

City of Glenn Heights, Texas



2015-2016
Fiscal Year

TRANSFORMATION

A Journey from
Good to Great

Adopted Annual Budget and Program of Services



Adopted by the

Council of the City of Glenn Heights

City of Glenn Heights Fiscal Year 2015-2016 Budget Cover Page

This budget will raise more revenue from property taxes than last year's budget by an amount of \$312,471, which is a 9.65 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$63,303.

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

FOR:

AGAINST:

PRESENT and not voting:

ABSENT:

Property Tax Rate Comparison

	2015-2016	2014-2015
Property Tax Rate:	\$0.793400/100	\$0.795000/100
Effective Tax Rate:	\$0.735130/100	\$0.766348/100
Effective Maintenance & Operations Tax Rate:	\$0.631922/100	\$0.654447/100
Rollback Tax Rate:	\$0.793401/100	\$0.818370/100
Debt Rate:	\$0.111190/100	\$0.111610/100

Total debt obligation for City of Glenn Heights secured by property taxes: \$0

CITY OF GLENN HEIGHTS ADOPTED A TAX RATE THAT WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.

THE TAX RATE WILL EFFECTIVELY BE RAISED BY 7.9 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME, BY APPROXIMATELY \$50.28.

City of Glenn Heights

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Message from the Mayor



Dear Citizens of Glenn Heights,

It is my privilege as your Mayor to present our recently adopted Budget for the 2015-2016 fiscal year. The budget is a major joint effort between the City Council, City Manager's office, and City Staff to fund the many services our great city provides. The City of Glenn Heights is dedicated to creating and implementing strategic plans that will benefit our city for years to come. These efforts would be impossible without the dedication of our amazing city staff, who have worked tirelessly to establish long-term goals and policies that will truly guide us on our journey from "Good to Great."

The City of Glenn Heights' financial state has remained healthy and sound. The City Council voted to approve the 2015-2016 budget for a total of \$10.84 Million. This budget will support the city's current operations and community initiatives, while also supporting growth and expansion. The City of Glenn Heights is transforming, and we are committed to guiding the city to a proud and promising future.

Yours In Service,

Mayor Leon P. Tate

Budget Message



Office of the City Manager

July 31, 2015

Honorable Mayor and Members of City Council:

In accordance with the City of Glenn Heights Charter, Section 7.02, I am pleased to present the City of Glenn Heights Proposed Fiscal Year (FY) 2015-16 Annual Budget for the fiscal year beginning October 1, 2015, and ending September 30, 2016.

This spending plan reflects our commitment to the transformation of our City from “Good to Great”, by providing a high level of quality services to our residents, while preserving the City’s long-term financial viability. The annual budget process, along with the subsequent preparation of the budget, is the most important collaborative responsibility of the City Council, City Manager and City staff.

This document serves four key roles in communicating the work programs of the City Council and City Departments to the City of Glenn Heights’ current or prospective citizens and business community members. The budget serves first as a policy document that provides information about the policies, goals and objectives for the year. Second, the budget serves as a financial plan that provides an explanation of the financial structure and operations of the City of Glenn Heights. The information included in this document provides projections for the current year’s financial activity while also comparing this information to historical trends. Third, the budget serves as an operations guide for each department, linking resources to approved work plans. Finally, and most importantly, this budget document is utilized to comprehensively communicate and provide transparency to the public about how the organization operates.

SUMMARY:

This year’s proposed budget is best described as “Transformational.” The future of the City looks exciting and holds a great deal of promise due to the resurgence in development activity reflective of the region’s economic recovery.

The FY 2015-16 combined proposed revenue for the City of Glenn Heights \$10.84 million with and additional \$1.12 million coming from existing appropriated funds. In although revenues have increased expenditures have been reduced to address the previous practice of deficit budgeting. In fact the FY 2015-16 revenues are projected to be greater than expenditures, thus fulfilling staff's commitment to presenting a balanced budget. The proposed FY 2015-16 General Fund budgets, which is 48% of the total proposed combined budget, is \$5,227,456 in revenue and \$5,214,846 in expenditures - creating a general fund ending balance of \$47,044.

The FY 2015-16 City combined budget expenditures are \$10.15 million with an additional \$1.12 million from previously appropriated funds. The expenditures are comprised of four (5) components: General Fund, Debt Service, Special Revenue, Capital Projects and Utilities Fund. Based on the ongoing Strategic Priorities identified by Council and Staff, the proposed combined budget expenditures consists of \$5.18 million for General Fund operations; \$499 thousand for Debt Service; \$88 thousand Special Revenue; \$1.12 million Capital Projects and \$4.44 million in Proprietary Funds (Utilities). The proposed budget also includes a reduction in the property tax rate and no changes in water and wastewater utility rates.

A total of 80% of the General Fund's expenditures support expenses needed to fund personnel related costs. The largest sources of revenues to the General Fund are property taxes, representing 58.2%, followed by various franchise fees at 12%. The third largest are sales taxes at 10.1% of the General Fund; sales tax revenue is projected to grow at a rate of 5% over this year's current projection.

The proposed FY 2015-16 General Fund reserves are estimated to be \$4,846,148.

For the second consecutive year, certified taxable value has increased resulting in a 9% revenue increase. This trend is expected to continue due to increases in development activity and assessed property value. The recent rise in residential construction has occurred in three key neighborhoods: Meadow Creek Estates, Kingston Meadows, and Sunrise Meadows. Given the amount of land available for development the promise of additional residential and commercial development will continue to propel the City towards healthy growth. The key to our success is ensuring the City is poised for positive growth by establishing a plan to balance new residential development with retail and commercial development.

The proposed FY 2015-2016 budget has been prepared based on conservative revenue estimates for property and sales taxes. Overall, the financial and economic outlook for FY 2015-16 indicates that the proposed budget can be supported by the steady growth in revenues and expenditures.

FY 2015/16 GENERAL FUND BUDGET

The proposed FY 2015-16 General Fund Budget is balanced. Moving away from past practices of dependence on reserves and vacancy savings, reductions have been made throughout the organization to address any previous deficit. Totals FY 2015-16 General Fund revenues are projected to be \$5,227,456, which is a 13.8% increase over the prior year adopted budget. Ad valorem (Property) tax, sales tax, and franchise fees make up a majority of the City's revenue sources. These three revenues are expected to increase along with permit fee revenue. It should be noted; while permit revenue is expected to increase it will be offset by expenses related to building

inspections and planning and engineering services.

Ad Valorem (Property Tax): Ad valorem taxes are the largest revenue source, accounting for 58.2% of total General Fund revenue. The FY 2015-16 tax rates for the City is \$0.793400 per hundred dollars valuation; this is the 2015 effective maintenance and operation rate. The amount of property taxes the City expects to collect be based on the certified roll calculated by the Dallas and Ellis County Appraisal Districts. The FY 2015-16 net taxable value of \$446,544,970 is a 9.43% increase over the FY 2014-15 net taxable value of \$408,046,433.

Sales and Use Tax: This is a difficult revenue source to predict. The overall health of the national economy tends to be a driver of this source. Staff has projected a modest increase to the overall level of sales tax in the amount of \$5% above the FY 2014-15 projected year-end amount. In reviewing the confidential sales tax report, over 50% of the current sales tax revenue comes from four (4) key retail vendors. However, it should also be noted that a number of online revenue sources contribute to the overall base sales tax.

Franchise Fees: FY2015-16 Electric Franchise fees year-end projections include payments associated with the Tri-Stem review. The total proposed FY2015-16 budget for franchise fees is \$629,979. Within this section Telecommunication Fees have been reduced by (\$88,000) to reflect the transfer of AT&T U-verse cable charges from the Telecommunication section to the more appropriate Cable fund. This move will require a reinstatement in the Cable Franchise Fund.

Permit Fees: Building permit fees are built on a projection of 124 new single-family dwellings being developed in FY 2015-16, which would result in a total permit revenue increase of 131%.

Service Fees: Sanitation revenue will increase based on an anticipated customer growth.

Recreation: This revenue source was established to account for revenue generated from use of our park, concession sales, as well as money from fundraising efforts and community engagement activity.

Grants & Contributions: Grants, crime prevention donations, federal excise tax, maps, animal pound fees, community day, and filing fees are all sources that contribute to Grants & Contributions. With new grants anticipated for this next year, this fund will see a significant increase from last year's budget.

Court Fines and Forfeitures: This area has been reduced to reflect past actual revenue.

GENERAL FUND EXPENDITURES

Total proposed FY 2015-16 General Fund Budget Expenses is \$5,180,412, which is a 1% decrease over the FY 2014/15 approved budget of \$5,236,207.

The total salary and personnel benefits portion of the General Fund is \$3,644,327. Part of the increase in this category is due to the increased cost of health care coverage. The anticipated

increase in health coverage is 3%. As reflected in the chart below, salaries and benefits continue to be the largest General Fund cost drivers:

Administrative Services Cluster: New Budget Items that affected General Fund expenditures:

- o *Human Resource Benefit Specialist* – Elimination of outside Benefits Contractor.
- o *Information Technology Specialist* – Elimination of Technology Contract and the consolidation of all IT expenditures into a single department.
- o *Financial Coordinator:* Reclassification of Financial Coordinator (Non-Exempt) to Financial Analyst (Exempt).
- o *Municipal Court Administrator:* Reclassification of Municipal Court Administrator (Non-Exempt) to (Exempt).
- o *Supplies and Training:* Consolidation of office supplies and training budgets into a central budget under Organizational Development and Information Technology this will be reflected in the final budget.
- o *Human Resource Administrator:* Reclassification of the Human Resource Administrator to an Organization Development Administrator, given the increased scope including IT and increased focus on training and human capital development.
- o *Election Costs (\$30,000):* Provides funding for associated election costs payable to Dallas and Ellis County as a result of the November 2016 Election.

Infrastructure and Development Cluster: New Budget Items that affected these expenditures:

- o *Rental Registry Program:* Implementation of Rental Registry Program with existing staff and new vehicle purchase.
- o *Park Maintenance Consolidation:* Elimination of Park Technician position and consolidation of responsibilities under Utilities and Maintenance.
- o *Utility Maintenance:* Mowing and other maintenance work will be moved in-house and placed under the Water/Sewer Fund. This will require one-time equipment purchases, however, it will result in cost saving through internal staffing.
- o *Code Enforcement:* Purchase replacement vehicle for Code Enforcement.

Public Safety Cluster: New Budget Items that affected these expenditures:

- o *Emergency Response Coordinator (\$33,000):* An Emergency Response Coordinator position is needed to coordinate grant development and management for the Fire and Emergency Management Department. This non-sworn position would allow for greater community engagement and outreach with regional efforts. A key focus would be the Citizen Emergency Response Team (CERT) program and administrative filing and tracking.
- o *Police Body Cameras (\$1,670):* Funding has been included to purchase police body cameras for all officers.
- o *New Emergency Management Services Ambulance (\$216,000):* Funding was

approved in FY 2014-15 to purchase a new ambulance. The time required for delivery of this vehicle will result in making it a FY 2015-16 budget item as well. The funding will be allocated as part of the Council budget approval process.

WATER SEWER FUND REVENUES

Water Sales: Staff has carefully tracked water sales throughout the year and conservatively revised revenue projections to reflect current billing trends. It is estimated that at the end of FY 2015, water sales should be \$1,895,500. The revenue projection for FY 2015-16 has increased by 2% over the FY 2014-15 approved budget amount, reflecting the additional estimated FY 2015-16 approvals of 124 single-family permits.

Sewer Sales: The trend of sewer sales approximates that of water sales, so staff is conservatively proposing an estimate of \$2,380,000 for FY 2015-16.

Late Charges: The City utility records indicate that this revenue source is currently averaging approximately \$24,000 monthly. For FY 2015-16, staff conservatively projects a slight decrease in this revenue source to average \$22,000 monthly for an annual total of \$270,000.

Reconnect Fees: This revenue source is generated by collection enforcement actions assessed against delinquent customer balances. Staff began consistent application of this initiative in March 2009. Since that time, City records reveal that this revenue source has averaged \$4,083 monthly. For FY 2015-16, staff conservatively projects this revenue source to average \$4375 monthly for an annual total of \$52,500.

Water Meters: The increase in residential construction has impacted this revenue source. Water meter revenue has increased from the budget FY 2014-15 \$20,000 to a projected \$52,685 in FY 2014-15, which represents a 164% increase. For FY 2015-16 the revenue is projected to be \$50,000, which is consistent with the current year's projection.

Convenience Fees: This represents the customer charge on utility bills through payment by credit card. This revenue source is expected to increase in FY 2015-16 due to the installation of the utility online bill paying service.

Miscellaneous Fees: These fees are difficult to predict and are conservatively estimated to be less than the FY 2014-15 actual amount of \$10,864 with a budget of \$10,000.

Interest: Revenue is significantly reduced from the FY 2014-15 budget estimates to reflect continued low market rate of interest on city funds.

WATER AND SEWER FUND EXPENDITURES

In contrast to the General Fund, where Personnel are the largest expenditure category, Contractual Service is the largest expenditure in the Water Sewer Fund. This is primarily because Glenn Heights contracts with third party agencies to provide treated water and sewer treatment services. The largest line item in the fund is the sewer treatment contract with the Trinity River Authority. The FY 2015-16 proposed budget amount is \$601,750, which was decreased from \$643,322 in the FY 2014-15 budgets. The second largest single item in the fund is the purchase of treated water from Dallas Water Utilities (FY 2015-16 budget \$675,000). This represents an increase

\$5,000 for the FY 2015-16 budget amount.

The third largest line item in this fund is the combined transfer to the General Fund for general/administrative expenditure and payment in lieu of taxes. This expenditure appears in the other Financing Sources/Uses section for the Fund summary statement.

Personnel Service represents 27% of the total budget expenditures for this fund. There is a decrease in FY 2015-16 in contractual services expenditures, offset by the transfer of de-privatization of maintenance services.

There is a decrease in FY 2015-16 Capital Outlay expenditures from FY 2014-15 levels. This is due to a reduction in mains and extension acquisition, vehicle purchases and water meter purchases (\$43,480).

MUNICIPAL DRAINAGE FUND

The Municipal Drainage Fund provides funding for activities the City is committed to undertaking in compliance with the Small Municipal Separate Storm Sewer System (MS4) permit issued by TCEQ. This permit requires the City to implement best management practices for Public Education, Public Involvement, Illicit Discharge, Construction Site Run-off, Post Construction infiltration control and Pollution Prevention/Good Housekeeping.

SPECIAL REVENUE FUNDS

There are several special revenue funds to manage revenues designed for specific purposes. These revenues were formally accounted for in the General Fund. The funds include rates from the Municipal Court Security Fund, Municipal Court Technology Fund and the 911 Wireless Funds.

DEBT SERVICE FUND

The proposed FY 2015-16 Interest & Sinking (I&S) rate is .111190 cents, down from the FY 2014-15 rates of .111610 cents. The proposed FY 2015-16 total revenue for this fund is \$496,513 and increase of the budget amount \$476,419. A portion of this tax rate decrease was generated from the 9.4% increase in taxable assessed value in the City.

IMPACT FEE FUND

An impact fee represents a charge or assessment imposed by a subdivision against new development in order to generate revenue for funding or recouping the costs of capital improvements or facility expansions necessitated by and attributable to the new development.

FUND RESERVES

The City's General Fund Reserve continues to be strong. The projected year-end fund balance for FY 2014-15 is \$2.25 million. For FY 2015-16 budgets, based on the proposed spending plan, we predict an ending fund balance for \$2.36 million. For the Water/Sewer Fund the year-end

fund balance would be \$3.79 million and for the next fiscal year is \$3.4 million based on anticipated capital outlays.

FUTURE CHALLENGES

As discussed earlier, this budget is presented with cautious optimism. The City's revenue outlook appears promising. However, there are five challenges on the horizon that will require the City's continued diligence in managing service demands while developing effective revenue strategies.

1. Restructuring efforts and employee salary reductions over the last five years has created an organization that is constantly challenged to do more with less. To maintain quality service levels and ensure efficient operations, staffing levels must continue to be carefully evaluated based on available resources, efficiency gains and benefit levels desired by the community. Unmet staffing needs will be evaluated against service delivery prioritization.
2. As the life cycle of the City's existing assets decline, the need to maintain City infrastructure remains. Infrastructure maintenance needs, coupled with regulatory requirements, have increased costs significantly. Funds should be set aside to address future infrastructure maintenance and replacement needs.
3. The rising cost of health care continues to be a challenge for the City of Glenn Heights. Although we attempted to enter into a multi-year contract to ensure funding consistency, high claim levels limit our marketability. On the other hand, a decrease in our City's coverage could adversely impact our recruitment and retention abilities in the future since most small communities in the region provide 100% health insurance coverage as part of their compensation package. Staff will need to monitor and identify areas where we can improve the overall health care marketability of the City's workforce.
4. City facilities have aged beyond the useful life of the structures and potentially impede the recruitment and retention of top-tier employees. Additionally, inadequate space within the facilities presents challenges when housing staff and welcoming visitors and customers.
5. Residential development is expected to continue at a relatively high rate within the City. The increase in population will continue to stretch the City's services and infrastructure resources. While increases to the Ad Valorem tax base help to fund city services, the rate of growth and related needs could potentially outpace the City's ability to furnish adequate services. It is imperative that we continue to analyze growth patterns and the consequential impacts in relation to the associated financial gains.

Diversification continues to be an important objective. The City's coffers are highly dependent on property tax rather than sales tax. Property tax growth over the past two years has been positive and is expected to continue to grow with several new residential developments underway

and many others planned for the future. The City must continue to encourage commercial development to diversify its revenue sources so it can better weather effects of economic cycles and/or legislative changes while still maintaining service levels.

CONCLUSION

The City of Glenn Heights is proud of its prudent use of resources, which has enabled it to successfully navigate through the prolonged economic downturn. The impacts of any additional economic downturn will require the City to reevaluate its service goals and priorities. However, past fiscal discipline and wise stewardship has made it possible for the City to take a balanced approach as we begin to strategically plan for the future while maintaining the level of services desired by our citizens.

I would like to thank the City Council and City staff for their continued partnership that has allowed us to effectively meet the challenges we face and take advantage of new opportunities moving forward.

Sincerely,

Aretha R. Ferrell-Benavides
City Manager

City of Glenn Heights Values and Goals

Values

- Equal access to all City services
- Fiscal accountability and integrity
- Neighborhood vitality
- Economic growth and development



Goals

1. Develop, maintain and encourage safe, attractive, viable, family oriented neighborhoods that embrace diversity and pride.
2. Maintain a healthy and safe community through prevention, emergency response and enforcement efforts.
3. Achieve development that maintains or improves the city's fiscal viability and reflects economic demands, while maintaining and improving the quality of life for current and future residents.
4. Ensure that local government is open, accessible, responsive and respectful to all the citizens it serves and realizes the talents and positive contributions of citizens.
5. Establish a sound financial foundations based on expenditures controls that ensure the economic provision of services and reliable revenue sufficient to pay for city services.
6. Maintain and continually improve technology to support the delivery of services, provide information and achieve organizational effectiveness.
7. Assure the long-term adequacy of the city's infrastructure, facilities, and transportation network in a safe and reliable manner.
8. Maintain and develop parks, cultivate open space, and be a catalyst for recreational, artistic, and cultural facilities and activities to serve residents and attract visitors.



Budget Calendar

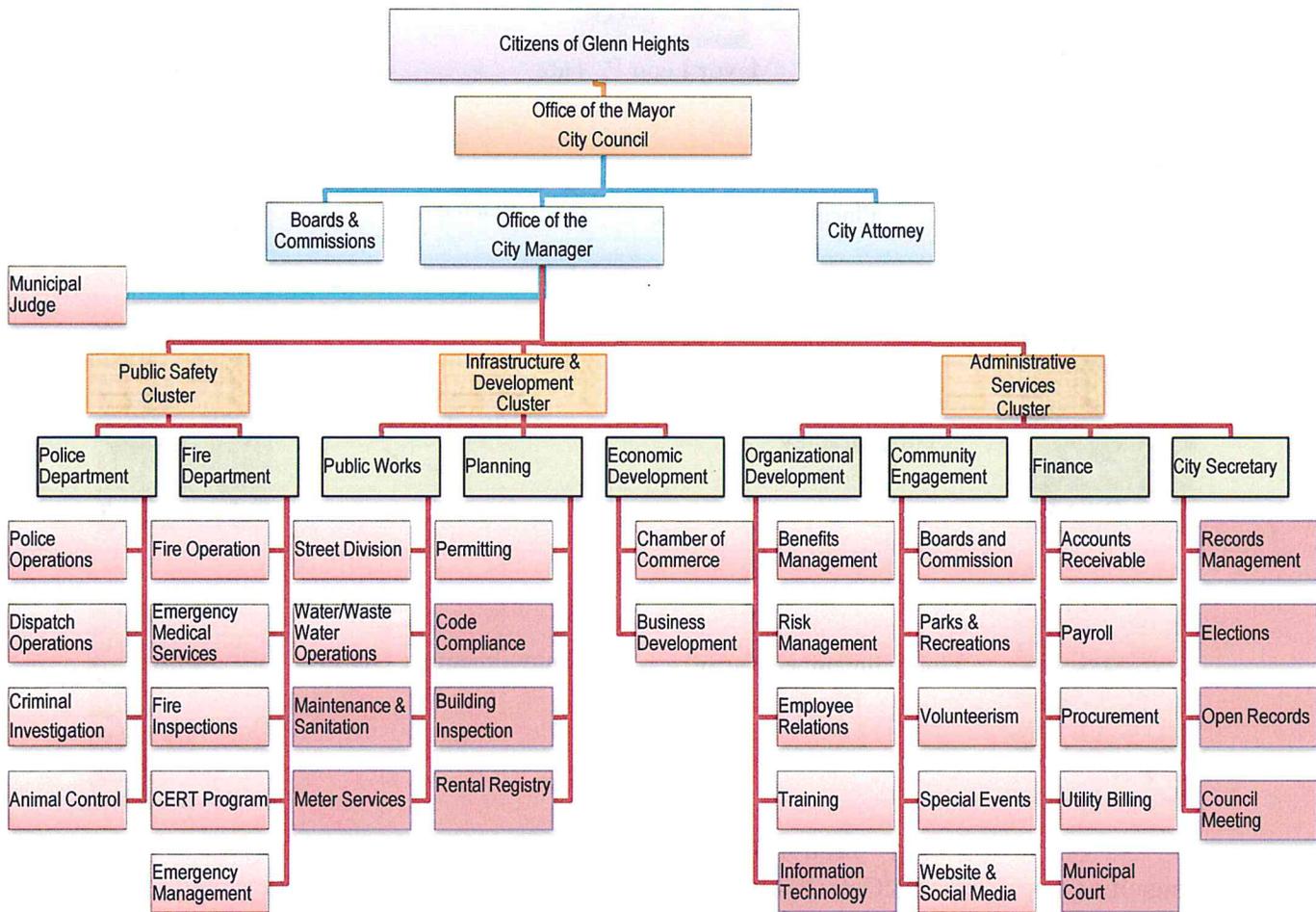
DATE	EVENT	DEPARTMENT(S)	ACTION REQUIRED
Tuesday March 17	Council Workshop: FY16 Fiscal Forecast	Department Heads	Council workshop
Tuesday April 7	Presentation of FY14 CAFR and Audit Report	Finance	Accept FY14 CAFR
Tuesday April 21	Health Benefits Council Workshop Mid-Year Financial Update FY15 Year End Projections Workshop on Potential Bond Election Approval of FY16 Budget Calendar	City Manager's Office Finance Department	1) Resolution to move forward with November 2015 Bond Election 2) Approval of FY16 Budget Calendar
May 2015	Begin receiving preliminary values from Dallas and Ellis Central Appraisal Districts		
Tuesday May 5	Budget Visioning Session: Capital & Operations Financial Policy Appointment of Bond Committee Members (Tentative)	City Manager's Office Finance Department	1) Approval of Financial Policy 2) Appointment of Bond Committee Members
Tuesday May 19	Council Workshop: Capital Expenditures Schedule of Indebtedness Debt Service Fund	City Manager's Office Finance Department	None
Tuesday June 2	Council Workshop: Major General Fund Revenue Projections	Finance Department City Manager's Office	None
Tuesday June 16	Council Workshop: Utility Funds	City Manager's Office Finance Department	None
Tuesday July 7	Council Workshop: City Council Budget Personnel & Employee Benefits	City Manager's Office HR Department	None
Friday July 24	Receive certified values from Dallas and Ellis Central Appraisal Districts		
Thursday July 30	Budget Officer files proposed FY16 Budget with municipal clerk	City Manager's Office Finance Department	None
Tuesday August 4	Council Workshop: FY16 Proposed Budget 2015 Proposed Property Tax Rates Department Workplans Submit Effective & Rollback Rate Calculations Vote to Propose Tax Rate Set Public Hearings for Budget and Tax Rate on September 1st and 8th	Finance Department	1) Propose Tax Rate 2) Set public hearings
Tuesday August 18	Council Workshop: 2015 Bond Election Purchasing Policy	City Manager's Office Finance Department	1) Confirmation of bond election proposition language 2) Review and approve Purchasing Policy

Budget Calendar

Tuesday September 1	1st Public Hearing on Tax Rate (and revenue increase if applicable) 1st Public Hearing on Budget	City Manager's Office Finance Department	Hold public hearings on budget and tax rate
Tuesday September 8	City Council Workshop 2nd Public Hearing on Tax Rate (and revenue increase if applicable) 2nd Public Hearing on Budget	City Manager's Office Finance Department	Hold public hearings on budget and tax rate
Tuesday September 15	FY16 Budget Adoption 2015 Tax Rate Adoption		1) Adoption of FY16 Budget 2) Adoption of 2015 M&O and I&S Tax Rates

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Organizational Chart



City Council

The governing and lawmaking body of the City of Glenn Heights shall consist of a Mayor and six (6) Council Members, and said body shall be known as the City Council of the City of Glenn Heights. The members of the City Council shall be the only elective officers of the City and shall run for office by place and be elected from the City at large for a term of three (3) years, or until their successors are duly elected and qualified.



Mayor Leon P. Tate



**Councilmember
Arleen Layne
Place 1**



**Councilmember
Ron Adams
Place 4**



**Mayor Pro Tem
Tony Bradley
Place 2**



**Councilmember
Elizabeth Cox
Place 5**



**Councilmember Kathy
Dixon
Place 3**



**Councilmember Glenn
George
Place 6**

Front Row from Left to Right:
Councilmember Elizabeth Cox (Place 5), Councilmember Kathy Dixon (Place 3), and
Councilmember Arleen Layne (Place 1)

Back Row from Left to Right:
Previous Councilmember (Place 4 currently vacant), Mayor Leon Tate,
Mayor Pro Tem Tony Bradley (Place 2), and

Appointed Officials

Aretha R. Ferrell Benavides
City Manager

Eddie Burns
Fire Chief

David Hall
Managing Director of
Infrastructure &
Development

Othel Murphree
City Secretary

Lauren Gray, MPA
Coordinator
Community Engagement

Phillip Prasifka
Police Chief

Kacye Harvey, MPA
Administrator
Human Resource /Organizational
Development

Lakeita Sutton
Finance Director

Larry Pennington
Utility Supervisor
Public Works

Jeremy Tennant
Senior Planner



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Overview





DEMOGRAPHICS

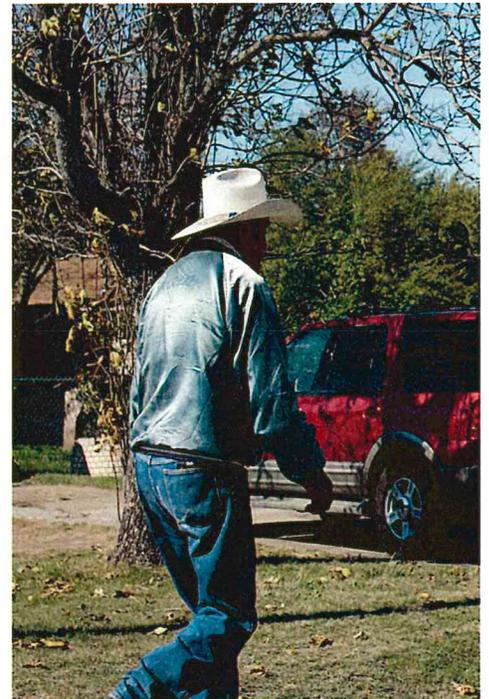
Located between Dallas and Ellis counties, Glenn Heights is a city with a recorded population of 11,278 at the 2010 census. According to the United States Census Bureau, the City has a total area of 7.2 sq. miles (18.8 km sq.)

During the 1960s, N.L. Craddock, a Dallas fire-fighter, opened a 30-acre (0.12 km sq.) mobile home park in the area. He helped push for the incorporation of Glenn Heights to prevent his business from being annexed by the nearby city of DeSoto, and the City was officially incorporated on Sept. 16, 1969. Thereafter, Mr. Craddock remained active in Glenn Heights politics. He served the city as a council member in the 70s and 80s, and was appointed mayor in 1985, 1988, 1990 and 1992.

POPULATION

Tracing back to the 1970 census, there were only 257 citizens living in the City of Glenn Heights. A decade later in 1980 the number increased to 1,033 and once again doubled to 4,563 by 1990. Lying in the path of suburban sprawl, Glenn Heights' population had surpassed 7,000 by 2000. Despite its rapid rate of growth, more than 50 percent of city land remains un- developed.

As of 2010, Glenn Heights had a population of 11,278. The median age was 29.4. The racial and ethnic composition of the population was 25.2% non-Hispanic white, 49.6% non- Hispanic black, 0.6% Native American, 0.6% Asian, 0.1% non- Hispanic reporting some other race, 2.7% from two or more races and 22.2% Hispanic or Latino.. The racial makeup of the city was 66.65% White, 25.12% African American, and 0.78% Native American, 0.39% Asian, 0.11% Pacific Islander, 5.08% from other races, and 1.87% from two or more races. Hispanic or Latino of any race was 15.74% of the population.



INCOME

The median income for a household in the City of Glenn Heights is \$51,076; median income for a family was \$53,548. Males had a median income of \$34,411 compared to \$29,395 for females. The per capita income for the city is \$18,693. (Data per 2010 U.S. Census).

PERSONS PER HOUSEHOLD

There are 2,356 households in the city of which 53.3% contains children under the age of 18.



EDUCATION

The City of Glenn Heights' school system is divided into two parts; The Dallas County portion is served by the Desoto Independent School District, zoned to either Frank D. Moates Elementary School (west of Uhl Rd.) or Woodridge Elementary School (east of Uhl Rd.), McCowan Middle School, and DeSoto High School., while the Ellis County portion is served by Red Oak Independent School District, zoned to Donald T. Shields Elementary School, Red Oak Intermediate School, Red Oak Junior High School, and Red Oak High School.

TRANSPORTATION

Since 1983, Glenn Heights has been a member of the Dallas Area Rapid Transit (DART). The City is not currently included on any rail lines of the DART system and no bus routes are currently operational at this time. Instead, the City is served under DART's Park & Ride Center.

DART's operations are funded by a 1% local options sales tax. Revenues from local sales tax are remitted by the State of Texas directly to DART and are not directed to the City. The City's sales tax allocation is also 1% and is used for General Fund expenditures.



Strategic Goals

Strategic Goal #1: *Neighborhood Vitality*

Develop, maintain and encourage, safe, attractive, viable family oriented neighborhoods that embraces diversity and pride.

- Objective 1: Establish City service levels and provide those levels of service to ensure continued viability of neighborhoods.
- Objective 2: Develop and implement proactive neighborhood strategies to improve neighborhoods in decline or on the verge of decline.
- Objective 3: Utilize code ordinances to insure maintenance of all housing units and prevent blight and deterioration.
- Objective 4: Assure the availability of affordable, decent, safe, and sanitary housing in a suitable living environment for all citizens
- Objective 5: Foster a sense of community and pride through traditions, programs and places for public gathering.
- Objective 6: Support and link Glenn Heights Home Owner Associations to city government to assess community needs, determine service needs and levels, and link them to city government.

Strategic Goal #2: *Public Safety and Emergency Preparedness*

Maintain a healthy and safe community through prevention, emergency response and enforcement efforts.

