fees collected. Consumption trends are monitored for providing services and projecting revenues. The City purchases water and sewer services from the City of Fort Worth. A franchise contract is in effect for sanitation. The City provides drainage services.

## GENERAL FUND

### SUMMARY OF REVENUES, EXPENDITURES, OTHER FINANCING SOURCES AND USES, & CHANGES IN FUND BALANCE FY 2020-2021

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>REVENUES</b>				
Property Tax	\$ 4,613,656	\$ 5,502,628	\$ 5,235,000	\$ 5,500,000
Sales Tax	1,852,831	1,706,955	1,957,000	1,750,000
Franchise Taxes	585,336	270,000	514,000	350,000
Licenses and Permits	453,518	355,000	445,000	300,000
Fines and forfeitures	1,005,499	804,200	247,000	500,000
Intergovernmental	22,558	8,000	15,500	10,000
Building Rental Income	250,629	236,308	246,500	235,000
Civic Center Fees	172,234	200,000	125,000	180,000
Interest	66,208	100,000	144,000	70,000
Grant	-	2,200	712,000	-
Donations	9,103	3,500	6,000	3,000
Mineral rights leases/ royalties	28,503	25,000	10,000	10,000
Miscellaneous	123,722	29,200	163,000	30,000
<b>TOTAL REVENUES</b>	<b>\$ 9,183,797</b>	<b>\$ 9,242,991</b>	<b>\$ 9,820,000</b>	<b>\$ 8,938,000</b>
<b>EXPENDITURES</b>				
<b>MAYOR AND COUNCIL</b>				
Personnel	\$ 53,690	\$ -	\$ 310	\$ 500
Materials and Supplies	3,518	4,900	2,109	3,100
Other Services	149,582	156,050	123,321	160,850
Travel and Training	32,020	35,000	32,777	25,000
<b>TOTAL MAYOR AND COUNCIL</b>	<b>238,810</b>	<b>195,950</b>	<b>158,517</b>	<b>189,450</b>
<b>CITY SECRETARY</b>				
Personnel	42,136	68,984	85,994	89,450
Materials and Supplies	3,640	5,500	1,278	3,400
Other Services	5,353	9,200	2,931	9,200
Travel and Training	2,209	1,000	496	2,000
<b>TOTAL CITY SECRETARY</b>	<b>53,338</b>	<b>84,684</b>	<b>90,699</b>	<b>104,050</b>
<b>ADMINISTRATION</b>				
Personnel	306,690	356,928	414,936	381,800
Materials and Supplies	12,805	6,950	3,972	7,300
Other Services	(47,854)	24,500	22,030	19,000
Travel and Training	13,444	18,000	11,736	13,500
<b>TOTAL ADMINISTRATION</b>	<b>285,085</b>	<b>406,378</b>	<b>452,674</b>	<b>421,600</b>
<b>MUNICIPAL COURT</b>				
Personnel	342,103	446,738	460,939	432,000
Materials and Supplies	10,033	12,100	11,956	9,500
Other Services	90,093	132,850	61,598	78,000
Travel and Training	5,402	7,000	2,102	6,000
<b>TOTAL MUNICIPAL COURT</b>	<b>447,631</b>	<b>598,688</b>	<b>536,595</b>	<b>525,500</b>
<b>FINANCE</b>				
Personnel	287,891	315,474	263,313	360,000
Materials and Supplies	11,310	6,500	10,340	8,400
Other Services	101,910	102,000	165,374	102,500
Travel and Training	9,525	9,500	3,659	5,000
<b>TOTAL FINANCE</b>	<b>410,636</b>	<b>433,474</b>	<b>442,686</b>	<b>475,900</b>

**SUMMARY OF REVENUES, EXPENDITURES, OTHER FINANCING SOURCES AND USES, & CHANGES IN  
FUND BALANCE  
FY 2020-2021**

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>HR CIVIL SERVICE</b>				
Personnel	100,094	109,760	115,585	116,650
Materials and Supplies	1,954	8,050	3,105	3,100
Other Services	31,201	17,000	29,391	25,200
Travel and Training	4,805	4,500	1,475	1,500
<b>TOTAL HR CIVIL SERVICE</b>	<b>138,054</b>	<b>139,310</b>	<b>149,556</b>	<b>146,450</b>
<b>PLANNING AND DEVELOPMENT</b>				
Personnel	219,982	91,121	1,426	193,150
Materials and Supplies	14,068	8,400	1,597	6,200
Other Services	119,465	88,800	74,425	80,300
Travel and Training	1,900	2,500	578	2,300
<b>TOTAL PLANNING AND DEVELOPMENT</b>	<b>355,415</b>	<b>190,821</b>	<b>78,026</b>	<b>281,950</b>
<b>PERMIT</b>				
Personnel	-	98,807	85,916	98,200
Materials and Supplies	-	-	4,459	4,300
Other Services	-	-	146	200
Travel and Training	-	-	-	-
<b>TOTAL PERMIT</b>	<b>-</b>	<b>98,807</b>	<b>90,521</b>	<b>102,700</b>
<b>CODE COMPLIANCE</b>				
Personnel	-	89,861	115,482	112,800
Materials and Supplies	-	-	10,376	8,700
Other Services	-	1,200.00	4,348	4,500
Travel and Training	-	-	692	800
<b>TOTAL CODE COMPLIANCE</b>	<b>-</b>	<b>91,061</b>	<b>130,898</b>	<b>126,800</b>
<b>PUBLIC WORKS: ADMINISTRATION</b>				
Personnel	248,141	222,613	239,923	282,225
Materials and Supplies	136,891	319,750	167,381	287,200
Other Services	19,198	150,000	71,581	116,000
Travel and Training	-	2,500	-	1,000
<b>TOTAL PUBLIC WORKS</b>	<b>404,230</b>	<b>694,863</b>	<b>478,885</b>	<b>686,425</b>
<b>POLICE DEPARTMENT: ADMIN &amp; OPERATIONS</b>				
Personnel	3,263,573	2,888,165	2,620,971	2,944,155
Materials and Supplies	395,490	292,860	490,828	424,650
Other Services	96,731	143,950	116,288	136,850
Travel and Training	37,203	31,800	29,895	26,000
<b>TOTAL POLICE DEPARTMENT</b>	<b>3,792,997</b>	<b>3,356,775</b>	<b>3,257,982</b>	<b>3,531,655</b>
<b>POLICE DEPARTMENT: ANIMAL CONTROL</b>				
Personnel	77,660	101,998	118,756	116,585
Materials and Supplies	10,475	31,050	29,359	30,050
Other Services	7,018	4,500	804	3,000
Travel and Training	100	600	408	600
<b>TOTAL POLICE DEPT-ANIMAL CONTROL</b>	<b>95,253</b>	<b>138,148</b>	<b>149,327</b>	<b>150,235</b>
<b>FIRE DEPARTMENT</b>				
Personnel	1,511,172	1,550,335	1,634,936	1,733,700
Materials and Supplies	258,699	166,485	154,111	198,000
Other Services	28,998	14,700	11,809	18,200
Travel and Training	6,390	6,500	6,661	11,500
<b>TOTAL FIRE DEPARTMENT</b>	<b>1,805,259</b>	<b>1,738,020</b>	<b>1,807,517</b>	<b>1,961,400</b>
<b>GARAGE</b>				
Personnel	73,220	78,275	75,066	84,650
Materials and Supplies	214,338	237,100	166,137	146,000
Other Services	2,221	12,000	91	10,200
Travel and Training	-	-	-	-
<b>TOTAL GARAGE</b>	<b>289,779</b>	<b>327,375</b>	<b>241,294</b>	<b>240,850</b>

**SUMMARY OF REVENUES, EXPENDITURES, OTHER FINANCING SOURCES AND USES, & CHANGES IN  
FUND BALANCE  
FY 2020-2021**

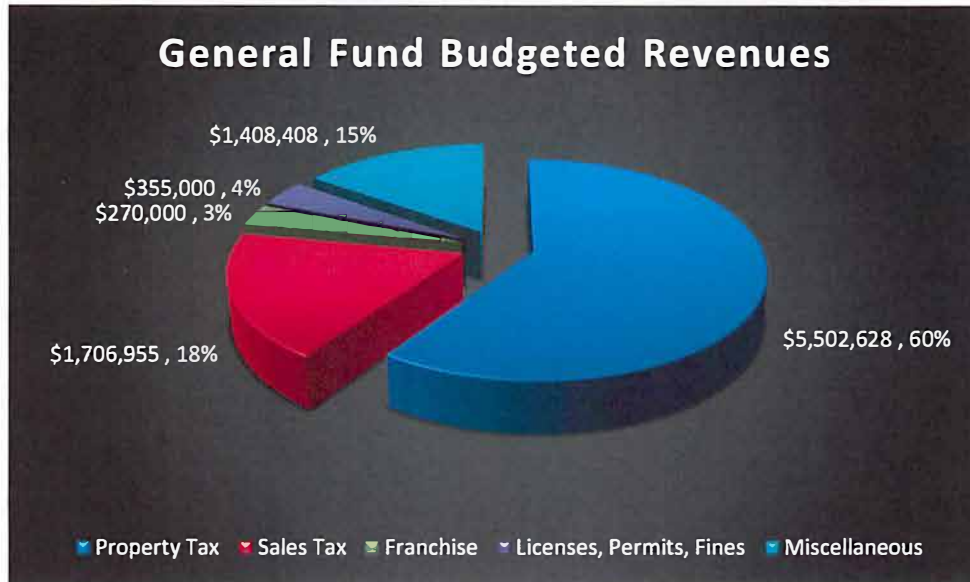
	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>BUILDING &amp; GROUNDS</b>				
Personnel	40,223	40,674	42,224	38,050
Materials and Supplies	44,632	36,550	31,116	40,200
Other Services	401,672	345,350	350,768	338,000
Travel and Training	101	-		
<b>TOTAL BUILDING &amp; GROUNDS</b>	<b>486,628</b>	<b>422,574</b>	<b>424,108</b>	<b>416,250</b>
<b>COMMUNITY DEVELOPMENT (CIVIC CENTER)</b>				
Personnel	174,364	186,177	173,886	90,200
Materials and Supplies	1,294	1,100	684	1,100
Other Services	-	-		-
Travel and Training	181	350	108	350
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>175,839</b>	<b>187,627</b>	<b>174,678</b>	<b>91,650</b>
<b>NON DEPARTEMENTAL</b>				
Personnel	28,210	75,000	5,608	77,500
Materials and Supplies	8,655	7,500	8,900	9,000
Other Services	206,852	659,436	355,842	771,500
Travel and Training	-	-	-	-
<b>TOTAL NON DEPARTEMENTAL</b>	<b>243,717</b>	<b>741,936</b>	<b>370,350</b>	<b>858,000</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 9,222,671</b>	<b>\$ 9,846,491</b>	<b>\$ 9,034,313</b>	<b>\$ 10,310,865</b>
<b>EXCESS ( DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES</b>	<b>\$ (38,874)</b>	<b>\$ (603,500)</b>	<b>\$ 785,687</b>	<b>\$ (1,372,865)</b>
<b>OTHER FINANCING SOURCES (USES)</b>				
TRANSFER FROM HOT FUND	\$ 63,649	\$ 64,000	\$ 59,583	\$ 65,000
TRANSFER FROM FHEDC FUND	99,300	100,000	91,667	150,000
TRANSFER FROM WWW FUND	573,409	500,000	458,333	500,000
TRANSFER FR COMM DEV CORP TO GENERAL FUND	-	-	-	-
TRANSFERS FROM JUVENILE CASE MGR FUND	2,494	2,494	2,300	3,500
TRANSFERS FROM MOTEL FUND	-	-	-	-
TRANSFERS FROM W&S UTILITY FUND	-	-	-	-
TRANSFERS FROM STREET IMPROVEMENT FUND	82,860	85,000	78,000	85,000
TRANSFERS FROM SANITATION FUND	61,459	62,000	60,000	65,000
TRANSFERS FROM STORM DRAINAGE FUND	39,318	40,000	36,667	40,000
TRANSFER TO MEMORIAL PARK FUND-99	(4,074)	(4,000)	(4,000)	(4,000)
TRANSFER TO STREET IMPROVEMENT FUND	(250,000)	(250,000)	(250,000)	(250,000)
SALE OF ASSETS PROCEEDS	-	-	-	-
CAPITAL LEASE PROCEEDS	-	-	-	-
INSURANCE PROCEEDS	-	-	-	-
<b>NET TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>\$ 668,415</b>	<b>\$ 599,494</b>	<b>\$ 532,550</b>	<b>\$ 654,500</b>
<b>EXCESS OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES</b>	<b>\$ 629,541</b>	<b>\$ (4,006)</b>	<b>\$ 1,318,237</b>	<b>\$ (718,365)</b>
<b>BEGINNING FUND BALANCE, OCTOBER 1</b>	<b>\$ 1,704,466</b>	<b>\$ 1,705,249</b>	<b>\$ 2,334,007</b>	<b>\$ 3,652,244</b>
<b>ENDING FUND BALANCE, SEPTEMBER 30</b>	<b>\$ 2,334,007</b>	<b>\$ 1,701,243</b>	<b>\$ 3,652,244</b>	<b>\$ 2,933,879</b>
<b>NUMBER OF DAYS IN RESERVE</b>	<b>92</b>	<b>63</b>	<b>148</b>	<b>104</b>
<b>EXPENDITURE PER DAY</b>	<b>25,268</b>	<b>26,977</b>	<b>24,752</b>	<b>28,249</b>