- Objective 1: Provide quality police, fire and public works services with the highest professional standards.
- Objective 2: Prevent an increase in incidents per capita of major crimes through prevention, safe operations, enforcement and crime solving efforts and adequate staffing levels
- Objective 3: Reduce injuries, fatalities and property damage resulting from fires, accidents and substance abuse, and the recognition of mental health issues, through education and intervention strategies.
- Objective 4: Provide a responsive emergency management system to protect lives and property in the event of a large-scale emergency or disaster, addressing coordinating preparation, response, mitigation, and recovery from disaster.
- Objective 5: Maintain and enforce City codes needed to protect our community and citizen safety.
- Objective 6: Ensure safe design and construction through quality planning and building safety services.
- Objective 7: Encourage a social service network to protect children and vulnerable adults.
- Objective 8: Maintain effective animal control provisions
- Objective 9: Provide a fair and effective Municipal Court system to ensure due process.

Strategic Goal #3 *Economic Development*

Achieve development that maintains or improves the city's fiscal viability and reflects economic demands while maintaining and improving the quality of life for current and future residents.

- Objective 1: Assist in the creation of a favorable environment conducive to fostering commercial and retail development
- Objective 2: Develop and implement a marketing strategy to promote the community and encourage quality development
- Objective 3: Help facilitate and foster involvement with Neighboring Communities,

Regional, County, State, Federal and other jurisdictional stakeholders and agencies

Strategic Goal #4 Infrastructure Sustainability

Assure the long-term adequacy of the city's infrastructure, facilities, and transportation network in a safe and reliable manner.

- Objective 1: Increase the effectiveness of our infrastructure operation and maintenance programs to improve service delivery and support orderly growth.
- Objective 2: Assess all current and future city facility's needs.
- Objective 3: Identify and implement multi-year financial solutions for funding new construction and infrastructure replacement.
- Objective 4: Maintain effective means of public input into the infrastructure planning and prioritization process.
- Objective 5: Ensure the current and future water supply needs of the city can be met.
- Objective 6: Proactive compliance with water and wastewater infrastructure rules and regulatory directives with all regulatory entities
- Objective 7: Develop a regular reporting system on the management of the city's infrastructure systems.
- Objective 8: Improve the city's internal traffic and transportation mobility system while minimizing noise, congestion, and air pollution and integrate it into the regional system as it evolves.
- Objective 9: Maintain a Flood Plain Management Program

Strategic Goal #5 City Council and Staff Accountability

Maintain and continually improve organizational effectiveness.

- Objective 1: Council members and staff shall comply with duties and responsibilities and governance procedures as defined in the City of Glenn Heights Charter.
- Objective 2: Establish and maintain an effective working relationship between the City Council, City Manager and City Staff which is committed to providing high customer service and working together to meet the ever-changing needs of the City.
- Objective 3: Develop and implement a Five-Year Strategic Plan for the City of Glenn Heights which prioritizes goals and specifically address the major issues or challenges confronting the City in the next five years.
- Objective 4: Develop and implement the Comprehensive Plan adopted by Council, which guides the physical growth and development of the City; details objectives, policies and strategies as related to land use, neighborhoods, transportation, community infrastructure and services, the natural environment, and community character and appearance.
- Objective 5: Identify areas to improve service delivery through inter-departmental coordination and seeking alternative methods of service delivery through internal collaborative efforts.
- Objective 6: Preserve the trust and confidence in City Staff by delivering on our promises and by being accountable for our performance.
- Objective 7: Establish and maintain effective relationships with other neighboring jurisdictions, governmental entities, quasi-governmental agencies and officials to promote and advocate for the interests of the City of Glenn Heights.
- Objective 8: Establish and maintain an effective Records Management system for all city records and documents.
- Objective 9: Conduct effective City Elections with high integrity
- Objective 10: Establish Legislative Priorities for the City that promotes goals attainment
- Implementation Strategies
- Objective 11: Ensure the effective establishment and operations of city appointed
- Boards and Commissions.

Strategic Goal #6 Customer Service, Communication and Involvement

Ensure that local government is open, accessible, responsive; respectful to all the citizens it serves and realizes the talents and positive contributions of citizens.

- Objective 1: Preserve the trust and confidence in City Staff by delivering on our promises and by being accountable for our performance.
- Objective 2: Provide quality customer services and facilities with a positive customer service perspective.
- Objective 3: Develop continuous processes and activities to engage citizens to develop a shared sense of community and help achieve City's vision.
- Objective 4: Provide communication tools/vehicles by which citizens can learn about city services and programs, current, future and changing operations.
- Objective 5: Develop and maintain a City policy to ensure that disabled individuals have access to city programs, services, and facilities.³⁴
- Objective 6: Maintain city vehicles and equipment in efficient and effective working conditions to maintain or enhance service levels and response times.

Strategic Goal #7 Fiscal Accountability and Integrity

Establish a sound financial foundation based on expenditure controls that ensure the economic provision of services and reliable revenue sufficient to pay for city services.

- Objective 1: Maintain effective revenue collection, disbursements, monitoring, and forecasting processes and develop competent financial strategies to achieve the City's short and long-term goals.
- Objective 2: Ensure City services are provided in the most cost efficient and effective manner possible which yields positive servicedelivery
- Objective 3: Ensure effective risk management procedures are established to protect the City's employees, liability and property.
- Objective 4: Ensure development of fiscal year budget in accordance with Charter requirements and within reserve requirements.
- Objective 5: Develop and implement a comprehensive cash management program to maximize cash availability and optimum yield on short term investment of pooled cash.
- Objective 6: Plan for multiyear cyclical expenditures which are replaced only periodically.
- Objective 7: Provide professional financial oversight
- Objective 8: Ensure the development of the Five-Year Capital Improvements Program
- Objective 9: Ensure City fleet and equipment needs are met and account for fixed assets.
- Objective 10: Effectively manage bond propositions and issuances. Implementation Strategies

Strategic Goal #8 Technology

Maintain and continually improve technology to support the delivery of services and provide information and achieve organizational effectiveness.

- Objective 1: Improve critical technological systems to safeguard our community and assets.
- Objective 2: Increase use of new technologies, innovative information systems and staff proficiency training to improve the effectiveness and efficiency of City operations.

Objective 3: Develop and implement a comprehensive, informative Web-based system that is continuously updated to better serve the city.

Strategic Goal #9 I. Education Advocacy

Foster a positive and supportive relationship with two School Districts (Desoto and Red Oak) within the City and area institutions of higher learning.

- Objective 1: City Council and city staff leadership will increase involvement with local school districts and neighboring colleges and universities to promote cooperation and synergies that will benefit community and a skilled future workforce.
- Objective 2: Build lasting alliances with schools, businesses and community organizations to support common educational challenges and opportunities in Glenn Heights.

Strategic Goal #10 Recreation, Arts and Culture

Maintain and develop parks, cultivate open space, and be a catalyst for recreational, artistic, and cultural facilities and activities to serve residents and to attract visitors

- Objective 1: Preserve and enhance the natural, cultural and recreational resources of our City.
- Objective 2: Leverage public resources to support and enhance cultural, artistic, and recreational facilities and programs.
- Objective 3: Increase community access and participation in the arts, cultural and recreational services and programs offered in the city and surrounding communities.
- Objective 4: Periodically assess the community's needs for parks, recreation facilities, cultural and arts activities; adjust plans and strategies as necessary to achieve new objectives.
- Objective 5: Protect and preserve open space and parklands.

Strategic Goal #11 Environmental, Health and Human Services

Support and participate in partnerships to respond to the environmental, health and human service needs of the citizens and employees of Glenn Heights.

- Objective 1: Reduce environmental risks relating to air, water, noise and other hazardous materials in the City.
- Objective 2: Improve the health of our City through collaboration with area health and social service agencies to access community needs, develop and implement coordinated community strategies.

READER'S GUIDE

The Reader's Guide provides an overview of the City of Glenn Heights budget process and budget documents. The City of Glenn Heights has prepared a budget designed to meet the highest standards of performance in municipal budgeting. This document provides a summary of all budgeted funds, including both revenue and expenditure summaries. Major budget documents, the budget process, and the organization of the budget itself are described below.

MAJOR BUDGET DOCUMENTS

The City of Glenn Heights budget process includes the production of three key documents. It is important to understand the timing and purpose of these documents in order to fully understand the process itself.

1. The Manager's Message

The Manager's Message is submitted to City Council as part of the adopted budget. This report summarizes and identifies key issues with regard to revenues and expenditures for the coming year.

2. The Proposed Budget

Pursuant to the City Charter, the proposed budget must be submitted to City Council prior to August 1st. This document represents a balanced version of departmental budget requests versus projected revenues. The proposed budget is a product of policy as expressed by the City Council and is prepared by the City Manager and the Management Team, which is comprised of the Assistant City Manager and department directors. (Any mathematical differences are due to rounding.)

3. The Adopted Budget

The adopted budget represents a modified version of the proposed budget after public hearings and City Council review in August/September. Any changes deemed necessary by the City Council to funding levels or revenue projections are reflected in the adopted budget. Revisions may also be made to reflect any updates to budget information.

THE BUDGET PROCESS

The City of Glenn Heights uses a program-based budgeting process. Each budgeting unit or division is given a target or "baseline" funding level based upon the previous year's funding level. With a few exceptions, no fixed assets, wage and benefits increases, or one-time packages are included in baseline funding. Any funding request that represents new expenditures and programs, or that is in excess of baseline funding, must be submitted as a separate request or "package." These packages may be either a new or restoration request for resources, depending upon the budgeting unit's funding target.

1. Revenue Projection

The budget revenue projections for the new fiscal year begin early in the current fiscal year. The projections are made by the departments responsible for the revenues with help from the Finance Department. Projections are 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. Although revenue projections are prepared early in the budget process, the budget revenue analysis continues with departmental budget development and extends until the budget is adopted based upon any new information.

2. Proposed Budget Analysis/Compilation

The Finance Department reviews and compiles a preliminary draft of departmental budgets to present to the Management Team, which is comprised of the City Manager, Assistant City Manager, and department directors. During Management Team discussions, each department director answers questions from the entire group concerning their budget.

Given revenue projections and baseline funding requirements, budget funding changes are made according to necessity and priority. A total recommended funding level is determined and weighed against available resources.

3. Proposed Budget Development

The City Manager, before August 1st, shall prepare and submit to the City Council the annual budget covering the next fiscal year. The City Manager's proposed budget should assume, for each fund, operating revenues and resources that are equal to, or exceed, operating expenditures. The City Manager's budget message summarizes funding requirements, major changes in programs, and alternatives for funding.

4. City Council Budget Study

A budget work session is held with the City Council to review and discuss the proposed budget. Discussions and study may follow at subsequent work sessions up until budget adoption.

5. Public Hearing/Budget Adoption

A public hearing on the proposed budget and two public hearings on the tax rate (if required by Truth in Taxation laws) are held in August and September prior to final budget consideration. At the public hearings, citizens may make formal comments concerning the proposed budget. The public also has the opportunity to attend City Council budget work sessions in August and September.

6. Compilation of Adopted Budget/Budget Maintenance

The adopted budget is compiled and published during the first months of the new fiscal year. The adopted budget in the form of an amended proposed budget is available for public inspection in October. Ledger accounts are prepared for the new fiscal year prior to October 1.

Budget maintenance is a year-round activity of divisions/departments and Budget Office staff. Other spending control mechanisms include monthly review of expenditures by the Finance Department. During the budget process departments make revenue and expenditure estimates for the current year with the assistance of the Budget Team.

Finally, program goals, objectives, and measures are evaluated during budget implementation to determine the effectiveness of program activities and levels of appropriate funding for subsequent years.

FINANCIAL STRUCTURE

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

Executive Summary



Consolidated Budget Summary

CITY OF GLENN HEIGHTS PROPOSED BUDGET ALL FUND SUMMARY

Fund	Total Projected Beginning Fund Balance	Revenues	Expenditures	Transfers In (Out)	Net Change in Fund Balance	Ending Fund Balance			Days Reserve
						Total Ending Fund Balance	Restricted	Unassigned Fund Balance	
General	\$2,110,065	\$5,522,545	\$(5,380,543)	\$45,500	\$187,501	\$2,297,566	\$-	\$2,297,566	138
Debt Service	27,269	496,504	(499,508)	-	(3,004)	24,265	24,275	-	
Special Revenue Funds:									
Court Tech	(1,323)	6,600	(5,000)	-	1,600	277	277	-	
Court Security	25,413	4,500	(16,840)	-	(12,340)	13,073	13,073	-	
911 Fees	362,576	77,200	-	(33,000)	44,200	406,776	406,776	-	
Grants	-	-	(5,375)	5,375	-	-	-	-	
Capital Project Funds:									
Park Fees	185,482	46,725	(88,000)	-	(41,275)	144,207	127,482	-	
Street Impact	334,750	96,838	-	-	96,838	431,587	334,750	-	
Water/Sewer Impact	473,303	317,526	(163,608)	-	153,918	627,220	309,695	-	
2006 CO Bonds	120,641	-	(120,641)	-	(120,641)	-	-	-	
2008 CO Bonds	514,559	-	(514,559)	-	(514,559)	-	-	-	
Vehicle Replacement	264,929	-	(100,000)	-	(100,000)	164,929	24,929	140,000	
Proprietary Funds:									
Water and Sewer	3,792,430	4,746,820	(534,130)	(533,242)	3,679,448	7,471,878	361,759	7,110,119	264
Drainage	346,164	269,564	(221,908)	(12,500)	35,156	381,320	-	381,320	652
Total Funds	\$8,556,258	\$11,584,821	\$(7,650,113)	\$(527,867)	\$3,406,841	\$11,963,099	\$1,603,016	\$9,929,005	

**PROPOSED BUDGET
INCLUDES:**

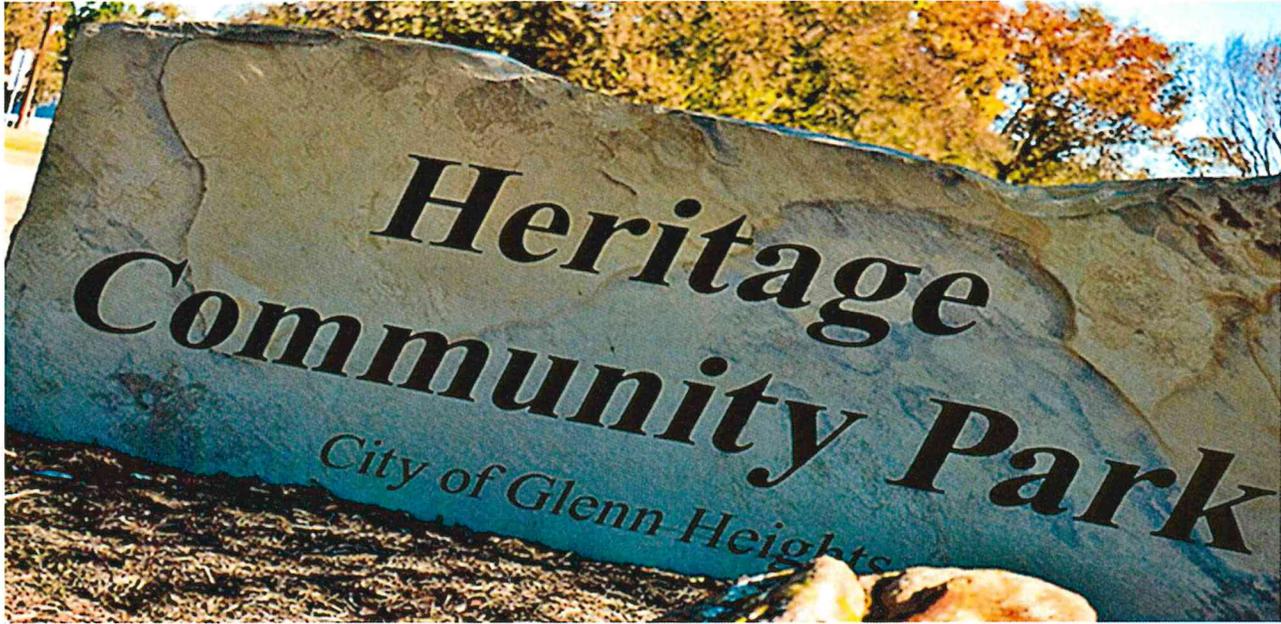
Property tax rate of \$0.793400 (reduction from previous year)

No increase in water or sewer rates

TMRS 1:1 matching - City contribution of \$120,224

\$254,207 General Fund Revenue for Services from Water and Sewer Fund to General Fund for reimbursement of costs

\$593,157 in City paid insurance coverage



General Fund

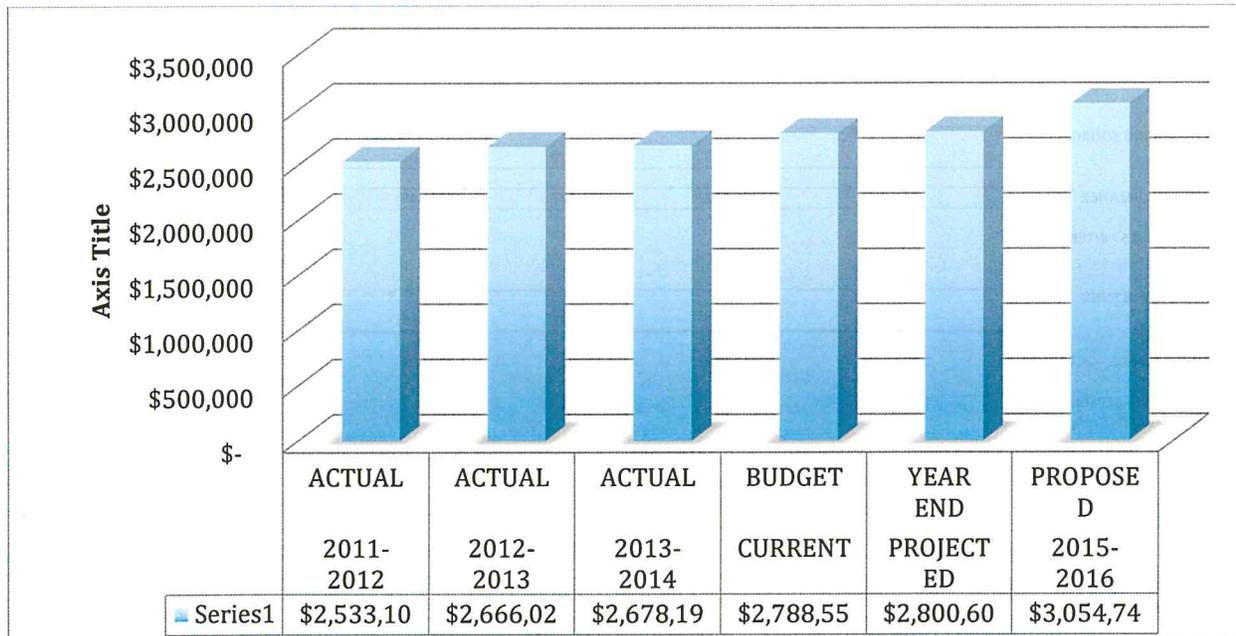
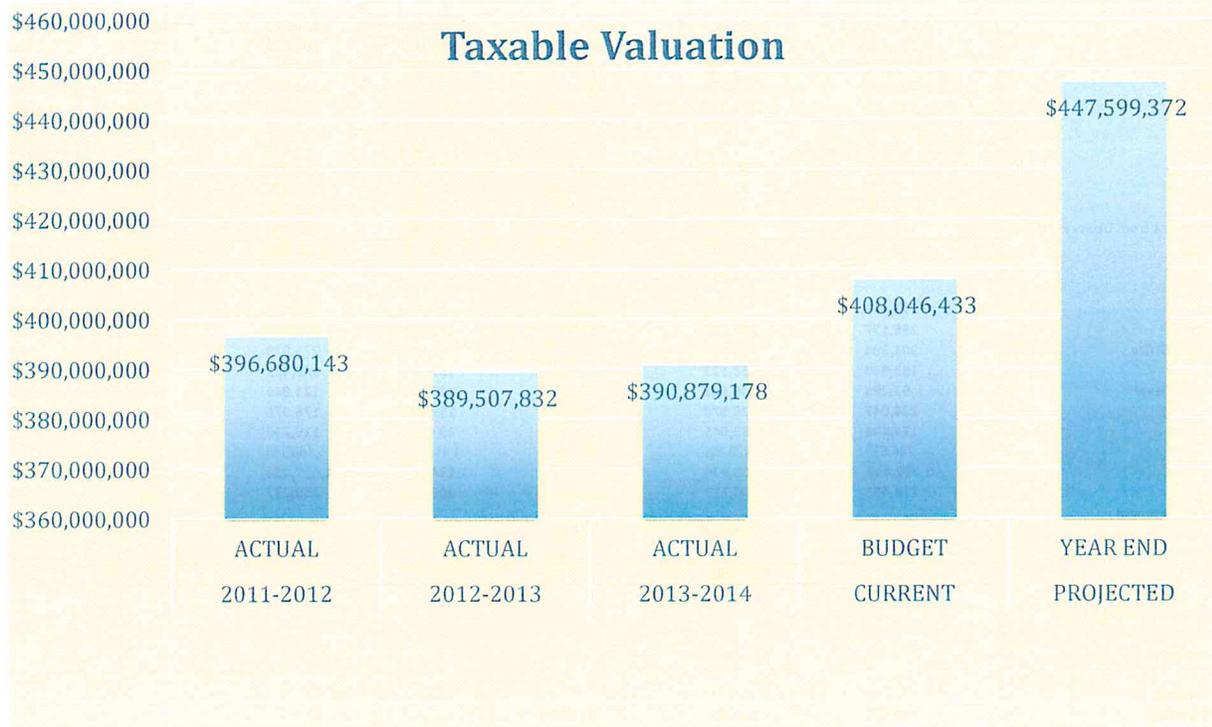
The General Fund budget supports functions and activities that are traditionally provided by local government. These include general administration, community services, public safety and street maintenance and repair. Revenues to finance these programs are derived principally from ad valorem taxes, local sales taxes and revenue for administrative support for the City's prosperity fund. Other sources of revenue include building permit fees and municipal court fines.



**CITY OF GLENN HEIGHTS
GENERAL FUND REVENUES EXPENDITURE
SUMMARY**

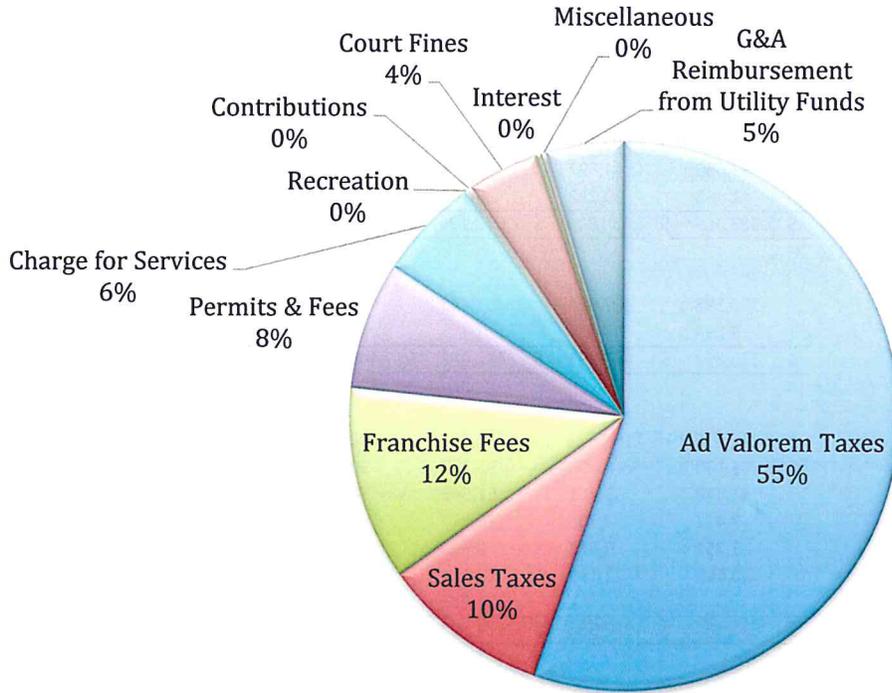
	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	CURRENT BUDGET	PROJECTED YEAR END	2015-2016 PROPOSED	% CHANGE
Total Ad Valorem Tax Rate	0.795000	0.795000	0.795000	0.795000		0.793400	-0.20%
Less: I&S Tax Rate	0.163600	0.115935	0.116086	0.111610		0.110926	-0.61%
M&O Tax Rate/\$100 Valuation	0.631400	0.679065	0.678914	0.683390		0.682474	-0.13%
Taxable Valuation	\$ 396,680,143	\$ 389,507,832	\$ 390,879,178	\$ 408,046,433		\$ 447,599,372	9.69%
	-0.58%	-1.81%	0.35%	4.39%		9.69%	120.70%
REVENUES							
Ad Valorem Taxes	\$ 2,533,109	\$ 2,666,023	\$ 2,678,196	\$ 2,788,550	\$ 2,800,603	\$ 3,054,749	9.55%
Sales Taxes	373,892	407,931	457,443	445,000	507,139	547,710	23.08%
Franchise Fees	371,361	352,560	574,502	606,275	643,837	630,979	4.07%
Permits & Fees	105,491	113,378	119,452	100,150	281,500	413,106	312.49%
Charge for Services	151,416	382,122	318,262	289,372	315,850	333,800	15.35%
Recreation	6,020	8,990	9,323	8,750	9,308	9,000	2.86%
Contributions	1,930	-	14,234	350	871	13,500	3757.14%
Court Fines	370,905	284,719	215,418	334,000	216,900	232,000	-30.54%
Interest	7,179	11,898	16,825	10,000	18,477	19,000	90.00%
Miscellaneous	23,406	42,730	19,535	20,350	216,325	13,500	-33.66%
G&A Reimbursement from Utility Funds	186,499	146,799	178,249	223,322	220,000	255,200	14.27%
TOTAL REVENUES	4,131,208	4,417,150	4,601,439	4,826,119	5,230,810	5,522,545	14.43%
EXPENDITURES							
09-City Council	73,417	10,951	16,387	31,976	16,568	141,520	342.58%
10-Administration	286,177	247,623	242,427	373,559	528,388	340,281	-8.91%
11-City Manager's Office	201,384	119,436	222,223	305,663	275,979	241,181	-21.10%
12-City Secretary	158,368	138,113	120,619	152,596	149,429	196,658	28.87%
13-Organizational Devel	92,299	69,668	89,177	123,201	121,840	156,345	26.90%
20-Finance	224,047	176,873	178,162	159,727	176,376	175,724	10.02%
21-Municipal Court	174,498	132,045	129,323	137,418	119,730	117,740	-14.32%
30-Fire	744,596	828,465	1,072,026	1,113,562	1,150,780	1,246,585	11.95%
32-Police	1,792,449	1,653,926	1,874,997	2,134,367	1,927,438	1,923,263	-9.89%
40-Streets	218,433	208,223	219,459	306,303	259,237	386,656	26.23%
52-Economic Development	-	-	-	-	-	-	-
53-Planning	275,459	144,758	144,186	161,656	216,240	305,470	88.96%
60-Parks & Recreation	182,394	175,225	161,754	236,139	153,077	149,121	-36.85%
TOTAL EXPENDITURES	4,423,521	3,905,306	4,470,740	5,236,167	5,095,082	5,380,543	2.76%
OTHER FINANCING SOURCES (USES)							
00-Lease Purchase Proceeds	175,592	-	-	-	-	-	-
00-Lease Expenditures	-	-	-	-	-	-	-
00-Transfers In (Out):							
W/S Capital Financing	100,000	100,000	82,000	-	-	-	-
Repayment for W/S Debt from Property Taxes	195,950	277,100	-	-	-	-	-
Operating (includes in lieu of franchise fees)	31,518	34,008	44,178	45,500	45,500	45,500	-
Vehicle Replacement Fund	-	-	(100,000)	-	(164,929)	(100,000)	-
SAFER Firefighter positions	-	-	-	-	-	(33,000)	-
Operating (includes in lieu of franchise fees)	-	-	(25,000)	-	-	-	-
TOTAL OTHER FINANCING SOURCES (USES)	503,060	411,108	1,178	45,500	(119,429)	(87,500)	-
NET CHANGE IN FUND BALANCE	210,747	922,952	131,877	(364,548)	16,300	54,501	
FUND BALANCE RESERVES - INTENDED USE							
	-	-	-	-	164,929	-	
ANTICIPATED CHANGE IN FUND BALANCE	210,747	922,952	131,877	(364,548)	181,229	54,501	
BEGINNING FUND BALANCE - OCTOBER 1	1,203,082	1,413,829	2,336,781	2,339,685	1,942,447	1,975,137	
ENDING FUND BALANCE - SEPTEMBER 30	1,413,829	2,336,781	2,468,658	1,975,137	2,123,676	2,029,638	
City commitment for SAFER firefighter positions	(83,000)	(166,000)	-	-	-	-	
City commitment for fire engine purchase	-	(100,000)	-	-	-	-	
City reserve for one-time incentive pay	-	(27,000)	-	-	-	-	
UNASSIGNED FUND BALANCE - SEPTEMBER 30	\$ 1,330,829	\$ 2,043,781	\$ 2,468,658	\$ 1,975,137	\$ 2,123,676	\$ 2,029,638	
AVERAGE DAILY EXPENDITURES	12,119	10,699	12,249	14,346	13,959	14,741	
NUMBER OF DAYS RESERVE	110	191	202	138	152	138	