## FY 2020-2021 GENERAL FUND BUDGET

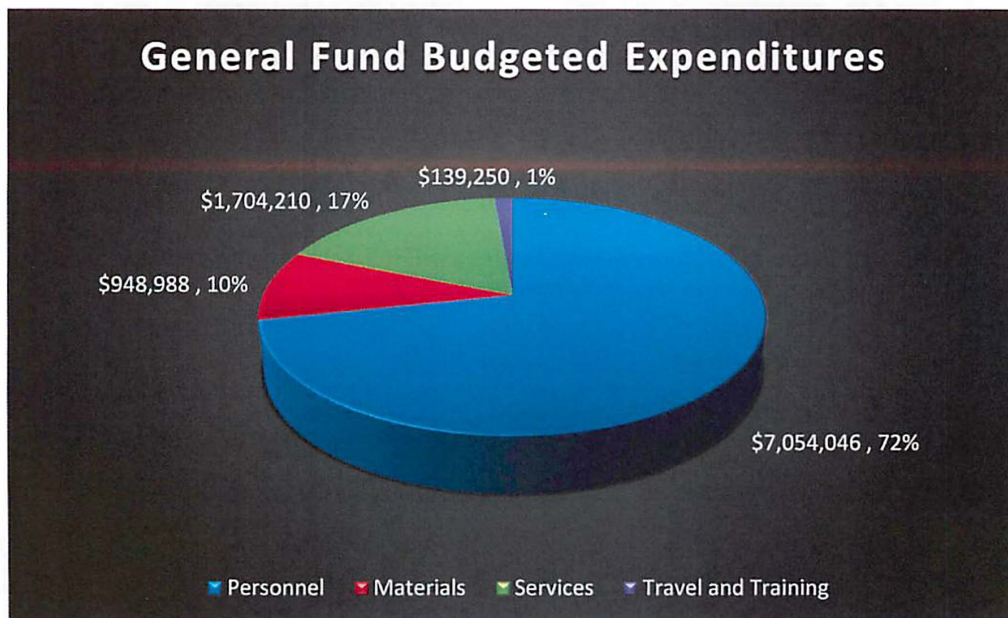
### Revenue

The adopted general fund revenue for the City in FY 2021 is \$8,938,000. The following chart shows proposed revenues for each of the City's major operating funds.



### Expenditures

The adopted general fund expenditure total for the City in FY 2021 is \$10,310,865. The following chart shows proposed expenditures for each of the City's major operating activities.





## GENERAL FUND

### MAYOR AND CITY COUNCIL

FUND/DEPARTMENT / PROGRAM: 01-01-00

#### Program Description

Forest Hill, a community incorporated on March 16, 1946, has a population of 13,000. The City of Forest Hill is primarily responsible for maintaining a safe, pleasant environment within the community by providing effective governance and the efficient delivery of public service.

The City of Forest Hill is a "home-rule" city operating under the City Charter originally adopted in 1946. The City is operated by a Council-Manager form of government with a Mayor, six Council Members and a City Manager. The Mayor and the Council Members are elected at large.

The City meets in regular sessions at 7:00 p.m. on the 1st and 3rd Tuesday of each month.

#### Major Goals and Objectives Measured by Workload & Productivity Measure

Goal 1: Enhance the quality of life in Forest Hill, Texas.

Objective 1: Continue to pursue recreational, cultural and aesthetic improvements in the community.

Objective 2: Provide funding of operational and capital expenditures for infrastructure improvements.

Goal 2: Promote a positive environment for economic development in the community

Objective 1: Develop and support policies to encourage housing development

Objective 2: Develop and support policies to encourage commercial and industrial development.

Goal 3: Address organizational issues with City government

Objective 1: Work to instill confidence in the integrity of City Government

Objective 1: Support development of a professional City Staff that can effectively and efficiently meet the needs of the community'

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Council Meetings	25		25	24
Work Sessions	6		6	2
Adopted Ordinances	27		27	24
<b>PRODUCTIVITY MEASURES</b>				
Improve Municipal Services	Yes	Yes	Yes	Yes
Improve Aesthetics of the City	Yes	Yes	Yes	Yes
New Business Added to Tax Roll	Yes	Yes	Yes	Yes
<b>EXPENDITURE SUMMARY</b>				
Personnel	\$ 53,690	\$ -	\$ 310	\$ 500
Materials and Supplies	3,518	4,900	2,109	3,100
Other Services	149,582	156,050	123,321	160,850
Travel & Training	32,020	35,000	32,777	25,000
Total	<u>238,810</u>	<u>195,950</u>	<u>158,207</u>	<u>189,450</u>



## CITY SECRETARY

FUND/ DEPARTMENT/ PROGRAM: 01-02-00

### Program Description

The City Secretary is the clerk for the City Council and, as such, is responsible for documentation, publication, and archiving of all official records, including minutes, ordinances resolutions, contracts, deeds, and easements. The City Secretary serves as chief election official for all municipal elections. The department has primary responsibility for coordination a Records Management Program. The department provides clerical assistance to other departments through the Central Secretary position. Also, the City Secretary office acts as a public information center to visitors and guests upon entering the City Hall.

### Major Goals and Objectives Measured by Workload & Productivity Measures

Goal 1: Provide City Council Agenda packets on a timely basis

Goal 2: Post all necessary and required public notices on a timely basis

Goal 3: Accurately record City Council minutes and submit for approval at the next City Council meeting

Objective 1: Prepare City Council minutes within seven (7) working days

Objective 2: Index and file official documents within two (2) weeks of final action.

Goal 4: Administer City elections in full compliance of the City Charter and the Texas Election Code

Goal 5: Provide timely response (within 10 days) to official public information requests.

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Prepare and post City Council Agenda	34	27	25	24
Prepare Council Packets	34	27	25	24
Attend Council Meeting	34	27	25	24
Prepare Council Minutes	34	27	25	24
Administer Elections	2	2	2	2
Public Information Requests	129	272	205	250
<b>PRODUCTIVITY MEASURES</b>				
Approved Council Minutes	34	27	25	24
Percent of Public Information Request Completed	100%	100%	100%	100%
<b>EXPENDITURE SUMMARY</b>				
Personnel	42,136	68,984	85,994	89,450
Materials and Supplies	3,640	5,500	1,278	3,400
Other Services	5,353	9,200	2,931	9,200
Travel & Training	2,209	1,000	496	2,000
Total	<u>53,338</u>	<u>84,684</u>	<u>90,699</u>	<u>104,050</u>



## ADMINISTRATION / CITY MANAGER

FUND/ DEPARTMENT/ PROGRAM: 01-03-00

### Program Description

The City Manager is the Chief Executive Officer of the City. It is his duty, under the City Charter, to execute and implement policies as established by the City Council. He is responsible for the 1) overall coordination of the City's governmental activities, 2) efficient operation of the City of Forest Hill, 3) management of staff and communication of organizational goals and values to the public.

### Major Goals and Objectives Measured by Workload & Productivity Measures

- Goal 1: Enhance the quality of life in Forest Hill, Texas.  
 Objective 1: Continue to pursue recreational, cultural and aesthetic improvements in the City.  
 Objective 2: Provide funding of operational and capital expenditures for street improvements.
- Goal 2: Promote a positive environment for economic development in the community.  
 Objective 1: Support policies to encourage housing community development  
 Objective 2: Support policies to encourage commercial and industrial development.
- Goal 3: Address organizational issues with City government.  
 Objective 1: Develop policies, procedures and practices that promote high ethical standards.  
 Objective 2: Implement training for effective customer service and instill confidence in the integrity of City Government  
 Objective 3: Hire and /or develop a staff that sets the highest professional standards for themselves and the organization.

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Present Master Plan for Adoption and Update	Yes	Yes	Yes	Yes
Conduct Strategy Planning	Yes	Yes	Yes	Yes
Prepare Annual Operating Budget	Yes	Yes	Yes	Yes
Prepare Capital Projects Budget	Yes	Yes	Yes	Yes
Develop Ethics Policy for Adoption	Yes	Yes	Yes	Yes
<b>PRODUCTIVITY MEASURES</b>				
Improve Municipal Services	Yes	Yes	Yes	Yes
Address Organizational Issues	Yes	Yes	Yes	Yes
Improve Aesthetics of the City	Yes	Yes	Yes	Yes
Increase Business in the City	Yes	Yes	Yes	Yes
<b>EXPENDITURE SUMMARY</b>				
Personnel	306,690	356,928	414,936	381,800
Materials and Supplies	12,805	6,950	3,972	7,300
Other Services	(47,854)	24,500	22,030	19,000
Travel & Training	13,444	18,000	11,736	13,500
Total	<u>285,085</u>	<u>406,378</u>	<u>496,609</u>	<u>421,600</u>



# MUNICIPAL COURT

FUND/ DEPARTMENT/ PROGRAM: 01-05-00

## Program Description

Enhance safety and security in Forest Hill and improve the quality of life within the City

## Major Goals and Objectives Measured by Workload & Productivity Measures

- Goal 1: Increase collection rate at the Municipal Court  
 Objective 1: Process citations daily.  
 Objective 2: Mail reminders and collection notices daily.  
 Objective 3: Call all defendants when their case becomes past due.  
 Objective 4: Issue Warrants and capias pro fine warrants timely.  
 Objective 5: Mail post warrant cards immediately when warrants are issued.  
 Objective 6: Participate in the Great Texas Warrant Round Up.  
 Objective 7: Warrant Collection Clerks to attend training with an emphasis on traffic citation
- Goal 2: Obtain and maintain Court Clerk Certifications  
 Objective 1: Maintain Court Administrator Level 3 Certification. Complete 20 hours of Municipal  
 Objective 2: Court continuing education and attend Legislative Update in Austin.  
 Objective 3: Deputy Court Clerk/JCM - Obtain Level 2 Certification by taking and passing the  
 Level 2 exam and complete 12 hours of Municipal Court continuing education.  
 Objective 4: Part Time Court Clerk to obtain Level 2 Certification by taking and passing the  
 Level 2 exam and complete 12 hours of Municipal Court continuing education.  
 Objective 5: Complete 12 hours of Municipal Court continuing education.
- Goal 3: Update Municipal Court Software to more effectively and efficiently process and maintain  
 Municipal Court Records  
 Objective 1: Purchase a new server and coordinate software upgrade  
 Objective 2: Train Municipal Court Staff on the new process with the upgrades

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Number of Court Dockets Prepared	170	180	173	196
Number of Cases Filed	5500	6000	6077	6000
Warrants issued	4750	5000	5915	5000
Number of Warrants Recalled / Served	4000	6000	6085	6000
<b>PRODUCTIVITY MEASURES</b>				
Court Administered in Compliance w State Status	Yes	Yes	Yes	Yes
Professional Certifications Maintained	3	3	3	3
<b>EXPENDITURE SUMMARY</b>				
Personnel	342,103	446,738	460,939	432,000
Materials and Supplies	10,033	12,100	11,956	9,500
Other Services	90,093	132,850	61,598	78,000
Travel & Training	5,402	7,000	2,102	6,000
Total	<u>447,631</u>	<u>598,688</u>	<u>541,149</u>	<u>525,500</u>



## FINANCE

FUND/ DEPARTMENT/ PROGRAM: 01-06-00

### Program Description

The Finance Department is responsible for coordinating and maintaining comprehensive management of the City's financial activities to ensure proper use and investment of the City's funds. The department is responsible for all of the City's accounting and financial reporting as well as providing timely budgetary and other financial information to the community, City Council, management and various departments of the City.

### Major Goals and Objectives Measured by Workload & Productivity Measures

- Goal 1: Provide accurate and timely financial reporting  
 Objective 1: Monitor and report the budgetary status of all revenues and expenditures monthly and throughout the fiscal year.  
 Objective 2: Monitor and maintain a chart of accounts, general ledger and financial management system for the timely recording of receipts and disbursements with reports distributed in a timely manner, to include processing of payroll and accounts payable on scheduled basis.
- Goal 2: Continue to improve annual audit and budget preparation processes  
 Objective 1: Coordinate annual audit for completion of the annual financial report within 120 days of fiscal year end.  
 Objective 2: Prepare budget draft and file with City Secretary for public access within 30 days of budget hearing before budget adoption.
- Goal 3: Meet budgetary awards program criteria outlined by the Government Finance Officers Association (GFOA).

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Payrolls Processed	26	26	26	26
Monthly Financial Reports to City Manager	12	12	12	12
Annual Financial Reports Issued	Yes	Yes	Yes	Yes
Annual Budget Document Prepared	Yes	Yes	Yes	Yes
<b>PRODUCTIVITY MEASURES</b>				
Percent of Payrolls Process on Time	100%	100%	100%	100%
Annual Audited Financial Report issued by	Yes	Yes	Yes	Yes
Prepare Budget Submission to the GFOA Program	Yes	Yes	Yes	Yes
<b>EXPENDITURE SUMMARY</b>				
Personnel	287,891	315,474	263,313	360,000
Materials and Supplies	11,310	6,500	10,340	8,400
Other Services	101,910	102,000	165,374	102,500
Travel & Training	9,525	9,500	3,659	5,000
Total	<u>410,636</u>	<u>433,474</u>	<u>460,113</u>	<u>475,900</u>

## HUMAN RESOURCES & CIVIL SERVICE

FUND/ DEPARTMENT/ PROGRAM: 01-07-00

### Program Description

The Human Resources & Civil Service program administer the personnel policy, employee recruitment, staff relations and employee classifications. The program is also responsible for compensation administration, personnel records and management, administration of employee benefits, and workers compensation insurance. The program also monitors City policies so that they comply with Federal and State laws governing municipal employment practices.