**CITY OF GLENN HEIGHTS
GENERAL FUND REVENUES EXPENDITURE
SUMMARY**

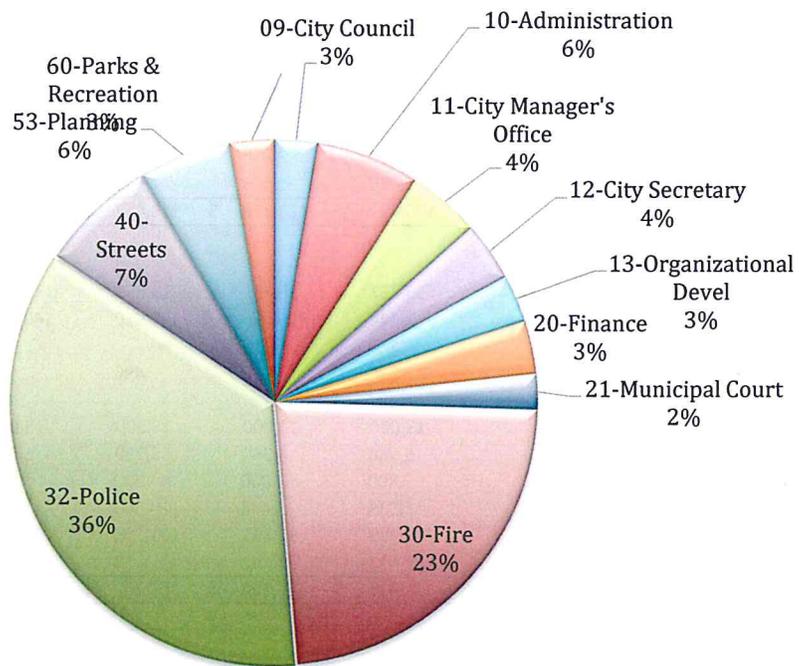


**CITY OF GLENN HEIGHTS
GENERAL FUND REVENUES EXPENDITURE
SUMMARY**

FY 2015-2016 General Fund Revenue Summary



FY 2015-2016 General Fund Expenditure Summary by Department



**CITY OF GLENN HEIGHTS
GENERAL FUND REVENUES
REVENUE DETAIL**

REVENUES	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED	% CHANGE
				CURRENT BUDGET	PROJECTED YEAR END		
AD VALOREM TAXES							
100-4-00-4000 CURRENT AD VALOREM TAX	\$ 2,437,985	\$ 2,592,194	\$ 2,608,532	\$ 2,707,550	\$ 2,740,000	\$ 2,984,749	10.24%
100-4-00-4001 DELINQUENT AD VALOREM TAX	53,656	44,597	42,774	51,000	43,603	45,000	-11.76%
100-4-00-4002 PENALTY & INTEREST (TAX)	41,468	29,232	26,890	30,000	17,000	25,000	-16.67%
TOTAL AD VALOREM TAXES	\$ 2,533,109	\$ 2,666,023	\$ 2,678,196	\$ 2,788,550	\$ 2,800,603	\$ 3,054,749	9.55%
SALES TAXES							
100-4-00-4200 SALES TAX	370,598	407,931	457,443	445,000	507,139	547,710	23.08%
100-4-00-4202 FEDERAL EXCISE TAX	3,294	-	-	-	-	-	
TOTAL SALES TAXES	\$ 373,892	\$ 407,931	\$ 457,443	\$ 445,000	\$ 507,139	\$ 547,710	23.08%
FRANCHISE FEES							
100-4-00-4100 ELECTRIC FRANCHISE	211,516	190,521	188,388	200,000	256,419	234,787	17.39%
100-4-00-4101 TELEPHONE FRANCHISE	85,190	88,483	92,107	90,000	89,000	6,000	-93.33%
100-4-00-4102 GAS FRANCHISE	44,876	39,951	51,543	50,000	62,032	65,134	30.27%
100-4-00-4103 CABLE FRANCHISE	7,411	7,789	6,372	7,500	5,730	90,300	1104.00%
100-4-00-4104 GARBAGE FRANCHISE	1,757	3,681	7,686	4,000	7,000	7,000	75.00%
100-4-00-4105 VIDEO FRANCHISE FEE	20,611	22,135	25,093	20,000	18,500	18,500	-7.50%
100-4-00-4106 W/WW FRANCHISE FEES	-	-	203,313	234,775	205,156	209,259	-10.87%
TOTAL FRANCHISE FEES	\$ 371,361	\$ 352,560	\$ 574,502	\$ 606,275	\$ 643,837	\$ 630,979	4.07%
PERMITS & FEES							
100-4-53-4300 PERMIT FEES	33,636	38,183	46,317	32,000	150,000	165,785	418.08%
100-4-53-4301 MISCELLANEOUS PERMITS	21,138	18,216	16,925	19,250	15,000	15,000	-22.08%
100-4-53-4302 SPECIAL PERMITS	-	563	1,404	600	1,800	1,000	66.67%
100-4-53-4305 PLAN REVIEW	20,956	19,965	19,212	17,800	60,000	107,761	505.40%
100-4-53-4306 ZONING FEES	4,375	1,575	2,945	2,500	350	1,000	-60.00%
100-4-53-4308 INSPECTION FEE - ALCOHOL	2,750	1,780	560	1,500	1,500	1,500	0.00%
100-4-53-4320 PLATS	-	490	2,625	500	1,850	1,000	100.00%
100-4-53-4325 TRADE PERMITS	12,152	15,000	17,632	13,000	40,000	40,061	208.16%
100-4-53-4330 LICENSE REGISTRATION	5,454	7,211	6,592	5,500	5,500	5,500	0.00%
100-4-53-4332 RENTAL REGISTRATION	-	-	-	-	-	68,000	
100-4-53-4335 FOOD SERVICE PERMITS	3,600	8,800	3,700	6,000	4,000	5,000	-16.67%
100-4-53-4345 GARAGE SALE PERMITS	1,430	1,595	1,540	1,500	1,500	1,500	0.00%
TOTAL PERMITS & FEES	\$ 105,491	\$ 113,378	\$ 119,452	\$ 100,150	\$ 281,500	\$ 413,106	312.49%
CHARGE FOR SERVICES							
100-4-00-4502 TOWER RENTAL	33,731	35,231	35,859	35,232	38,969	38,000	7.86%
100-4-30-4501 AMBULANCE	2,144	235,966	160,910	140,000	170,000	180,000	28.57%
100-4-32-4511 FINGER PRINTS	150	115	-	-	-	-	
100-4-32-4520 POLICE REPORTS	566	590	496	-	300	-	
100-4-32-4525 STATE REIMBURSEMENTS	497	-	-	-	-	-	
100-4-32-4570 RESOURCE OFFICER	13,000	13,000	13,000	13,000	13,000	13,000	0.00%
100-4-32-4581 ANIMAL POUND	6,988	4,341	5,299	6,000	3,500	5,000	-16.67%
100-4-32-4582 WRECKER	800	800	800	800	800	800	0.00%
100-4-32-4587 PAY PHONE	1,534	442	565	500	-	-	-100.00%
100-4-40-4500 SANITATION	91,995	91,595	101,315	93,840	89,281	97,000	3.37%
100-4-53-4546 CONVENIENCE FEES	11	42	18	-	-	-	
TOTAL CHARGE FOR SERVICES	\$ 151,416	\$ 382,122	\$ 318,262	\$ 289,372	\$ 315,850	\$ 333,800	15.35%

CITY OF GLENN HEIGHTS
GENERAL FUND REVENUES
REVENUE DETAIL

REVENUES	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED	% CHANGE
				CURRENT BUDGET	PROJECTED YEAR END		
RECREATION							
100-4-60-4510	620	690	1,063	750	1,308	1,000	33.33%
100-4-60-4530	5,400	8,300	8,260	8,000	8,000	8,000	0.00%
TOTAL RECREATION	\$ 6,020	\$ 8,990	\$ 9,323	\$ 8,750	\$ 9,308	\$ 9,000	2.86%
GRANTS & CONTRIBUTIONS							
100-4-32-4724	-	-	2,019	-	-	2,000	
100-4-32-4800	-	-	1,520	-	-	-	
100-4-32-4805	-	-	300	-	650	-	
100-4-60-4804	-	-	-	-	-	10,000	
100-4-60-4805	1,930	-	777	350	221	1,500	328.57%
100-4-60-4806	-	-	201	-	-	-	
100-4-10-4722	-	-	9,417	-	-	-	
TOTAL GRANTS & CONTRIBUTIONS	\$ 1,930	\$ -	\$ 14,234	\$ 350	\$ 871	\$ 13,500	3757.14%
COURT FINES							
100-4-21-4401	357,795	279,164	213,714	325,000	215,000	230,000	-29.23%
100-4-21-4405	13,110	5,555	1,704	9,000	1,900	2,000	-77.78%
TOTAL COURT FINES	\$ 370,905	\$ 284,719	\$ 215,418	\$ 334,000	\$ 216,900	\$ 232,000	-30.54%
INTEREST							
100-4-00-4700	7,179	11,898	16,825	10,000	18,477	19,000	90.00%
TOTAL INTEREST	\$ 7,179	\$ 11,898	\$ 16,825	\$ 10,000	\$ 18,477	\$ 19,000	90.00%
MISCELLANEOUS							
100-4-00-4801	-	18,754	-	10,350	-	1,500	-85.51%
100-4-00-4807	14,987	13,817	10,900	10,000	209,000	9,000	-10.00%
100-4-00-4818	-	5,865	8,635	-	7,325	3,000	
100-4-30-4840	3,605	4,294	-	-	-	-	
100-4-40-4840	4,670	-	-	-	-	-	
100-4-21-4810	144	-	-	-	-	-	
TOTAL MISCELLANEOUS	\$ 23,406	\$ 42,730	\$ 19,535	\$ 20,350	\$ 216,325	\$ 13,500	-33.66%
TOTAL REVENUES	\$ 3,944,709	\$ 4,270,351	\$ 4,423,190	\$ 4,602,797	\$ 5,010,810	\$ 5,267,345	14.44%

GENERAL FUND
OTHER FINANCING SOURCES (USES) –DETAIL

00-OTHER FINANCING SOURCES (USES)	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
				CURRENT BUDGET	PROJECTED YEAR END	
LEASE PROCEEDS						
100-4-99-7000 LEASE PURCHASE PROCEEDS	175,592	-	-	-	-	-
100-5-99-5020 CAPITAL LEASE - CM VEHICLE	(25,803)	-	-	-	-	-
100-5-99-5032 CAPITAL LEASE - POLICE VEHICLE	(149,789)	-	-	-	-	-
TOTAL LEASE PROCEEDS	-	-	-	-	-	-
OTHER REVENUE/TRANSFERS IN (OUT)						
100-4-00-4900 TRANSFERS FROM W/S FUND	100,000	100,000	82,000	-	-	-
100-4-00-4901 W/S Charge for Services (MGT)	186,499	146,799	178,249	223,322	220,000	255,200
City Council (28%)						39,626
City Manager's Office (28%)						67,531
City Secretary (28%)						55,064
Human Resources (28%)						43,777
Finance (28%)						49,203
100-4-00-4902 W/S Charge for Services (CITY- WIDE)	10,971	15,440	36,283	34,488	16,000	28,499
Telecommunications (20%)						7,929
Utilities (17%)						20,570
100-4-00-4903 TRANSFERS FROM W/S (ALLOCATION)	167,475	23,354	-	21,324	-	-
100-4-00-4920 BOND DEBT REPAYMENT	195,950	277,100	-	-	-	-
100-4-00-4911 TRANSFERS FROM DRAINAGE FUND	12,500	12,500	12,500	12,500	12,500	12,500
100-4-00-4905 TRF FROM 911 WIRELESS FUND	27,464	31,653	31,678	33,000	33,000	33,000
100-5-32-6250 TRANSFER TO OPER GRANT	(8,446)	(10,145)	-	-	-	33,000
100-5-99-7106 TRANSFER TO FAMILY FESTIVAL TRANSFER TO VEHICLE	-	-	-	-	-	-
100-5-99-7160 REPLACEMENT FUND	-	-	100,000	-	-	100,000
TOTAL TRANSFERS IN (OUT)	692,413	596,701	440,710	324,634	281,500	462,199
TOTAL OTHER FINANCING SOURCES (USES)	\$ 692,413	\$ 596,701	\$ 440,710	\$ 324,634	\$ 281,500	\$ 462,199

Program Budget &
Work Plan
Fiscal Year
2015-16

09– City Council



2015-2016 Proposed Budgets

City Council

MISSION STATEMENT

The City Council is committed to serving the public interest, advancing the quality of life for all of its Citizens and preserving a small town atmosphere by embracing family values.

SUMMARY OF SERVICES

Regular Council Meetings	Hiring of adequate staff
Citizens needs and concerns	Approval of programs and policies
Oversee and evaluate the programs and accomplishments of departments	Staff and committee recommendations at weekly Council Meetings

WORKPLAN OBJECTIVES

Direct policy initiatives focusing on economic development and the overall health, safety, and quality of life in the city	Evaluate management practices to ensure high-quality customer service to Glenn Heights' residents and businesses
Address infrastructure needs including street improvements, facilities and water meter replacements	Develop and implement a Five-Year Strategic Plan for the City of Glenn Heights that prioritizes goals and specifically addresses the major issues or challenges confronting the City in the next five years
Enforce fiscal sustainability in all City programs and services	Continue to implement strategies from Comprehensive Plan 2023
Establish and maintain effective relationships with other neighboring jurisdictions, governmental entities, quasi-governmental agencies and officials	

PERFORMANCE MEASURES

PRODUCTIVITY INDICATORS

Indicators	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 PROJECTED	2015-2016 PROPOSED
Percent of presented ordinances passed	New Measure	New Measure	New Measure	New Measure	New Measure
Average percent of attendance	New Measure	New Measure	New Measure	New Measure	New Measure
Percent of agenda item votes	New Measure	New Measure	New Measure	New Measure	New Measure

City of Glenn Heights, TX
 2015-2016 Proposed Budgets
City Council

WORKLOAD MEASURES					
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Ordinances enacted	New Measure				
Events attended	New Measure				
Number of Public Comments	New Measure				
Number of Council Meetings	New Measure				
Number of votes	New Measure				
Number of Agenda Items	New Measure				

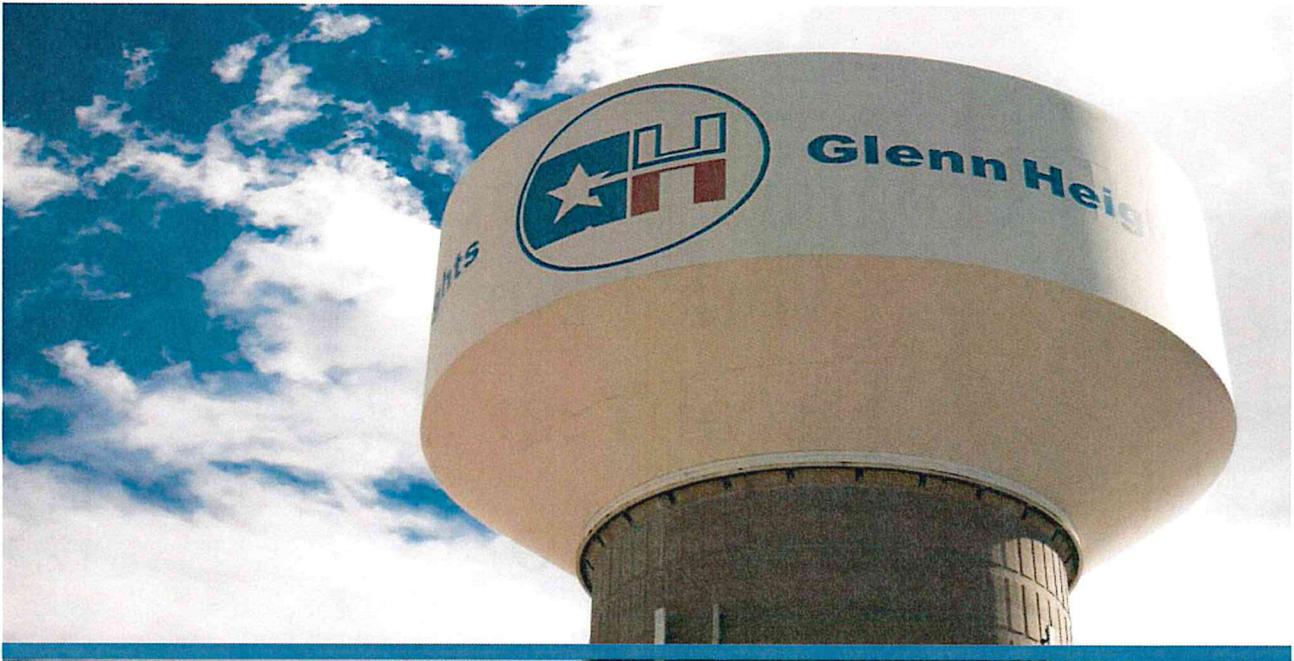
City of Glenn Heights, TX
2015-2016 Proposed Budgets

**City Council
Departmental Summary**

CITY COUNCIL	2011-2012	2012-2013	2013-2014	2014-2015	PROJECTED	2015-2016	% CHANGE
	ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	YEAR-END	PROPOSED	
PERSONNEL	\$ 71	\$ 11	\$ -	\$ 16	\$ 22	\$ 20	25.00%
SUPPLIES	1,923	294	417	500	257	-	-100.00%
CONTRACTED SERVICES	-	30	-	2,000	-	\$ 104,000	5100.00%
REPAIRS & MAINTENANCE	-	-	-	-	-	-	-
OPERATING	11,548	10,185	15,562	28,500	15,474	\$ 36,500	28.07%
DEPARTMENTAL	59,875	431	408	960	815	\$ 1,000	-
DEBT PAYMENTS	-	-	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-	-	-
TOTAL CITY COUNCIL	\$ 73,417	\$ 10,951	\$ 16,387	\$ 31,976	\$ 16,568	\$ 141,520	342.58%

PERSONNEL SUMMARY							
Full-time Positions	0	0	0	0	0	0	
Part-time Positions	0	0	0	0	0	0	
Total Positions	0	0	0	0	0	0	

09-CITY COUNCIL		2011-2012	2012-2013	2013-2014	CURRENT	PROJECTED	2015-2016
		ACTUAL	ACTUAL	ACTUAL	BUDGET	YEAR-END	PROPOSED
PERSONNEL							
100-5-09-1205	COUNCIL WORKERS COMP	\$ 71	\$ 11	\$ -	\$ 16	\$ 22	\$ 20
TOTAL PERSONNEL		71	11	-	16	22	20
SUPPLIES							
100-5-09-2000	OFFICE SUPPLIES	551	294	417	500	257	-
100-5-09-2155	SMALL EQUIPMENT	1,372	-	-	-	-	-
TOTAL SUPPLIES		1,923	294	417	500	257	-
CONTRACTED SERVICES							
100-5-09-3001	AUDITING	-	-	-	-	-	15,000
100-5-09-3002	LEGAL SERVICES	-	-	-	-	-	89,000
100-5-09-3010	TECHNOLOGY	-	30	-	2,000	-	-
TOTAL CONTRACTED SERVICES		-	30	-	2,000	-	104,000
OPERATING							
100-5-09-3300	CELL PHONES	909	431	189	-	-	-
100-5-09-3400	CONF, TRAIN, & TRVL - MAYOR	4,625	820	2,469	4,000	4,000	4,000
100-5-09-3401	CONF, TRAIN, & TRVL - PLACE 1	-	-	-	1,500	15	4,000
100-5-09-3402	CONF, TRAIN, & TRVL - PLACE 2	-	1,678	3,127	4,000	1,817	4,000
100-5-09-3403	CONF, TRAIN, & TRVL - PLACE 3	-	407	120	2,000	80	4,000
100-5-09-3404	CONF, TRAIN, & TRVL - PLACE 4	-	906	1,944	3,000	3,089	4,000
100-5-09-3405	CONF, TRAIN, & TRVL - PLACE 5	743	289	1,515	4,000	33	4,000
100-5-09-3406	CONF, TRAIN, & TRVL - PLACE 6	-	823	3,663	4,000	1,500	4,000
100-5-09-3501	OTHER COUNCIL EXPENSES	4,258	3,833	1,929	5,000	3,900	5,000
100-5-09-3503	PRINTING, COPY & PHOTO	1,013	998	606	1,000	1,040	3,500
TOTAL OPERATING		11,548	10,185	15,562	28,500	15,474	36,500
DEPARTMENTAL							
100-5-09-3521	MAYOR INITIATIVES	519	431	408	960	815	1,000
100-5-09-3525	CM RELOCATION EXP	10,033	-	-	-	-	-
100-5-09-3526	HR DIRECTOR RELOCATION EXP	2,000	-	-	-	-	-
100-5-09-3550	LITIG. CLAIMS/SETTLEMENTS	47,323	-	-	-	-	-
TOTAL DEPARTMENTAL		59,875	431	408	960	815	1,000
CAPITAL OUTLAY							
100-5-99-7045	CHAMBERS RENOVATIONS	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY		-	-	-	-	-	-
TOTAL CITY COUNCIL		\$ 73,417	\$ 10,951	\$ 16,387	\$ 31,976	\$ 16,568	\$ 141,520



Administrative Services Cluster

The Administrative Services Cluster provides a wide variety of administrative services to the residents of Glenn Heights and to all departments within the City. The Administrative Services Cluster includes eight departments: City Manager's Office, City Secretary's Office, Organizational Development, Information Technology, Finance, Municipal Court, Parks, and Community Engagement



Program Budget &
Work Plan
Fiscal Year
2015-16

**10– Administration Information
Technology**



Administrative Services Budget Highlights

Finance

- Reclassification of Financial Coordinator (Non-Exempt) to Financial Analyst (Exempt)
- Movement of Auditors Contract to Council Budget.
- Finance Director recommended 5% Salary Increase to represent increased oversight with addition of Municipal Court – Potential Reclassification due to staff departure

Organizational Development Office

- Title Change to Organization Development Administrator
 - Recommend 5% increase to address expanded job position scope of work
- Create Human Resource Benefit Specialist
 - Elimination of \$30,000 outside Benefits Contractor.
- Consolidation of all office supply budgets
- Information Technology Department Developed as new Departmental Direct Report
- Implement internal Centralized Training Program

Office of the City Secretary

- Election Costs (\$30,000): Provides funding for associated election costs payable to Dallas and Ellis County as a result of the November 2016 Election
- Assistant City Secretary Created during April realignment

Municipal Courts

- Municipal Court Administrator: Reclassification of Municipal Court Administrator (Non-Exempt) to (Exempt)
- Courts reporting moved under Finance Department and Office location moved from Police Department to City Hall
 - Changes occurred in April 2015 Realignment

Park, Recreation & Community Engagement

- Park Maintenance Consolidation: Elimination of Park Technician position and consolidation of responsibilities under Utilities
- Mowing and other maintenance work will be moved in-house and placed under the Water/Sewer Fund.
 - This will requires one-time equipment purchases, however, it will result in cost saving long-term

City of Glenn Heights, TX
2015-2016 Proposed Budgets

Administration/ Information Technology

MISSION STATEMENT

The Office of Administration and Information Technology will evaluate, integrate and support innovative technologies. Assisting both internal and external customers in achieving their goals, while effectively maximizing return on resources and providing cost effective methods for citizens, businesses, vendors and others to easily access information and conduct business with the City.

SUMMARY OF SERVICES

Telecommunications	Software Management
Hardware/Systems Management	Network Management
Information Security	End User Support
Electronic Records Management	

WORKPLAN OBJECTIVES

Develop Information Technology related policies including, discarding of equipment, use of equipment, etc.	Establish IT Department including standard operating procedures and lifecycle and inventory system
Develop work order management/tracking system and guidelines surrounding work order completion	Develop inventory system of current IT related assets

PERFORMANCE MEASURES

PRODUCTIVITY INDICATORS

Indicators	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Percent of work orders completed within two business days	New Measure	New Measure	New Measure	New Measure	90%
Percent of network/system up time	New Measure	New Measure	New Measure	New Measure	99%
Successful initiation, implementation and closure of technology projects	New Measure	New Measure	New Measure	New Measure	85%

City of Glenn Heights, TX
 2015-2016 Proposed Budgets

Administration/ Information Technology

WORKLOAD MEASURES					
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Number of work orders processed	New Measure	New Measure	New Measure	New Measure	Establish Baseline
Number of projects completed on schedule	New Measure	New Measure	New Measure	New Measure	Establish Baseline
Number of Departments successfully operating an electronic records management system	New Measure	New Measure	New Measure	New Measure	Establish Baseline

City of Glenn Heights, TX
2015-2016 Proposed Budgets
Administration/ Information Technology
Departmental Summary

ADMINISTRATION/INFORMATION TECHNOLOGY	2011-2012	2012-2013	2014-2015	2014-2015		2015-2016	% CHANGE
	ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	PROJECTED YEAR END	PROPOSED	
PERSONNEL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,135	n/a
SUPPLIES	4,895	3,869	3,708	5,500	8,850	18,400	234.55%
CONTRACTED SERVICES	156,608	127,363	117,334	202,149	201,759	92,500	-54.24%
REPAIRS & MAINTENANCE	5,261	3,231	4,541	4,500	3,000	-	-100.00%
OPERATING	110,269	105,599	111,804	124,290	108,182	152,246	22.49%
DEPARTMENTAL	9,144	7,561	5,040	37,120	6,400	10,000	-73.06%
CAPITAL OUTLAY	-	-	-	-	200,197	\$ -	
TOTAL ADMINISTRATION	\$ 286,177	\$ 247,623	\$ 242,427	\$ 373,559	\$ 528,388	\$ 340,281	-8.91%

PERSONNEL SUMMARY							
Full-time Positions	0	0	0	0	0	0	0
IT Administrator	0	0	0	0	0	1	
Part-time Positions	0	0	0	0	0	0	0
Total Positions	0	0	0	0	0	0	1

10-ADMINISTRATION	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2014-2015 PROPOSED
				CURRENT BUDGET	PROJECTED YEAR END	
PERSONNEL						
100-5-10-1000 EXEMPT SALARY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52,244
100-5-10-1005 ACCRUED WAGES (AUDIT)	-	-	-	-	-	-
100-5-10-1200 PAYROLL TAXES FICA	-	-	-	-	-	3,997
100-5-10-1205 WORKERS COMP	-	-	-	-	-	137
100-5-10-1210 INSURANCE	-	-	-	-	-	8,997
100-5-10-1215 UNEMPLOYMENT COMPENS.	-	-	-	-	-	-
100-5-10-1220 T.M.R.S.	-	-	-	-	-	1,761
TOTAL PERSONNEL	-	-	-	-	-	67,135
SUPPLIES						
100-5-10-2000 OFFICE SUPPLIES	1,880	1,414	994	1,000	800	12,900
100-5-10-2012 JANITORIAL SUPPLIES	1,259	756	926	1,000	1,250	-
100-5-10-2125 POSTAGE	1,756	1,699	1,788	3,500	6,800	5,500
TOTAL SUPPLIES	4,895	3,869	3,708	5,500	8,850	18,400
CONTRACTED SERVICES						
100-5-10-3002 LEGAL SERVICES	101,805	70,157	55,427	85,000	89,000	-
100-5-10-3005 JANITORIAL SERVICE	4,200	4,200	4,200	6,840	7,300	-
100-5-10-3010 TECHNOLOGY	38,365	39,399	44,100	43,200	42,500	40,000
100-5-10-3011 RECORDS MANAGEMENT	-	-	-	-	-	5,000
100-5-10-3020 INTERNET SERVICE	-	-	-	50,000	50,000	5,000
100-5-10-3022 ANNUAL SOFTWARE MAINT.	-	-	-	3,500	-	20,000
100-5-10-3023 ANNUAL HARDWARE MAINT.	-	-	-	-	-	1,500
100-5-10-3024 WEBSITE HOSTING FEES	1,870	2,598	2,598	2,600	1,950	4,000
100-5-10-3050 OPERATING LEASES-COPIERS	10,368	11,009	11,009	11,009	11,009	17,000
TOTAL CONTRACTED SERVICES	156,608	127,363	117,334	202,149	201,759	92,500

City of Glenn Heights, TX
2015-2016 Proposed Budgets

**Administration/ Information Technology
Departmental Summary**

10-ADMINISTRATION (Continued)	2011-2012 ACTUAL	2012-2013 ACTUAL	2012-2013 ACTUAL	2013-2014		2014-2015 PROPOSED
				CURRENT BUDGET	PROJECTED YEAR END	
REPAIRS & MAINTENANCE						
100-5-10-3200 R & M STRUCTURES	5,261	3,231	4,541	4,500	3,000	-
TOTAL REPAIRS & MAINTENANCE	5,261	3,231	4,541	4,500	3,000	-
OPERATING						
100-5-10-3300 CELL PHONES & WIRELESS	-	-	-	-	-	16,400
100-5-10-3301 TELECOMMUNICATIONS	30,799	29,015	43,829	39,000	20,075	39,646
100-5-10-3302 ELECTRICITY	11,509	9,742	12,319	12,240	12,200	-
100-5-10-3303 NATURAL GAS	-	1,122	-	-	-	-
100-5-10-3400 GEN.LIABILITY INS.	9,553	5,497	4,816	7,000	4,786	5,200
100-5-10-3401 AUTO LIABILITY INS.	14,844	25,955	16,779	26,000	29,194	30,000
100-5-10-3402 FIRE & PROPERTY INS	21,519	11,204	4,204	12,000	8,575	11,000
100-5-10-3403 ERRORS & OMISSIONS INS.	9,164	7,975	8,874	8,000	9,519	10,000
100-5-10-3503 PRINTING, COPY & PHOTO	190	-	500	500	1,400	2,000
100-5-10-3505 OTHER OPERATING EXPENSES	-	167	1,186	700	2,675	-
100-5-10-3506 DUES,SUBSCRIPTIONS & PUB	12,691	14,328	19,102	18,000	19,100	18,000
100-5-10-3508 SOFTWARE	-	-	-	-	-	10,000
100-5-10-3509 ADVERTISING	-	594	195	850	657	-
100-5-10-3510 HARDWARE	-	-	-	-	-	10,000
TOTAL OPERATING	110,269	105,599	111,804	124,290	108,182	152,246
DEPARTMENTAL						
COMMUNITY						
100-5-10-3600 BEAUTIFICATION	3,291	2,601	885	3,720	1,400	-
100-5-10-3606 EMERGENCY MANAGEMENT	238	-	-	12,100	750	-
100-5-10-3610 CITIZEN LIBRARY PROGRAM	3,000	3,000	3,990	4,000	3,750	-
100-5-10-3615 STRATEGIC PLANNING	-	-	165	5,000	500	5,000
100-5-10-3620 NEWSLETTER	2,615	1,960	-	5,800	-	-
100-5-10-3625 CONTINGENCY RESERVE	-	-	-	5,000	-	5,000
100-5-10-3630 BOND ELECTION EXPENSE	-	-	-	1,500	-	-
TOTAL DEPARTMENTAL	9,144	7,561	5,040	37,120	6,400	10,000
CAPITAL OUTLAY						
100-5-10-5000 CAPITAL EXPENDITURES	-	-	-	-	200,197	-
TOTAL CAPITAL OUTLAY	-	-	-	-	200,197	-
TOTAL ADMINISTRATION	\$286,177	\$247,623	\$242,427	\$373,559	\$528,388	\$340,281

Program Budget & Work Plan

Fiscal Year
2015-16

11– City Manager’s Office



City of Glenn Heights, TX
2015-2016 Proposed Budgets
City Manager

MISSION STATEMENT

The Office of the City Manager is dedicated to providing professional leadership and management for all operations of the City. The City Manager's office prepares and administers the annual budget and encourages community pride while providing excellent customer service.

SUMMARY OF SERVICES

Daily operations of municipal organization	Chief liaison between the policy making and administrative branches of government
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PERFORMANCE MEASURES

PRODUCTIVITY INDICATORS

PRODUCTIVITY INDICATORS					
INDICATORS	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Percent of citizen service requests responded to within 10 days	New Measure	New Measure	New Measure	New Measure	85%
Number of press releases submitted to media outlets	New Measure				

WORKLOAD MEASURES

WORKLOAD MEASURES					
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Number of citizen service requests			TBD		
City Council Meetings attended			24		
City Meetings attended			24		
Community Events attended			25		

City of Glenn Heights, TX
2015-2016 Proposed Budgets
City Manager
Departmental Summary

CITY MANAGER'S OFFICE	2011-2012	2012-2013	2013-2014	2014-2015		2015-2016	% CHANGE
	ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	PROJECTED YEAR-END	PROPOSED	
PERSONNEL	\$ 184,985	\$ 103,147	\$ 186,421	\$ 280,118	\$ 253,293	\$ 206,871	-26.15%
SUPPLIES	909	922	6,599	2,600	3,004	3,260	25.38%
CONTRACTED SERVICES	2,318	1,195	6,636	1,695	1,471	500	-70.50%
REPAIRS & MAINTENANCE	-	65	170	750	400	500	-33.33%
OPERATING	2,421	3,311	11,163	13,350	13,161	14,400	7.87%
DEPARTMENTAL	1,603	1,648	2,086	7,150	4,650	15,650	118.88%
DEBT PAYMENTS	9,148	9,148	9,148	-	-	-	
CAPITAL OUTLAY	-	-	-	-	-	-	
TOTAL CITY MANAGER'S OFFICE	\$ 201,384	\$ 119,436	\$ 222,223	\$ 305,663	\$ 275,979	\$ 241,181	-21.10%

PERSONNEL SUMMARY							
FULL-TIME POSITIONS							
City Manager	1	1	1	1	1	1	
Deputy City Manager	0	0	1	1	1	0	
Assit to the City Manager	1	1	1	1	0	0	
Executive Assistant	0	0	0	0	1	1	
PART-TIME POSITIONS							
Intern	0	0	0	2	2	2	
Total Positions	2	2	3	5	5	4	

11-CITY MANAGER'S OFFICE	2011-2012	2012-2013	2013-2014	2014-2015		2015-2016
	ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	PROJECTED YEAR-END	PROPOSED
PERSONNEL						
100-5-11-1000 EXEMPT SALARY	\$ 155,178	\$ 83,053	\$ 149,857	\$ 227,044	\$ 181,870	\$ 102,000
100-5-11-1005 ACCRUED WAGES (AUDIT)	(1,483)	-	2,933	-	-	-
100-5-11-1010 REG SALARIES FULL-TIME	-	-	-	-	21,692	46,779
100-5-11-1020 REG SALARIES PART-TIME	-	-	-	5,000	9,998	24,960
100-5-21-1025 OVERTIME	-	-	-	-	171.00	-
100-5-11-1030 CAR ALLOWANCE	1,108	-	-	-	-	-
100-5-11-1200 PAYROLL TAXES FICA	8,920	6,886	11,353	17,423	16,857	13,291
100-5-11-1205 WORKERS COMP	3,115	412	484	432	665	450
100-5-11-1210 INSURANCE	12,428	10,095	16,797	22,582	15,631	14,375
100-5-11-1220 T.M.R.S.	5,719	2,701	4,997	7,637	6,409	5,015
TOTAL PERSONNEL	184,985	103,147	186,421	280,118	253,293	206,871
SUPPLIES						
100-5-11-2000 OFFICE SUPPLIES	432	206	1,006	1,000	1,000	-
100-5-11-2100 GASOLINE & FUELS	417	670	655	1,000	1,000	1,560
100-5-11-2125 POSTAGE	-	46	-	100	-	200
100-5-11-2155 OTHER SMALL EQUIPMENT	60	-	2,938	500	1,004	1,500
100-5-11-2305 RELOCATION REIMBURSE	-	-	2,000	-	-	-
TOTAL SUPPLIES	909	922	6,599	2,600	3,004	3,260
CONTRACTED SERVICES						
100-5-11-3010 TECHNOLOGY	571	-	-	500	-	-
100-5-11-3013 OTHER PROFESSIONAL SERV	552	-	5,441	-	276	500
100-5-11-3050 LEASES-COPIERS	1,195	1,195	1,195	1,195	1,195	-
TOTAL CONTRACTED SERVICES	2,318	1,195	6,636	1,695	1,471	500
REPAIRS & MAINTENANCE						
100-5-11-3202 R & M AUTO/TRUCK	-	65	170	750	400	500
TOTAL REPAIRS & MAINTENANCE	-	65	170	750	400	500
OPERATING						
100-5-11-3300 CELL PHONES & WIRELESS	1,354	712	764	1,800	900	900
100-5-11-3301 TELECOMMUNICATIONS	-	-	123	-	330	-
100-5-11-3500 CONFERENCE, TRAINING & TRA	605	1,445	7,811	8,000	9,091	8,000

City of Glenn Heights, TX
 2015-2016 Proposed Budgets
City Manager
Departmental Summary

	2011-2012	2012-2013	2013-2014	2014-2015		2015-2016
				CURRENT	PROJECTED	
11-CITY MANAGER'S OFFICE (Continued)	ACTUAL	ACTUAL	ACTUAL	BUDGET	YEAR-END	PROPOSED
100-5-11-3503 PRINTING, COPY & PHOTO	277	174	156	300	591	1,000
100-5-11-3506 DUES,SUBSCRIPTIONS & PUB	185	980	2,309	3,000	2,000	4,000
100-5-11-3509 ADVERTISING	-	-	-	250	250	500
TOTAL OPERATING	2,421	3,311	11,163	13,350	13,161	14,400
DEPARTMENTAL						
100-5-11-3510 COMMUNITY DAY	500	613	500	500	-	-
100-5-11-3521 ACTIVITIES & EVENTS	1,103	988	1,204	1,500	1,500	-
100-5-11-3525 CMAC EXPENDITURE	-	47	382	650	650	650
100-5-11-3530 ECONOMIC DEVELOPMENT	-	-	-	4,500	2,500	10,000
100-5-11-3615 STRATEGIC PLANNING	-	-	-	-	-	5,000
TOTAL DEPARTMENTAL	1,603	1,648	2,086	7,150	4,650	15,650
DEBT						
PAYMENTS						
100-5-11-4012 LEASE PAYMENT-CM VEHICLE	9,148	9,148	9,148	-	-	-
TOTAL DEBT PAYMENTS	9,148	9,148	9,148	-	-	-
TOTAL CITY MANAGER'S OFFICE	\$201,384	\$119,436	\$222,223	\$305,663	\$275,979	\$241,181

Program Budget & Work Plan

Fiscal Year

2015-16

12– City Secretary



City of Glenn Heights, TX
2015-2016 Proposed Budgets
City Secretary

MISSION STATEMENT

The Office of the City Secretary is committed to practicing integrity while simultaneously building public trust. We strive to support, facilitate, and strengthen the City of Glenn Heights Government Process and provide excellent customer service to our citizens.

SUMMARY OF SERVICES

Legal documents and Public Information	Elections
Notices	Records Management

WORKPLAN OBJECTIVES

Integrate an electronic records program	Secure a system to video record, stream and archive City Council meetings
Develop policy and procedures for Open Records and Council Agendas	Identify Records Storage Center Option (with a possibility of indexing)
Evaluate Alternative Polling Centers	Integrate an electronic records program (not a new website platform)

PERFORMANCE MEASURES

PRODUCTIVITY INDICATORS

INDICATORS	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 PROJECTED	2015-2016 PROPOSED
Accuracy of Council Meeting Minutes	New Measure	New Measure	New Measure	100%
Days required for processing open record request	Two day average	Two day average	Two day average	Two day average
Time required to process and codify Ordinances	Once per year	Skipped this year	Once per year	Once per year

City of Glenn Heights, TX
2015-2016 Proposed Budgets

City Secretary

WORKLOAD MEASURES				
	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Number of City Council meetings agenda packets prepared	42	35	39	40
Number of Proclamations developed	14	11	18	18
Number of Ordinances and Resolution made electronic	29	26	30	30
Open records request received and processed	76	84	85	90
City elections held	2	1	1	1
Board and Commissions meetings held	11	5	14	20

City of Glenn Heights, TX
2015-2016 Proposed Budgets
City Secretary

Departmental Summary

CITY SECRETARY'S OFFICE	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED	% CHANGE
				CURRENT BUDGET	PROJECTED YEAR-END		
PERSONNEL	\$75,934	\$75,196	\$76,177	\$77,176	\$86,724	\$132,658	71.89%
SUPPLIES	879	430	1,422	800	650	-	-100.00%
CONTRACTED SERVICES	79,526	60,642	40,663	68,290	57,395	56,000	-18.00%
REPAIRS & MAINTENANCE	-	-	-	-	-	-	
OPERATING	2,029	1,845	2,357	6,330	4,660	8,000	26.38%
DEPARTMENTAL	-	-	-	-	-	-	
DEBT PAYMENTS	-	-	-	-	-	-	
CAPITAL OUTLAY	-	-	-	-	-	-	
TOTAL CITY SECRETARY	\$158,368	\$138,113	\$120,619	\$152,596	\$149,429	\$196,658	28.87%

PERSONNEL SUMMARY							
FULL-TIME POSITIONS							
City Secretary	1	1	1	1	1	1	
Asst. City Secretary	0	0	0	0	1	1	
PART-TIME POSITIONS							
	0	0	0	0	0	0	
Total Positions	1	1	1	1	2	2	

12-CITY SECRETARY		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
					CURRENT BUDGET	PROJECTED YEAR-END	
PERSONNEL							
100-5-12-1000	EXEMPT SALARY	\$60,609	\$60,609	\$58,328	\$62,571	\$53,298	\$63,057
100-5-12-1005	ACCRUED WAGES (AUDIT)	576	-	182	-	-	-
100-5-12-1010	REG. SALARIES FULL TIME	-	-	3,030	-	19,076	41,600
100-5-12-1200	PAYROLL TAXES FICA	4,631	4,626	4,688	4,787	5,125	8,006
100-5-12-1205	WORKERS COMP	1,010	169	169	169	241	273
100-5-12-1210	INSURANCE	6,971	7,800	7,735	7,530	6,836	16,194
100-5-12-1220	T.M.R.S.	2,137	1,992	2,045	2,119	2,148	3,528
TOTAL PERSONNEL		75,934	75,196	76,177	77,176	86,724	132,658
SUPPLIES							
100-5-12-2000	OFFICE SUPPLIES	879	430	403	800	650	-
100-5-12-2155	OTHER SMALL EQUIPMENT	-	-	1,019	-	-	-
TOTAL SUPPLIES		879	430	1,422	800	650	-
CONTRACTED SERVICES							
100-5-12-3007	SURVEYING/APPRaisal	17,560	18,658	18,389	18,290	18,200	19,000
100-5-12-3008	CODIFICATION	350	4,875	3,135	5,000	-	2,000
100-5-12-3009	CONTRACT FOR TAXES	9,231	9,136	9,082	10,000	9,195	10,000
100-5-12-3010	ELECTION EXPENSES	52,385	27,973	10,057	30,000	30,000	25,000
100-5-12-3011	RECORDS MANAGEMENT	-	-	-	5,000	-	-
TOTAL CONTRACTED SERVICES		79,526	60,642	40,663	68,290	57,395	56,000
OPERATING							
100-5-12-3301	TELECOMMUNICATIONS	-	-	62	50	175	-
100-5-12-3500	CONFERENCE, TRAINING & TRA	35	350	1,595	3,000	1,200	4,500
100-5-12-3506	DUES, SUBSCRIPTIONS & PUB	246	185	137	280	285	500
100-5-12-3509	ADVERTISING & LEGAL PUBLI	1,748	1,310	563	3,000	3,000	3,000
TOTAL OPERATING		2,029	1,845	2,357	6,330	4,660	8,000
CAPITAL OUTLAY							
100-5-12-5000	CAPITAL EXPENDITURE	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY		-	-	-	-	-	-
TOTAL CITY SECRETARY		\$158,368	\$138,113	\$120,619	\$152,596	\$149,429	\$196,658

Program Budget &
Work Plan
Fiscal Year
2015-16

13– Organizational Development



City of Glenn Heights, TX
2015-2016 Proposed Budgets
Organizational Development

MISSION STATEMENT

The Office of Organizational Development serves as an advocate for employees and partners with management to ensure compliance with City guidelines and policies. It is responsible for policy development, managing the City's compensation and benefit plans, performance management, recruitment and staffing, employee wellness, special programs, and maintaining compliance with federal and state employment laws.

SUMMARY OF SERVICES

Compensation and Benefits	Policy Development
Employee Relations	Risk Management & Liability
HR Information Systems & Reporting	Task Forces & Special Projects
Organizational Development / Training	Workforce Planning
Performance Management	Information Technology

WORKPLAN OBJECTIVES

Compensation Plan (Internal Review)	Enhance the Performance Management process.
Expand quarterly training program	Review and revise Personnel Policies
Develop a wellness program with a three year phased implementation	Establish IT department including standard operating procedures and lifecycle and inventory systems

PERFORMANCE MEASURES

PRODUCTIVITY INDICATORS

INDICATORS	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Average time to fill vacancies	N/A	N/A	66 days	60 days
Average numbers of training hours per employees	New measure	New measure	New measure	New measure
Number of lost time accidents per year	9	13	8	10
Timely completion of performance evaluation	New measure	New measure	New measure	New measure

City of Glenn Heights, TX
 2015-2016 Proposed Budgets
Organizational Development

WORKLOAD MEASURES				
	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Pre-Screening interviews conducted	N/A	N/A	105	100
Number of open enrollment processed	N/A	N/A	68	72
Employee Training Session held	N/A	N/A	7	15
Number of new hires	10	20	23	17
Number of Claims processed	15	30	31	26

City of Glenn Heights, TX
2015-2016 Proposed Budgets
Organizational Development
Departmental Summary

ORGANIZATIONAL DEVELOPMENT	2011-2012	2012-2013	2013-2014	2014-2015		2015-2016	% CHANGE
	ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	PROJECTED YEAR-END	PROPOSED	
PERSONNEL	\$79,750	\$27,511	\$33,600	\$75,746	\$67,478	\$132,960	76%
SUPPLIES	384	110	322	500	500	-	-100%
CONTRACTED SERVICES	683	34,866	40,403	30,000	34,462	-	-100%
OPERATING	6,601	3,676	5,496	6,155	8,505	6,385	4%
DEPARTMENTAL	4,881	3,505	9,356	10,800	10,895	17,000	57%
DEBT PAYMENTS	-	-	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-	-	-
TOTAL HUMAN RESOURCES	\$92,299	\$69,668	\$89,177	\$123,201	\$121,840	\$156,345	27%

PERSONNEL SUMMARY							
FULL-TIME POSITIONS							
Administrator	1	1	1	1	1	1	
Organizational Development Spec.	0	0	0	0	0	1	
PART-TIME POSITIONS							
Total Positions	1	1	1	1	1	2	

13-ORGANIZATIONAL DEVELOPMENT	2011-2012	2012-2013	2013-2014	2014-2015		2015-2016
	ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	PROJECTED YEAR-END	PROPOSED
PERSONNEL						
100-5-13-1000 EXEMPT SALARY	\$64,716	\$16,985	\$26,500	\$59,772	\$60,663	\$65,056
100-5-13-1005 ACCRUED WAGES (AUDIT)	1,240	-	1,535	-	-	-
100-5-13-1010 REG SALARIES FULL-TIME	-	-	-	-	-	39,874
100-5-13-1200 PAYROLL TAXES FICA	4,755	1,204	2,026	4,573	4,801	8,027
100-5-13-1205 WORKERS COMP	1,293	181	160	47	81	273
100-5-13-1210 INSURANCE	5,622	2,431	188	9,330	44	16,194
100-5-13-1215 UNEMPLOYMENT COMPENSATION	-	6,160	2,303	-	-	-
100-5-13-1220 T.M.R.S.	2,124	550	888	2,024	1,889	3,537
TOTAL PERSONNEL	79,750	27,511	33,600	75,746	67,478	132,960
SUPPLIES						
100-5-13-2000 OFFICE SUPPLIES	384	110	322	500	500	-
TOTAL SUPPLIES	384	110	322	500	500	-
CONTRACTED SERVICES						
100-5-13-3010 TECHNOLOGY	266	80	300	-	-	-
100-5-13-3013 OTHER PROFESSIONAL SERVICES	417	34,786	40,103	30,000	34,462	-
TOTAL CONTRACTED SERVICES	683	34,866	40,403	30,000	34,462	-
OPERATING						
100-5-13-3300 CELL PHONES & WIRELESS	627	(10)	-	-	-	-
100-5-13-3301 TELECOMMUNICATIONS	-	-	62	-	165	-
100-5-13-3500 CONFERENCE, TRAINING & TRA	-	170	766	2,220	1,000	2,000
100-5-13-3503 PRINTING, COPY & PHOTO	426	121	277	350	350	500
100-5-13-3506 DUES, SUBSCRIPTIONS & PUB	4,930	3,395	3,970	3,585	6,990	3,885
100-5-13-3509 ADVERTISING	618	-	421	-	-	-
TOTAL OPERATING	6,601	3,676	5,496	6,155	8,505	6,385
DEPARTMENTAL						
100-5-13-3510 EMPLOYEE IMMUNIZATIONS	210	-	-	500	-	-
100-5-13-3513 EMPLOYEE RELATIONS	352	235	1,780	2,800	2,800	6,000
100-5-13-3515 MEDICAL/PHYSICAL EXAMS	1,100	1,670	1,640	1,800	2,500	1,800
100-5-13-3516 EMPLOYEE BACKGROUND CHECK	2,245	799	4,848	4,000	4,800	4,500
100-5-13-3521 ACTIVITIES AND EVENTS	974	649	248	-	195	-
100-5-13-3522 PERSONNEL TRAINING	-	-	840	1,500	600	4,500
100-5-13-3525 CITY RISK MGT PROGRAM	-	152	-	200	-	200
TOTAL DEPARTMENTAL	4,881	3,505	9,356	10,800	10,895	17,000
TOTAL HUMAN RESOURCES	\$92,299	\$69,668	\$89,177	\$123,201	\$121,840	\$156,345

Program Budget &
Work Plan
Fiscal Year
2015-16

20– Finance



City of Glenn Heights, TX
2015-2016 Proposed Budgets

Finance

MISSION STATEMENT

The Office of Finance is committed to maintaining the City's overall financial stability through sound financial planning and management. Responsible for the management of all financial operations for the City, the finance office provides quality, flexibility and innovation of financial services that not only meet customer needs, but also exceeds the expectations of those that depend on the services.

SUMMARY OF SERVICES

Payroll	Budget
Accounting	Customer Service
Purchasing	Accounts Payable
Long Range Financial Planning	Fiscal Operations, Procedures and Policies

WORKPLAN OBJECTIVES

Develop FY 2016 Budget Book	Create and implement an inventory control and audit process with each department
Complete Utility Billing Audit	Coordinate 2015-2016 Budget Closeout and Reporting
Lead process for developing Five Year Capital Budgeting process	Continue to develop and implement a centralized procurement process in support of city purchases
Review current INCODE system for effectiveness	Review Utility Policy Manual and develop customer education program

PERFORMANCE MEASURES

PRODUCTIVITY INDICATORS

INDICATORS	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 BUDGETED	2015-2016 PROPOSED
Unqualified opinion on financial audit	Received	Received	Received	Received
Distinguished Budget Award	Not Received	Not Received	Not Received	Not Received
Achievement in Financial Reporting	Received	Received	Awaiting Response	Received
Leadership Circle Award	12	12	12	12

City of Glenn Heights, TX
 2015-2016 Proposed Budgets
Finance

WORKLOAD MEASURES				
	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	BUDGETED	PROPOSED
Monthly Budget Reports Produced within 30 working days of the following months	New Measure	New Measure	12	12
Number of Payroll Processed	26	26	26	26
Number of Checks Processed	New Measure	New Measure	New Measure	New Measure

City of Glenn Heights, TX
2015-2016 Proposed Budgets

Finance Departmental Summary

FINANCE	2011-2012	2012-2013	2013-2014	2014-2015		2015-2016	CHANGE %
	ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	PROJECTED YEAR-END	PROPOSED	
PERSONNEL	\$161,581	\$88,566	\$89,126	\$127,490	\$139,928	\$149,024	16.89%
SUPPLIES	1,579	1,638	2,417	3,182	3,082	700	-78.00%
CONTRACTED SERVICES	26,674	62,480	75,233	24,455	27,703	15,000	-38.66%
OPERATING	5,197	3,738	4,662	4,600	5,356	9,500	106.52%
DEPARTMENTAL	5,632	253	2,887	-	307	1,500	
DEBT PAYMENTS	15,349	15,349	3,837	-	-	-	
CAPITAL OUTLAY	8,035	4,849	-	-	-	-	
TOTAL FINANCE OFFICE	\$224,047	\$176,873	\$178,162	\$159,727	\$176,376	\$175,724	10.02%

PERSONNEL SUMMARY							
FULL-TIME POSITIONS							
Finance Director	1	1	1	1	1	1	
Financial Analyst	1	0	1	1	1	1	
PART-TIME POSITIONS							
Accounts Payable/Payroll Clerk	0	1	0	0	0	0	
Total Positions	2	2	2	2	2	2	

20-FINANCE OFFICE		2011-2012	2012-2013	2013-2014	2014-2015		2015-2016
		ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	PROJECTED YEAR-END	PROPOSED
PERSONNEL							
100-5-20-1000	EXEMPT SALARY	\$85,252	\$59,317	\$49,456	\$67,876	\$67,105	\$119,360
100-5-20-1005	ACCRUED SALARIES (AUDIT)	869	-	1,756	-	-	-
100-5-20-1010	REG. SALARIES FULL TIME	32,631	-	20,093	32,032	37,443	-
100-5-20-1020	REG. SALARIES PART TIME	6,836	15,001	-	-	-	-
100-5-21-1025	OVERTIME	-	-	-	-	9,653	-
100-5-20-1200	PAYROLL TAXES FICA	7,964	4,781	4,588	7,643	7,404	9,131
100-5-20-1205	WORKERS COMP	2,034	348	282	200	313	316
100-5-20-1210	INSURANCE	16,070	6,689	10,805	17,151	14,294	16,194
100-5-20-1215	UNEMPLOYMENT COMPENSATION	5,774	-	-	-	395	-
100-5-20-1220	T.M.R.S.	4,151	2,430	2,146	2,588	3,321	4,023
TOTAL PERSONNEL		161,581	88,566	89,126	127,490	139,928	149,024
SUPPLIES							
100-5-20-2000	OFFICE SUPPLIES	1,257	1,132	1,571	2,500	2,000	-
100-5-20-2001	FORMS	271	256	268	382	382	400
100-5-20-2125	POSTAGE	25	-	-	-	-	-
100-5-20-2155	SMALL OFFICE EQUIPMENT	26	250	578	300	700	300
TOTAL SUPPLIES		1,579	1,638	2,417	3,182	3,082	700
CONTRACTED SERVICES							
100-5-20-3001	AUDITING	16,150	14,650	15,000	15,000	15,000	-
100-5-20-3006	CONSULTANT FEES	289	-	-	-	-	15,000
100-5-20-3010	TECHNOLOGY	1,251	-	-	-	-	-
100-5-20-3014	TEMP CONTRACT LABOR	-	38,375	50,306	-	-	-
100-5-20-3022	ANNUAL SOFTWARE MAINTENANCE	8,984	9,455	9,927	9,455	12,703	-
TOTAL CONTRACTED SERVICES		26,674	62,480	75,233	24,455	27,703	15,000
OPERATING							
100-5-20-3300	CELL PHONES & WIRELESS	183	-	-	-	-	-
100-5-20-3301	TELECOMMUNICATIONS	-	-	123	-	-	-
100-5-20-3500	CONFERENCE, TRAINING & TRA	2,931	1,910	2,183	2,500	2,556	4,500
100-5-20-3503	PRINTING, COPY & PHOTO	593	637	830	600	1,000	3,000
100-5-20-3505	OPERATING EXPENSES	-	-	-	-	300	-
100-5-20-3506	DUES, SUBSCRIPTIONS & PUB	1,490	1,191	1,526	1,500	1,500	2,000
TOTAL OPERATING		5,197	3,738	4,662	4,600	5,356	9,500

City of Glenn Heights, TX
 2015-2016 Proposed Budgets
Finance
Departmental Summary

DEPARTMENTAL						
100-5-20-3520	BANK NSF CHARGES	-	-	140	-	-
100-5-10-3630	BOND ELECTION EXPENSE	-	-	-	-	1,500
100-5-20-3528	LATE PAYMENT PENALTIES	5,632	253	2,747	-	307
TOTAL DEPARTMENTAL		<u>5,632</u>	<u>253</u>	<u>2,887</u>	<u>-</u>	<u>307</u>
DEBT PAYMENTS						
100-5-20-4145	INCODE LEASE PAYMENTS	15,349	15,349	3,837	-	-
TOTAL DEBT PAYMENTS		<u>15,349</u>	<u>15,349</u>	<u>3,837</u>	<u>-</u>	<u>-</u>
CAPITAL OUTLAY						
100-5-20-5001	CAPITAL EXPENDITURES ¹	8,035	4,849	-	-	-
TOTAL CAPITAL OUTLAY		<u>8,035</u>	<u>4,849</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL FINANCE		<u>\$224,047</u>	<u>\$176,873</u>	<u>\$178,162</u>	<u>\$159,727</u>	<u>\$176,376</u>
				<u>\$175,724</u>		

Program Budget & Work Plan

Fiscal Year

2015-16

21– Municipal Court



City of Glenn Heights, TX
2015-2016 Proposed Budgets
Municipal Court

MISSION STATEMENT

The Office of Municipal Court is committed to adhering to the Code of Judicial Conduct along with the laws and guidelines set forth by the City of Glenn Heights and the State of Texas. Municipal Court places great value on customer service. Providing service that is efficient, while treating citizens with respect as we diligently execute our administrative duties set forth by law. All citizens served by the Glenn Heights Municipal Court are treated fairly and equally.

SUMMARY OF SERVICES

Fines, costs, bonds and restitutions	Statute required dockets
Correspondence and notices	Trials, appearances and administrative hearings
Court proceedings minutes	Managerial and administrative functions
Monthly statistics and reports	Ministerial duties delegated by the judge
Retention and destruction of records	Office procedures, standing orders and rules of the court
Arrest warrants and affidavits	Complaints, warrants, capiases, summons, subpoenas (in conjunction with law enforcement)

WORKPLAN OBJECTIVES

Hire third-party collection agency	Explore IVR for Incode Notification Systems
Explore Tyler Content Management for electronic records management	Establish the first week of November as Appreciation week for judges, clerks, prosecutor, bailiffs and all court staff

PERFORMANCE MEASURES

PRODUCTIVITY INDICATORS

INDICATORS	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Percent of Cases Cleared	N/A	84%	81%	83%
Percent of Warrants Cleared	N/A	83%	70%	83%

City of Glenn Heights, TX
2015-2016 Proposed Budgets

Municipal Court

WORKLOAD MEASURES				
	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Number of New Cases Filed	1963	1824	1850	1800
Number of Cases Completed	3062	1515	1500	1500
Number Warrants Issued	1587	1043	1150	1200
Number of Warrants Cleared	2543	879	800	1000
Number of Court Dockets Prepared	130	122	138	130
Completed Cases Other	1117	726	700	800
Completed Cases by Judge	337	334	400	400
Completed Cases by Jury	8	7	8	8
Cases Appealed	0	0	1	1

City of Glenn Heights, TX
2015-2016 Proposed Budgets
Municipal Court
Departmental Summary

MUNICIPAL COURT		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED	% CHANGE
					CURRENT BUDGET	PROJECTED YEAR-END		
	PERSONNEL	\$109,919	\$72,793	\$67,148	\$68,142	\$67,073	\$67,164	-1.43%
	SUPPLIES	6,728	3,622	4,597	4,700	2,850	2,500	-46.81%
	CONTRACTED SERVICES	56,270	54,016	57,122	62,700	48,507	46,000	-26.63%
	OPERATING	1,581	1,614	456	1,876	1,300	2,076	10.66%
	DEPARTMENTAL	-	-	-	-	-	-	
	DEBT PAYMENTS	-	-	-	-	-	-	
	CAPITAL OUTLAY	-	-	-	-	-	-	
TOTAL MUNICIPAL COURT		\$174,498	\$132,045	\$129,323	\$137,418	\$119,730	\$117,740	-14.32%

PERSONNEL SUMMARY							
	FULL-TIME POSITIONS						
	Court Administrator	1	1	1	1	1	1
	Deputy Court Clerk	1	0	0	0	0	0
	PART-TIME POSITIONS	0	1	1	0	0	0
	Total Positions	2	2	2	1	1	1

21-MUNICIPAL COURT		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
					CURRENT BUDGET	PROJECTED YEAR-END	
PERSONNEL							
100-5-21-1000	REG SALARIES FULL-TIME	\$-	\$-	\$-	\$-	\$2,042	\$53,889
100-5-21-1005	ACCRUED WAGES (AUDIT)	615	-	334	-	-	-
100-5-21-1010	REG SALARIES FULL-TIME	82,368	51,782	52,650	53,567	51,510	-
100-5-21-1020	REG SALARIES PART-TIME	-	4,916	-	-	-	-
100-5-21-1025	OVERTIME	975	345	495	1,028	1,037	-
100-5-21-1200	PAYROLL TAXES FICA	5,857	4,364	4,014	4,177	4,370	4,122
100-5-21-1205	WORKERS COMP	1,389	233	148	-	-	140
100-5-21-1210	INSURANCE	15,770	7,819	7,736	7,521	6,231	7,197
100-5-21-1215	UNEMPLOYMENT CLAIMS	-	1,452	-	-	-	-
100-5-21-1220	T.M.R.S.	2,945	1,882	1,771	1,849	1,883	1,816
TOTAL PERSONNEL		109,919	72,793	67,148	68,142	67,073	67,164
SUPPLIES							
100-5-21-2000	OFFICE SUPPLIES	973	1,165	1,240	1,200	1,250	-
100-5-21-2001	FORMS	2,372	1,436	2,305	2,000	1,600	2,000
100-5-21-2125	POSTAGE	3,383	1,021	1,052	1,500	-	500
TOTAL SUPPLIES		6,728	3,622	4,597	4,700	2,850	2,500
CONTRACTED SERVICES							
100-5-21-3013	OTHER PROFESSIONAL SERV	-	527	-	700	-	500
100-5-21-3014	MERCHANT (CC) FEES	-	-	-	-	-	-
100-5-21-3017	MUNICIPAL JUDGE	18,000	18,000	19,500	18,000	6,000	20,000
100-5-21-3019	COURT PROSECUTOR	18,000	18,000	19,500	18,000	17,723	20,500
100-5-21-3021	ARRAIGNMENTS	20,270	16,810	11,110	21,000	19,784	5,000
100-5-21-3022	COURT SOFTWARE	-	679	7,012	5,000	5,000	-
TOTAL CONTRACTED SERVICES		56,270	54,016	57,122	62,700	48,507	46,000
OPERATING							
100-5-21-3300	CELL PHONES & WIRELESS	140	-	-	-	-	-
100-5-21-3400	CASH SHORT (OVER)	-	21	197	-	-	-
100-5-21-3500	CONFERENCE, TRAINING & TRA	1,361	1,488	187	1,800	1,300	2,000
100-5-21-3506	DUES, SUBSCRIPTIONS & PUB	80	105	72	76	-	76
TOTAL OPERATING		1,581	1,614	456	1,876	1,300	2,076
TOTAL MUNICIPAL COURT		\$174,498	\$132,045	\$129,323	\$137,418	\$119,730	\$117,740

Program Budget & Work Plan

Fiscal Year
2015-16

60– Parks, Recreation & Community Engagement



City of Glenn Heights, TX
 2015-2016 Proposed Budgets
Parks & Community Engagement

MISSION STATEMENT

The Office of Parks and Community Engagement is committed to promoting a sense of community pride in citizens and city staff. This is accomplished through encouraging and managing open communication, organizing community events and increasing citizen volunteerism. All of these components are guided by strategic goals set in place by the Mayor and City Council.