### Major Goals and Objectives Measured by Workload & Productivity Measures

- Goal 1: Continue to attract and retain qualified employees by posting job announcements and advertising in local newspaper & appropriate trade publications.
- Goal 2: Administer employee benefits programs.  
Objective 1: Enroll new employees and process employee benefit changes in a timely manner.  
Objective 2: Liaison with employee benefits carriers and administrators.
- Goal 3: Maintain employee compensation schedules and update employee compensation and job classification changes as they occur.

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Number of Full Time Equivalent Employees	105	94	90	94
Number of Positions Posted	15	10	4	8
<b>PRODUCTIVITY MEASURES</b>				
Full Time Employee Turnover Rate	20%	3%	17%	15%
% of Job Announcements Posted Within Three Days	100%	100%	100%	100%
% of Workers Compensation Claims Filed Within Three Days	100%	100%	100%	100%
Changes Processed Correctly	100%	100%	100%	100%
% of Rate Increase Given Timely	100%	100%	100%	100%
<b>EXPENDITURE SUMMARY</b>				
Personnel	100,094	109,760	115,585	116,650
Materials and Supplies	1,954	8,050	3,105	3,100
Other Services	31,201	17,000	29,391	25,200
Travel & Training	4,805	4,500	1,475	1,500
Total	<u>138,054</u>	<u>139,310</u>	<u>157,350</u>	<u>146,450</u>



## PLANNING / ZONING

FUND/ DEPARTMENT/ PROGRAM: 01-09-08

### Program Description

Provide community growth opportunities and quality of life improvements within the City through the enforcement of Planning and Zoning Ordinances and Subdivision

### Major Goals and Objectives Measured by Workload & Productivity Measures

- Goal 1: Update Zoning Ordinances  
 Objective 1: Conduct research and  
 Objective 2: Present completed document to the Planning and Zoning Commission and City Council for review and approval.
- Goal 2: Update Filing System to an electronic city-wide address system  
 Objective 1: Combine all permits, code violations and zoning cases in one central location.  
 Objective 2: Scan all files electronically and utilize iWorQ Software System to manage files and eliminate the need for filing cabinets.

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Number of Zone Changes Permits	4	4	1	2
Number of Specific Use	3	3	1	1
Number of Plats	5	5	4	5
Number of New Ordinances and Uses	2	3	2	2
Number of Meetings	6	5	5	6
<b>PRODUCTIVITY MEASURES</b>				
Number of Zoning Cases Presented	8	6	20	8
<b>EXPENDITURE SUMMARY</b>				
Personnel	219,982	91,121	1,426	193,150
Materials and Supplies	14,068	8,400	1,597	6,200
Other Services	119,465	88,800	74,425	80,300
Travel & Training	1,900	2,500	578	2,300
Total	<u>355,415</u>	<u>190,821</u>	<u>84,288</u>	<u>281,950</u>



## BUILDING PERMITS

FUND/ DEPARTMENT/ PROGRAM: 01-25-00

### Program Description

The Building Permits / Inspection Department reviews major codes and make recommendations to the respective boards which oversee them. This includes administering permits, record keeping, legal issues, and zoning applications.

### Major Goals and Objectives Measured by Workload & Productivity Measures

- Goal 1: Continue to ensure that permit and inspection fees are calculated properly and communicate City codes and ordinances to the public.
- Goal 2: Maintain certification and continuing professional education to provide the best service possible to the community by maintaining ICC certifications in Residential Building Inspector, Residential Plumbing Inspector, Residential Plans Examiner, and Residential Electrical Inspector through in-house employees or outside inspection contractor.
- Goal 3: Maintain MS4 (Storm Water Management Handbook)  
 Objective 1: Analyze existing schedule of permit fees and make appropriate recommendations for program funding.  
 Objective 2: Research and recommend Storm Water outreach program.

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Number of Permits Issued	2000	820	2200	2000
Number of Inspections Performed	2000	1350	2333	2000
Number of Citizen Requests	300	300	300	300
Building Codes and Ordinances Reviews	5	5	5	5
<b>PRODUCTIVITY MEASURES</b>				
Certificates Obtained and Maintained	10	10	10	10
<b>EXPENDITURE SUMMARY</b>				
Personnel	-	98,807	85,916	98,200
Materials and Supplies	-		4,459	4,300
Other Services	-		146	200
Travel & Training	-			-
Total	-	98,807	90,521	102,700

## CODE COMPLIANCE

FUND/ DEPARTMENT/ PROGRAM: 01-09-14

### Program Description

Code Compliance enforces the codes, responds to related complaints, protects historically significant structures, and administers the demolition program. Code compliance may issue citations when warranted for failure to comply with City ordinances. Code compliance may also contract or arrange for resident assistance (mowing, demolition, etc.) while placing a lien on the property for the cost of the assistance.

### Major Goals and Objectives Measured by Workload & Productivity Measures

Goal 1: Continue to build working relationships with elected city officials, residents and businesses.

Objective 1: Respond to citizens' complaints and/ or concerns in a timely manner.

Objective 2: Communicate city codes and ordinances concerning health, safety, welfare and quality of life to the public.

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
General Violations issued (high weeds, Trash, Junk, Vehicles, Solid Waster, Parking in Yard, Animal, Garage Sale, Failure to obtain Permit, Dump Sites, etc.)	750	757	750	750
Zoning Violaztions (Substandard Building, Watering, Sign, Tires, Fences, Reinspections)	450	446	450	450
Citations Issued	5	4	5	4
<b>PRODUCTIVITY MEASURES</b>				
Demolished Structures (City Beautification)	5	3	4	4
<b>EXPENDITURE SUMMARY</b>				
Personnel	-	89,861	115,482	112,800
Materials and Supplies	-	-	10,376	8,700
Other Services	-	1,200.00	4,348	4,500
Travel & Training	-	-	692	800
Total	-	91,061	130,898	126,800

## PUBLIC WORKS / ADMINISTRATION

FUND/ DEPARTMENT/ PROGRAM: 01-09-14

### Program Description

Public Works Administration provides the direction and guidance concerning street maintenance, water treatment and distribution and wastewater collection, storm sewer systems maintenance, park & recreation facilities maintenance, and fleet maintenance. Street maintenance includes sweeping, patching, rebuilding, curbing, and guttering

### Major Goals and Objectives Measured by Workload & Productivity Measures

- Goal 1: Public Works Administration provides the direction and guidance concerning street maintenance, water treatment and distribution and wastewater collection, storm sewer systems maintenance, park & recreation facilities maintenance, and fleet maintenance. Street maintenance includes sweeping, patching, rebuilding, curbing, and guttering.
- Objective: Establish a schedule for improvement for Capital Improvement Projects (CIP).
- Objective: Develop and maintain a schedule for training for all municipal services.
- Goal 2: Provide all maintenance and repair to the roadway, waterlines, and municipal parks.
- Goal 3: Maintain City infrastructure in good working order to maximize useful life and minimize emergency repairs.
- Goal 4: Perform scheduled maintenance and upkeep to maintain parks in safe, presentable and good working order for the citizen's use and enjoyment.

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Number of Capital Improvement Projects Administered	10	10	9	10
Number of Employee Certifications	14	8	13	14
Number of Infrastructure Repairs/Maintenance Project	5500	5200	5250	5500
Number of Street Repairs/Maintenance Project	10	10	10	10
Number of Citizen Street Requests	1200	1100	1200	1200
Number of Parks Mowed & Maintained	9	9	9	9
<b>PRODUCTIVITY MEASURES</b>				
Capital Improvements Program Adopted/ Maintained	1	2	1	2
Annual Certifications Obtained and Maintained	14	18	17	18
Decrease in Street System Repairs	10	10	10	10
Enhancements to Aesthetic Appearance & Safety to city Parks	2700	2500	2600	2700
<b>EXPENDITURE SUMMARY</b>				
Personnel	248,141	222,613	239,923	282,225
Materials and Supplies	136,891	319,750	167,381	287,200
Other Services	19,198	150,000	71,581	116,000
Travel & Training		2,500	-	1,000
Total	<u>404,230</u>	<u>694,863</u>	<u>478,885</u>	<u>686,425</u>





## POLICE DEPARTMENT

FUND/ DEPARTMENT/ PROGRAM: 01-16-15 and 01-16-16

### Program Description

The Police Department is organized into three (3) inter-related bureaus responsible for preserving human life, maintaining public order, protecting the rights of persons and property, and enforcing the applicable laws and ordinances within the City and making the City a better place to live, work and play.

Police Administration provides overall leadership and direction and is responsible for the promulgation of policies and procedures that govern the operations and personnel activities of the entire department. Administration has defined a philosophical course of action towards professional community oriented policing services. Police Operations handles the daily operations of the department to include incoming emergency and non-emergency calls, traffic enforcement, patrol, identification and apprehension of criminal offenders, administration of the jail, maintenance of the property room, and maintaining positive relations with the community. Police Other Operations include Animal Control and Information Technology, both of which are budgeted separately.

### Major Goals and Objectives Measured by Workload & Productivity Measures

- Goal 1: Maintain and enhance public safety through a comprehensive and well-coordinated program of community oriented policing services and professional police management.
- Objective 1: Ensure that officers and dispatchers are provided appropriate training opportunities to remain in compliance with TCLEOSE minimum requirements.
- Goal 2: Provide quality police services that will ensure safe and efficient traffic control; identification and apprehension of criminal offenders; and positive police community relations.

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Number of Employee Certifications	8	8	8	8
Number of Community Programs	5	5	5	5
Number of Citizen Calls	10088	8000	9000	10000
Number of Traffic Citations	5252	5000	2300	5000
Number of Arrests	626	500	350	500
<b>PRODUCTIVITY MEASURES</b>				
Employee Certifications Obtained				
<b>EXPENDITURE SUMMARY</b>				
Personnel	3,263,573	2,888,165	2,620,971	2,944,155
Materials and Supplies	395,490	292,860	490,828	424,650
Other Services	96,731	143,950	116,288	136,850
Travel & Training	37,203	31,800	29,895	26,000
Total	<u>3,792,997</u>	<u>3,356,775</u>	<u>518,270</u>	<u>3,531,655</u>



## ANIMAL CONTROL

FUND/ DEPARTMENT/ PROGRAM: 01-16-18

### Program Description

Animal Control is part of the Police Department and is responsible for public safety, health and humane treatment of stray pets and wildlife.

### Major Goals and Objectives Measured by Workload & Productivity Measures

Goal 1: Ensure that stray pets and wildlife are humanly taken care of in accordance with guidelines and procedures.

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Number of Citizen Calls	1058	800	1000	1000
Number of Stray Animals Captures	421	600	600	600
<b>EXPENDITURE SUMMARY</b>				
Personnel	77,660	101,998	118,756	116,585
Materials and Supplies	10,475	31,050	29,359	30,050
Other Services	7,018	4,500	804	3,000
Travel & Training	100	600	408	600
Total	<u>95,253</u>	<u>138,148</u>	<u>149,327</u>	<u>150,235</u>



## FIRE DEPARTMENT / ADMINISTRATION

FUND/ DEPARTMENT/ PROGRAM: 01-20-20 and 01-20-21

### Program Description

The Fire Department is responsible for saving lives through emergency management and protecting the property of citizens through fire protection efforts and fire prevention education of the public.

Fire Administration provides overall leadership and direction and is responsible for the promulgation of policies and procedures that govern the operations and personnel activities of the entire Fire Department and also serves as the Emergency Management Contact for the City.

Fire Operations engages in fire suppression, fire safety inspections, fire hydrant maintenance, and answering complaints for the prevention and correction of fire hazards within the City and making the City a better place to live, work and play.

### Major Goals and Objectives Measured by Workload & Productivity Measures

- Goal 1: Continue to conduct an effective fire safety program by developing a continuing education program of materials and literature to pass out to the public.
- Goal 2: Meet State of Texas continuing education requirements by ensuring that all Firefighters / Emergency Medical Technicians (EMT's) up to date on required training hours in compliance with State of Texas requirements.
- Goal 3: Provide quality fire protection services and continue annual inspections of all commercial buildings within the City.
- Goal 4: Respond to fire suppression calls in an efficient manner by meeting the industry standards for response times.

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Policies and Procedures Written	5	5	7	10
Public Education Hours	190	190	203	220
Number of Fire Calls	1163	1200	1200	1200
Number of Fire Inspections	198	250	250	250
Number of Fire Suppression Responses	87	85	90	90
Number of EMS Calls	1962	2000	2000	2000
<b>PRODUCTIVITY MEASURES</b>				
Improved Fire Safety Rating	3	3	3	3
Number of EMT Certifications Maintained	16	16	16	16
Fires Response Time in Min: Sec (exclusive of time In & Out of Station)	6	5	5	5
<b>EXPENDITURE SUMMARY</b>				
Personnel	1,511,172	1,550,335	1,634,936	1,733,700
Materials and Supplies	258,699	166,485	154,111	198,000
Other Services	28,998	14,700	11,809	18,200
Travel & Training	6,390	6,500	6,661	11,500
Total	<u>1,805,259</u>	<u>1,738,020</u>	<u>1,807,517</u>	<u>1,961,400</u>

## GARAGE

FUND/ DEPARTMENT/ PROGRAM: 01-24-20

### Program Description

The City Garage is responsible for the ongoing maintenance and repairs of vehicles and equipment utilized in City operations.