SUMMARY OF SERVICES

City-wide Event Planning	Volunteerism
Homeowner's Associations	Web and Social Media
Branding and Imaging	Fundraising
Park Board	

WORKPLAN OBJECTIVES

Launch Glenn Heights Youth League and Adopt-a-Street program	Implement one program per month to increase engagement
Establish contact and build relationships with HOA presidents	Review and oversee water bill inserts as a potential source of revenue
Develop Quarterly newsletters	Ensure Park Board meets regularly

PERFORMANCE MEASURES

PRODUCTIVITY INDICATORS

INDICATORS	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 PROJECTED	2015-2016 PROPOSED
Percent event attendance increased	New Measure	New Measure	New Measure	15%
Number of updates to social media outlets	New Measure	New Measure	New Measure	Three times per week
Percent increase in Facebook Likes	New Measure	New Measure	New Measure	50%
Percent of increase in registered volunteers	New Measure	New Measure	New Measure	50%
Number of quarterly business mixers	New Measure	New Measure	New Measure	4
Response time to community inquiries	New Measure	New Measure	New Measure	24 hours

City of Glenn Heights, TX
 2015-2016 Proposed Budgets
Parks & Community Engagement

WORKLOAD MEASURES				
	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Number of event participants	New Measure	New Measure	New Measure	1,000
Number of events held	New Measure	New Measure	New Measure	12
Amount of sponsorship money raised	New Measure	New Measure	New Measure	\$5,000
Number of registered volunteers	New Measure	New Measure	New Measure	50
Number of social media posts	New Measure	New Measure	New Measure	26

City of Glenn Heights, TX
2015-2016 Proposed Budgets
Parks & Community Engagement
Departmental Summary

PARKS, RECREATION AND COMM. ENGAGEMENT	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED	% CHANGE
				CURRENT BUDGET	PROJECTED YEAR-END		
PERSONNEL	\$44,141	\$43,374	\$45,408	\$46,622	\$61,720	\$66,471	42.57%
SUPPLIES	23,081	25,412	20,239	23,500	8,379	11,500	-51.06%
CONTRACTED SERVICES	75,390	70,193	53,776	89,900	20,170	-	-100.00%
REPAIRS & MAINTENANCE	20,070	16,171	20,212	24,900	13,711	-	-100.00%
OPERATING	13,330	13,693	15,737	36,435	36,817	42,150	15.69%
DEPARTMENTAL	-	-	-	2,400	-	19,000	691.67%
DEBT PAYMENTS	6,382	6,382	6,382	6,382	6,382	-	-100.00%
CAPITAL OUTLAY	-	-	-	6,000	5,898	10,000	66.67%
TOTAL PARKS & REC.	\$182,394	\$175,225	\$161,754	\$236,139	\$153,077	\$149,121	-36.85%

PERSONNEL SUMMARY							
FULL-TIME POSITIONS							
Community Engagement Coordinator	0	0	0	0	1	1	
Technician	1	1	1	1	1	0	
PART-TIME POSITIONS							
	0	0	0	0	0	0	
Total Positions	1	1	1	1	2	1	

60-PARKS, RECREATION & COMM. ENGAGEMENT	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
				CURRENT BUDGET	PROJECTED YEAR-END	
PERSONNEL						
100-5-60-1000 EXEMPT SALARIES	\$-	\$-	\$-	\$-		\$53,289
100-5-60-1005 ACCRUED WAGES (AUDIT)	134	-	38	-		-
100-5-60-1010 REG. SALARIES FULL TIME	31,455	31,096	31,216	32,468	28,257	-
100-5-60-1025 OVERTIME	1,525	168	1,962	1,830	240	-
100-5-60-1200 PAYROLL TAXES	2,517	2,386	2,490	2,624	2,879	4,077
100-5-60-1205 WORKERS COMP	518	883	860	828	811	121
100-5-60-1210 INSURANCE	6,833	7,814	7,736	7,710	11,570	7,188
100-5-60-1220 T.M.R.S.	1,159	1,027	1,106	1,162	1,072	1,796
TOTAL PERSONNEL	44,141	43,374	45,408	46,622	61,720	66,471
SUPPLIES						
100-5-60-1300 UNIFORMS & CLOTHING	362	284	400	250	91	-
100-5-60-2000 OFFICE SUPPLIES	345	203	291	300	140	500
100-5-60-2003 OPERATING SUPPLIES	128	714	748	500	351	1,000
100-5-60-2004 PARK MOVIES	1,786	(94)	1,439	1,500	1,851	2,000
100-5-60-2008 CEREMONIAL SUPPLIES	395	459	700	600	554	-
100-5-60-2010 PRISONER EXPENSE	835	4,933	2,101	2,500	1,360	-
100-5-60-2012 JANITORIAL SUPPLIES	1,958	1,775	1,711	1,800	1,340	1,000
100-5-60-2100 GASOLINE & FUELS	2,319	2,727	3,907	4,000	1,600	-
100-5-60-2105 STRIPING	2,533	2,002	2,575	2,050	-	1,500
100-5-60-2110 KIDDIE CUSHION	7,058	3,463	186	5,000	-	5,000
100-5-60-2151 HAND TOOLS	977	750	854	1,000	230	-
100-5-60-2156 OTHER SMALL EQUIPMENT	4,385	8,196	5,327	4,000	862	500
TOTAL SUPPLIES	23,081	25,412	20,239	23,500	8,379	11,500
CONTRACTED SERVICES						
100-5-60-3010 TECHNOLOGY	(89)	-	200	200	170	-
100-5-60-3013 OTHER PROFESSIONAL SERV	-	-	-	4,000	-	-
100-5-60-3015 CONTRACT MOWING	49,900	47,149	30,653	62,000	20,000	-
100-5-60-3017 CONTRACT FIELD MAINTENANCE	24,917	22,400	22,200	23,000	-	-
100-5-60-3110 SAFETY EQUIPMENT	662	644	723	700	-	-
TOTAL CONTRACTED SERVICES	75,390	70,193	53,776	89,900	20,170	-



Public Safety Cluster

The City of Glenn Heights' public safety divisions are constantly evolving to meet the needs of the City's growing and diverse population. The offices included on this cluster are the Police Department, Animal Control services, and Detective services, Fire Department, and the office of Emergency Management. The police department is constantly exploring ways to be more efficient and responsive to the community.

The Fire Department is dedicated to protecting lives and property, not only as emergency responders, but also as public educators. The department reaches out to the community with home safety and other disaster preparedness information.

The Office of Emergency Management (OEM) also works to prepare the City government and the citizens for any emergency situation. The OEM is responsible for coordinating the City's emergency procedures and provides a wealth of disaster preparedness information.



Public Safety Budget Highlights

Fire Department

- Full-time Fire Chief
 - Occurred during April 2015 realignment
- Emergency Response Coordinator Position (\$33,000) Created
- New Emergency Management Services Ambulance (Funding was approved in FY 2014-15 to purchase a new ambulance)

Police Department

- Police Body Cameras: Funding has been included to purchase police body cameras for all officers
- Code Enforcement Function moved to Planning in April re-alignment
- Animal Control function moved to Planning

Program Budget & Work
Plan
Fiscal Year
2015-16

30– Fire



City of Glenn Heights, TX
2015-2016 Proposed Budgets

Fire

MISSION STATEMENT

The Fire Department is dedicated to protecting and serving our entire community with a commitment to professionalism and performance excellence.

SUMMARY OF SERVICES

Emergency Medical Services	Fire Services
Fire Inspection	Emergency Management

WORKPLAN OBJECTIVES

Enhance Firehouse software service level with the addition of new modules.	Partner with Regional CERT Program to enhance emergency preparedness
Continue the Citywide fire plug maintenance and rehabilitation program.	Provide two educational presentations to children in conjunction with Fire Safety Week.

PERFORMANCE MEASURES

PRODUCTIVITY INDICATORS

INDICATORS	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Call response Time	4.42	7.35	4.40	5.0
Average number of inspections per month	5.25	2.41	2.40	2.5
Average fire response time (minutes)	6.44	6.16	6.00	5.0
Percent of reports Prepared	100%	100%	100%	100%
Average EMS response time (minutes)	4.31	6.24	5.5	5.0

City of Glenn Heights, TX
2015-2016 Proposed Budgets
Fire

WORKLOAD MEASURES				
	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Number of Fire Inspections	63	29	29	30
Number of Fire Calls	254	283	200	220
Number of EMS Calls	852	860	860	946
Number of Patient transports	348	444	442	490
Number of Suppression Responses	35	33	60	60

City of Glenn Heights, TX
2015-2016 Proposed Budgets
Fire
Departmental Summary

FIRE		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED	% CHANGE
					CURRENT BUDGET	PROJECTED YEAR-END		
	PERSONNEL	\$627,105	\$623,099	\$873,672	\$921,592	\$965,150	\$1,031,265	11.90%
	SUPPLIES	58,537	52,481	98,367	71,550	75,279	87,300	22.01%
	CONTRACTED SERVICES	2,572	40,716	20,687	28,550	27,614	25,520	-10.61%
	REPAIRS & MAINTENANCE	9,467	33,756	28,412	33,200	32,637	40,000	20.48%
	OPERATING	12,990	12,528	18,811	23,650	18,336	18,500	-21.78%
	DEPARTMENTAL	3,905	1,030	2,057	5,000	1,745	4,000	-20.00%
	DEBT PAYMENTS	30,020	30,020	30,020	30,020	30,020	-	-100.00%
	CAPITAL OUTLAY	-	34,835	-	-	-	40,000	n/a
TOTAL FIRE DEPARTMENT		\$744,596	\$828,465	\$1,072,026	\$1,113,562	\$1,150,780	\$1,246,585	11.95%

PERSONNEL SUMMARY								
FULL-TIME POSITIONS								
	Fire Chief	1	1	0	0.5	0.5	1	
	Emergency Management Spec.	0	0	0	0	0	1	
	Lieutenant	1	1	3	3	3	3	
	Firefighter/Paramedic	8	9	6	6	6	6	
	Firefighter/EMT	3	3	3	3	3	3	
PART-TIME POSITIONS								
	Fire Chief	0	0	1	1	1	1	
	Firefighter/Paramedic	5	6	6	6	6	6	
	Firefighter/EMT	3	6	6	6	6	6	
	Total Positions	21	26	25	25.5	25.5	27	

30-FIRE DEPARTMENT		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
					CURRENT BUDGET	PROJECTED YEAR-END	
PERSONNEL							
100-5-30-1000	EXEMPT SALARY	\$-	\$-	\$-	\$-	\$19,000	\$88,987
100-5-30-1005	ACCRUED WAGES (AUDIT)	7,444	-	587	-	-	-
100-5-30-1010	REG. SALARIES FULL TIME	358,471	369,108	503,861	543,078	573,000	580,111
100-5-30-1020	REG. SALARIES PART TIME	59,204	41,871	74,130	91,385	89,221	50,544
100-5-30-1025	OVERTIME	60,227	68,440	92,719	83,567	91,146	71,841
100-5-30-1030	LONGEVITY PAY	3,002	3,423	3,866	3,888	4,287	4,380
100-5-30-1035	CERTIFICATION PAY	4,477	6,393	8,550	6,900	9,971	12,901
100-5-30-1040	ASSIGNMENT PAY	4,234	4,452	1,016	3,000	6,825	7,500
100-5-30-1200	PAYROLL TAXES FICA	35,091	35,771	50,017	55,984	57,550	62,444
100-5-30-1205	WORKERS COMP	10,599	6,023	20,415	13,155	11,067	15,227
100-5-30-1210	INSURANCE	64,823	72,735	98,185	97,563	80,849	111,518
100-5-30-1215	UNEMPLOYMENT CLAIMS	4,489	-	-	-	-	-
100-5-30-1220	T.M.R.S.	15,104	14,883	20,326	23,072	22,234	25,811
TOTAL PERSONNEL		627,105	623,099	873,672	921,592	965,150	1,031,265
SUPPLIES							
100-5-30-1300	UNIFORMS & CLOTHING	8,501	8,725	4,489	9,000	8,039	14,000
100-5-30-2000	OFFICE SUPPLIES	139	239	195	400	400	800
100-5-30-2001	FORMS	515	95	155	200	-	-
100-5-30-2006	CHEMICALS	351	375	343	350	-	-
100-5-30-2007	AMBULANCE SUPPLIES	20,321	20,549	20,762	24,000	27,100	33,000
100-5-30-2012	JANITORIAL SUPPLIES	1,561	1,542	2,022	2,300	2,324	-
100-5-30-2100	GAS & FUEL	14,863	14,871	15,910	15,000	12,500	18,000
100-5-30-2125	POSTAGE	-	27	93	300	100	500
100-5-30-2155	SMALL OFFICE EQUIPMENT	525	200	-	500	1,927	1,000
100-5-30-2156	OTHER SMALL EQUIPMENT	-	-	22,851	-	-	-
100-5-30-2159	FIRE EQUIPMENT & TOOLS	11,761	5,858	31,547	19,500	22,889	20,000
TOTAL SUPPLIES		58,537	52,481	98,367	71,550	75,279	87,300
CONTRACTED SERVICES							
100-5-30-3010	TECHNOLOGY	1,200	200	820	5,600	4,743	-
100-5-30-3018	DEBT COLLECTION SERVICE	122	39,016	18,367	18,000	17,801	20,520
100-5-30-3022	MEDICAL CONTROL	1,250	1,500	1,500	4,950	5,070	5,000
TOTAL CONTRACTED SERVICES		2,572	40,716	20,687	28,550	27,614	25,520

City of Glenn Heights, TX
2015-2016 Proposed Budgets
Fire
Departmental Summary

30-FIRE DEPARTMENT (Continued)	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
				CURRENT BUDGET	PROJECTED YEAR-END	
REPAIRS & MAINTENANCE						
100-5-30-3200 R & M STRUCTURES	1,828	3,001	3,936	3,500	3,407	-
100-5-30-3201 R & M SMALL EQUIPMENT	4,463	5,150	5,281	10,200	10,230	15,000
100-5-30-3202 R & M AUTO/TRUCK	3,176	25,605	19,195	19,500	19,000	25,000
TOTAL REPAIRS & MAINTENANCE	9,467	33,756	28,412	33,200	32,637	40,000
OPERATING						
100-5-30-3300 CELL PHONES & WIRELESS	3,684	2,563	2,327	2,600	3,100	-
100-5-30-3302 ELECTRICITY	-	2,401	3,999	4,700	2,892	-
100-5-30-3500 CONFERENCE, TRAINING & TRA	2,327	2,068	4,795	6,550	6,552	8,000
100-5-30-3503 PRINTING, COPY & PHOTO	-	-	-	100	43	1,000
100-5-30-3505 OTHER OPERATING EXPENSES	1,925	1,297	2,884	3,200	2,500	3,000
100-5-30-3506 DUES, SUBSCRIPTIONS & PUB	5,054	4,199	4,806	6,500	3,249	6,500
TOTAL OPERATING	12,990	12,528	18,811	23,650	18,336	18,500
DEPARTMENTAL						
100-5-30-3516 YOUTH PROGRAM	199	49	500	-	65	1,000
100-5-30-3517 FIRE PREVENTION	3,706	981	1,557	2,000	1,680	3,000
100-5-30-3585 CERT INITIATIVE	-	-	-	3,000	-	-
100-5-30-3606 EMERGENCY MANAGEMENT	-	-	-	-	-	-
TOTAL DEPARTMENTAL	3,905	1,030	2,057	5,000	1,745	4,000
DEBT PAYMENTS						
100-5-30-4157 LEASE PRINCIPAL	30,020	30,020	30,020	30,020	30,020	-
TOTAL DEBT PAYMENTS	30,020	30,020	30,020	30,020	30,020	-
CAPITAL OUTLAY						
100-5-30-5000 CAPITAL EXPENDITURES ¹	-	34,835	-	-	-	40,000
TOTAL CAPITAL OUTLAY	-	34,835	-	-	-	40,000
TOTAL FIRE DEPARTMENT	\$744,596	\$828,465	\$1,072,026	\$1,113,562	\$1,150,780	\$1,246,585

Program Budget & Work Plan

Fiscal Year
2015-16

32– Police



City of Glenn Heights, TX
2015-2016 Proposed Budgets
Police

MISSION STATEMENT

The Police Department is committed to providing services with integrity and dedication, preserving life, enforcing the law and working in partnership with the community to enhance the quality of life in the City of Glenn Heights.

SUMMARY OF SERVICES

Traffic enforcement	Criminal investigation
Crime Prevention and Community Relations	Code Enforcement
Animal Control	Administration
Communications	Records and Property Management

WORKPLAN OBJECTIVES

Increase the utilization of Police specific social media accounts	Achieve Texas Police Chiefs Association Best Practices designation
Implement Holiday Traffic Program to increase awareness of safety belt usage and hazardous traffic violations	Host or participate in four Animal Services educational meetings concerning pet vaccinations, pet registration and animal safety

PERFORMANCE MEASURES

PRODUCTIVITY INDICATORS

INDICATORS	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 PROJECTED	2015-2016 PROPOSED
Part I rate per 1,000 population	27	24.6	27	27
Percent of Part I crimes cleared	31.7%	21.9%	33%	33%
Percent of assigned criminal investigation cleared/closed within 60 days	New Measure	New Measure	New Measure	-
Percent of citizens who rate neighborhood visibility as good or excellent in citizen survey	New Measure	New Measure	New Measure	70%
Percent of Crime Victim's Advocate making contact with all victims of persons crimes within 5 business days	New Measure	New Measure	New Measure	95%
Number of times social media outlets are updated	New Measure	New Measure	New Measure	Three times per week

City of Glenn Heights, TX
2015-2016 Proposed Budgets
Police

WORKLOAD MEASURES				
	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Number of Citizen Calls	22,914	21,667	21,750	22,000
Number of Arrests	554	443	380	400
Number of Neighborhood Contacts	522	-	-	-
Number of Traffic Contacts	1,868	1,828	1,950	2,000
Number of Community Relations programs	9	27	11	12
Number of Public Information Requests processed	702	705	725	725
Number of E911 calls received	3,289	4,398	4,600	4,700
Number of Officer Initiated Calls for Service	14,355	14,394	14,600	14,600
Number of House Watches/ Close Patrols	193	155	200	200
Number of Community Presentations regarding Animal Services	New Measure	New Measure	New Measure	New Measure

City of Glenn Heights, TX
2015-2016 Proposed Budgets
Police
Departmental Summary

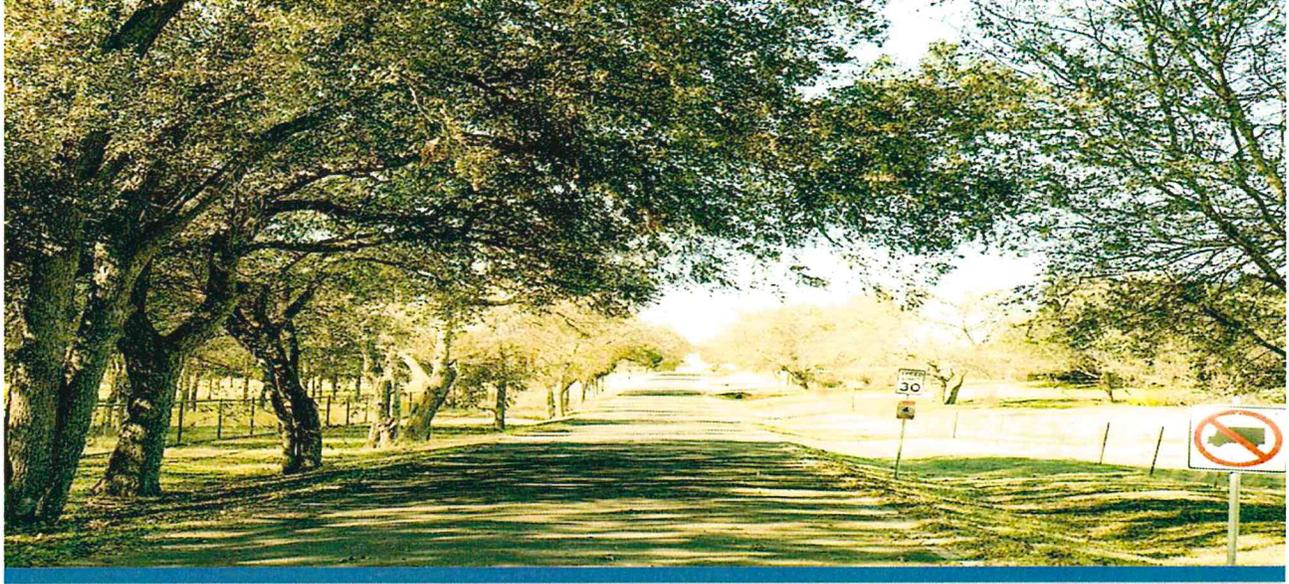
POLICE	2014-2015							% CHANGE
	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	CURRENT BUDGET	PROJECTED YEAR-END	2015-2016 PROPOSED		
PERSONNEL	\$1,472,894	\$1,370,331	\$1,447,752	\$1,618,249	\$1,493,625	\$1,636,963	1.16%	
SUPPLIES	97,115	75,104	85,472	114,050	79,108	91,900	-19.42%	
CONTRACTED SERVICES	28,357	30,501	34,380	71,300	70,751	8,000	-88.78%	
REPAIRS & MAINTENANCE	38,035	33,164	56,041	74,500	63,200	41,000	-44.97%	
OPERATING	70,141	76,143	84,409	91,100	76,950	54,500	-40.18%	
DEPARTMENTAL	18,280	15,817	32,409	44,900	23,536	28,400	-36.75%	
DEBT PAYMENTS	67,627	52,866	52,866	81,668	81,668	-	-100.00%	
CAPITAL OUTLAY	-	-	81,668	38,600	38,600	62,500	61.92%	
TOTAL POLICE DEPARTMENT	\$1,792,449	\$1,653,926	\$1,874,997	\$2,134,367	\$1,927,438	\$1,923,263	-9.89%	

PERSONNEL SUMMARY							
FULL-TIME POSITIONS							
Chief of Police	1	1	1	1	1	1	
Police Sergeant	3	3	3	3	3	3	
Police Corporal	3	3	3	3	3	3	
Police Officers	9	9	9	9	9	10	
Crime Victims Advocate	0	0	0	1	1	1	
Code Enforcement	1	1	1	1	1	0	
Animal Control	1	1	1	1	1	1	
Executive Assistant	1	1	1	1	1	1	
Emergency Dispatchers	5	5	5	5	5	5	
Records Manager	1	1	1	1	1	1	
Records Clerk	1	1	1	1	1	1	
Total Positions	26	26	26	27	27	27	

32-POLICE DEPARTMENT							
		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 CURRENT BUDGET	2014-2015 PROJECTED YEAR-END	2015-2016 PROPOSED
PERSONNEL							
100-5-32-1000	EXEMPT SALARY	\$82,264	\$81,967	\$83,014	\$84,659	\$84,596	\$85,587
100-5-32-1005	ACCRUED WAGES (AUDIT)	10,510	-	8,350	-	-	-
100-5-32-1010	REG. SALARIES FULL TIME	905,266	802,266	904,352	1,005,770	874,535	1,028,480
100-5-32-1020	REG. SALARIES PART TIME	21,115	21,169	13,798	-	25,929	-
100-5-32-1025	OVERTIME	91,747	109,985	65,894	109,047	128,630	104,454
100-5-32-1030	LONGEVITY PAY	6,144	6,076	6,059	5,904	6,245	6,816
100-5-32-1035	CERTIFICATION PAY	7,396	9,634	9,738	9,900	11,361	12,000
100-5-32-1040	ASSIGNMENT PAY	23,143	19,713	25,237	22,052	43,960	23,500
100-5-32-1200	PAYROLL TAXES FICA	82,172	75,729	80,523	94,656	85,263	96,454
100-5-32-1205	WORKERS COMP	18,703	23,980	22,791	22,151	20,225	22,841
100-5-32-1210	INSURANCE	184,389	185,342	188,539	222,207	164,214	214,330
100-5-32-1215	TEXAS EMP. COMM	-	-	2,659	-	12,070	-
100-5-32-1220	T.M.R.S.	40,045	34,470	36,798	41,903	36,597	42,500
TOTAL PERSONNEL		1,472,894	1,370,331	1,447,752	1,618,249	1,493,625	1,636,963
SUPPLIES							
100-5-32-1300	UNIFORMS & CLOTHING	5,178	3,805	4,433	7,000	6,000	7,000
100-5-32-2000	OFFICE SUPPLIES	3,447	2,761	2,729	3,150	2,650	-
100-5-32-2001	FORMS	889	779	1,723	2,400	1,000	1,400
100-5-32-2003	OTHER OPERATING SUPPLIES	1,707	513	2,837	2,000	1,000	2,000
100-5-32-2004	PATROL SUPPLIES	4,582	1,521	6,235	20,000	19,500	8,000
100-5-32-2010	PRISONER EXPENSES	5,780	6,851	5,402	7,500	6,223	7,500
100-5-32-2011	CRIME SCENE SEARCH	6,311	3,678	3,127	5,000	2,135	5,000
100-5-32-2012	JANITORIAL SUPPLIES	2,035	1,571	2,054	2,500	2,500	-
100-5-32-2100	GASOLINE & FUELS	62,197	50,962	52,199	60,000	36,000	57,000
100-5-32-2125	POSTAGE	2,139	1,973	2,274	1,500	100	1,000
100-5-32-2155	MINOR OFFICE EQUIPMENT	2,164	690	2,097	2,000	2,000	1,500
100-5-32-2156	OTHER SMALL EQUIPMENT	686	-	362	1,000	-	1,500
TOTAL SUPPLIES		97,115	75,104	85,472	114,050	79,108	91,900
CONTRACTED SERVICES							
100-5-32-3005	JANITORIAL SERVICES	4,200	4,200	4,200	15,000	14,500	-
100-5-32-3010	TECHNOLOGY	1,668	1,368	1,355	26,500	27,500	-
100-5-32-3013	OTHER PROFESSIONAL SERV	1,965	4,551	5,000	6,000	6,351	3,000
100-5-32-3022	POLICE SOFTWARE	10,365	12,901	15,698	16,000	16,000	-
100-5-32-3050	OPERATING LEASES-COPIERS	4,089	4,089	4,089	4,200	4,200	-
100-5-32-3102	BALLISTIC VESTS	6,070	3,392	4,038	3,600	2,200	5,000
TOTAL CONTRACTED SERVICES		28,357	30,501	34,380	71,300	70,751	8,000

City of Glenn Heights, TX
2015-2016 Proposed Budgets
Police
Departmental Summary

32-POLICE DEPARTMENT (Continued)	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	CURRENT BUDGET	PROJECTED YEAR-END	2015-2016 PROPOSED
REPAIRS & MAINTENANCE						
100-5-32-3200 R & M STRUCTURES	9,898	4,279	5,472	28,500	20,000	-
100-5-32-3201 R & M SMALL EQUIPMENT	5,753	4,085	3,718	6,000	3,200	6,000
100-5-32-3202 R & M AUTO/TRUCK	22,384	24,800	46,851	40,000	40,000	35,000
TOTAL REPAIRS & MAINTENANCE	38,035	33,164	56,041	74,500	63,200	41,000
OPERATING						
100-5-32-3300 CELL PHONES & WIRELESS	11,465	9,277	9,826	12,600	12,600	-
100-5-32-3301 TELECOMMUNICATIONS	1,650	12,011	14,352	14,000	12,100	-
100-5-32-3302 ELECTRICITY	10,429	9,852	11,005	12,000	12,000	-
100-5-32-3303 NATURAL GAS	585	779	851	1,000	1,150	1,000
100-5-32-3400 LIABILITY INSURANCE	8,600	10,640	10,485	12,000	10,900	12,000
100-5-32-3410 E-911 SERVICES	24,768	24,653	24,678	26,000	15,000	26,000
100-5-32-3500 CONFERENCE, TRAINING & TRA	9,347	4,570	8,481	8,000	8,000	10,000
100-5-32-3503 PRINTING, COPY & PHOTO	661	768	1,112	1,000	1,000	1,000
100-5-32-3505 OPERATING EXPENSES	466	517	523	500	200	500
100-5-32-3506 DUES, SUBSCRIPTIONS & PUB	2,170	3,076	3,096	4,000	4,000	4,000
TOTAL OPERATING	70,141	76,143	84,409	91,100	76,950	54,500
DEPARTMENTAL						
100-5-32-3519 CITY CLEAN UP	3,439	-	-	-	-	-
100-5-32-3520 ANIMAL POUND	9,033	8,958	9,941	12,000	9,500	12,000
100-5-32-3522 DEMOLITIONS	-	-	12,775	20,000	-	-
100-5-32-3525 STRATEGIC RESPONSE TEAM	3,323	3,034	4,594	5,000	6,136	8,500
100-5-32-3530 CRIME PREVENTION	2,485	3,825	5,099	7,900	7,900	7,900
TOTAL DEPARTMENTAL	18,280	15,817	32,409	44,900	23,536	28,400
DEBT PAYMENTS						
100-5-32-4010 2010 VEHICLE LEASE PRINCIPAL	13,782	-	-	-	-	-
100-5-32-4011 2011 VEHICLES LEASE PRINCIPAL	52,866	52,866	49,874	-	-	-
100-5-32-4013 FY 2014 LEASE PAYMENTS	-	-	-	81,668	81,668	-
100-5-32-4499 INTEREST EXPENSE	979	-	2,992	-	-	-
TOTAL DEBT PAYMENTS	67,627	52,866	52,866	81,668	81,668	-
CAPITAL OUTLAY						
100-5-32-5000 CAPITAL EXPENDITURES ¹	-	-	81,668	38,600	38,600	62,500
TOTAL CAPITAL OUTLAY	-	-	81,668	38,600	38,600	62,500
TOTAL POLICE	\$1,792,449	\$1,653,926	\$1,874,997	\$2,134,367	\$1,927,438	\$1,923,263



Infrastructure & Development Cluster

Utilities and Infrastructure provides services that affect the daily lives of all Glenn Heights citizens and many visitors. The department strives to provide quality service to our customers and meet the needs of our citizens, provide safe drinking water, sanitary sewer service, family friendly parks and adequate draining. The Infrastructure and Development cluster involves economic development, planning, streets, and water services departments. The City continues to review and revise processes in each department as needed in order to create the infrastructure



Infrastructure & Development Highlights

Economic Development Department

- Budget re-established with Business Development activities added

Planning and Permit Department

- Rental Registration Program Established
- Code Compliance function moved to Planning in April 2015 re-alignment
- Purchase replacement vehicle for Code Compliance
- Animal Control moved to planning reflecting commonality with Code Compliance

Streets & Maintenance Department

- Moved janitorial contract under this function
- Moved general funds associated with janitorial supplies to this function



Program Budget &
Work Plan
Fiscal Year
2015-16

52- Economic Development



City of Glenn Heights, TX
2015-2016 Proposed Budgets
Infrastructure & Economic Development

MISSION STATEMENT

The Office of Infrastructure and Economic Development is committed to encouraging and promoting desirable commercial and retail development in a manner that supports and enhances the City of Glenn Heights' community character and quality of life.

SUMMARY OF SERVICES

Land use and development services	Economic development and infrastructure services
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WORKPLAN OBJECTIVES

Facilitate local business roundtables	Reform the Glenn Heights Chamber of Commerce
Develop small business incubator in conjunction with local colleges and universities	Review and revise all development related processes and programs
Review and revise all infrastructure processes and programs	Develop standard operating procedures for development and infrastructure groups

PERFORMANCE MEASURES

PRODUCTIVITY INDICATORS

INDICATORS	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 PROJECTED	2015-2016 PROPOSED

WORKLOAD MEASURES

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 PROJECTED	2015-2016 PROPOSED
Number of roundtable meetings	New Measure	New Measure	New Measure	4
Number of Chamber of Commerce Meetings	New Measure	New Measure	New Measure	6
Number of small business incubator meetings	New Measure	New Measure	New Measure	4

Program Budget &
Work Plan
Fiscal Year
2015-16

40- Streets



City of Glenn Heights, TX
2015-2016 Proposed Budgets
Streets

MISSION STATEMENT

The Streets Department is dedicated to the preservation and safe usage of the City's streets. Improving the quality of life and facilitating safe transportation.

SUMMARY OF SERVICES

Potholes and minor street damage repairs	Street Encroachments
Street signs and lights	Asphalt overlay coordination

WORKPLAN OBJECTIVES

Coordinate with Dallas and Ellis county for future road improvements	Develop and implement road maintenance program
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PERFORMANCE MEASURES

PRODUCTIVITY INDICATORS

INDICATORS	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 PROJECTED	2015-2016 PROPOSED
Percent of potholes repaired within 72 hours	New Measure	New Measure	New Measure	New Measure
Percent of street signs repaired within two weeks of being reported	New Measure	New Measure	New Measure	New Measure

WORKLOAD MEASURES

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 PROJECTED	2015-2016 PROPOSED
Number of potholes repaired	New Measure	New Measure	New Measure	New Measure
Number of street signs repaired/replaced	New Measure	New Measure	New Measure	New Measure

City of Glenn Heights, TX
2015-2016 Proposed Budgets
Streets
Departmental Summary

STREETS	2011-2012	2012-2013	2013-2014	2014-2015		2015-2016	% CHANGE
	ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	PROJECTED YEAR-END	PROPOSED	
PERSONNEL	\$49,849	\$52,316	\$53,652	\$54,953	\$54,406	\$54,616	-0.61%
SUPPLIES	22,682	14,208	8,572	14,250	5,434	14,000	-1.75%
CONTRACTED SERVICES	2,307	1,387	2,059	3,000	1,750	26,840	794.67%
REPAIRS & MAINTENANCE	36,515	53,760	60,469	142,000	107,602	145,500	2.46%
OPERATING	63,290	83,721	91,876	85,600	85,645	121,200	41.59%
DEPARTMENTAL	4,836	2,831	2,831	6,500	4,400	4,500	-30.77%
DEBT PAYMENTS	-	-	-	-	-	-	
CAPITAL OUTLAY	38,954	-	-	-	-	20,000	n/a
TOTAL STREETS	\$218,433	\$208,223	\$219,459	\$306,303	\$259,237	\$386,656	26.23%

PERSONNEL SUMMARY							
FULL-TIME POSITIONS							
Superintendent	0	0	0	0	0	0	
Service Technician	1	1	1	1	1	1	
PART-TIME POSITIONS							
	0	0	0	0	0	0	
Total Positions	1	1	1	1	1	1	

40- STREETS	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
				CURRENT BUDGET	PROJECTED YEAR-END	
PERSONNEL						
100-5-40-1005 ACCRUED WAGES (AUDIT)	\$425	\$-	\$228	\$-	\$-	\$-
100-5-40-1010 REG. SALARIES FULL TIME	37,538	37,502	38,397	39,002	38,974	39,016
100-5-40-1025 OVERTIME	76	352	460	1,434	1,119	1,463
100-5-40-1200 PAYROLL TAXES FICA	2,872	2,890	2,967	3,093	3,292	3,097
100-5-40-1205 WORKERS COMP	627	2,514	2,572	2,534	2,172	2,479
100-5-40-1210 INSURANCE	6,985	7,814	7,733	7,521	7,440	7,197
100-5-40-1220 T.M.R.S.	1,326	1,244	1,295	1,369	1,409	1,364
TOTAL PERSONNEL	49,849	52,316	53,652	54,953	54,406	54,616
SUPPLIES						
100-5-40-1300 UNIFORMS & CLOTHING	40	195	164	200	-	200
100-5-40-2000 OFFICE SUPPLIES	353	157	233	300	272	-
100-5-40-2010 PRISONER EXPENSE	5,896	-	-	-	-	-
100-5-40-2012 JANITORIAL SUPPLIES	75	129	153	150	60	7,000
100-5-40-2100 GASOLINE & FUELS	15,765	13,442	7,602	13,000	5,000	6,500
100-5-40-2101 LPG FUEL	-	-	-	-	-	-
100-5-40-2125 POSTAGE	80	1	-	100	-	-
100-5-40-2151 HAND TOOLS	473	284	420	500	101	300
TOTAL SUPPLIES	22,682	14,208	8,572	14,250	5,434	14,000
CONTRACTED SERVICES						
100-5-40-0012 JANITORIAL SERVICES	-	-	-	-	-	24,340
100-5-40-3012 TRAFFIC SIGNAL MAINT	1,253	297	674	1,500	550	1,000
100-5-40-3110 SAFETY EQUIPMENT	1,054	1,090	1,385	1,500	1,200	1,500
TOTAL CONTRACTED SERVICES	2,307	1,387	2,059	3,000	1,750	26,840
REPAIRS & MAINTENANCE						
100-5-40-3200 R & M STRUCTURES	821	517	512	600	450	30,000
100-5-40-3201 R & M SMALL EQUIPMENT	2,884	2,316	1,625	2,500	700	1,500
100-5-40-3202 R & M AUTO/TRUCK	4,110	7,458	2,533	5,000	1,100	2,500
100-5-60-3207 R&M HIGHWAY BEAUTIFICATION	-	-	-	2,500	-	1,000
100-5-60-3210 HERITAGE PK MAINTENANCE	-	-	-	-	-	9000
100-5-60-3215 COURTNEY LANE PK MAINTENANCE	-	-	-	-	-	2000
100-5-60-3220 GATEWAY PK MAINTENANCE	-	-	-	-	-	2000

City of Glenn Heights, TX
 2015-2016 Proposed Budgets
Streets
Departmental Summary

40- STREETS (Continued)	2011-2012	2012-2013	2013-2014	2014-2015		2015-2016
	ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	PROJECTED YEAR-END	ADOPTED
100-5-40-3205 R & M STREETS	19,590	27,393	51,408	116,400	95,052	85,000
100-5-40-3206 R & M HEAVY EQUIPMENT	1,422	10,695	2,482	10,000	2,800	7,500
100-5-40-3210 R & M SIGNS & MARKINGS	7,681	5,381	1,909	7,500	7,500	5,000
100-5-40-3215 R & M GRAFFITI/VANDALISM	7	-	-	-	-	-
TOTAL REPAIRS & MAINTENANCE	36,515	53,760	60,469	142,000	107,602	145,500
OPERATING						
100-5-40-3300 CELL PHONES & WIRELESS	377	373	432	400	570	-
100-5-40-3302 ELECTRICITY	62,559	83,348	91,396	85,000	85,025	121,000
100-5-40-3500 CONFERENCE, TRAINING & TRA	36	-	48	200	50	200
100-5-40-3503 PRINTING COPYING & PHOTO	318	-	-	-	-	-
TOTAL OPERATING	63,290	83,721	91,876	85,600	85,645	121,200
DEPARTMENTAL						
100-5-40-3531 RENTAL EQUIPMENT	4,836	2,831	2,831	6,500	4,400	4,500
TOTAL DEPARTMENTAL	4,836	2,831	2,831	6,500	4,400	4,500
CAPITAL OUTLAY						
100-5-40-5000 CAPITAL EXPENDITURE	38,954	-	-	-	-	20,000
TOTAL CAPITAL OUTLAY	38,954	-	-	-	-	20,000
TOTAL STREETS	\$218,433	\$208,223	\$219,459	\$306,303	\$259,237	\$386,656

Program Budget &
Work Plan
Fiscal Year
2015-16

53- Planning



City of Glenn Heights, TX
2015-2016 Proposed Budgets
Planning and Permitting

MISSION STATEMENT

The Office of Planning and Permitting is committed to promoting rational, economic and environmentally efficient use of land to allow Glenn Heights to grow in a manner consistent with adopted ordinances and the goals of the community. Main focuses include community engagement, customer service, creativity, accountability and continuous improvement.

SUMMARY OF SERVICES

Planning and Permitting services	Variance Requests
Land use, construction and code compliance regulations	Plat Requests

WORKPLAN OBJECTIVES

Create Customer Feedback Program	Review and improve Code Compliance and Development Processes
Implement Rental Registration Program	Review Specific Use Permits and Planned Development Districts

PERFORMANCE MEASURES

PRODUCTIVITY INDICATORS

INDICATORS	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Process 95% of Permit Applications Reviewed Internally within five business days	56	77	97	-
Process 95% of Applications for S-F permits reviewed externally within six business days	259	290	358	-
Complete 95% of SUP Applications within 90 days	N/A	0	6	-
Percent of properties abated within 30 days of initial notification (if voluntary compliance is not obtained)	N/A	N/A	12	12

City of Glenn Heights, TX
 2015-2016 Proposed Budgets
Planning and Permitting

WORKLOAD MEASURES				
	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 PROJECTED	2015-2016 PROPOSED
Number of New Residential Permits Issued	17	18	96	118
Number of Trade Permits Issued	145	157	441	454
Number of New Plats Processed	0	3	2	1
Number of New Lots Platted	N/A	408	200	200
Number of Code Compliance Violations Processed	N/A	N/A	-	-
Number of Retail Unit Inspections	N/A	N/A	N/A	833

City of Glenn Heights, TX
2015-2016 Proposed Budgets
**Planning and Permitting
Departmental Summary**

PLANNING & PERMITTING	2011-2012	2012-2013	2013-2014	2014-2015		2015-2016	%
	ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	PROJECTED YEAR-END	PROPOSED	CHANGE
PERSONNEL	\$223,215	\$86,088	\$93,933	\$109,356	\$122,977	\$154,170	40.98%
SUPPLIES	2,002	1,598	642	1,200	1,118	7,300	508.33%
CONTRACTED SERVICES	44,462	51,714	44,202	43,100	86,577	90,500	109.98%
REPAIRS & MAINTENANCE	243	814	-	500	-	1,000	100.00%
OPERATING	5,537	4,544	5,409	7,500	5,567	7,500	0.00%
DEPARTMENTAL	-	-	-	-	-	20,000	
DEBT PAYMENTS	-	-	-	-	-	-	
CAPITAL OUTLAY	-	-	-	-	-	25,000	n/a
TOTAL PLANNING & PERMITTING	\$275,459	\$144,758	\$144,186	\$161,656	\$216,240	\$305,470	88.96%

PERSONNEL SUMMARY						
FULL-TIME POSITIONS						
Assistant City Manager	1	0	0	0	0	0
Code Compliance	0	0	0	0	0	1
Planner	1	1	1	1	1	1
Permit Coordinator	1	1	1	1	1	1
Total Positions	3	2	2	2	2	3

		2011-2012	2012-2013	2013-2014	2014-2015		2015-2016
		ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	PROJECTED YEAR-END	PROPOSED
53-PLANNING & PERMITTING							
PERSONNEL							
100-5-53-1000	EXEMPT SALARY	\$147,509	\$29,263	\$42,089	\$52,193	\$52,642	\$57,557
100-5-53-1005	ACCRUED WAGES (AUDIT)	336	-	1,030	-	-	-
100-5-53-1010	REG. SALARIES FULL TIME	27,932	27,369	24,668	30,665	43,168	73,272
100-5-53-1030	CAR ALLOWANCE	2,631	-	-	-	-	-
100-5-21-1025	OVERTIME					131	
100-5-53-1200	PAYROLL TAXES FICA	12,969	4,327	5,105	6,339	6,800	5,605
100-5-53-1205	WORKERS COMP	2,987	422	144	211	327	882
100-5-53-1210	INSURANCE	22,575	11,774	14,261	17,142	17,150	14,384
100-5-53-1215	UNEMPLOYMENT CLAIMS	-	11,076	4,410	-	-	-
100-5-53-1220	T.M.R.S.	6,276	1,857	2,226	2,806	2,759	2,470
TOTAL PERSONNEL		223,215	86,088	93,933	109,356	122,977	154,170
SUPPLIES							
100-5-53-1300	UNIFORMS AND CLOTHING	20	-	-	-	200	300
100-5-53-2000	OFFICE SUPPLIES	1,659	603	235	350	808	1,000
100-5-53-2009	CODE BOOKS	208	-	-	250	-	1,200
100-5-53-2012	JANITORIAL SUPPLIES	70	25	50	100	60	-
100-5-53-2100	GASOLINE & FUEL	36	-	322	500	50	3,300
100-5-53-2125	POSTAGE	9	12	35	-	-	1,500
100-5-53-2315	NCTCOG AERIAL MAP	-	958	-	-	-	-
TOTAL SUPPLIES		2,002	1,598	642	1,200	1,118	7,300
CONTRACTED SERVICES							
100-5-53-3003	ENGINEERING SERVICES	1,003	-	-	-	-	-
100-5-53-3004	HEALTH DEPT FEES	2,374	2,449	526	2,600	5,036	5,000
100-5-53-3006	CONSULTANT FEES	62	7,190	-	-	-	-
100-5-53-3015	MERCHANT (CC) FEES	1,626	429	252	500	450	500
100-5-53-3047	INSPECTIONS	35,464	37,799	39,918	40,000	80,723	85,000
100-5-53-3050	OPERATING LEASE-PLOTTER	3,933	3,847	3,506	-	368	-
TOTAL CONTRACTED SERVICES		44,462	51,714	44,202	43,100	86,577	90,500

City of Glenn Heights, TX
2015-2016 Proposed Budgets
Planning and Permitting
Departmental Summary

53-PLANNING & PERMITTING (Continued)	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
				CURRENT BUDGET	PROJECTED YEAR-END	
REPAIRS & MAINTENANCE						
100-5-53-3200 R & M STRUCTURES	160	814	-	-	-	-
100-5-53-3202 R & M AUTO/TRUCK	83	-	-	-	-	1,000
100-5-53-3210 R & M SIGNS & MARKINGS	-	-	-	500	-	-
TOTAL REPAIRS & MAINTENANCE	243	814	-	500	-	1,000
OPERATING						
100-5-53-3300 CELL PHONES & WIRELESS	1,290	(22)	-	-	-	-
100-5-53-3400 CASH SHORT (OVER)	-	-	78	-	-	-
100-5-53-3500 CONFERENCE, TRAINING & TRA	2,933	3,207	4,104	4,500	3,955	4,500
100-5-53-3503 PRINTING, COPY & PHOTO	1,074	661	516	1,500	882	1,500
100-5-53-3505 OPERATING EXPENSES	(612)	413	-	-	-	-
100-5-53-3506 DUES, SUBSCRIPTIONS & PUB	852	285	711	1,500	730	1,500
TOTAL OPERATING	5,537	4,544	5,409	7,500	5,567	7,500
DEPARTMENTAL						
100-5-53-3522 DEMOLITIONS	-	-	-	-	-	20,000
TOTAL DEPARTMENTAL	-	-	-	-	-	20,000
CAPITAL OUTLAY						
100-5-53-5000 CAPITAL EXPENDITURES	-	-	-	-	-	25,000
TOTAL CAPITAL OUTLAY	-	-	-	-	-	25,000
TOTAL PLANNING	\$275,459	\$144,758	\$144,186	\$161,656	\$216,240	\$305,470



Debt Service Fund

The Debt Service Fund is used to account for ad valorem taxes assessed for the payment of principal and interest on long-term bond debt of the City's governmental funds.

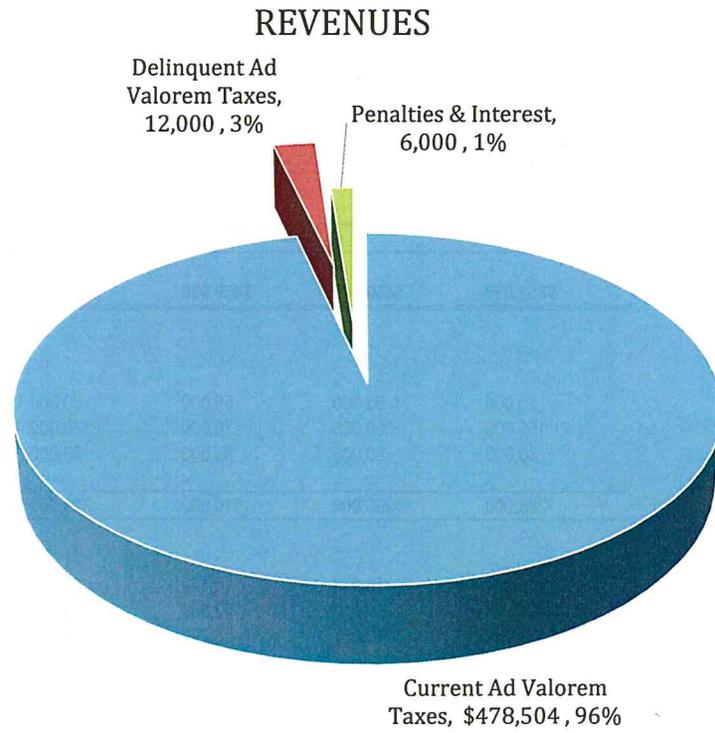


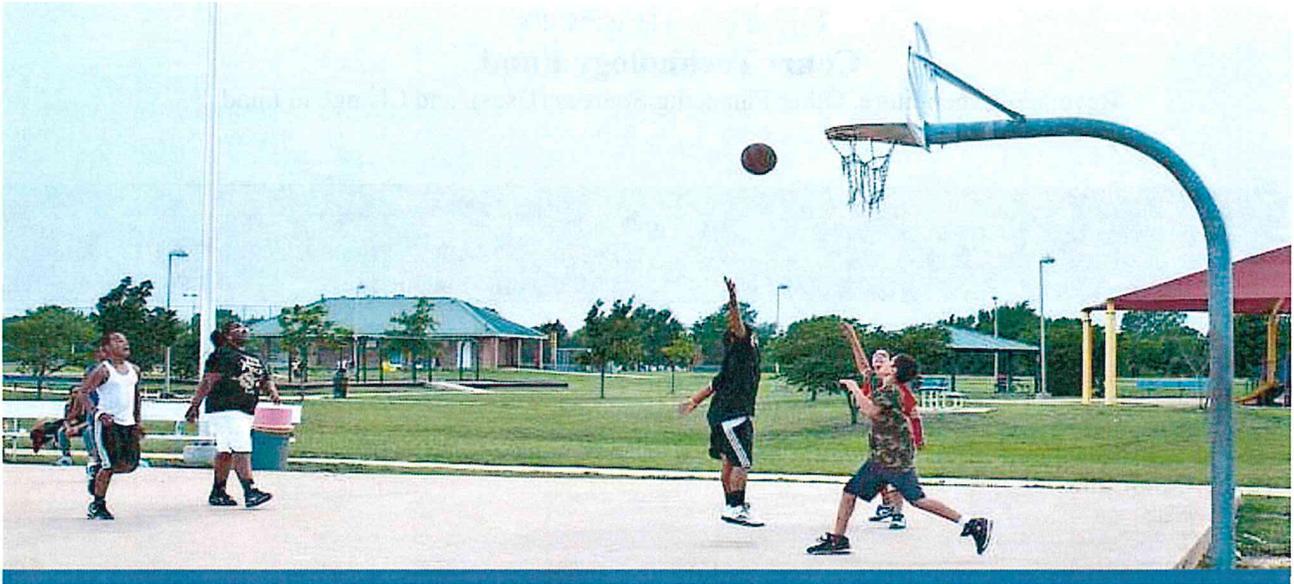
City of Glenn Heights, TX
Debt Service Fund

Revenue, Expenditure, Other Financing Sources (Uses), and Change in Fund Balance

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
				CURRENT BUDGET	PROJECTED YEAR END	
M&O Tax Rate/\$100 Valuation	0.163600	0.115935	0.116086	0.111610	0.111610	0.110926
Taxable Valuation	\$396,680,143	\$389,507,832	\$390,879,178	\$408,046,433	\$408,046,433	\$447,599,372
REVENUES						
PROPERTY TAXES						
Current Ad Valorem Taxes	\$630,984	\$442,558	\$445,953	\$455,419	\$452,811	\$478,504
Delinquent Ad Valorem Taxes	11,920	11,430	8,720	15,000	6,805	12,000
Penalties & Interest	10,001	6,313	5,323	6,000	3,630	6,000
TOTAL PROPERTY TAXES	652,905	460,301	459,996	476,419	463,246	496,504
INTEREST						
Interest Income	85	9	2	-	1	-
TOTAL REVENUES	\$652,990	\$460,310	\$459,998	\$476,419	\$463,247	\$496,504
EXPENDITURES						
BOND PRINCIPAL						
2003 CO Bonds	50,000	55,000	55,000	60,000	60,000	60,000
2006 CO Bonds	155,000	160,000	170,000	175,000	175,000	185,000
2008 CO Bonds	80,000	80,000	85,000	90,000	90,000	90,000
2015 CO Bonds	-	-	-	-	-	20,000
TOTAL BOND PRINCIPAL	285,000	295,000	310,000	325,000	325,000	355,000
BOND INTEREST						
2003 CO Bonds	19,304	16,973	14,429	11,858	11,858	9,068
2006 CO Bonds	76,125	69,510	62,580	55,335	55,335	47,775
2008 CO Bonds	73,281	70,087	66,723	63,226	63,226	59,590
2015 CO Bonds	-	-	-	-	-	25,075
TOTAL BOND INTEREST	168,710	156,570	143,732	130,419	130,419	141,508
CONTRACTED SERVICES						
Fiscal Agent Fees	3,000	3,000	3,251	3,000	3,000	3,000
TOTAL CONTRACTED SERVICES	3,000	3,000	3,251	3,000	3,000	3,000
TOTAL EXPENDITURES	\$456,710	\$454,570	\$456,983	\$458,419	\$458,419	\$499,508
REVENUES OVER (UNDER) EXPENDITURES	\$196,280	\$5,740	\$3,015	\$18,000	\$4,828	\$(3,003)
OTHER FINANCING SOURCES (USES)						
Transfers In (Out)						
Transfer to Water & Sewer Fund	(195,950)	(277,100)	-	-	-	-
NET CHANGE IN FUND BALANCE	\$330	\$(271,360)	\$3,015	\$18,000	\$4,828	\$(3,003)
RESTRICTED FUND BALANCE - OCTOBER 1	290,456	290,786	19,426	32,210	22,441	27,269
RESTRICTED FUND BALANCE - SEPTEMBER 30	\$290,786	\$19,426	\$22,441	\$50,210	\$27,269	\$24,266

City of Glenn Heights, TX
Debt Service Fund
Revenue, Expenditure, Other Financing Sources (Uses), and Change in Fund Balance





Special Revenue Fund

The City's Special Revenue Fund account for revenue collected for specific purposes and the expenditures associated with these revenues.



City of Glenn Heights, TX
Court Technology Fund
Revenue, Expenditure, Other Financing Sources (Uses), and Change in Fund

	2011- 2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
				CURRENT BUDGET	PROJECTED YEAR END	
REVENUES						
COURT TECHNOLOGY FEES	\$8,321	\$5,703	\$4,480	\$4,000	\$5,378	\$5,300
CONVENIENCE FEES	1,253	1,264	1,173	1,000	1,325	1,300
INTEREST	18	11	2	-	-	-
TOTAL REVENUES	\$9,592	\$6,978	\$5,655	\$5,000	\$6,703	\$6,600
FUND EXPENDITURES						
PERSONNEL	-	-	-	-	-	-
SUPPLIES	-	-	-	-	-	-
CONTRACTED SERVICES	11,790	10,824	4,496	5,000	8,600	5,000
REPAIRS & MAINTENANCE	-	-	-	-	-	-
OPERATING	-	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-	-
DEBT PAYMENTS	6,642	6,642	1,663	-	-	-
CAPITAL OUTLAY	-	-	-	-	-	-
TOTAL FUND EXPENDITURES	\$18,432	\$17,466	\$6,159	\$5,000	\$8,600	\$5,000
REVENUES OVER (UNDER) EXPENDITURES	\$(8,840)	\$(10,488)	\$(504)	\$-	\$(1,897)	\$1,600
OTHER FINANCING SOURCES (USES)						
TRANSFERS IN (OUT)	-	-	-	-	-	-
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE IN FUND BALANCE	\$(8,840)	\$(10,488)	\$(504)	\$-	\$(1,897)	\$1,600
RESTRICTED FUND BALANCE, OCT 1	19,902	11,062	574	\$11,062	\$574	(1,323)
RESTRICTED FUND BALANCE, SEP 30	\$11,062	\$574	\$70	\$11,062	\$(1,323)	\$277

City of Glenn Heights, TX

Court Security Fund

Revenue, Expenditure, Other Financing Sources (Uses), and Change in Fund

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
			CURRENT BUDGET	PROJECTED YEAR END	
REVENUES					
COURT SECURITY FEES	\$4,277	\$3,360	\$4,500	\$4,040	\$4,500
INTEREST	21	7	-	10	-
TOTAL REVENUES	\$4,298	\$3,367	\$4,500	\$4,050	\$4,500
FUND EXPENDITURES					
PERSONNEL	-	9,240	17,488	-	16,840
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	-
REPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-
DEBT PAYMENTS	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-
TOTAL FUND EXPENDITURES	\$-	\$9,240	\$17,488	\$-	\$16,840
REVENUES OVER (UNDER) EXPENDITURES	\$4,298	\$(5,873)	\$(12,988)	\$4,050	\$(12,340)
OTHER FINANCING SOURCES (USES)					
TRANSFERS IN (OUT)	-	-	-	-	-
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-
NET CHANGE IN FUND BALANCE	\$4,298	\$(5,873)	\$(12,988)	\$4,050	\$(12,340)
RESTRICTED FUND BALANCE, OCT 1	22,938	27,236	21,363	21,363	25,413
RESTRICTED FUND BALANCE, SEP 30	\$27,236	\$21,363	\$8,375	\$25,413	\$13,073

City of Glenn Heights, TX
911 Fees
Revenue, Expenditure, Other Financing Sources (Uses), and Change in Fund

	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
			CURRENT BUDGET	PROJECTED YEAR END	
REVENUES					
205-4-00-4535 911 WIRELESS FEES	\$54,841	\$56,004	\$53,000	\$56,834	\$55,000
205-4-00-4540 911 LANDLINE FEES	25,063	30,592	22,000	21,752	22,000
205-4-00-4700 INTEREST	212	84	200	200	200
TOTAL REVENUES	\$80,116	\$86,680	\$75,200	\$78,786	\$77,200
FUND EXPENDITURES					
PERSONNEL	-	-	-	-	-
SUPPLIES	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	-
REPAIRS & MAINTENANCE	-	-	-	-	-
OPERATING	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-
DEBT PAYMENTS	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-
TOTAL FUND EXPENDITURES	\$-	\$-	\$-	\$-	\$-
REVENUES OVER (UNDER) EXPENDITURES	\$80,116	\$86,680	\$75,200	\$78,786	\$77,200
OTHER FINANCING SOURCES (USES)					
CAPITAL LEASE PROCEEDS	-	-	-	-	-
CAPITAL LEASE EXPENDITURES	-	-	-	-	-
TRANSFERS IN (OUT) ¹	(31,653)	31,678	(33,000)	(33,000)	(33,000)
TOTAL OTHER FINANCING SOURCES (USES)	(31,653)	31,678	(33,000)	(33,000)	(33,000)
NET CHANGE IN FUND BALANCE	\$48,463	\$118,358	\$42,200	\$45,786	\$44,200
RESTRICTED FUND BALANCE, OCT 1	149,969	198,432	316,790	316,790	362,576
RESTRICTED² FUND BALANCE, SEP 30	\$198,432	\$316,790	\$358,990	\$362,576	\$406,776

¹911 landline fees are used to offset actual monthly costs of E911 telephone bill, and \$7,000 of 911 wireless fees are used to offset a portion of annual salaries paid to dispatchers for call taking.

² Committed for capital acquisition of new E911 system.

City of Glenn Heights, TX

Grants Fund

Revenue, Expenditure, Other Financing Sources (Uses), and Change in Fund

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
				CURRENT BUDGET	PROJECTED YEAR END	
FUND EXPENDITURES						
PERSONNEL	\$263,140	\$262,467	\$40,171	\$-	\$-	\$-
SUPPLIES	4,480	8,632	799	-	-	-
CONTRACTED SERVICES	-	-	-	3,875	3,875	3,875
REPAIRS & MAINTENANCE	-	9,011	-	-	-	-
OPERATING	1,688	1,470	5,128	1,500	1,500	1,500
DEPARTMENTAL	-	-	-	-	-	-
DEBT PAYMENTS	-	-	-	-	-	-
CAPITAL OUTLAY	-	6,025	66,858	-	-	-
TOTAL FUND EXPENDITURES	\$269,308	\$287,605	\$112,956	\$5,375	\$5,375	\$5,375
OTHER FINANCING SOURCES (USES)						
OPERATING GRANT PROCEEDS						
AMA Grant	\$2,490	\$-	\$456	\$-	\$-	\$-
DSHS Grant	-	-	-	-	-	-
CJD Grant (BVP)	-	4,526	29,908	3,875	3,875	3,875
TX Forest Service	-	8,220	1,698	-	-	-
TLEOSE Grant	-	-	1,615	1,500	1,500	1,500
Safer Streets II	-	-	66,858	-	-	-
SAFER						
Grant	224,585	221,117	-	-	-	-
CJD Grant (CVA)	33,787	34,585	-	-	-	-
CAPITAL GRANT PROCEEDS						
SECO Grant	-	-	-	-	-	-
Oncor Grant	-	9,011	-	-	-	-
FEMA Grant	-	-	-	-	-	-
CJD Grant (Equipment Grant)	-	-	-	-	-	-
TRANSFERS IN (OUT)						
Transfer from General Fund (CJD Grant Match)	8,446	10,146	12,422	-	-	-
TOTAL OTHER FINANCING SOURCES (USES)	269,308	287,605	112,956	5,375	5,375	5,375
NET CHANGE IN FUND BALANCE	\$-	\$-	\$-	\$-	\$-	\$-
RESTRICTED FUND BALANCE, OCT 1	-	-	-	-	-	-
RESTRICTED FUND BALANCE, SEP 30	\$-	\$-	\$-	\$-	\$-	\$-



Capital Improvement Fund



City of Glenn Heights, TX

Park Fees

Revenue, Expenditure, Other Financing Sources (Uses), and Change in Fund

		2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015		2015-2016
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	PROJECTED YEAR END	PROPOSED
REVENUES									
230-4-00-4600	CITY-WIDE PARK FEES	\$23,618	\$16,686	\$12,978	\$10,506	\$9,270	\$-	\$46,350	\$30,000
230-4-00-4700	INTEREST	2,808	1,001	574	481	474	-	375	-
TOTAL REVENUES		\$26,426	\$17,687	\$13,552	\$10,987	\$9,744	\$-	\$46,725	\$30,000
FUND EXPENDITURES									
PERSONNEL		-	-	-	-	-	-	-	-
SUPPLIES		-	-	-	-	-	-	-	-
CONTRACTED SERVICES		-	-	-	-	-	-	-	-
REPAIRS & MAINTENANCE		-	-	-	-	-	-	-	-
OPERATING		-	-	-	-	-	-	-	-
DEPARTMENTAL		-	-	-	-	-	-	-	-
DEBT PAYMENTS		-	-	-	-	-	-	-	-
CAPITAL OUTLAY		52,523	11,991	4,500	21,537	-	125,000	47,395	88,000
TOTAL FUND EXPENDITURES		\$52,523	\$11,991	\$4,500	\$21,537	\$-	\$125,000	\$47,395	\$88,000
REVENUES OVER (UNDER) EXPENDITURES		\$(26,097)	\$5,696	\$9,052	\$(10,550)	\$9,744	\$(125,000)	\$(670)	\$(58,000)
OTHER FINANCING SOURCES (USES)									
TRANSFERS IN (OUT)									
Transfer from 2008 CO Bond Fund		-	-	-	-	-	-	-	-
TOTAL OTHER FINANCING SOURCES (USES)		-	-	-	-	-	-	-	-
NET CHANGE IN FUND BALANCE		\$(26,097)	\$5,696	\$9,052	\$(10,550)	\$9,744	\$(125,000)	\$(670)	\$(58,000)
RESTRICTED FUND BALANCE, OCT 1		208,050	181,953	187,650	196,702	186,152	186,152	186,152	185,482
Committed for Neighborhood Area Parks		-	(51,335)	-	-	-	-	-	-
RESTRICTED FUND BALANCE, SEP 30		\$181,953	\$136,314	\$196,702	\$186,152	\$195,896	\$61,152	\$185,482	\$127,482

City of Glenn Heights, TX

Street Impact Fees

Revenue, Expenditure, Other Financing Sources (Uses), and Change in Fund

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
				CURRENT BUDGET	PROJECTED YEAR END	
REVENUES						
215-4-00-4590 WATER IMPACT FEES	\$-	\$-	\$-	\$-	\$-	\$-
215-4-00-4591 SEWER IMPACT FEES	-	-	-	-	-	-
215-4-00-4592 STREET IMPACT FEES	26,933	21,803	19,238	-	96,188	159,030
215-4-00-4700 INTEREST	1	3	132	-	650	-
TOTAL REVENUES	\$26,934	\$21,806	\$19,370	\$-	\$96,838	\$159,030
FUND EXPENDITURES						
PERSONNEL	-	-	-	-	-	-
SUPPLIES	-	-	-	-	-	-
CONTRACTED SERVICES	1,490	-	-	-	-	-
REPAIRS & MAINTENANCE	-	-	-	-	-	-
OPERATING	-	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-	-
DEBT PAYMENTS	-	-	-	-	-	-
CAPITAL OUTLAY	7,523	-	-	-	-	-
TOTAL FUND EXPENDITURES	\$9,013	\$-	\$-	\$-	\$-	\$-
REVENUES OVER (UNDER) EXPENDITURES	\$17,921	\$21,806	\$19,370	\$-	\$96,838	\$159,030
OTHER FINANCING SOURCES (USES)						
TRANSFERS IN (OUT)						
Transfer to Water/Wastewater Impact Fund	-	-	-	-	-	-
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE IN FUND BALANCE	\$17,921	\$21,806	\$19,370	\$-	\$96,838	\$159,030
RESTRICTED FUND BALANCE, OCT 1	876,044	216,106	237,912	237,912	237,912	334,750
Reclassify to W/WW Impact Fee Fund (new)	(677,859)	-	-	-	-	-
RESTRICTED FUND BALANCE, SEP 30	\$216,106	\$237,912	\$257,282	\$237,912	\$334,750	\$493,780

City of Glenn Heights, TX
Water Sewer Impact Fees
Revenue, Expenditure, Other Financing Sources (Uses), and Change in Fund

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
				CURRENT BUDGET	PROJECTED YEAR END	
REVENUES						
515-4-00-4590 WATER IMPACT FEES	\$12,184	\$14,926	\$10,595	\$-	\$42,821	\$65,688
515-4-00-4591 SEWER IMPACT FEES	46,711	43,846	40,833	-	153,604	251,838
515-4-00-4700 INTEREST	2,005	1,501	1,346	-	613	-
TOTAL REVENUES	\$60,900	\$60,273	\$52,774	\$-	\$197,038	\$317,526
FUND EXPENDITURES						
PERSONNEL	-	-	-	-	-	-
SUPPLIES	-	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	-	-
REPAIRS & MAINTENANCE	-	-	-	-	-	-
OPERATING	-	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-	-
DEBT PAYMENTS*	177,701	150,958	161,387	195,360	195,360	163,608
CAPITAL OUTLAY	-	-	-	-	-	-
TOTAL FUND EXPENDITURES	\$177,701	\$150,958	\$161,387	\$195,360	\$195,360	\$163,608
REVENUES OVER (UNDER) EXPENDITURES	\$(116,801)	\$(90,685)	\$(108,613)	\$(195,360)	\$1,678	\$(163,608)
OTHER FINANCING SOURCES (USES)						
TRANSFERS IN (OUT)						
Transfer from Street Impact Fee Fund	-	-	-	-	-	-
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE IN FUND BALANCE	\$(116,801)	\$(90,685)	\$(108,613)	\$(195,360)	\$1,678	\$(163,608)
RESTRICTED FUND BALANCE, OCT 1	-	562,310	471,625	471,625	471,625	473,303
Reclassify from Street Impact Fee Fund	679,111	-	-	-	-	-
RESTRICTED FUND BALANCE, SEP 30	\$562,310	\$471,625	\$363,012	\$276,265	\$473,303	\$309,695

*This is a portion of the TRA debt service payment.