### Major Goals and Objectives Measured by Workload & Productivity Measures

Goal 1: Perform scheduled maintenance and needed repairs in order to minimize down time and maximize the useful life of City vehicles and equipment.

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Number of Fleet Vehicles / Equipment Maintained	150	150	150	150
<b>PRODUCTIVITY MEASURES</b>				
% of Vehicles Maintained Per Manufacture's Schedule	100%	100%	100%	100%
<b>EXPENDITURE SUMMARY</b>				
Personnel	73,220	78,275	75,066	84,650
Materials and Supplies	214,338	237,100	166,137	146,000
Other Services	2,221	12,000	91	10,200
Travel & Training	-	-	-	-
Total	<u>289,779</u>	<u>327,375</u>	<u>241,294</u>	<u>240,850</u>



## BUILDINGS AND GROUNDS

FUND/ DEPARTMENT/ PROGRAM: 01-30-20

### Program Description

Buildings and Grounds includes ongoing maintenance, supplies and utilities for physical facilities owned and operated by the City including: Administration Building (01), Community Center (02), Senior Center (03), Civic Center (04), Public Works Building (11) , Police Station (16), Fire Station (20) and Police and Fire Substation(23).

### Major Goals and Objectives Measured by Workload & Productivity Measures

Goal 1: Minimize wear and tear to City facilities maintaining city facilities in good condition and providing supplies and utilities for facilities operations and maintenance.

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Number of Buildings Maintained	8	8	8	8
<b>PRODUCTIVITY MEASURES</b>				
% of Buildings in Operation	100%	100%	100%	100%
<b>EXPENDITURE SUMMARY</b>				
Personnel	40,223	40,674	42,224	38,050
Materials and Supplies	44,632	36,550	31,116	40,200
Other Services	401,672	345,350	350,768	338,000
Travel & Training	101	-		
Total	<u>486,628</u>	<u>422,574</u>	<u>424,108</u>	<u>416,250</u>



## CIVIC & CONVENTION CENTER

FUND/ DEPARTMENT/ PROGRAM: 01-40-00

### Program Description

The Forest Hill Civic and Convention Center staff is responsible for coordinating and maintaining comprehensive management of the City's Civic & Convention Center building, actively marketing the center as a destination location within South Tarrant County, and hosting successful conferences, meetings and events.

### Major Goals and Objectives Measured by Workload & Productivity Measures

- Goal 1: Work with hotels located within the city limits and obtain marketing literature to be used in packets distributed to clients and potential clients of the Civic Center  
 Objective 1: Meet with all hotel operators at least once every two years  
 Objective 2: Collect marketing literature and incorporate it into marketing materials
- Goal 2: Host at least six city events within the city each year  
 Objective 1: Assist with MLK day parade (January) and local Veterans events (generally May & November).  
 Objective 2: Coordinate events at the Civic Center for National Night Out (October), Tree Lighting (November/December), Black History Month (February), Hispanic Heritage (October).
- Goal 3: Ensure funds are transferred to the General Fund for support received by reviewing monthly financial statements and work with finance to ensure accounting is proper.

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Hotel Meetings	6	6	6	6
# of Printed Marketing Brochures	250	250	250	250
<b>PRODUCTIVITY MEASURES</b>				
# of Events Hosted	300	100	250	240
# of City Events Hosted	6	6	7	6
<b>EXPENDITURE SUMMARY</b>				
Personnel	174,364	186,177	173,886	90,200
Materials and Supplies	1,294	1,100	684	1,100
Other Services	-	-	-	-
Travel & Training	181	350	108	350
Total	<u>175,839</u>	<u>187,627</u>	<u>174,678</u>	<u>91,650</u>



## GENERAL FUND / NON-DEPARTMENT

FUND/ DEPARTMENT/ PROGRAM: 01-90-00

### Program Description

This program provides non-departmental specific services supporting General Fund operations including copier leases and printing supplies, unemployment insurance, property and liability insurance, capital lease principal and interest, and Information Technology Services.

### Major Goals and Objectives Measured by Workload & Productivity Measures

- Goal 1: Provide General Fund departments with property and liability and workers compensation insurance coverage.
- Goal 2: Provide General Fund departments with operating leases for minor equipment and office machines.

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Number of Insurance Policies	18	18	18	18
Number of Equipment Leases	25	24	25	25
<b>PRODUCTIVITY MEASURES</b>				
% of Coverage for Property Loss	100%	100%	100%	100%
<b>EXPENDITURE SUMMARY</b>				
Personnel	28,210	75,000	5,608	77,500
Materials and Supplies	8,655	7,500	8,900	9,000
Other Services	206,852	659,436	355,842	771,500
Travel & Training	-	-	-	-
Total	243,717	741,936	370,350	858,000



## SECTION V

# **Special Revenue Fund**

## **SPECIAL REVENUE**

### **Special Revenue**

Special Revenue Funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes. As a governmental fund type, special revenue funds are accounted for and budgeted on a modified accrual basis. Special revenue funds appropriations are adopted on an annual basis as part of the operating budget.

#### **Juvenile Case Manager Fund**

The Juvenile Case Manager Fund accounts for the portion of fines for traffic violations that are restricted by State Law to be used to finance the salary and benefits of a juvenile case manager.

#### **Municipal Court Technology Fund**

The Municipal Court Technology Fund accounts for the portion of fines for traffic violations that are restricted by State Law to be used for Municipal Court technology.

#### **Municipal Court Safety Fund**

The Municipal Court Safety Fund accounts for the portion of fines for traffic violations that are restricted by State Law to be used for Municipal Court security.

#### **Motel Tax Fund**

The Motel Tax Fund accounts for the motel taxes collected from hotels and motels located in the City of Forest Hill. Motel taxes are restricted for use for the promotion of tourism and economic development in the City.

#### **Park & Recreation**

The Park Fund accounts for donations for park improvements.

#### **Police Special Investment Fund**

The Police Community Relations Fund accounts for donations and community programs and activities for crime awareness and prevention.

#### **Police Community Relations Fund**

The police Community Relations Fund accounts for donations and community programs and activities for crime awareness and prevention.



**SPECIAL FUNDS - COURT FUNDS**  
**Summary of Revenues, Expenditures, Other Financing Sources and Uses & Changes in Fund Balances**

	Juvenile Case Manager Fund (04)			Municipal Court Technology Fund (05)			Municipal Court Safety Fund (06)		
	Actual 2018-2019	FY Estimate 2019-2020	FY ADOPTED 2020-2021	Actual 2018-2019	FY Estimate 2019-2020	FY ADOPTED 2020-2021	Actual 2018-2019	FY Estimate 2019-2020	FY ADOPTED 2020-2021
<b>Revenues</b>									
Fines and forfeitures	17,594	9,685	15,000	14,153	7,978	10,000	10,606	6,101	10,000
Miscellaneous	2,752								
Interest Income	\$ 1,256	2,033	1,000	258	592	500	1,255	1,589	1,000
<b>Total Revenue</b>	<b>21,602</b>	<b>11,718</b>	<b>16,000</b>	<b>14,411</b>	<b>8,570</b>	<b>10,500</b>	<b>11,861</b>	<b>7,690</b>	<b>11,000</b>
<b>Other Financing Sources</b>									
Interfund transfer in									
<b>Subtotal Other Financing Sources</b>									
<b>Total Revenue</b>	<b>\$ 21,602</b>	<b>\$ 11,718</b>	<b>\$ 16,000</b>	<b>\$ 14,411</b>	<b>\$ 8,570</b>	<b>\$ 10,500</b>	<b>\$ 11,861</b>	<b>\$ 7,690</b>	<b>\$ 11,000</b>
<b>Expenditures</b>									
Personnel									
Materials/ minor equipment/ supplies				1,363	91	8,500	4,906		2,500
Contractual Services				4,976	4,475	21,500			
Travel and training	250			80			561		2,500
<b>Sub Total Expenditures</b>	<b>\$ 250</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,419</b>	<b>\$ 4,566</b>	<b>\$ 30,000</b>	<b>\$ 5,467</b>	<b>\$ -</b>	<b>\$ 5,000</b>
<b>Other Financing Uses:</b>									
Interfund transfers out	\$ 2,494	\$ 2,300	\$ 3,500						\$ 5,000
<b>Subtotal Other Financing Sources</b>	<b>\$ 2,494</b>	<b>\$ 2,300</b>	<b>\$ 3,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>
<b>Total Expenditures</b>	<b>\$ 2,744</b>	<b>\$ 2,300</b>	<b>\$ 3,500</b>	<b>\$ 6,419</b>	<b>\$ 4,566</b>	<b>\$ 30,000</b>	<b>\$ 5,467</b>	<b>\$ -</b>	<b>\$ 10,000</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ 18,858</b>	<b>\$ 9,418</b>	<b>\$ 12,500</b>	<b>\$ 7,992</b>	<b>\$ 4,004</b>	<b>\$ (19,500)</b>	<b>\$ 6,394</b>	<b>\$ 7,690</b>	<b>\$ 1,000</b>
<b>Beginning Budgetary Fund Balance</b>	<b>\$ 140,329</b>	<b>\$ 159,187</b>	<b>\$ 168,605</b>	<b>\$ 2,148</b>	<b>\$ 10,140</b>	<b>\$ 14,144</b>	<b>\$ 129,762</b>	<b>\$ 136,156</b>	<b>\$ 143,846</b>
<b>Ending Budgetary Fund Balance</b>	<b>\$ 159,187</b>	<b>\$ 168,605</b>	<b>\$ 181,105</b>	<b>\$ 10,140</b>	<b>\$ 14,144</b>	<b>\$ (5,356)</b>	<b>\$ 136,156</b>	<b>\$ 143,846</b>	<b>\$ 144,846</b>

**SPECIAL FUNDS - HOTEL, PARK, MEMORIAL PARK AND POLICE FUNDS**  
Summary of Revenues, Expenditures, Other Financing Sources and Uses & Changes in Fund Balances

	Hotel Tax Fund (10)			Park Fund (14) & Memorial Park (98)			Police Special Funds (21, 22, 23 & 24)		
	Actual 2018-2019	FY Estimate 2019-2020	FY ADOPTED 2020-2021	Actual 2018-2019	FY Estimate 2019-2020	FY ADOPTED 2020-2021	Actual 2018-2019	FY Estimate 2019-2020	FY ADOPTED 2020-2021
<b>Revenues</b>									
Motel/Hotel Tax	512,725	417,767	400,000						
Sales Tax									
Fines and forfeitures				1,000			3,706		
Donations				4,349	220	1,000	250		
Miscellaneous	44,788	38,204	35,000	2,859	3,375	2,100	2,281	2,553	2,200
Interest Income	557,513	455,971	435,000	8,208	3,595	3,100	418	196	200
<b>Total Revenue</b>							<b>6,655</b>	<b>2,749</b>	<b>2,400</b>
<b>Expenditures</b>									
Personnel				359	12,728				
Materials/ minor equipment/ supplies				4,097					
Contractual Services	200								
Travel and training									
<b>Sub - Total Expenditures</b>									
<b>Other Financing Uses:</b>									
Interfund transfers out	63,649	\$ 59,583	\$ 65,000						
<b>Subtotal Other Financing Sources</b>									
<b>Total Expenditures</b>									
Net Increase (Decrease) in Fund Balance	\$ 493,864	\$ 396,388	\$ 370,000	\$ 3,752	\$ (9,133)	\$ 3,100	\$ 6,655	\$ 2,749	\$ 2,400
Beginning Budgetary Fund Balance	\$ 3,880,883	\$ 4,374,747	\$ 4,771,135	\$ 278,110	\$ 281,862	\$ 272,729	\$ 42,769	\$ 49,424	\$ 52,173
Ending Budgetary Fund Balance	\$ 4,374,747	\$ 4,771,135	\$ 5,141,135	\$ 281,862	\$ 272,729	\$ 275,829	\$ 49,424	\$ 52,173	\$ 54,573

## COMMUNITY DEVELOPMENT CORPORATION FUND

FUND/ DEPARTMENT/ PROGRAM: 49-09-00

### Program Description

This program provides opportunity for growth and improving the quality of life within the City through the initiation of various economic development programs.

### Major Goals and Objectives Measured by Workload & Productivity Measures

Goal 1: Develop a plan to promote positive economic development.

Objective 1: Strengthen relationships with existing business.

Objective 2: Build and strengthen relationships with new business.

Objective 3: Develop avenues for marketing and promoting the City to retailers, real estate companies and developers.

Objective 4: Develop avenues for marketing and promoting City businesses.

Objective 5: Foster relationship with local Chamber for City and businesses.

Goal 2: Promote community spirit by fostering an environment which creates and maintains identifiable retail/ business districts and city neighborhoods.

Objective 1: Provide technical quantifiable support to various boards, commissions, business owners, retailers and developers by ensuring that zoning and land-use development standards are maintained in order to prevent deterioration.

Objective 2: Provide compatibility of all zoning and land-use related activities.

Objective 3: Promote urban design features for quality development through master planning efforts and coordinate development programs by promoting public pride for business and housing development, recreation, thoroughfare improvements and utilities.