City of Glenn Heights, TX
2006 CO Bond Fund

Revenue, Expenditure, Other Financing Sources (Uses), and Change in Fund

	2011-2012	2012-2013	2013-2014	2014-2015		2015-2016
				CURRENT	PROJECTED	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	YEAR END	PROPOSED
REVENUES						
BOND REVENUES	\$-	\$-	\$-	\$-	\$-	\$-
INTEREST INCOME	1,232	931	693	-	636	-
TOTAL REVENUES	\$1,232	\$931	\$693	\$-	\$636	\$-
FUND EXPENDITURES						
PERSONNEL	-	-	-	-	-	-
SUPPLIES	-	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	-	-
REPAIRS & MAINTENANCE	-	-	-	-	-	-
OPERATING	-	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-	-
DEBT PAYMENTS	-	-	-	-	-	-
CAPITAL OUTLAY	-	326,684	231,428	119,952	-	120,641
TOTAL FUND EXPENDITURES	\$-	\$326,684	\$231,428	\$119,952	\$-	\$120,641
REVENUES OVER (UNDER) EXPENDITURES	\$1,232	\$(325,753)	\$(230,735)	\$(119,952)	\$636	\$(120,641)
OTHER FINANCING SOURCES (USES)						
TRANSFERS IN (OUT)						
Transfer from 2008 CO Bond Fund	-	-	-	-	-	-
TOTAL OTHER FINANCING SOURCES (USES)	-	-	-	-	-	-
NET CHANGE IN FUND BALANCE	\$1,232	\$(325,753)	\$(230,735)	\$(119,952)	\$636	\$(120,641)
RESTRICTED FUND BALANCE, OCT 1	675,261	676,493	350,740	120,005	120,005	120,641
RESTRICTED FUND BALANCE, SEP 30	\$676,493	\$350,740	\$120,005	\$53	\$120,641	\$-

City of Glenn Heights, TX
2008 CO Bond Fund

Revenue, Expenditure, Other Financing Sources (Uses), and Change in Fund

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
				CURRENT BUDGET	PROJECTED YEAR END	
REVENUES						
401-4-00- 4000 BOND REVENUES	\$-	\$-	\$-	\$-	\$-	\$-
401-4-00- 4700 INTEREST INCOME	719	533	179	-	150	-
TOTAL REVENUES	\$719	\$533	\$179	\$-	\$150	\$-
FUND EXPENDITURES						
PERSONNEL	-	-	-	-	-	-
SUPPLIES	-	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	-	-
REPAIRS & MAINTENANCE	-	-	-	-	-	-
OPERATING	-	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-	-
DEBT PAYMENTS	-	-	-	-	-	-
CAPITAL OUTLAY				417,048	-	514,559
TOTAL FUND EXPENDITURES	\$-	\$-	\$-	\$417,048	\$-	\$514,559
REVENUES OVER (UNDER) EXPENDITURES	\$719	\$533	\$179	\$(417,048)	\$150	\$(514,559)
OTHER FINANCING SOURCES (USES)						
TRANSFERS IN (OUT)						
Transfer to 2006 CO Bond Fund		-	-	-	-	-
Transfer to Drainage Fund	(128,795)	-	-	-	-	-
Transfer to Park Fund	-	-	-	-	-	-
TOTAL OTHER FINANCING SOURCES (USES)	(128,795)	-	-	-	-	-
NET CHANGE IN FUND BALANCE	\$(128,076)	\$533	\$179	\$(417,048)	\$150	\$(514,559)
RESTRICTED FUND BALANCE, OCT 1	749,129	621,053	621,586	621,765	621,586	621,736
RESTRICTED FUND BALANCE, SEP 30	\$621,053	\$621,586	\$621,765	\$204,717	\$621,736	\$107,177

City of Glenn Heights, TX
Vehicle Replacement Fund
Revenue, Expenditure, Other Financing Sources (Uses), and Change in Fund

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
				CURRENT BUDGET	PROJECTED YEAR END	
REVENUES						
401-4-00-4000 BOND REVENUES	\$-	\$-	\$-	\$-	\$-	\$-
401-4-00-4700 INTEREST INCOME	-	-	-	-	-	-
TOTAL REVENUES	\$-	\$-	\$-	\$-	\$-	\$-
FUND EXPENDITURES						
PERSONNEL	-	-	-	-	-	-
SUPPLIES	-	-	-	-	-	-
CONTRACTED SERVICES	-	-	-	-	-	-
REPAIRS & MAINTENANCE	-	-	-	-	-	-
OPERATING	-	-	-	-	-	-
DEPARTMENTAL	-	-	-	-	-	-
DEBT PAYMENTS	-	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-	164,000
TOTAL FUND EXPENDITURES	\$-	\$-	\$-	\$-	\$-	\$164,000
REVENUES OVER (UNDER) EXPENDITURES	\$-	\$-	\$-	\$-	\$-	\$(164,000)
OTHER FINANCING SOURCES (USES)						
TRANSFERS IN (OUT)						
Transfer from General Fund	-	-	100,000	-	164,929	100,000
TOTAL OTHER FINANCING SOURCES (USES)	-	-	100,000	-	164,929	100,000
NET CHANGE IN FUND BALANCE	\$-	\$-	\$100,000	\$-	\$164,929	\$(64,000)
RESTRICTED FUND BALANCE, OCT 1	-	-	-	100,000	100,000	264,929
RESTRICTED FUND BALANCE, SEP 30	\$-	\$-	\$100,000	\$100,000	\$264,929	\$300,929

Capital Expenditures



City of Glenn Heights, TX
Capital Expenditures

<u>DEPARTMENT</u>	<u>CAPTIAL EXPENDITURE</u>	<u>2015-ADOPTED</u>
POLICE	Police Vehicle	\$42,500
	Police Body Cameras	\$20,000
INFRASTRUCTURE & DEVELOPMENT	Security Gate for Water Tower	\$25,000
	Mowers and Assorted Lawn Maintenance Tools	\$23,000
	Gateway Signs	\$20,000
FIRE	Command Vehicle	\$40,000
PLANNING	Code Vehicle	\$25,000
	<u>TOTAL CAPITAL EXPENDITURES</u>	<u>\$195,500</u>



Water & Sewer Fund

The Water and Sewer Utility Fund is an Enterprise Fund and accounts for revenues and expenses associated with the operation system, utility debt services and utility capital projects. Revenue to support the Water and Sewer Fund are derived from user's fees billed to commercial and residential customers in the City. The Water and Sewer Operating Funds appropriations are adopted as part of the annual budget process.



City of Glenn Heights, TX
Water Sewer Fund Summary
 Revenue, Expenditure, Other Financing Sources (Uses), and Change in Fund

REVENUES	2011-2012	2012-2013	2013-2014	2014-2015		2015-2016	%
	ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	PROJECTED YEAR-END	PROPOSED	CHANGE
Water Sales	\$2,009,100	\$1,916,330	\$1,924,860	\$1,895,500	\$1,894,576	\$1,925,000	2%
Sewer Sales	2,261,444	2,372,526	2,339,673	2,375,000	2,400,465	2,380,000	0%
Late Charges	276,003	272,768	266,921	275,000	266,314	270,000	-2%
Reconnect Fees	48,670	50,435	58,703	50,000	54,377	52,500	5%
Water Meters	14,707	16,102	12,813	20,000	58,895	68,820	244%
Tap Fees	4,795	1,600	875	3,000	7,500	-	N/A
Convenience Fees	26,265	38,640	40,483	37,000	41,000	39,000	5%
Interest	1,881	2,862	1,359	2,000	1,300	1,500	-25%
Miscellaneous	9,386	363,559	17,836	7,000	4,000	10,000	43%
TOTAL REVENUES	4,652,251	5,034,822	4,663,523	4,664,500	4,728,427	4,746,820	
EXPENDITURES							
22-Utility Administration	\$238,428	\$253,558	\$238,980	\$245,187	\$236,617	\$254,559	
23-Meter Services	165,181	138,230	215,744	209,290	234,100	191,336	
41-Water Operations	1,228,055	1,218,860	1,340,390	1,513,437	1,403,606	1,706,181	
42-Wastewater Operations	1,817,196	1,536,876	1,571,789	1,948,495	1,834,143	1,960,613	
99-Capital Project - Hwy 664 Utility Relocation	-	-	-	350,000	102,375	100,000	
TOTAL EXPENDITURES	3,448,860	3,147,524	3,366,903	4,266,409	3,810,841	4,212,690	
REVENUE OVER (UNDER) EXPENDITURES	1,203,391	1,887,298	1,296,620	398,091	917,586	534,130	
OTHER FINANCING SOURCES (USES)							
00-Lease Purchase Proceeds	-	99,679	-	-	-	-	-
00-Lease Expenditures	-	(99,679)	-	-	-	-	-
00-Debt Service Payments	(195,571)	(277,100)	(272,400)	(272,050)	(272,050)	(275,925)	
00-Transfers In (Out):							
Transfer from Debt Service Fund	195,950	277,100	-	-	-	-	-
Transfer from GF for Loan repayment	-	-	-	81,668	81,668	-	-
Repayment to GF for taxes used to pay debt	(195,950)	(277,100)	-	-	-	-	-
Transfers to GF	(100,000)	(100,000)	(82,000)	-	-	-	-
G&A Reimbursement from Utility Funds	(364,945)	(185,593)	(214,532)	(279,133)	(236,000)	(257,317)	
TOTAL OTHER FINANCING SOURCES (USES)	(660,516)	(562,693)	(568,932)	(469,515)	(426,382)	(533,242)	
NET CHANGE IN FUND BALANCE	\$542,875	\$1,324,605	\$727,688	\$(71,424)	\$491,204	\$888	
Fund Balance Reserves - Intended Use	-	-	-	-	-	-	-
ANTICIPATED CHANGE IN FUND BALANCE	\$542,875	\$1,324,605	\$727,688	\$(71,424)	\$491,204	\$888	
TOTAL FUND BALANCE - OCTOBER 1	1,071,055	1,613,930	2,938,535	1,814,896	3,304,464	3,433,909	
TOTAL FUND BALANCE - SEPTEMBER 30	\$1,613,930	\$2,938,535	\$3,666,223	\$1,743,472	\$3,795,668	\$3,434,798	
Restrict for capital improvements *	(500,000)	(750,000)	(361,759)	(33,074)	(361,759)	-	-
Reserve for one-time incentive pay-out	-	(11,250)	-	-	-	-	-
Reserve for TRA overages	-	(75,000)	-	-	-	-	-
UNRESTRICTED FUND BALANCE - SEPT 30	\$1,113,930	\$2,102,285	\$3,304,464	\$1,710,398	\$3,433,909	\$3,434,798	
Daily Operating Costs	10,985	9,891	10,558	13,199	11,833	13,003	
Days in Reserve	101	213	313	130	290	264	

* In FY 14/15, funds restricted for capital improvements was reduced by amount of Hwy 664 Utility Relocation Project.

Program Budget &
Work Plan
Fiscal Year
2015-16

Utility Administration



City of Glenn Heights, TX
2015-2016 Proposed Budgets
Utility Administration

MISSION STATEMENT

The Utility Billing & Collection Department provides comprehensive, professional, effective and reliable service to our utility customers. The department is responsible for managing service request, concerns and inquires. Utility Billing & Collection maintains utility customer records and bills, monitors and collects active, inactive and aged accounts. The division generates and processes The billing for water, wastewater and sanitation.

SUMMARY OF SERVICES

Customer Service	Billing
Water, Sewer and Trash service requests	Utility Services
Records Management	Accounts monitoring

WORKPLAN OBJECTIVES

Evaluate kiosk purchase	Analyze opportunities to advertise in Utility Bills
Explore survey options	Develop Bill Resolution Policy
Implement Senior/Disability/ Veteran Program	Create In-House Customer Service Response Box

PERFORMANCE MEASURES

PRODUCTIVITY INDICATORS

INDICATORS	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Percent increase in customers	New Measure	New Measure	New Measure	New Measure
Percent decrease in customer complaints	New Measure	New Measure	1%	2%
Number of customer service compliments per month	New Measure	New Measure	5	7

City of Glenn Heights, TX
 2015-2016 Proposed Budgets

Utility Administration

WORKLOAD MEASURES				
	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Average customers served/billing per month	New Measure	New Measure	4,000	4,500
Average late notices/ cutoffs per month	New Measure	New Measure	104	105
Average applications per month	New Measure	New Measure	100	100
Average calls taken per day	New Measure	New Measure	100	100
Average daily service ticket orders	New Measure	New Measure	5-8	5-8

City of Glenn Heights, TX
2015-2016 Proposed Budgets
Utility Administration
Departmental Summary

UTILITY ADMINISTRATION	2011-2012	2012-2013	2013-2014	2014-2015		2015-2016	% CHANGE
	ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	PROJECTED YEAR-END	PROPOSED	
PERSONNEL	\$133,282	\$133,268	\$134,893	\$141,393	\$132,207	\$137,594	-2.69%
SUPPLIES	4,355	1,955	2,269	1,650	1,600	2,450	48.48%
CONTRACTED SERVICES	84,083	87,992	98,265	97,185	97,680	103,600	6.60%
REPAIRS & MAINTENANCE	-	-	-	-	-	-	
OPERATING	14,676	6,794	2,709	4,959	5,130	10,915	120.10%
DEPARTMENTAL	-	-	-	-	-	-	
DEBT PAYMENTS	2,033	12,986	844	-	-	-	
CAPITAL OUTLAY	-	10,564	-	-	-	-	
TOTAL UTILITY ADMIN	\$238,428	\$253,558	\$238,980	\$245,187	\$236,617	\$254,559	3.82%

PERSONNEL SUMMARY							
FULL-TIME POSITIONS							
Utilities Billing Supervisor	1	1	1	1	1	1	
Utilities Billing Representative	2	2	2	2	2	2	
Total Positions	3	3	3	3	3	3	

UTILITY ADMINISTRATION		2011-2012	2012-2013	2013-2014	2014-2015		2015-2016
		ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	PROJECTED YEAR-END	PROPOSED
PERSONNEL							
500-5-22-1005	ACCRUED WAGES (AUDIT)	\$1,004	\$(2,135)	\$(4,606)	\$-	\$-	\$-
500-5-22-1010	REG. SALARIES FULL TIME	98,077	100,308	104,447	102,962	95,592	101,318
500-5-22-1020	REG. SALARIES PART TIME	-	-	-	-	-	-
500-5-22-1025	OVERTIME	144	636	419	3,777	1,929	2,923
500-5-22-1200	PAYROLL TAXES FICA	7,734	7,438	7,803	8,166	7,161	7,974
500-5-22-1205	WORKERS COMP	1,669	275	308	282	475	274
500-5-22-1210	INSURANCE	20,942	23,428	23,101	22,591	23,695	21,590
500-5-22-1215	UNEMPLOYMENT CLAIMS	-	-	-	-	-	-
500-5-22-1220	T.M.R.S.	3,712	3,317	3,421	3,615	3,355	3,514
TOTAL PERSONNEL		133,282	133,268	134,893	141,393	132,207	137,594
SUPPLIES							
500-5-22-2000	OFFICE SUPPLIES	672	873	1,215	1,000	1,000	1,850
500-5-22-2012	JANITORIAL SUPPLIES	-	-	-	-	-	-
500-5-22-2125	POSTAGE	315	166	148	150	-	-
500-5-22-2156	OTHER SMALL EQUIPMENT	3,368	916	906	500	600	600
TOTAL SUPPLIES		4,355	1,955	2,269	1,650	1,600	2,450
CONTRACTED SERVICES							
500-5-22-3001	AUDITING	12,000	13,500	13,500	13,500	13,500	14,000
500-5-22-3002	LEGAL SERVICES	-	-	-	-	-	-
500-5-22-3006	CONSULTANT FEES	-	-	-	-	-	-
500-5-22-3010	TECHNOLOGY	-	-	-	-	-	-
500-5-22-3014	TEMP CONTRACT LABOR	-	-	-	-	2,000	-
500-5-22-3015	MERCHANT (CC) FEES	25,944	25,701	31,317	28,000	28,000	30,000
500-5-22-3020	INTERNET SERVICES	-	-	-	-	-	-
500-5-22-3022	ANNUAL SOFTWARE MAINTENANCE	9,419	10,984	11,959	13,000	12,000	17,000
500-5-22-3024	WEBSITE HOSTING FEES	-	-	-	-	-	-
500-5-22-3025	WATER BILL PROCESSING/POSTAGE	36,183	37,269	40,951	42,085	41,643	42,000
500-5-22-3050	OPERATING LEASES-COPIERS	538	538	538	600	537	600
TOTAL CONTRACTED SERVICES		84,083	87,992	98,265	97,185	97,680	103,600

City of Glenn Heights, TX
2015-2016 Proposed Budgets
Utility Administration
Departmental Summary

UTILITY ADMINISTRATION	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
				CURRENT BUDGET	PROJECTED YEAR-END	
REPAIRS & MAINTENANCE						
500-5-22-3201 R & M SMALL EQUIPMENT	-	-	-	-	-	-
TOTAL REPAIRS & MAINTENANCE	-	-	-	-	-	-
OPERATING						
500-5-22-3300 CELL PHONES & WIRELESS CARDS	377	373	373	384	603	-
500-5-22-3301 TELECOMMUNICATIONS	6,317	4,367	207	275	457	5,615
500-5-22-3302 ELECTRICITY	6,989	1,647	138	1,700	1,379	1,500
500-5-22-3303 NATURAL GAS	611	363	1,389	1,600	1,984	1,900
500-5-22-3400 TRAINING	350	-	341	1,000	700	1,000
500-5-22-3410 BLANKET BOND EXPENSES	-	-	-	-	-	-
500-5-22-3500 CASH (OVER) SHORT	31	43	261	-	7	-
500-5-22-3503 PRINTING, COPY & PHOTO	-	-	-	-	-	900
TOTAL OPERATING	14,676	6,794	2,709	4,959	5,130	10,915
DEPARTMENTAL						
500-5-22-3625 CONTINGENCY RESERVE	-	-	-	-	-	-
TOTAL DEPARTMENTAL	-	-	-	-	-	-
DEBT PAYMENTS						
500-5-22-4145 INCODE LEASE PAYMENTS	2,033	12,986	844	-	-	-
TOTAL DEBT PAYMENTS	2,033	12,986	844	-	-	-
CAPITAL OUTLAY						
500-5-22-5000 CAPITAL EXPENDITURES	-	10,564	-	-	-	-
TOTAL CAPITAL OUTLAY	-	10,564	-	-	-	-
TOTAL UTILITY ADMINISTRATION	\$238,428	\$253,558	\$238,980	\$245,187	\$236,617	\$254,559

Program Budget & Work
Plan
Fiscal Year
2015-16

Meter Services



City of Glenn Heights, TX
2015-2016 Proposed Budgets
Meter Services

MISSION STATEMENT

The Meter Services Department is responsible for reading meters, rereading meters to ensure reading accuracy, accurately transmitting read data from meter reading equipment to the customer billing system, performing service disconnections and reconnections, meter repair and replacement, replacement of meter boxes and lids, assisting in internal review of customer account to eliminate unbilled consumption, and assisting in the resolution of billing disputes.

SUMMARY OF SERVICES

Water meter reading	Angle stop repairs
Water service connections and disconnections	Meter replacement

WORKPLAN OBJECTIVES

Continue water meter replacement program	
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PERFORMANCE MEASURES

PRODUCTIVITY INDICATORS

INDICATORS	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Water disconnections within four hours of notice	New Measure	New Measure	New Measure	98
Water connections within four hours of notice	New Measure	New Measure	New Measure	99
Percent of water meters read within five days	New Measure	New Measure	New Measure	98

WORKLOAD MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Meters read	New Measure	New Measure	New Measure	New Measure
Water service connections	New Measure	New Measure	New Measure	New Measure
Water service disconnections	New Measure	New Measure	New Measure	New Measure
Meters replaced	New Measure	New Measure	New Measure	New Measure
Angle stop leaks repaired	New Measure	New Measure	New Measure	New Measure

City of Glenn Heights, TX
2015-2016 Proposed Budgets
Meter Services
Departmental Summary

METER SERVICES	2011-2012	2012-2013	2013-2014	2014-2015		2015-2016
	ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	PROJECTED YEAR-END	PROPOSED
PERSONNEL	\$119,889	\$113,980	\$107,567	\$110,680	\$103,808	\$110,586
SUPPLIES	28,369	25,026	65,455	63,700	101,382	72,000
CONTRACTED SERVICES	12,948	2,390	36,926	4,500	1,249	3,000
REPAIRS & MAINTENANCE	1,821	927	1,902	2,500	2,600	3,500
OPERATING	1,283	1,222	2,949	27,910	25,061	2,250
DEPARTMENTAL	-	-	-	-	-	-
DEBT PAYMENTS	871	(5,315)	945	-	-	-
CAPITAL OUTLAY	-	-	-	-	-	-
TOTAL METER SERVICES	\$165,181	\$138,230	\$215,744	\$209,290	\$234,100	\$191,336

PERSONNEL SUMMARY						
FULL-TIME POSITIONS						
Meter Technician	3	3	3	3	3	3
Total Positions	3	3	3	3	3	3

METER SERVICES	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
				CURRENT BUDGET	PROJECTED YEAR-END	
PERSONNEL						
500-5-23-1005 ACCRUED WAGES (AUDIT)	\$3,471	\$2,009	\$914	\$-	\$-	\$-
500-5-23-1010 REG. SALARIES FULL TIME	77,782	76,663	72,237	74,624	74,600	75,571
500-5-23-1025 OVERTIME	1,159	2,745	1,795	2,770	1,677	2,834
500-5-23-1200 PAYROLL TAXES FICA	6,024	6,187	5,647	5,921	5,400	5,998
500-5-23-1205 WORKERS COMP	1,371	2,183	2,466	2,153	2,016	1,968
500-5-23-1210 INSURANCE	18,340	21,522	16,247	22,591	16,033	21,572
500-5-23-1215 UNEMPLOYMENT CLAIMS	9,014	-	5,796	-	1,782	-
500-5-23-1220 T.M.R.S.	2,728	2,671	2,465	2,621	2,300	2,643
TOTAL PERSONNEL	119,889	113,980	107,567	110,680	103,808	110,586
SUPPLIES						
500-5-23-1300 UNIFORMS & CLOTHING	1,161	508	599	700	500	500
500-5-23-2000 OFFICE SUPPLIES	240	72	338	500	500	-
500-5-23-2012 JANITORIAL SUPPLIES	146	465	128	500	200	-
500-5-23-2100 GASOLINE & FUEL	8,430	11,503	7,116	11,500	4,947	6,500
500-5-23-2125 REPLACEMENT METER PURCHASES	18,021	11,880	56,819	50,000	95,200	40,000
500-5-23-2126 NEW WATER METER PURCHASES	-	-	-	-	-	24,800
500-5-23-2151 HAND TOOLS	371	598	455	500	35	200
TOTAL SUPPLIES	28,369	25,026	65,455	63,700	101,382	72,000
CONTRACTED SERVICES						
500-5-23-3013 OTHER PROFESSIONAL SERVICES	-	-	34,650	-	-	-
500-5-23-3014 TEMP CONTRACT LABOR	10,484	-	-	-	-	-
500-5-23-3023 ANNUAL HARDWARE MAINTENANCE	1,951	1,397	1,453	1,500	-	1,000
500-5-23-3030 METER TESTING	70	140	18	2,000	399	1,000
500-5-23-3110 SAFETY EQUIPMENT	443	853	805	1,000	850	1,000
TOTAL CONTRACTED SERVICES	12,948	2,390	36,926	4,500	1,249	3,000
REPAIRS & MAINTENANCE						
500-5-23-3202 R & M AUTO	1,821	927	1,902	2,500	2,600	3,500
TOTAL REPAIRS & MAINTENANCE	1,821	927	1,902	2,500	2,600	3,500
OPERATING						
500-5-23-3300 CELL PHONES & WIRELESS CARDS	1,112	1,174	1,589	1,560	1,914	-
500-5-23-3401 AUTO LIABILITY	-	-	1,360	-	-	-
500-5-23-3500 CONFERENCE TRAINING & TRAVEL	171	48	-	1,350	141	750
500-5-23-3508 SOFTWARE	-	-	-	25,000	23,006	1,500
TOTAL OPERATING	1,283	1,222	2,949	27,910	25,061	2,250
DEBT PAYMENTS						
500-5-23-4499 INTEREST EXPENSE	871	(5,315)	945	-	-	-
TOTAL DEBT PAYMENTS	871	(5,315)	945	-	-	-
TOTAL METER SERVICES	\$165,181	\$138,230	\$215,744	\$209,290	\$234,100	\$191,336

Program Budget & Work
Plan
Fiscal Year
2015-16

Water Operations



Utility Fund Expenditure Water Operations Departmental Summary

WATER OPERATIONS	2011-2012	2012-2013	2013-2014	2014-2015		2015-2016	%
	ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	PROJECTED YEAR-END	PROPOSED	
PERSONNEL	\$373,136	\$379,900	\$433,145	\$419,092	\$418,766	\$571,985	36.48%
SUPPLIES	31,209	24,055	27,171	30,500	25,651	29,600	-2.95%
CONTRACTED SERVICES	637,220	645,145	605,914	710,027	687,941	779,344	9.76%
REPAIRS & MAINTENANCE	62,542	78,027	69,270	96,000	58,000	99,000	3.13%
OPERATING	122,657	90,201	203,402	228,767	184,197	205,534	-10.16%
DEPARTMENTAL	-	-	-	-	-	-	
DEBT PAYMENTS	1,291	1,532	1,488	29,051	29,051	20,718	-28.68%
CAPITAL OUTLAY	-	-	-	-	-	-	
TOTAL WATER OPERATIONS	\$1,228,055	\$1,218,860	\$1,340,390	\$1,513,437	\$1,403,606	\$1,706,181	12.74%

PERSONNEL SUMMARY						
FULL-TIME POSITIONS						
Managing Director of Infrastructure & Dev	0	0	0	0	1	1
Public Works Director	1	1	1	1	1	1
Utilities Superintendent	1	1	1	1	1	1
Utilities Supervisor	1	1	1	1	1	1
Engineering Inspector	0	0	0	0	0	1
Executive Assistant	1	1	1	1	1	1
Utilities Worker	3	3	3	3	2	4
Backflow Operator	1	1	1	1	1	1
Total Positions	8	8	8	8	8	11

WATER OPERATIONS	2011-2012	2012-2013	2013-2014	2014-2015		2015-2016
	ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	PROJECTED YEAR-END	PROPOSED
PERSONNEL						
500-5-41-1000 EXEMPT SALARY	\$73,375	\$76,644	\$138,652	\$141,394	\$136,027	\$182,763
500-5-41-1005 ACCRUED WAGES (AUDIT)	5,315	7,684	1,822	-	-	-
500-5-41-1010 REG. SALARIES FULL TIME	191,711	195,890	175,270	166,859	170,158	241,482
500-5-41-1025 OVERTIME	8,820	4,425	7,755	8,036	8,213	8,025
500-5-41-1035 CERTIFICATION PAY	3,335	4,316	5,101	3,600	5,115	5,101
500-5-41-1200 PAYROLL TAXES FICA	19,441	20,037	23,267	24,471	23,350	33,459
500-5-41-1205 WORKERS COMP	4,830	7,441	7,644	7,776	6,675	8,371
500-5-41-1210 INSURANCE	47,106	54,024	62,747	56,123	58,323	78,462
500-5-41-1215 UNEMPLOYMENT CLAIMS	9,461	-	-	-	-	-
500-5-41-1220 T.M.R.S.	9,742	9,439	10,887	10,833	10,905	14,322
TOTAL PERSONNEL	373,136	379,900	433,145	419,092	418,766	571,985
SUPPLIES						
500-5-41-1300 UNIFORMS & CLOTHING	1,294	1,053	1,304	1,500	729	750
500-5-41-2000 OFFICE SUPPLIES	1,637	1,061	985	1,800	900	1,800
500-5-41-2006 CHEMICALS	7,367	3,753	5,432	7,000	7,200	7,000
500-5-41-2012 JANITORIAL SUPPLIES	755	536	382	700	650	-
500-5-41-2100 GASOLINE & FUEL	14,847	14,333	15,312	15,000	8,902	10,000
500-5-41-2125 POSTAGE	1,559	1,570	1,538	2,000	1,119	1,200
500-5-41-2130 LANDSCAPING	840	100	-	500	500	500
500-5-41-2151 HAND TOOLS	981	796	988	1,000	351	350
500-5-41-2155 SMALL OFFICE EQUIPMENT	345	-	-	-	-	-
500-5-41-2156 OTHER SMALL EQUIPMENT	690	-	-	-	-	3,000
500-5-41-2170 SAFETY EQUIPMENT	894	853	1,230	1,000	5,300	5,000
TOTAL SUPPLIES	31,209	24,055	27,171	30,500	25,651	29,600

Utility Fund Expenditure Water Operations Departmental Summary

WATER OPERATIONS	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
				CURRENT BUDGET	PROJECTED YEAR-END	
CONTRACTED SERVICES						
500-5-41-3003	ENGINEERING SERVICES	934	-	-	-	-
500-5-41-3005	JANITORIAL SERVICE	3,900	3,900	3,900	4,477	5,000
500-5-41-3013	OTHER PROFESSIONAL SERV	-	-	-	30,000	-
500-5-41-3014	TEMP CONTRACT LABOR	14,841	-	-	-	-
500-5-41-3015	CITY WATER PURCHASES	612,566	635,947	597,035	670,488	769,844
500-5-41-3030	METER TESTING	-	-	-	-	-
500-5-41-3050	OPERATING LEASE - COPIERS	4,979	5,298	4,979	4,979	4,500
TOTAL CONTRACTED SERVICES		637,220	645,145	605,914	710,027	687,941
REPAIRS & MAINTENANCE						
500-5-41-3200	R & M STRUCTURES	2,788	2,014	1,997	2,500	2,361
500-5-41-3201	R & M SMALL EQUIPMENT	186	190	231	1,000	120
500-5-41-3202	R & M AUTO/TRUCK	3,504	5,744	7,921	6,000	3,363
500-5-41-3204	R & M WATER SYSTEM	52,334	67,208	56,492	80,000	47,843
500-5-41-3206	R & M HEAVY EQUIPMENT	2,694	1,775	1,533	5,000	2,772
500-5-41-3215	R & M STORAGE TANK	1,036	1,096	1,096	1,500	1,541
TOTAL REPAIRS & MAINTENANCE		62,542	78,027	69,270	96,000	58,000
OPERATING						
500-5-41-3300	CELL PHONES	3,946	2,762	2,835	3,540	4,652
500-5-41-3301	TELECOMMUNICATIONS	4,395	4,654	4,915	5,340	7,126
500-5-41-3302	ELECTRICITY	103,794	73,418	83,384	90,000	75,313
500-5-41-3303	NATURAL GAS	-	-	-	-	-
500-5-41-3400	FRANCHISE FEES	-	-	89,885	117,387	90,695
500-5-41-3401	AUTO LIABILITY	-	-	5,946	-	-
500-5-41-3402	PROPERTY INSURANCE	-	-	8,038	-	-
500-5-41-3500	CONFERENCE TRAINING & TRAVEL	6,828	5,713	4,642	5,500	2,127
500-5-41-3502	COMMUNITY DAY	-	-	448	500	-
500-5-41-3503	PRINTING, COPY & PHOTO	680	750	378	750	711
500-5-41-3505	OPERATING EXPENSES	490	500	117	500	107
500-5-41-3506	DUES, SUBSCRIPTIONS & PUB	450	671	1,096	2,250	1,584
500-5-41-3507	TRA LAB EXPENSE	2,074	1,733	1,718	3,000	1,882
TOTAL OPERATING		122,657	90,201	203,402	228,767	184,197
DEPARTMENTAL						
500-5-41-3513	EMPLOYEE RELATIONS	254	-	-	-	-
500-5-41-3531	RENTAL EQUIPMENT	2,052	794	1,394	2,500	500
500-5-41-3550	TCEQ FEES	18,868	16,838	18,415	37,000	28,304
TOTAL DEPARTMENTAL		21,174	17,632	19,809	39,500	28,804
DEBT PAYMENTS						
500-5-41-4011	2011 VEHICLE LEASE PAYMENT	-	-	-	8,333	8,333
500-5-41-4012	2013 EQUIPMENT LEASE PAYMENT	1,291	1,532	1,488	20,718	20,718
TOTAL DEBT PAYMENTS		1,291	1,532	1,488	29,051	29,051
CAPITAL OUTLAY						
500-5-41-5000	CAPITAL EXPENDITURES	-	-	(18,110)	133,658	133,323
TOTAL CAPITAL OUTLAY		-	-	(18,110)	133,658	133,323

Program Budget & Work Plan

Fiscal Year
2015-16

Waste Water Operations



City of Glenn Heights, TX
2015-2016 Proposed Budgets
Waste Water Operations

MISSION STATEMENT

The Waste Water Department is committed to maintaining the health, well-being and quality of life for all customers. The department is dedicated to providing safe, high-quality wastewater and quality control services and products for all citizens.