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Number of New Businesses	5	5	8	3
Assisting businesses with Zoning Plans & Issues	40	20	40	40
Marketing updates	25	50	25	25
Updates to Economic Development Pages on City Website	20	20	20	20
<b>EXPENDITURE SUMMARY</b>				
Personnel	(432)			133,370
Materials and Supplies	2,655	2,950	1,638	12,000
Other Services	7,509	59,300	3,780	65,000
Travel & Training	1,015	30,000	2,432	33,000
Total	<u>10,747</u>	<u>92,250</u>	<u>7,850</u>	<u>243,370</u>



## COMMUNITY DEVELOPMENT CORPORATION FUND (49)

	Actual 2018-2019	FY Estimate 2019-2020	FY ADOPTED 2020-2021
<b>Revenues</b>			
<b>Charges for Services</b>			
Sales Tax	926,552	740,825	740,000
Donations			
Interest Income	20,984	23,760	20,000
Miscellaneous			
<b>Total Revenue</b>	<u><u>947,536</u></u>	<u><u>764,585</u></u>	<u><u>760,000</u></u>
<b>Expenditures</b>			
Personnel	(432)	-	133,370
Materials/ minor equipment/ supplies	2,655	1,638	12,000
Contractual Services	7,509	3,780	65,000
Travel and training	1,015	2,432	33,000
<b>Sub Total Expenditures</b>	<u><u>\$ 10,747</u></u>	<u><u>\$ 7,850</u></u>	<u><u>\$ 243,370</u></u>
<b>Other Financing Sources (Uses):</b>			
Transfer for Debt Service	\$ 169,253	\$ 156,411	\$ 170,630
Interfund transfers out	\$ 99,300	\$ 91,667	\$ 150,000
<b>Subtotal Other Financing Sources</b>	<u><u>\$ 268,553</u></u>	<u><u>\$ 248,078</u></u>	<u><u>\$ 320,630</u></u>
<b>Total Expenditures</b>	<u><u>\$ 279,300</u></u>	<u><u>\$ 255,928</u></u>	<u><u>\$ 564,000</u></u>
 Net Increase (Decrease) in Fund Balance	 \$ 668,236	 \$ 508,657	 \$ 196,000
 Beginning Budgetary Fund Balance	 \$ 1,232,964	 \$ 1,901,200	 \$ 2,409,857
Ending Budgetary Fund Balance	<u><u>\$ 1,901,200</u></u>	<u><u>\$ 2,409,857</u></u>	<u><u>\$ 2,605,857</u></u>





## SECTION VI

# Debt Service Fund

## DEBT SERVICE FUND (30)

The Debt Service Fund (Interest and Sinking Fund, or I&S) was established for the purpose of servicing the City's general obligation debt. Revenue sources for the fund include the interest and sinking (I&S) portion of the annual ad valorem tax levy, tax collections penalties and interest, interest earnings, and inter-fund transfers. Debt service payments are forwarded to the designated paying agent bank as semi-annual principal and interest requirements come due for each debt issue.

### Ad Valorem Tax Rate

All taxable property within the City is subject to the assessment, levy and collection by the City of a continuing, direct annual ad valorem tax sufficient to provide for the payment of principal of and interest on all ad valorem tax debt within the limits prescribed by law. Article XI, Section 5, of the Texas Constitution is applicable to the City, and limits its maximum ad valorem tax rate to \$2.50 per \$100 Taxable Assessed Valuation for all City purposes.

The I&S portion of the proposed ad valorem tax rate for 2020-2021 is 0.076097 per \$100 of assessed valuation, or 7.63% of the total adopted tax rate of 0.997340 per \$100 valuation.

### Debt Series and Funding Commitments

Funding percentage commitments for outstanding debt series are as follows:

Debt Series	Debt Service Fund (I&S Ad Valorem Tax Levy)	Inter-Fund Transfer Community Development Corporation Fund (Sales Tax supported)	Water & Sewer Utility Fund (Utility Rate Supported)
2007 Certificates of Obligation	100%	0%	0%
2009 Certificates of Obligation	100%	0%	0%
2011 General Obligation Refunding	57%	0%	43%
2014 General Obligation Refunding	0%	100%	0%

### Debt Service Appropriations

Appropriations for the Debt Service Fund are adopted on an annual basis as part of the annual operating budget.

## DEBT SERVICE FUND SUMMARY

	Actual 2018-2019	Budget 2019-2020	Estimate 2019-2020	Adopted 2020-2021
Revenue				
Taxes	686,111	500,190	511,683	575,000
Interest Income	4,120	10,000	10,461	13,000
<b>Total Revenues</b>	<u>690,231</u>	<u>510,190</u>	<u>522,144</u>	<u>588,000</u>
Expenditures				
Bond Principals	538,850	556,700	611,633	568,800
Interest and other Charges	137,240	119,120	64,156	100,552
Agent Fees	828	1,400	1,400	1,400
<b>Total Expenditures</b>	<u>676,918</u>	<u>677,220</u>	<u>677,189</u>	<u>670,752</u>
Excess (Deficiency of Revenues Over (Under) Expenditures	<u>13,313</u>	<u>(167,030)</u>	<u>(155,045)</u>	<u>(82,752)</u>
Other Financing Sources (Uses)				
Deferred Inflow				
Transfer from Fund-49	169,253	170,630	156,411	170,630
Transfer to Fund-60	(7,256)			
Development Corp				
<b>Net Total Other Financing Sources (Uses)</b>	<u>161,997</u>	<u>170,630</u>	<u>156,411</u>	<u>170,630</u>
Excess of Revenues and Other Financing Sources Over (Under) Expenditures and Other Financing Uses for Fiscal Year End	<u>175,310</u>	<u>3,600</u>	<u>1,366</u>	<u>87,878</u>
Beginning Unearned Fund Balance, October 1	<u>476,584</u>	<u>668,107</u>	<u>651,894</u>	<u>653,260</u>
Ending Unearned Fund Balance, September 30	<u>651,894</u>	<u>671,707</u>	<u>653,260</u>	<u>741,138</u>

## DEBT SERVICE FUND

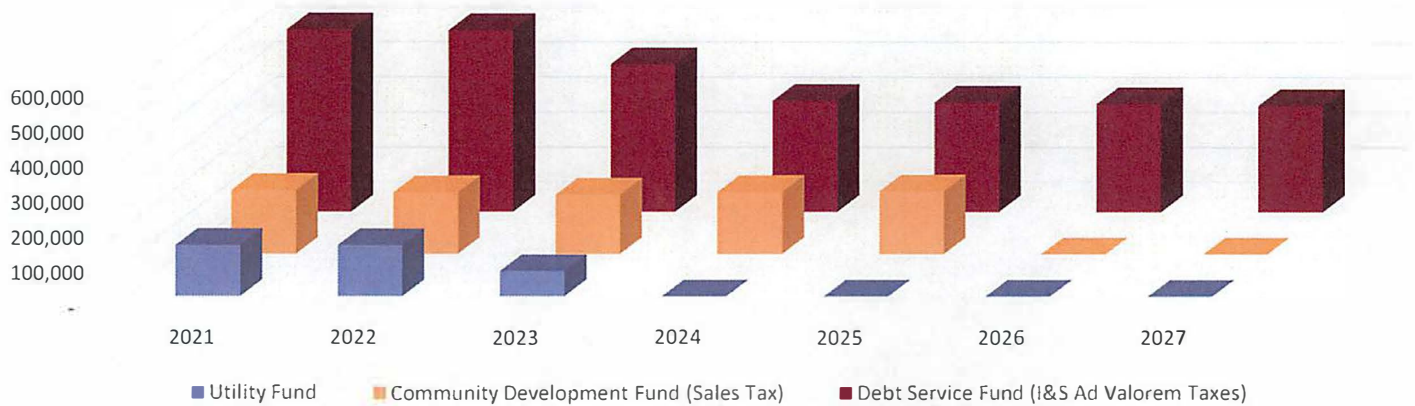
For the Fiscal Year Beginning October 01, 2020

### Annual Debt Service Funding Sources

Fiscal Year	Utility Fund	Community Development Fund (Sales Tax)	Debt Service Fund (I&S Ad Valorem Taxes)	Total
2021	\$ 146,050	\$ 181,800	\$ 518,647	\$ 846,497
2022	146,157	175,200	516,575	837,932
2023	72,014	168,600	420,459	661,073
2024	-	176,588	316,544	493,132
2025	-	178,938	312,468	491,406
2026	-	-	307,770	307,770
2027	-	-	302,658	302,658
<b>Total</b>	<b>\$ 364,221</b>	<b>\$ 881,126</b>	<b>\$ 2,695,121</b>	<b>\$ 3,940,468</b>

- Note:**
- ◇ Funded from the I&S Ad Valorem Tax Levy (100%)
  - ◇ Funded from the Utility Fund (42.67%) and the I&S Ad Valorem Tax Levy (57.33%)
  - ◇ Funded from the Community Development Corporation Sales Tax (100%)

### Annual Debt Requirements by Funding Source



### Annual Debt Service Requirements by Issue

Fiscal Year	2007 CO	2009 CO	2011 GO REF	2014 GO REF	Total
2021	\$ 190,023	\$ 117,381	\$ 339,650	\$ 166,946	\$ 814,000
2022	188,916	118,681	339,900	163,262	810,759
2023	192,499	119,781	167,475	154,640	634,395
2024	190,772	115,781	-	160,956	467,509
2025	193,734	111,594	-	167,026	472,354
2026	191,385	112,109	-	-	303,494
2027	188,830	112,406	-	-	301,236
<b>Total</b>	<b>\$ 1,336,159</b>	<b>\$ 807,733</b>	<b>\$ 847,025</b>	<b>\$ 812,830</b>	<b>\$ 3,803,747</b>



## Annual Debt Services Requirements Schedule

Annual Debt Service Requirement  
Series 2007 Certificates of Obligation (\$2,700,000)  
**Supported by Interest & Sinking Ad Valorem Taxes**

Ending Sept. 30	Debt Outstanding Oct. 1	Principal	Interest Rate	Interest	Total
2021	1,160,000	145,000	4.140%	45,023	190,023
2022	1,015,000	150,000	4.140%	38,916	188,916
2023	865,000	160,000	4.140%	32,499	192,499
2024	705,000	165,000	4.140%	25,772	190,772
2025	540,000	175,000	4.140%	18,734	193,734
2026	365,000	180,000	4.140%	11,385	191,385
2027	185,000	185,000	4.140%	3,830	188,830
Total		<u>1,160,000</u>		<u>176,159</u>	<u>1,336,159</u>

Total Bonds Outstanding 1,160,000  
Total Original Issue 2,700,000  
Issue Date 9/20/2007

Next Call Date Callable on any date at par plus prepayment fee  
Use of proceeds: Construction of land, streets, and payment of legal, engineering, and/or professional fees associated with these projects.

Annual Debt Service Requirement  
Series 2009 Certificates of Obligation (\$2,350,000)  
**Supported by Interest & Sinking Ad Valorem Taxes**

Ending Sept. 30	Debt Outstanding Oct. 1	Principal	Interest Rate	Interest	Total
2021	700,000	90,000	4.000%	27,381	117,381
2022	610,000	95,000	4.000%	23,681	118,681
2023	515,000	100,000	4.000%	19,781	119,781
2024	415,000	100,000	4.000%	15,781	115,781
2025	315,000	100,000	4.000%	11,594	111,594
2026	215,000	105,000	4.000%	7,109	112,109
2027	110,000	110,000	4.000%	2,406	112,406
Total		<u>700,000</u>		<u>107,733</u>	<u>807,733</u>

Total Bonds Outstanding 790,000  
Total Original Issue 2,350,000  
Issue Date 9/20/2007

Next Call Date Callable 2/1/2018 at par  
Use of proceeds: Construction of recreation center, streets, parks, technology and payment of legal, engineering, and/or professional fees associated with these projects.

Annual Debt Service Requirement  
Series 2014 Certificates of Obligation (\$2,365,000)  
**Supported by Community Development Fund**

Ending Sept. 30	Debt Outstanding Oct. 1	Principal	Interest Rate	Interest	Total
2021	765,000	150,000	2.458%	16,946	166,946
2022	615,000	150,000	2.458%	13,262	163,262
2023	515,000	145,000	2.458%	9,640	154,640
2024	415,000	155,000	2.458%	5,956	160,956
2025	315,000	165,000	2.458%	2,026	167,026
Total		<u>765,000</u>		<u>47,830</u>	<u>812,830</u>

Total Bonds Outstanding 915,000  
Total Original Issue 2,365,000  
Issue Date 3/13/2014  
Next Call Date Callable 9/1/19 at par  
Use of proceeds: Refunding of higher interest bonds

Annual Debt Service Requirement (57%)  
Series 2011 Certificates of Obligation (\$2,950,000)  
**Supported by Interest & Sinking Ad Valorem Taxes**

Ending Sept. 30	Debt Outstanding Oct. 1	Principal	Interest Rate	Interest	Total
2021	464,550	182,400	3.000%	11,200	193,600
2022	282,150	188,100	3.000%	5,643	193,743
2023	94,050	94,050	3.000%	1,411	95,461
Total		<u>464,550</u>		<u>18,254</u>	<u>482,804</u>

Total Bonds Outstanding 641,250  
Total Original Issue 1,681,500  
Issue Date 12/29/2011  
Next Call Date Callable 2/1/2020 at par  
Use of proceeds: Refunding of higher interest bonds

Annual Debt Service Requirement (43%)  
 Series 2011 Certificates of Obligation (\$2,950,000)  
**Supported by Interest & Sinking Ad Valorem Taxes**

Year Ending	Debt Outstanding Oct. 1	Principal	Interest Rate	Interest	Total
2021	350,450	137,600	3.000%	8,450	146,050
2022	212,850	141,900	3.000%	4,257	146,157
2023	70,950	70,950	3.000%	1,064	72,014
Total		<u>350,450</u>		<u>13,771</u>	<u>364,221</u>

Total Bonds Outstanding 483,750  
 Total Original Issue 1,268,500  
 Issue Date 12/29/2011  
 Next Call Date Callable 2/1/2020 at par  
 Use of proceeds: Refunding of higher interest bonds

Annual Debt Service Requirement Total  
 Series 2011 General Obligation Refunding Bonds (\$2,950,000)  
**Supported by Interest & Sinking Ad Valorem Taxes & Water Sewer Revenue**

Year Ending Sept. 30	Debt Outstanding Oct. 1	Principal	Interest Rate	Interest	Total
2021	815,000	320,000	3.000%	19,650	339,650
2022	495,000	330,000	3.000%	9,900	339,900
2023	165,000	165,000	3.000%	2,475	167,475
Total		<u>815,000</u>		<u>32,025</u>	<u>847,025</u>

Total Bonds Outstanding 1,125,000  
 Total Original Issue 1,681,500  
 Issue Date 12/29/2011  
 Next Call Date Callable 2/1/2020 at par  
 Use of proceeds: Refunding of higher interest bonds



## SECTION VII

# **Enterprise / Proprietary Fund**





## **PROPRIETARY FUNDS**

### **WATER / SEWER, STORM WATER, DRAINAGE, AND SANITATION FUNDS**

The Water and Sewer Fund is a proprietary fund and accounts for all operations and maintenance of the City's water distribution and wastewater collection systems. Revenues to support the Water and Sewer Fund are derived from user fees billed to commercial and residential customers in the City.

As a proprietary fund, the Water and Sewer Fund is accounted for on a full accrual basis, and is budgeted on a modified accrual (working capital) basis. The Water and Sewer Fund is included in the annual operating budget of the City.

Proprietary Funds / Enterprise Funds are funds established to account for operations of an enterprise activity that acts like a "for profit" entity. Enterprise funds generally are segregated as to purpose and use from other funds and accounts of the governmental entity with the intent that that revenues generated by the enterprise activity and deposited to the enterprise fund will be devoted principally to funding all operations of the enterprise activity, including payment of debt service on securities issued to finance such activity. In some cases, however, the governmental entity may be permitted to use funds in an enterprise fund for other purposes and to use other funds to pay costs otherwise payable from the enterprise fund.

As a proprietary fund, the fund is accounted is for on a full accrual basis, and is budgeted on a modified accrual (working capital) basis. The proprietary fund is included in the annual operating budget of the City.



## ANNUAL APPROPRIATED FUNDS-CONSOLIDATED FUNDS SUMMARY (MODIFIED ACCRUAL BASIS)

	Actual 2018-2019	FY Estimate 2019-2020	FY ADOPTED 2020-2021
<b>Revenues</b>			
<b>Charges for Services</b>			
Water sales	2,407,005	2,263,240	2,500,000
Sewer sales	2,503,814	2,313,027	2,600,000
Sanitation sales	432,720	618,033	650,000
Drainage sales	292,173	300,911	250,000
Franchise	177,487	126,207	130,000
Late Charges	133,290	113,521	100,000
Miscellaneous	80,269	62,774	62,000
Tap Fees	112,906	91,135	90,000
Interest	52,324	60,094	55,100
<b>Sub Total Revenue</b>	<b>6,191,988</b>	<b>5,948,942</b>	<b>6,437,100</b>
<b>Appropriations:</b>			
Personnel	944,659	910,229	1,222,700
Materials/ minor equipment/ supplies	131,523	109,986	382,200
Contractual Services	3,654,946	2,653,557	4,221,900
Travel and training	4,540	215	4,500
Miscellaneous Uses			154,750
<b>Sub-Total Appropriations</b>	<b>\$ 4,735,668</b>	<b>\$ 3,673,987</b>	<b>\$ 5,986,050</b>
<b>Other Financing Sources/ Uses:</b>			
Interfund transfers in			
Interfund transfers out	\$ 674,186	\$ 544,500	\$ 605,000
<b>Subtotal Other Financing Sources</b>	<b>\$ 674,186</b>	<b>\$ 544,500</b>	<b>\$ 605,000</b>
<b>Total Appropriation:</b>	<b>\$ 5,409,854</b>	<b>\$ 4,218,487</b>	<b>\$ 6,591,050</b>
Net Increase (Decrease) in Fund Balance	\$ 782,134	\$ 1,730,455	\$ (153,950)
Beginning Budgetary Fund Balance	\$ 9,831,940	\$ 10,614,074	\$ 12,344,528
Ending Budgetary Fund Balance	<b>\$ 10,614,074</b>	<b>\$ 12,344,528</b>	<b>\$ 12,190,578</b>

## WATER AND SEWER / UTILITY BILLING

FUND/ DEPARTMENT/ PROGRAM: 60-06-03

### Program Description

Utility Billing is responsible for accurate billing, timely collections, meter reading, extension granting, cut-off management, and customer service for the City's water, sewer, and sanitation services. Utility Billing is also responsible for the timely replacement of water meters within the life expectancy of then years. During 2019, Utility Billing implemented Electronic Billing and Smart Meter Reading that includes pictures of the meter read. During 2020, Utility Billing tested electronically read meters.

### Major Goals and Objectives Measured by Workload & Productivity Measures

Goal 1: Provide accurate and timely utility billing to improve customer service.

Goal 2: Implement a meter replacement program to identify and change out meters to minimize lost revenue due to worn on damaged water meters.

Goal 3: Provide courteous and professional customer service.

Objective 1: Provide customer service training for Utility Billing Staff.

Objective 2: Provide "D Water License" training for the meter reading staff.

Objective 3: Stay current on all utility software updates and staff training.

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Number of Utility Accounts	4691	4400	4520	4400
Number of Billing Cycles per months	2	2	2	2
Number of New Accounts	709	500	600	600
Number of Meter Replacements	527	650	620	630
Number of Final Accounts	377	600	580	600
Number of Account Adjustments	68	150	120	100
<b>PRODUCTIVITY MEASURES</b>				
% of Billing Cycles Processed on Time	100%	100%	100%	100%
% of Correct Meter Readings	98%	98%	98%	98%
% of Customer Payments Posted Correctly	99%	99%	99%	99%
<b>EXPENDITURE SUMMARY</b>				
Personnel	301,591	289,941	290,912	366,200
Materials and Supplies	70,989	135,500	38,499	55,200
Other Services	768	32,750	9,621	24,600
Travel & Training	2,618	4,000		4,000
Total	<u>375,966</u>	<u>462,191</u>	<u>339,032</u>	<u>450,000</u>

## WATER AND SEWER / PUBLIC WORKS

### WATER AND SEWER OPERATIONS

FUND/ DEPARTMENT/ PROGRAM: 60-11-17

#### Program Description

Public Works Water and Sewer Operations is responsible for the delivery of services and the operation, repair and maintenance of the utility's water and sewer system.

#### Major Goals and Objectives Measured by Workload & Productivity Measures

Goal 1: Provide timely and adequate delivery of water and sewer utility services to all utility customers with a minimum of service interruptions due to system maintenance and repairs.

Goal 2: Provide capital improvements planning for growth and system expansion needs of the utility system.

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Number of Infrastructure Repair/Maintenance Projects	170	158	165	165
Number of System Expansion Projects	1	2	2	1
Number of Citizen Request	2350	2125	2100	2200
<b>PRODUCTIVITY MEASURES</b>				
% of Decrease in System Repairs	10%	10%	10%	10%
% of Decrease in System Leaks / Lost Water	15%	15%	15%	15%
<b>EXPENDITURE SUMMARY</b>				
Personnel	634,272	828,684	619,221	856,000
Materials and Supplies	60,534	292,167	71,487	255,500
Other Services	2,546,217	3,118,500	1,768,762	3,144,000
Travel & Training	1,921	3,500	215	500
Total	<u>3,242,944</u>	<u>4,242,851</u>	<u>2,459,685</u>	<u>4,256,000</u>



## WATER AND SEWER / NON-DEPARTMENT

FUND/ DEPARTMENT/ PROGRAM: 60-90-00; 60-99-00

### Program Description

This program provides non-departmental specific services supporting the Water and Sewer Utility Fund's operations including principal and interest payments for utility system supported long-term debt, utility system capital repairs and replacements, and inter-fund transfers.

### Major Goals and Objectives Measured by Workload & Productivity Measures

- Goal 1: Maintain or improve City's bond rating for utility supported debt by making debt service payments when due.
- Goal 2: Provide adequate maintenance and repairs of utility system infrastructure by providing adequate funding for utility system maintenance and repairs.

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted 2020-21
<b>WORKLOAD MEASURE</b>				
Number of Debt Service Payments	2	2	2	2
Number of Monthly Inter-Fund Transfers	12	12	12	12
<b>PRODUCTIVITY MEASURES</b>				
% of Debt Service Payments on Time	100%	100%	100%	100%
<b>EXPENDITURE SUMMARY</b>				
Personnel	8,796		96	500
Equipment Lease and Depreciation				
Other Services	284,349	186,958	143,830	169,550
Inter-Fund Transfer Out / In	566,153	500,000	458,333	500,000
Total	<u>859,298</u>	<u>686,958</u>	<u>602,259</u>	<u>670,050</u>



## SECTION VIII

# **Capital Improvement Fund**

## CAPITAL PROJECTS FUND (51)

The City accounts for the acquisition and construction of capital assets in the Capital Projects Fund. As a governmental fund, the Capital Projects Fund is budgeted and accounted for on a modified accrual basis.

Definition of a capital project - a capital asset expected to have a useful life greater than two years and an estimated cost of \$5,000 or more. Capital projects include:

- Construction, purchase, or major renovation of buildings, utility system, streets, intersections, or other structures;
- Purchase of land or land rights and major landscaping projects;
- Any engineering study or master plan needed for the delivery of a capital project;
- Any major repair, renovation or replacement that extends the useful operational life by at least two years or expands capacity of an existing facility.

### Capital Projects Budget

The spending authority for capital projects is the capital budget which includes only capital projects appropriated by specific City Council action. City staff identifies estimated costs, project schedule and available sources of funding for each capital project before it is submitted to the City Council for appropriation and inclusion into the capital budget.

Revenue sources for the Capital Projects Fund include proceeds from tax supported general obligation debt, inter-fund transfers from operating and special revenue funds, and interest earnings. Appropriations for capital expenditures in the capital projects fund may be included as part of the annual budget, or may be adopted on a project by project basis and extending beyond one year through the project completion

### Capital Planning

Future capital needs are to be identified and considered for inclusion in the Capital Improvement Plan (CIP) of the City. The CIP is to be a multi-year projection of the City's capital needs and financing requirements. As a planning document, the CIP will not impart any spending authority.

The City commissioned a Comprehensive Master Plan and the final report was delivered to the City in August 2010. The City developed its own master 5 year CIP, which can be found in this section of the budget. Further development of the CIP will be linked to the Comprehensive Master Plan and financial strategic plans.

## CAPITAL PROJECTS FUND

### Street Improvements

A multi-year Capital Improvement Plan for Streets was completed in August 2015, and the City uses this plan to define and prioritize the near and long term repair, replacement and improvements of City streets. The major funding source for the street maintenance and improvements program is the Street Maintenance Sales Tax Special Revenue Fund.

Items that are considered in determine priority are water, sanitary sewer and/or storm drain improvements as these projects can be scheduled as complete reconstruction projects, or delayed so that utilities can be constructed first. In some cases, streets falling into category are recommended for 2" overlay or slurry seal work to preclude further pavement deterioration until utility improvements could be completed. An interagency agreement with Tarrant County provides for shared cost related to street base, overlay, and slurry seal. The county provides labor and equipment and the City provides supplies.

Some streets are recommended on the 1990 Thoroughfare Plan for upgrading from Local to Collector. If the pavement structure of the current street section is in need of rehabilitation exceeding the overlay process, these projects take longer to complete.

Some streets which were rehabilitated or constructed over the past 10-15 years and were periodically maintained through crack sealing continue to develop surface cracks. These cracks, if unsealed, can destroy permanent foundation by allowing water to enter the subgrade, causing clay pockets to expand and contract again during dry periods. Therefore, street projects recommend slurry sealing. Non-recurring or one-time revenues should, to the extent possible, only be used for one-time expenditures (expenditures not expected to reoccur and requiring future appropriations) to avoid future shortfalls.

A mill and overlay repair is less costly as the mill product can be used for recycled material on other projects.

### Water and Sewer Improvements

Water and Sewer improvements require removal of existing pipe, excavation to required depth, approximately 6" sand below pipe, pipe, approximately 6" sand above pipe, 6" of road base, and 2" of asphalt or permanent road base.

### Funding Lines

The adopted budget includes appropriations for projects listed in the five year CIP-Street program in the general fund, street fund, and water sewer fund. As these projects are completed, the capitalizable value will be moved to the Capital Improvements Fund. Costs are addressed on a project by project basis and potentially funded from available fund balance in the Capital Projects Fund.



## 5 Year, Time-Phased Plan 2020-2024

### Street/Water/Sewer Improvement Projects

### Estimated Year of Completion

Street Name	Length	Width	Description	Street	Water	Sewer	%Comp	2019	2020	2021	2022	2023	Beyond
Bowlinggreen & Brambleton Pl	1,050	30	Crawford to Nell	\$ 139,000	\$ 230,000	\$ 230,000	100%						
Alandale Drive	560	30	Marshall to Anglin, Dorsey to Anglin, Curb, Butler	282,081	120,000	120,000	100%	94,500					
Alandale Drive	700	30	Asphalt	94,500			100%						
Oak Crest Drive West	480	30	H420 to Mansfield Hwy	135,493			100%						
Trailwood/Woody/Woodview	2,500	30	FH Circle to Parwood, Orchard to California	580,370			100%						
Fores Hill Drive	3,400	40	Damaged Concrete	1,000,000				1,000,000					
Grady	1,960	30	Forest Hill Drive west to Wic	250,000	360,000	300,000			910,000				
Griggs	1,200	30	Dorsey to Leonard, Overlay	92,400					92,400				
Truett	2,262	30	Cardinal Ridge to Orchard	220,000		370,000				590,000			
West Lane	900	30	Truett to Spencer, Reconstruc	80,000					80,000				
Storey	800	30	Truett to Forest Hill Drive, Truett to Crawford, Mill	80,000					80,000				
Brambleton Place	3,500	30	Overlay, Marshall to Leonard, Mill	269,500							269,500		
Wanda	3,500	30	Overlay	269,500							269,500		
Folkstone Drive	2,436	30	Lone Stephenson to Chimney Rock	520,000								520,000	
Folkstone Drive	2,600	30	Grady to Crawford		515,000	470,000						985,000	
Falmouth	1,250	30	Woodbridge to Chimney Ro	270,000	225,000	250,000							745,000
Woodbridge	2,173	30	Forest Hill to Chimney Rock	450,000	439,600	470,000							1,359,600
Nauret	1,300	30	Forest Hill Circle to Koldin Trail	170,000	150,000	300,000							660,000
Barley	1,550	30	Crawford to Hartman	120,000	315,000	300,000							735,000
Branbury / Alhambra	2,200	30	Dead End to Forest Hill Drive	1,300,000	300,000	1,235,351							2,835,351
Lookout	3,000	30	Water Line Replacement		204,000								204,000
Forest Hill Circle	4,000	40	Sewer Line Replacement			500,000							500,000
Shady Hill Lane N	820	30	Wanda to Cul-De-Sac	140,000	168,617	157,385	100%						
			Total	\$ 6,462,844	\$ 3,027,217	\$ 4,702,736		\$ 1,094,500	\$ 1,162,400	\$ 590,000	\$ 539,000	\$ 1,505,000	\$ 7,038,951

## 5 Year, Time-Phased Plan 2020-2024

### Drainage Projects

Street Name	Estimated Year of Completion						
	Cost	2019	2020	2021	2022	2023	Beyond
Forest Hill Circle	\$ 350,000	350,000					
Melinda Street	340,000						
Lookout Ditches	100,000						
Forest Hill Circle at Wichita	50,000	50,000					
Alma and Griggs	200,000	200,000					
Crawford	1,500,000		1,500,000				
Burley to Marshall	3,000,000			1,500,000	1,500,000		
Griggs Park Cleanup	500,000					500,000	
SW Maintenance Operations & Management	428,125					428,125	
Nell/ Marshall	3,800,000						3,800,000
Independence Lane	2,175,642						2,175,642
Wichita Culvert Crossings	1,693,850						1,693,850
Cone Channel Improvements Wichita to Forest Hill Circle	986,462					986,462	
	\$ 15,124,079	\$ 600,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,914,587	\$ 7,669,492

### Other Projects

Street Name	Estimated Year of Completion						
	Cost	2019	2020	2021	2022	2023	Beyond
Fleet Management and Vehicle Rotation	\$ 1,500,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
(Note: in 2019 ordered 4 Police Tahoes, 1 Fire Command Tahoe, 3 Public Works trucks and 1 Animal Control Box Athletic Facility (possibly acreage near Valley	1500000	750,000	750,000				\$ 1,500,000
	\$ 3,000,000	\$ 1,050,000	\$ 1,050,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 3,000,000



## CAPITAL PROJECT FUND - SUMMARY

	Actual 2018-19	Budget 2019-20	Estimate 2019-20	Adopted Budget 2020-21
<b>Revenues</b>				
Sales Tax				
Interest Income	15,032	25,000	5,000	5,000
<b>Total Revenues</b>	<u>\$ 15,032</u>	<u>\$ 25,000</u>	<u>\$ 5,000</u>	<u>\$ 5,000</u>
<b>Expenditures</b>				
Personnel				
Material & Supplies				
Services				
Travel and Training				
<b>Total Expenditures</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Excess (Deficiency) Of Revenues Over (Under) Expenditures</b>	<u>\$ 15,032</u>	<u>\$ 25,000</u>	<u>\$ 5,000</u>	<u>\$ 5,000</u>
<b>Other Financing Sources (Uses)</b>				
Transfer For Debt Service				
Interfund Transfer				
<b>Net Total Other Financing Sources (Uses)</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Excess of Revenues and Other Financing Sources Over (Under) Expenditures and Other Financing Uses for Fiscal Year End</b>	<u>\$ 15,032</u>	<u>\$ 25,000</u>	<u>\$ 5,000</u>	<u>\$ 5,000</u>
<b>Beginning Unreserved Fund Balance, October 1</b>	<u>\$ 599,344</u>	<u>\$ 560,976</u>	<u>\$ 585,976</u>	<u>\$ 590,976</u>
<b>Ending Unreserved Fund Balance, September 30</b>	<u>\$ 614,376</u>	<u>\$ 585,976</u>	<u>\$ 590,976</u>	<u>\$ 595,976</u>

## STREET IMPROVEMENT FUND (52)

	Actual 2018-2019	FY Estimate 2019-2020	FY ADOPTED 2020-2021
<b>Revenues</b>			
Sales Tax	497,937	340,500	350,000
Interest Income	11,064	11,200	10,000
<b>Total Revenue</b>	<b>509,001</b>	<b>351,700</b>	<b>360,000</b>
<b>Other Financing Sources</b>			
Interfund transfer in	\$ 250,000	\$ 250,000	\$ 250,000
<b>Subtotal Other Financing Sources</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>
<b>Total Expenditures</b>	<b>\$ 759,001</b>	<b>\$ 601,700</b>	<b>\$ 610,000</b>
<b>Expenditures</b>			
Personnel			
Materials/ minor equipment/ supplies			
Contractual Services	691,911	341,880	474,000
Travel and training			
<b>Total Expenditures</b>	<b>\$ 691,911</b>	<b>\$ 341,880</b>	<b>\$ 474,000</b>
<b>Other Financing Uses:</b>			
Transfer for Debt Service			
Interfund transfers out	\$ 82,860	\$ 78,000	\$ 85,000
<b>Subtotal Other Financing Sources</b>	<b>\$ 82,860</b>	<b>\$ 78,000</b>	<b>\$ 85,000</b>
<b>Total Appropriation:</b>	<b>\$ 774,771</b>	<b>\$ 419,880</b>	<b>\$ 559,000</b>
Net Increase (Decrease) in Fund Balance	\$ (265,770)	\$ (68,180)	\$ (199,000)
Beginning Budgetary Fund Balance	\$ 1,049,804	\$ 784,034	\$ 715,854
Ending Budgetary Fund Balance	<b>\$ 784,034</b>	<b>\$ 715,854</b>	<b>\$ 516,854</b>





## SECTION IX

# **Supplemental Information**

# NOTICE OF PUBLIC HEARING ON TAX RATE

A tax rate of \$0.997340 per \$100 valuation has been proposed for adoption by the governing body of City of Forest Hill, Texas.

PROPOSED TAX RATE	\$0.997340 per \$100
NO-NEW-REVENUE TAX RATE	\$0.968013 per \$100
VOTER-APPROVAL TAX RATE	\$0.997342 per \$100

The no-new-revenue tax rate is the tax rate for the 2020 tax year that will raise the same amount of property tax revenue for the City of Forest Hill, Texas from the same properties in both the 2019 tax year and the 2020 tax year.

The voter-approval tax rate is the highest tax rate that City of Forest Hill may adopt without holding an election to seek voter approval of the rate.

The proposed tax rate is greater than the no-new-revenue tax rate. This means the City of Forest Hill is proposing to increase property taxes for the 2020 tax year.

A PUBLIC HEARING ON THE PROPOSED TAX RATE WILL BE HELD ON September 15, 2020 at 6:00 p.m. at 3219 California Parkway, Forest Hill, Texas 76119.

The proposed tax rate is not greater than the voter-approval tax rate. As a result, the City of Forest Hill, Texas is not required to hold an election at which voters may accept or reject the proposed tax rate. However, you may express your support for or opposition to the proposed tax rate by contacting the members of the City Council of the City of Forest Hill at their offices or by attending the public hearing mentioned above.

YOUR TAXES OWED UNDER ANY OF THE TAX RATES MENTIONED ABOVE CAN BE CALCULATED AS FOLLOWS:

$$\text{Property tax amount} = (\text{tax rate}) \times (\text{taxable value of your property}) / 100$$

The members of the governing body voted on the proposed tax increase as follows:

FOR:

Against:

Present and not voting:

Absent:

The 86th Texas Legislature modified the manner in which the voter-approval tax rate is calculated to limit the rate of growth of property taxes in the state.

The following table compares the taxes imposed on the average residence homestead by the City of Forest Hill last year to the taxes proposed to be imposed on the average residence homestead by the City of Forest Hill this year:

	2019	2020	Change
Total Tax Rate (per \$100 of value)	\$0.992873	\$0.997340	Increase of \$0.004467 per \$100 or 0.45%
Average homestead taxable value	\$103,499	\$111,901	Increase of 8.12%
Tax on average homestead	\$1,028	\$1,116	Increase of \$88.00 or 8.56%
Total tax levy on all properties	\$6,242,277	\$6,553,090	Increase of \$310,813 or 4.98%

For assistance with tax calculations, please contact the tax assessor for the City of Forest Hill at (817) 884-1100 or [taxoffice@tarrantcounty.com](mailto:taxoffice@tarrantcounty.com), or visit [www.tarrantcounty.com](http://www.tarrantcounty.com) for more information.

## Glossary

The *City of Forest Hill Adopted Budget* contains specialized and technical terminology that is unique to public finance and budgeting. To help both City departments and the general citizenry understand the terminology used during the budget process, this glossary is included in the adopted and published budget document as a reference.

**Accrual Accounting:** A basis of accounting in which revenues are recognized in the period in which they are earned and become measurable, and expenses are recognized in the period incurred instead of when cash is actually received or spent. For example, in accrual accounting, revenue that was earned between June 1 and September 30, but for which payment was not received until October 1 through November 30, is recorded as being received on September 30 rather than October 1 through November 30.

**Appropriation:** A legal authorization made by the City Council that permits the City to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and the time in which it may be expended.

**Appropriation Ordinance:** The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

**Assessed Valuation:** A value that is established for real or personal property for use as a basis for levying property taxes.

**Audit:** A comprehensive examination of how an organization's resources were actually utilized, concluding in a written report of the findings. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the organization met its stated goals.

**Balanced Budget:** A budget in which planned expenditures can be met by current income from taxation and other central government receipts

**Bond:** An interest-bearing certificate of debt; a written contract by an issuer to pay to the lender a fixed principal amount on a stated future date and a series of interest payments on the principal amount until it is paid.

**Budget:** A financial plan for a specified period of time (i.e. a fiscal year) that includes all planned expenditures for various municipal services and the proposed means of financing them.

## Glossary (Continued)

**Budget Adjustment:** A legal procedure utilized during the fiscal year by the City staff and City Council to revise a budget appropriation. The City of Forest Hill's City Charter requires City Council approval through the adoption of a supplemental appropriation ordinance (which specifies both the source of revenue and the appropriate expenditure account) for any inter-departmental or inter-fund adjustments. City staff has the prerogative to adjust expenditures within a departmental budget.

**Budget Calendar:** The schedule of key dates or milestones which the City departments follow in the preparation, adoption and administration of the budget.

**Budget Message:** The opening section of the Budget Document that provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager. The Budget Message is also referred to as the City Manager's Message or Budget Transmittal Letter.

**Budget Re-estimate:** Process of taking year-to-date financial information, using that information to project future financial performance for the remainder of the fiscal year, then comparing the result to the fiscal year budgeted amount as a way to gauge financial performance. The re-estimate process takes place throughout the fiscal year for most funds.

**Budgetary Control:** The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

**Budgeted Funds:** Funds that are planned for certain uses, but have not yet been formally or legally appropriated by the legislative body. The budget document that is submitted for City Council approval is comprised of budgeted funds.

**Capital Project Budget:** The portion of the annual operating budget that appropriates funds for the purchase of capital equipment items. These expenditures are often separated from regular operating items, such as salaries, services, and supplies. The Capital Equipment Budget includes funds for capital equipment purchases, which are usually distinguished from operating items according to their value and projected useful life. Examples include vehicles, minor equipment, furniture, machinery, building improvements, and special tools. The dollar value varies according to the policy established by each jurisdiction. For the City of Forest Hill, this limit is \$5,000.

**Capital Improvement Program:** A plan for capital expenditures to provide long-lasting physical improvements to be acquired over a fixed period of years.

**Capital Improvement Program Budget:** A Capital Improvement Program (CIP) Budget is a separate budget from the operating budget. Items in the CIP are usually construction projects designed to improve the value of government assets. Examples of capital improvement projects include new roads, sewer lines, buildings, recreational facilities, and large scale remodeling. The City Council receives a separate document that details the CIP costs for the upcoming fiscal year.



## Glossary (Continued)

**Cash Basis Accounting:** A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services

**Cash Management:** The management of the cash that is necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

**Character:** A basis for distinguishing types of expenditures; the five major characters used by the City of Forest Hill are: personnel services, supplies, contractual services, capital outlays, and debt service.

- The **Personnel Services** category includes all salary, benefit and supplement costs associated with employees compensations.
- The **Supplies** category includes expenditures for items costing less than \$5,000 per unit, or for items costing more than \$5,000 with a useful life of less than two years. Examples of supplies include basic office supplies, books and magazines; materials used in city operations including paving material, streetlights, and signals; postage, uniforms, and vehicle related costs including parts, supplies and fuel. In addition, minor equipment is budgeted as a supply cost. Minor equipment is distinguished from capital outlays by the \$5,000 cost per unit threshold and includes items like minor audio/video equipment, water meters, scanners, fax machines, and minor appliances.
- Expenditures in the **Contractual** category represent activities performed under expressed or implied agreements involving the use of equipment or commodities; and for professional, specialized or trade services rendered. Contractual services also include payment of utilities for electricity, gas, water, wastewater, and storm water. Finally, transfers among Funds are captured as contractual costs. These include transfers for insurance, healthcare, and administrative services.
- The **Capital Outlays** category reflect all outlays that result in the acquisition of, or additions to, the City's fixed assets (assets of a long-term nature which are intended to be held or used beyond the current fiscal year and which may be eligible for depreciation), including real and tangible assets. Capital Outlays must cost at least \$5,000 and must have an expected life of two or more years. Primarily four types of fixed assets (Capital Outlays) are used: 1) Land; 2) Improvements other than buildings; 3) Buildings; and 4) Equipment.
- The **Debt Service** category includes money paid on loans and bonds by the City, as a borrower, of the principal and interest.

**Commitment:** The pledge of appropriated funds to purchase an item or service. Funds are committed when a requisition is issued through the Finance Department of the City.

## Glossary (Continued)

**Current Taxes:** Taxes that are levied and due within one year.

**Debt Service:** The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**Delinquent Taxes:** Taxes that remain unpaid on and after the date due, after which a penalty for nonpayment is attached.

**Department:** A major administrative division of the City that indicates over all management responsibility for an operation or group of related operations within a functional area.

**Depreciation:** The process of estimating and recording the lost usefulness or expired useful life from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

**Designations:** Designations are the desired uses of fund balance which are discretionary in nature in that the requested items were not budgeted in the prior year. To be a valid designation request, the department must not have spent all of its prior year budget (i.e. have savings), and must provide justification for the request approved by the City Manager.

**Disbursement:** Payment for goods and services is in check.

**Effectiveness:** A measure of how adequately the intended purpose is accomplished and the intended or expected results are produced.

**Encumbrance:** The commitment of appropriated funds to purchase an item or service. Committed funds become encumbered when a purchasing requisition becomes an actual purchase order.

**Enterprise Fund:** A governmental accounting fund used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is to recover the cost of providing goods through user fees. Rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. Enterprise funds within the City of Forest Hill are established for services such as water and sewer.

**Estimated Revenue:** The amount of projected revenue to be collected during the fiscal year. It may also be defined as the proposed financing sources estimated to finance the proposed projected expenditure.

**Expenditure:** Decreases in the use of net financial resources other than through inter-fund transfer.

**Expenses:** Outflow or other depletion of assets or incurrence of liabilities during a specific period of time which results from the delivery or production of goods, rendering of services, or carrying out of other activities that constitute the entity's ongoing major central operations.

## Glossary (Continued)

**Fiscal Year:** The twelve-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City of Forest Hill's fiscal year is October 1 through September 30.

**Fixed Assets:** Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**Full Faith and Credit:** A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

**Function:** A group of related programs crossing organizational (departmental) boundaries and aimed at accomplishing a broad goal or major service.

**Fund:** A fiscal and accounting entity with a self-balancing set of accounts that records all financial transactions for specific activities of government functions. Seven major fund types and two account groups are commonly used: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, general fixed asset account group, and general long-term debt account group.

**Fund Balance:** The difference between a fund's assets and its liabilities. Portions of the fund balance may be reserved for various purposes, such as non-spendable, restricted, committed, assigned, and unassigned.

**General Fund:** The largest fund within the City that accounts for all financial resources of the government except for those required to be accounted for in another fund. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, public health, parks and community services, public works, and general administration.

**General Ledger:** A file that contains a listing of the various accounts necessary to reflect the financial position and results of governmental operations.

**General Obligation Bonds:** Bonds that finance a variety of public projects such as streets, buildings, and improvements. The repayment of these bonds is usually made from the debt service portion of the City's property tax, and these bonds are backed by the full faith and credit of the issuing government.

**Goal:** The result or achievement towards which an effort is directed and intended to accomplish.

**Grant:** A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed to the grantee.

**Inter-fund Transfers:** Amounts transferred from one fund to another.

## Glossary (Continued)

**Intergovernmental Revenue:** Revenue received from another government entity for a specified purpose. In Forest Hill, these are the funds from Tarrant County, the State of Texas, and through the recovery of indirect costs from federal and state agencies.

**Inventory:** A detailed listing of property currently held by the government showing quantities, descriptions and values of the property, units of measure, and unit prices.

**Invoice:** A bill requesting payment for goods or services by a vendor or other governmental unit.

**Levy:** To impose taxes, special assessments, or service charges for the support of City activities.

**Line-Item Budget:** A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately along with the dollar amount budgeted for each specified category.

**Long -Term Debt:** Any un-matured debt that is not a fund liability and at the same time has a maturity of more than one year.

**Modified Accrual Accounting:** A basis of accounting in which revenues should be recognized in the accounting period in which they become available and measurable and expenditures are recorded in the accounting period that they are incurred. Since this type of accounting basis is a conservative financial approach, it is recommended as the standard for most governmental funds.

**Objective:** The reason for making specific efforts or taking deliberate actions with the intent to attain or accomplish an identified goal, targeted level, or meet a defined purpose.

**Operating Budget:** The portion of the budget pertaining to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

**Operating Fund:** A fund restricted to a single fiscal year.

**Performance:** The execution or accomplishment of work which produces results.

**Performance Budget:** A budget that focuses upon activities rather than line items. Workload and unit cost data are collected in order to assess the efficiency of services. Typical data collected might include miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per employee hour, or cost per employee hour of garbage collection.

**Performance Measures:**

Specific quantitative and qualitative measures of work performed as an objective of the department.



## Glossary (Continued)

**Program Budget:** A budget that focuses upon the goal and objectives of an agency or jurisdiction rather than upon its organizational budget units or object classes or expenditures.

**Property Tax:** Taxes levied on both real and personal property according to the property's valuation and the tax rate.

**Reconciliation:** A detailed analysis of changes in revenue or expenditure balances within a fund.

**Requisition:** A written request from a department to the purchasing office for specific goods or services. This action precedes the authorization of a purchase order.

**Reserve:** An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriations.

**Retained Earnings:** The difference between assets and liabilities for enterprise and internal service funds.

**Revenue:** Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers, and increases in net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers. Included are such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

**Revenue Bonds:** Bonds usually sold for constructing a project that will produce revenue for the government. All or part of the revenue is used to pay the principal and interest of the bond.

**Rollover:** Rollovers are the desired uses of fund balance for the purpose of meeting prior year commitments. Rollovers may be requested for items that: a) were budgeted in the prior fiscal year; b) are from departments that did not spend to their appropriated budget the prior year (i.e. ,have savings); and c) can demonstrate that the funds were encumbered for the purpose identified in the rollover request.

**Source of Revenue:** Revenues are classified according to their source or point of origin.

**Unassigned Balance:** The amount of an appropriation that is neither expended nor encumbered. It is the amount of money still available for future purchases.

CITY OF FOREST HILL  
ORDINANCE NO. 2019-20

**AN ORDINANCE ADOPTING THE BUDGET FOR FISCAL YEAR OCTOBER 1, 2019 THROUGH SEPTEMBER 30, 2020 FOR THE CITY OF FOREST HILL, TEXAS.**

**WHEREAS**, heretofore a budget for the fiscal year October 1, 2019 through September 30, 2020 has been prepared by the City Manager; and

**WHEREAS**, a public notice of a public hearing upon this budget has duly and legally been given as required by law; and


**WHEREAS**, on the date specified in said notice, a public hearing has been held on said budget, and after considering the financial condition of the City and comparative expenditures, the City Council is of the opinion that such a budget should be approved as filed.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF FOREST HILL, TEXAS:**

**THAT** the City Council hereby ratifies, adopts and approves the budget filed herewith as Exhibit A for the fiscal year October 1, 2019 through September 30, 2020.

**PASSED, APPROVED AND ADOPTED** by the City Council of the City of Forest Hill, Tarrant County, Texas this the 3<sup>rd</sup> day of September, 2019 by a vote of 6 ayes, 0 nays, and 1 absent.

**APPROVED:**

  
Gerald Joubert, Mayor

**ATTEST:**

  
Amy L. Anderson, TRMC, City Secretary

**APPROVED AS TO FORM:**

  
Craig Magnuson, City Attorney

**CITY OF FOREST HILL**  
**ORDINANCE NO. 2019-21**

**AN ORDINANCE OF THE CITY OF FOREST HILL, TEXAS APPROVING AND ADOPTING THE TAX RATE FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2019 AND ENDING SEPTEMBER 30, 2020 AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, the City Council of the City of Forest Hill has been presented with a proposed Ad Valorem Tax Rate for the Fiscal Year 2019-2020 would impose an amount of taxes that would exceed the levy for Fiscal Year 2018-2019; and

**WHEREAS**, Section 26.05 of the Texas Tax Code, as amended, provides that the City may not adopt a Tax Rate for Fiscal Year 2019-2020 that exceeds the lower of the Rollback Rate or the Effective Tax Rate, calculated without notice of and holding two public hearings on the proposed tax; and

**WHEREAS**, the proposed Tax Rate does not exceed the Rollback Rate; and

**WHEREAS**, this Tax Rate will raise more taxes for maintenance and operations than last year's tax rate; and

**WHEREAS**, upon full review of and consideration of the matter, the City Council is of the opinion that the proposed Tax Rate for Fiscal Year 2019-2020 should be approved and adopted for Fiscal Year 2019-2020.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF FOREST HILL, TEXAS THAT:**

**Section I.** There is hereby levied and shall be assessed for the Fiscal Year 2019-2020 of the City of Forest Hill an Ad Valorem Tax Rate on each ONE HUNDRED DOLLARS (\$100.00) valuation of property within the limits of the City of Forest Hill and subject to taxation as follows:

\$0.911303 for purposes of General Fund maintenance and operation.


\$0.081570 for payment of principal and interest on all General Obligation Bond funded debt of this City.

**Section II.** The Tax Assessor of the City of Forest Hill is hereby directed to assess for the 2019-2020 Fiscal Year the rates and amounts herein levied and, when such taxes are collected, to distribute the collections in accordance with this Ordinance.


**Section III.** This Ordinance shall become effective immediately from and after its passage.

PASSED, APPROVED AND ADOPTED by the City Council of the City of Forest Hill,  
Tarrant County, Texas this the 3rd day of September, 2019.


APPROVED:

  
Gerald Joubert, Mayor

ATTEST:

  
Amy L. Anderson, TRMC, City Secretary

APPROVED AS TO FORM:

  
Craig Magnuson, City Attorney



CITY OF FOREST HILL  
ORDINANCE NO. 2019-22

**AN ORDINANCE OF THE CITY OF FOREST HILL, TEXAS RATIFYING THE PROPERTY TAX INCREASE REFLECTED IN THE FISCAL YEAR 2019-2020 BUDGET; PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, Section 102.007 of the Texas Local Government Code provides in part that the adoption of a budget that will raise more revenue from property taxes than in the previous year requires a separate vote of the governing body to ratify the property tax increase reflected in the budget; and

**WHEREAS**, Section 102.007 of the Texas Local Government Code requires that this ratification be in addition to and separate from the vote to adopt the budget or a vote to set the tax rate required by Chapter 26, Tex. Tax Code, or other law; and

**WHEREAS**, the Fiscal Year 2019-2020 Budget, as adopted, will raise more revenue from property taxes than in the previous year, and the City Council desires by adoption of this Ordinance to ratify the property tax increase reflected in the City's Fiscal Year 2019-2020 Annual Budget.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF FOREST HILL, TEXAS:**


**Section 1.** The Forest Hill City Council, as the governing body of the City of Forest Hill, Texas, having adopted the Fiscal Year 2019-2020 annual Budget that will raise more revenue from property taxes than in the previous year, hereby ratifies the property tax increase reflected in the Fiscal Year 2019-2020 annual Budget.

**Section 2.** The above and foregoing premises are true and correct and are incorporated herein and made a part hereof.

**Section 3.** This Ordinance shall be in full force effective from and after its passage and approval.

PASSED, APPROVED AND ADOPTED by the City Council of the City of Forest Hill,  
Tarrant County, Texas this the 3rd day of September, 2019.

APPROVED:

  
Gerald Joubert, Mayor

ATTEST:

  
Amy L. Anderson, TRMC, City Secretary

APPROVED AS TO FORM:

  
Craig Magnuson, City Attorney



Mayor Pro Tem  
Clara Faulkner



Racquel Belle



Cameron Wafer



MAYOR GERALD JOUBERT  
& CITY COUNCIL MEMBERS



Sheyi I. Ipaye, CPM - City Manager



Deputy Mayor Pro Tem  
Ozell Birks



Carlie Jones



Malinda Miller