SUMMARY OF SERVICES

Wastewater systems

WORKPLAN OBJECTIVES

Inspect manholes for grease build-up in lines

Develop preventative maintenance program

Repair lift station pumps

PERFORMANCE MEASURES

PRODUCTIVITY INDICATORS

INDICATORS	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Percent of lateral stoppage cleared within 24 hours of reporting	New Measure	New Measure	New Measure	New Measure
Percent of repairs completed within 48 hours of reporting	New Measure	New Measure	New Measure	New Measure

WORKLOAD MEASURES

	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Wastewater line replacement (in lin. Ft.)	New Measure	New Measure	New Measure	New Measure
Wastewater line repairs (in lin. ft.)	New Measure	New Measure	New Measure	New Measure
Number of manholes repaired/replaced	New Measure	New Measure	New Measure	New Measure

Utility Fund Expenditure Waste Water Operations Departmental Summary

WASTEWATER OPERATIONS	2011-2012	2012-2013	2013-2014	2014-2015		2015-2016	% CHANGE
	ACTUAL	ACTUAL	ACTUAL	CURRENT BUDGET	PROJECTED YEAR-END	PROPOSED	
PERSONNEL	\$118,524	\$109,752	\$74,949	\$119,475	\$91,427	\$121,977	2.09%
SUPPLIES	20,879	17,076	23,114	21,700	9,399	11,650	-46.31%
CONTRACTED SERVICES	662,306	578,038	524,732	643,322	581,467	601,570	-6.49%
REPAIRS & MAINTENANCE	18,268	12,505	10,546	16,500	6,397	10,500	-36.36%
OPERATING	19,364	2,708	115,943	121,858	119,813	120,000	-1.52%
DEPARTMENTAL	-	-	-	-	-	-	-
DEBT PAYMENTS	977,855	816,797	822,505	1,025,640	1,025,640	1,094,916	6.75%
CAPITAL OUTLAY	-	-	-	-	-	-	-
TOTAL WASTEWATER OPERATIONS	\$1,817,196	\$1,536,876	\$1,571,789	\$1,948,495	\$1,834,143	\$1,960,613	0.62%

PERSONNEL SUMMARY							
FULL-TIME POSITIONS							
Utility Workers	3	3	3	3	3	3	
Total Positions	3	3	3	3	3	3	

WASTEWATER OPERATIONS	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
				CURRENT BUDGET	PROJECTED YEAR-END	
PERSONNEL						
500-5-42-1000 EXEMPT SALARY	\$-	\$-	\$-	\$-	\$-	\$-
500-5-42-1005 ACCRUED WAGES (AUDIT)	\$3,636	\$(3,659)	\$265	\$-	\$-	\$-
500-5-42-1010 REG. SALARIES FULL TIME	82,493	78,551	52,136	80,470	58,819	85,257
500-5-42-1025 OVERTIME	796	414	1,126	2,847	1,072	3,152
500-5-42-1035 CERTIFICATION PAY	-	-	-	-	-	-
500-5-42-1200 PAYROLL TAXES FICA	6,292	6,093	-	6,374	4,072	6,763
500-5-42-1205 WORKERS COMP	1,435	2,286	2,376	2,290	2,144	2,244
500-5-42-1210 INSURANCE	20,928	23,415	17,272	24,672	23,441	21,581
500-5-42-1215 UNEMPLOYMENT CLAIMS	-	-	-	-	-	-
500-5-42-1220 T.M.R.S.	2,944	2,652	1,774	2,822	1,879	2,980
TOTAL PERSONNEL	118,524	109,752	74,949	119,475	91,427	121,977
SUPPLIES						
500-5-42-1300 UNIFORMS & CLOTHING	637	873	600	1,000	551	500
500-5-42-2000 OFFICE SUPPLIES	423	491	301	600	611	-
500-5-42-2006 CHEMICALS	14,936	11,811	13,827	15,000	6,551	8,000
500-5-42-2012 JANITORIAL SUPPLIES	326	467	565	500	370	-
500-5-42-2100 GASOLINE & FUEL	3,199	3,123	2,258	3,500	1,281	2,000
500-5-42-2125 POSTAGE	-	-	-	-	-	-
500-5-42-2130 LANDSCAPING	-	-	-	-	-	-
500-5-42-2151 HAND TOOLS	171	87	229	300	35	150
500-5-42-2155 SMALL OFFICE EQUIPMENT	-	-	-	-	-	-
500-5-42-2156 OTHER SMALL EQUIPMENT	-	-	4,970	-	-	-
500-5-42-2170 SAFETY EQUIPMENT	1,187	224	364	800	-	1,000
TOTAL SUPPLIES	20,879	17,076	23,114	21,700	9,399	11,650
CONTRACTED SERVICES						
500-5-42-3003 ENGINEERING SERVICES	-	-	-	-	-	-
500-5-42-3005 JANITORIAL SERVICE	-	-	-	-	-	-
500-5-42-3013 OTHER PROFESSIONAL SERV	-	-	-	-	-	-
500-5-42-3014 TEMP CONTRACT LABOR	-	-	-	-	-	-
500-5-42-3015 TRA SEWAGE SYSTEM	662,306	578,038	524,732	643,322	581,467	601,570
500-5-42-3023 ANNUAL HARDWARE MAINTEN.	-	-	-	-	-	-
500-5-42-3030 METER TESTING	-	-	-	-	-	-
500-5-42-3050 OPERATING LEASE - COPIERS	-	-	-	-	-	-
TOTAL CONTRACTED SERVICES	662,306	578,038	524,732	643,322	581,467	601,570
REPAIRS & MAINTENANCE						
500-5-42-3200 R & M STRUCTURES	514	1,852	1,337	2,000	1,534	2,000
500-5-42-3201 R & M SMALL EQUIPMENT	653	43	670	1,000	132	500
500-5-42-3202 R & M AUTO/TRUCK	674	833	979	2,000	408	1,500
500-5-42-3205 R & M SEWER SYSTEM	14,909	9,003	7,273	10,000	3,061	5,000
500-5-42-3206 R & M HEAVY EQUIPMENT	1,518	774	287	1,500	1,262	1,500
500-5-42-3215 R & M STORAGE TANK	-	-	-	-	-	-
TOTAL REPAIRS & MAINTENANCE	18,268	12,505	10,546	16,500	6,397	10,500

Utility Fund Expenditure Waste Water Operations Departmental Summary

OPERATING							
500-5-42-3300	CELL PHONES & WIRELESS CARDS	1,038	1,156	1,357	1,620	2,110	-
500-5-42-3301	TELECOMMUNICATIONS	-	-	-	-	-	-
500-5-42-3302	ELECTRICITY	17,882	1,325	-	1,500	-	-
500-5-42-3303	NATURAL GAS	-	-	-	-	-	-
500-5-42-3400	FRANCHISE FEES	-	-	113,428	117,388	117,141	119,000
500-5-42-3401	AUTO LIABILITY	-	-	309	500	562	500
500-5-42-3402	PROPERTY INSURANCE	-	-	-	-	-	-
500-5-42-3500	CONFERENCE TRAINING & TRAVEL	310	227	846	700	-	500
500-5-42-3502	COMMUNITY DAY	-	-	-	-	-	-
500-5-42-3503	PRINTING, COPY & PHOTO	134	-	3	150	-	-
500-5-42-3505	OPERATING EXPENSES	-	-	-	-	-	-
500-5-42-3506	DUES, SUBSCRIPTIONS & PUB	-	-	-	-	-	-
500-5-42-3507	TRA LAB EXPENSE	-	-	-	-	-	-
TOTAL OPERATING		19,364	2,708	115,943	121,858	119,813	120,000
DEPARTMENTAL							
500-5-42-3513	EMPLOYEE RELATIONS	-	-	-	-	-	-
500-5-42-3531	RENTAL EQUIPMENT	316	-	-	1,200	356	750
500-5-42-3550	TCEQ FEES	-	-	-	-	-	-
TOTAL DEPARTMENTAL		316	-	-	1,200	356	750
DEBT PAYMENTS							
500-5-42-4155	TRA DEBT SERVICE PAYMENTS	977,855	816,797	822,505	1,025,640	1,025,640	1,094,916
TOTAL DEBT PAYMENTS		977,855	816,797	822,505	1,025,640	1,025,640	1,094,916
CAPITAL OUTLAY							
500-5-42-5000	CAPITAL EXPENDITURES	-	-	-	29,311	35,555	-
TOTAL CAPITAL OUTLAY		-	-	-	29,311	35,555	-
TOTAL WASTEWATER OPERATIONS		\$1,817,512	\$1,536,876	\$1,571,789	\$1,979,006	\$1,870,054	\$1,961,363



Drainage Fund

The Municipal Drainage Fund is an Enterprise Fund and accounts for revenues and expenses associated with the management of the City's storm water initiative.



City of Glenn Heights, TX
2015-2016 Proposed Budgets

Drainage Fund Summary

Revenue, Expenditure, Other Financing Sources (Uses), and Change in Fund

REVENUES	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED
				CURRENT BUDGET	PROJECTED YEAR END	
Drainage Fees - Residential	\$218,755	\$221,798	\$225,260	\$211,275	\$234,867	\$239,564
Drainage Fees - Commercial	30,035	30,495	30,480	30,000	30,500	30,000
Interest	2	2	-	-	-	-
TOTAL REVENUES	248,792	252,295	255,740	241,275	265,367	269,564
EXPENDITURES						
46-Stormwater Operations	109,045	128,272	142,777	211,037	151,830	221,908
TOTAL EXPENDITURES	109,045	128,272	142,777	211,037	151,830	221,908
REVENUE OVER (UNDER) EXPENDITURES	139,747	124,023	112,963	30,238	113,537	47,656
OTHER FINANCING SOURCES (USES)						
99-Lease Purchase Proceeds	-	-	-	-	-	-
99-Lease Expenditures	-	-	-	-	-	-
00-Capital Grant Proceeds	-	-	-	-	-	-
00-Capital Grant Expenditures	-	-	-	-	-	-
99-Hampton Rd North of Bear Creek	-	-	-	-	-	-
99-Operating Transfers In (Out)	86,844	(12,500)	(12,500)	(12,500)	(12,500)	(12,500)
TOTAL OTHER FINANCING SOURCES (USES)	86,844	(12,500)	(12,500)	(12,500)	(12,500)	(12,500)
NET CHANGE IN FUND BALANCE	226,591	111,523	100,463	17,738	101,037	35,156
Fund Balance Reserve - Intended Use	-	-	-	-	-	-
ANTICIPATED CHANGE IN FUND BALANCE	\$226,591	\$111,523	\$100,463	\$17,738	\$101,037	\$35,156
BEGINNING UNASSIGNED FUND BALANCE - OCT 1	8,075	234,666	346,189	100,168	260,264	361,301
ENDING UNASSIGNED FUND BALANCE - SEPT 30	\$234,666	\$346,189	\$446,652	\$117,906	\$361,301	\$396,457
Daily Operations Cost	299	351	391	578	416	608
Days in Reserve	785	985	1142	204	869	652

Program Budget &
Work Plan
Fiscal Year
2015-16

Stormwater



City of Glenn Heights, TX
2015-2016 Proposed Budgets
Stormwater

MISSION STATEMENT

The Stormwater Department is dedicated to preventing Stormwater runoff from washing harmful pollutants into local surface waters including streams, rivers, lakes or coastal waters. The department monitors construction, marks drains, provides cleanup activities and participates in education programs.

SUMMARY OF SERVICES

MS4 testing of storm drains	Household hazardous waste event
Drainage system management	City-wide resident clean up
Stormwater management program	Large-item disposal service

WORKPLAN OBJECTIVES

Decrease illicit Stormwater discharge	Install larger culverts in flood areas
Develop drainage maintenance program	Continue manhole inspection program
Develop and implement Stormwater system contaminate sampling program	

PERFORMANCE MEASURES

PRODUCTIVITY INDICATORS

Indicators	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Percent of drains cleaned within 24 hours of detection	New Measure	New Measure	New Measure	New Measure
Percent of R.O.W. moved within 14 days	New Measure	New Measure	New Measure	New Measure
Percent of Stormwater sample test contaminate free	New Measure	New Measure	New Measure	New Measure

City of Glenn Heights, TX
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WORKLOAD MEASURES				
	2012-2013	2013-2014	2014-2015	2015-2016
	ACTUAL	ACTUAL	PROJECTED	PROPOSED
Amount of debris (in lbs.) removed from curbs and gutters	New Measure	New Measure	New Measure	New Measure
Large-item disposal (in yards) at convenience station	New Measure	New Measure	New Measure	New Measure
Amount of hazardous waste disposed (in total items)	New Measure	New Measure	New Measure	New Measure

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STORM WATER		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED	% CHANGE
					CURRENT BUDGET	PROJECTED YEAR-END		
	PERSONNEL	\$45,379	\$41,946	\$44,106	\$67,732	\$62,235	\$104,959	55%
	SUPPLIES	5,718	4,709	5,709	6,700	5,259	\$11,400	70%
	CONTRACTED SERVICES	35,084	35,054	66,861	43,500	40,423	\$650	-99%
	REPAIRS & MAINTENANCE	14,089	35,588	10,244	44,500	10,726	\$40,017	-10%
	OPERATING	2,946	1,351	4,570	7,803	5,885	\$7,080	-9%
	DEPARTMENTAL	297	5,210	4,494	15,500	2,000	\$14,500	-6%
	DEBT PAYMENTS	5,532	4,414	6,793	25,302	25,302	\$20,302	-20%
	CAPITAL OUTLAY	-	-	-	-	-	\$23,000	n/a
	TOTAL STORM WATER	\$109,045	\$128,272	\$142,777	\$211,037	\$151,830	\$221,908	5%

PERSONNEL SUMMARY								
FULL-TIME POSITIONS								
	Wastewater Technician	1	1	1	1	1	2	
PART-TIME POSITIONS								
	Litter Crew	0	0	0	2	2	2	
	Total Positions	1	1	1	3	3	4	

STORM WATER		2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015		2015-2016 PROPOSED	
					CURRENT BUDGET	PROJECTED YEAR-END		
PERSONNEL								
550-5-46-1005	ACCRUED WAGES (AUDIT)	2,254	656	(39)	-	-	-	
550-5-46-1010	REG. SALARIES FULL TIME	31,996	30,461	31,249	34,144	34,123	58,194	
550-5-46-1020	REG. SALARIES PART TIME	-	-	-	19,968	12,271	19,968	
550-5-46-1025	OVERTIME	94	110	759	-	716	-	
550-5-46-1200	PAYROLL TAXES FICA	2,455	2,394	2,449	4,140	3,485	5,979	
550-5-46-1205	WORKERS COMP	493	924	889	803	750	1,999	
550-5-46-1210	INSURANCE	6,962	6,373	7,732	7,521	9,818	16,184	
550-5-46-1220	T.M.R.S.	1,125	1,028	1,067	1,156	1,072	2,635	
	TOTAL PERSONNEL	45,379	41,946	44,106	67,732	62,235	104,959	
SUPPLIES								
550-5-46-1300	UNIFORMS & CLOTHING	116	97	70	150	127	150	
550-5-46-2000	OFFICE SUPPLIES	185	136	25	200	125	150	
550-5-46-2003	WATER TESTING KITS	145	-	-	150	-	150	
550-5-46-2008	CLEAN UP DAY EXPENSE	117	282	121	500	-	500	
550-5-46-2012	JANITORIAL SUPPLIES	-	105	28	100	-	500	
550-5-46-2100	GASOLINE & FUEL	4,405	2,949	4,992	3,200	3,888	8,500	
550-5-46-2125	POSTAGE	242	123	56	300	67	100	
550-5-46-2151	HAND TOOLS	72	-	37	100	52	100	
550-5-46-2170	SAFETY EQUIPMENT	436	964	380	1,000	1,000	1,000	
550-5-46-2330	EDUCATIONAL MATERIALS	-	53	-	1,000	-	250	
	TOTAL SUPPLIES	5,718	4,709	5,709	6,700	5,259	11,400	
CONTRACTED SERVICES								
550-5-46-3013	OTHER PROFESSIONAL SERV	-	-	24,810	-	-	-	
550-5-46-3051	HOUSEHOLD HAZARDOUS WASTE	423	1,034	1,551	1,000	423	150	
550-5-46-3052	ROW MAINTENANCE	34,661	34,020	40,500	42,000	40,000	-	
550-5-46-3054	TRA	-	-	-	500	-	500	
	TOTAL CONTRACTED SERVICES	35,084	35,054	66,861	43,500	40,423	650	
REPAIRS & MAINTENANCE								
550-5-46-3201	R & M SMALL EQUIPMENT	-	-	272	500	300	500	
550-5-46-3202	R & M AUTO/TRUCK	312	257	330	2,500	1,500	2,500	
550-5-46-3206	R & M HEAVY EQUIPMENT	1,745	3,322	3,788	2,500	2,000	2,400	
550-5-46-3210	R & M SIGNS & MARKINGS	693	22	-	1,000	1,926	1,750	
550-5-46-3245	R & M STORM WATER SYSTEM	11,339	31,987	5,854	38,000	5,000	32,867	
	TOTAL REPAIRS & MAINTENANCE	14,089	35,588	10,244	44,500	10,726	40,017	

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OPERATING							
550-5-46-3300	CELL PHONES & WIRELESS CARDS	381	384	432	350	635	530
550-5-46-3500	CONFERENCE TRAINING & TRAVEL	614	682	308	700	-	-
550-5-46-3503	PRINTING, COPY & PHOTO	100	285	-	200	50	50
550-5-46-3506	DUES, SUBSCRIPTIONS & PUB	-	-	3,553	5,353	3,700	5,000
550-5-46-3508	CITY NEWSLETTER	1,851	-	277	1,200	1,500	1,500
TOTAL OPERATING		2,946	1,351	4,570	7,803	5,885	7,080
DEPARTMENTAL							
550-5-46-3516	CITY CLEAN UP	-	3,110	2,600	3,500	2,000	4,000
550-5-46-3580	TIRE BATTERY FLUID DISPOSAL	297	-	924	2,000	-	500
550-5-46-3590	MANHOLE REHABILITATION	-	2,100	970	10,000	-	10,000
TOTAL DEPARTMENTAL		297	5,210	4,494	15,500	2,000	14,500
DEBT PAYMENTS							
550-5-46-4005	NOTE PAYABLE - GRADALL	-	3,589	4,452	20,302	20,302	20,302
550-5-46-4011	2011 VEHICLES LEASE PAYMENTS	5,532	825	2,341	5,000	5,000	-
TOTAL DEBT PAYMENTS		5,532	4,414	6,793	25,302	25,302	20,302
CAPITAL OUTLAY							
550-5-46-5000	CAPITAL EXPENDITURES	-	-	-	-	-	23,000
TOTAL CAPITAL OUTLAY		-	-	-	-	-	23,000
TOTAL STORM WATER		\$109,045	\$128,272	\$142,777	\$211,037	\$151,830	\$221,908



Personnel Summary



City of Glenn Heights Summary of Full Time Equivalent positions

		Budget 2013- 2014	Budget 2014- 2015	Adopted 2015- 2016
Administrative Services				
City Manager	Administrative Assistant	1.00	1.00	1.00
Administrative Assistant	City Manager	1.00	1.00	1.00
	City Secretary	1.00	1.00	2.00
	Director of Human Resources	1.00	1.00	1.00
	IT Administrator	0.00	0.00	1.00
Community Services				
	Parks and Recreation	0.00	1.00	1.00
Development Services				
	Director of Economic Development	1.00	1.00	1.00
	Director of Community Development	0.00	0.00	0.00
	Director of Planning	1.00	1.00	1.00
	Building Inspector	0.00	0.00	1.00
Police				
	Police Chief	1.00	1.00	1.00
	Lieutenant	1.00	1.00	1.00
	Detective	1.00	1.00	1.00
	Sergeant	1.00	2.00	2.00
	Police Officers	10.00	9.00	11.00
	Warrant Officer	1.00	1.00	1.00
	Code Enforcement	1.00	1.00	1.00
	Animal Control	1.00	1.00	1.00
	Records Manager	1.00	1.00	1.00
	Administrative Assistant	1.00	1.00	1.00
	Communications Officers	5.00	5.00	5.00
Fire				
	Chief	1.00	1.00	1.00
	Lieutenant	1.00	1.00	3.00
	Firefighter/ Paramedic full time	5.00	5.00	6.00
	Firefighter/ Paramedic	3.00	3.00	2.00
Financial Services				
	Finance	1.00	1.00	2.00

	Municipal Court	2.00	2.00	2.00
Municipal Services				
	Public Works Director	1.00	1.00	1.00
	Administrative Assistant	1.00	1.00	1.00
	Auto Mechanic	1.00	1.00	1.00
	Streets	1.00	1.00	1.00
	Sanitation	1.00	0.00	0.00
	Permit Clerk	1.00	1.00	1.00
	Building Inspector	1.00	1.00	0.00
Total (General Fund)		50.00	50.00	57.00
Utility Administration				
	Utility Clerk I	1.00	1.00	1.00
	Utility Clerk II	1.00	1.00	1.00
	Senior Utility Clerk	1.00	1.00	1.00
Water Services		7.00	8.00	8.00
Wastewater Services		4.00	4.00	4.00
Total (Utility Fund)		14.00	15.00	15.00
Total All Funds		64.00	65.00	72.00

RESOLUTION R-08-11

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENN HEIGHTS, TEXAS AUTHORIZING THE DESIGNATION OF PERSONNEL AS SIGNATORIES FOR FINANCIAL TRANSACTIONS OF THE CITY.

WHEREAS, the City of Glenn Heights, Texas desires to provide for the general health, safety and welfare of the citizens of Glenn Heights; and

WHEREAS, the City conducts financial operations in support of the delivery of services to its businesses and citizens; and

WHEREAS, to ensure that all financial transactions of the City are appropriately administered, the City Council designates official signatories charged with conducting these operations; and

WHEREAS, the City Council desires to designate the City Manager, Chief of Police and Director of Finance as the authorized personnel of the City of Glenn Heights, Texas to effect such transfers; and

WHEREAS, the City Council desires to designate the Assistant City Manager as an alternate in the event that the City Manager is unable to effect such transfers; and

WHEREAS, the City Council desires to designate that two of the following three signatures of the City Manager, Chief of Police and Director of Finance, whether directly or electronically, be reflected on all City-issued documents ordering the payment of money;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GLENN HEIGHTS, TEXAS THAT:

SECTION 1. The above recitals are hereby found to be true and correct and incorporated herein for all purposes.

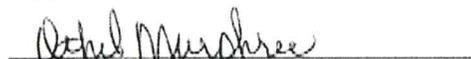
SECTION 2. Any and all other individuals that were designated prior to the date of this Resolution shall be removed and are no longer authorized to execute financial transactions on behalf of the City.

SECTION 3. This Resolution shall be in full force and effect from and after its passage.

READ, CONSIDERED, PASSED AND ADOPTED by the City Council of Glenn Heights at a regular meeting on the 21st day of March 2011, at which a quorum was present, and for which due notice was given pursuant to Government Code, Chapter 551.


Victor Pereira, Mayor

Attest:


Othel Murphree, City Secretary

CITY OF GLENN HEIGHTS, TEXAS

INVESTMENT POLICY

May 2011

**CITY OF GLENN HEIGHTS, TEXAS
INVESTMENT POLICY**

PREFACE

It is the policy of the City of Glenn Heights (the "City") that after allowing for the anticipated cash flow requirements of the City and giving due consideration to the safety and risks of investments, all available funds shall be invested in conformance with these legal and administrative guidelines to obtain a market rate of return.

Effective cash management is recognized as essential to good fiscal management. An active cash management and investment policy will be pursued to take advantage of investment interest as a viable and material source of revenue for City funds. The City's portfolio shall be designed and managed in a manner responsive to the public trust and consistent with state and local law. The City will invest public funds in a manner that will provide the maximum security and a market rate of return while meeting the daily cash flow demands of the City.

The City is required under the Public Funds Investment Act (Chapter 2256 of the Texas Government Code) to adopt a formal written Investment Policy for the investment of public funds. These policies serve to satisfy the statutory requirement (specifically the Public Funds Investment Act, Chapter 2256 of the Texas Government Code [the "Act"]) to define, adopt and review a formal investment strategy and policy.

**CITY OF GLENN HEIGHTS
INVESTMENT POLICY
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1. PURPOSE. The purpose of this investment policy (the "Policy") is to set forth specific investment policy and strategy guidelines for the City in order to achieve the goals of safety and liquidity, achieve a market rate of return, and maintain public trust in all investment activities. On an annual basis, the City Council shall review the investment strategy and policy and shall approve Policy revisions, if any, by formal resolution.

2. INVESTMENT STRATEGY. The City maintains a comprehensive and proactive cash management program that is designed to monitor and control all City funds to ensure maximum utilization and yield a market rate of return. (For the purpose of this policy, a "market rate of return" refers to the approximate interest rate that could be earned by an investor in a specific maturity range at any given point in time. For example, an investor seeking to earn a market rate of return while maintaining an investment portfolio with an average maturity of 90 days would hope to earn approximately the same as a three-month agency discount note. If the investor earns a rate much higher than this, it might signal an inappropriate level of risk.) The basic and underlying strategy of this program is that all of the City's funds are earning interest. It is the responsibility and obligation of the City to maintain a flexible approach and be prepared to modify the investment strategy as market conditions dictate. The investment strategy described is predicated on conditions as now exist and are subject to change. The investment strategy emphasizes low credit risk, diversification, and the management of maturities. The strategy also considers the expertise and time constraints of the investment officers. The allowable investment instruments as defined in Section 6 of this Policy reflect the avoidance of credit risk. Diversification refers to dividing investments among a variety of securities offering independent returns. This strategy uses local government investment pools to achieve diversification. The management of maturities refers to structuring the maturity dates of the direct investments so that, while funds are initially invested for a longer period of time, some investments mature as cash needs require.

2.1 The primary investment strategy and objectives of the City as specified in this Policy (See Section 4.) are listed below, in their order of importance:

- Safety and preservation of principal;
- Maintenance of sufficient liquidity to meet operating needs;
- Achieve a market rate of return on the investment portfolio; and
- Seek at all times to maintain public trust by adhering to the above stated objectives.

2.2 The list of investments authorized by this Policy intentionally excludes some investments allowed by state law. The restrictions limit possible credit risk and provide the maximum measure of safety. Within the investment objectives, the investment strategy is to utilize authorized investments for maximum advantage to the City. To increase the interest earnings for funds identified as being available for investment over longer periods of time based upon a cash requirements projection, the City will consider the following strategies:

2.2.1 **Strategy No. 1.** Diversifying the City's investment opportunities through the use of local government investment pools and money market mutual funds as authorized by the City Council. An investment pool is an entity created to invest public funds jointly on behalf its' participants and whose investment objectives in order of priority match those objectives of the City. Funds are usually available from investment pools on a same-day basis, meaning the pools have a high degree of liquidity. Because of the size and expertise of their staff, investment pools are able to prudently invest in a variety of the investment types allowed by state law. In this manner, investment pools achieve diversification. Funds that may be needed on a short-term basis but that are in excess of the amount maintained at the depository bank are available for deposit in investment pools.

2.2.2 **Strategy No. 2.** Building a ladder of Investment Policy authorized securities with staggered maturities for all or part of the longer-term investable funds. The benefits of this ladder approach include the following:

- It is straight-forward and easily understood;
- It represents a prudent diversification method;
- All investments remain within the approved maturity horizon;
- It will normally allow the City to capture a reasonable portion of the yield curve; and
- It provides predictable cash flow with scheduled maturities and reinvestment opportunities.

2.2.3. **Strategy No. 3.** At this time, the City does not use an investment management firm. Should the City determine a need, the following strategy will apply:

Pursuant to the Public Funds Investment Act (Texas Government Code 2256.003), the City may, at its discretion, contract with an investment management firm registered under the Investment Advisors Act of 1940 (15 U.S.C. Section 80b-1 et seq.) and with the State Securities Board to provide for investment and non-discretionary management of its public funds or other funds under its control.

An appointed Investment Advisor shall act solely in an advisory and administrative capacity, within the guidelines of this Investment Policy. At no time shall the advisor take possession of securities or funds or otherwise be granted discretionary authority to transact business on behalf of the City. Any contract awarded by the City Council for investment advisory services may not exceed two years, with an option to extend by mutual consent of both parties.

Duties of the Investment Advisor shall include, but not be limited to, assistance in purchasing securities, securities clearance, producing required reports, pricing the portfolio, performing due diligence on broker/dealers, market monitoring and economic review.

Any Investment Advisor contracted by the City shall abide by the *Prudent Expert Rule*, whereby investment advice shall, at all times, be given with the judgment and care, under circumstances then prevailing, which persons paid for their special prudence, discretion and intelligence in such matters exercise in the management of their client's affairs, not for speculation by the client or production of fee income by the advisor or broker, but for investment by the client with emphasis on the probable safety of the capital while considering the probable income to be derived.

2.2.4. **Strategy No. 4.** The City will maintain portfolio(s) that utilize four specific investment strategy considerations designed to address the unique characteristics of the fund group(s) represented in the portfolio(s):

2.2.4.1 Investment strategies for operating funds and pooled funds containing operating funds have as their primary objective to assure that anticipated cash flows are matched with adequate investment liquidity. The secondary objective is to create a portfolio that will experience minimal volatility during economic cycles through diversification by security type, maturity date and issuer. All security types, as authorized by this policy, are considered suitable investments for the operating and pooled funds.

2.2.4.2 Investment strategies for debt service funds shall have as the primary objective the assurance of investment liquidity adequate to cover the debt service obligation on the required payment date(s). These funds have predictable payment schedules. Therefore investment maturities shall not exceed the anticipated cash flow requirements.

2.2.4.3 Investment strategies for debt service reserve funds shall have as the primary objective the ability to generate a dependable revenue stream to the appropriate debt service fund. Managing the Debt Service Reserve Fund's portfolio maturities to not exceed the call provisions of the bond issue will reduce the investment's market risk if the City's bonds are called and the reserve fund liquidated. No investment maturity shall exceed the final maturity of the bond issue.

2.2.4.4 Investment strategies for special projects or capital projects funds will have as their primary objective to assure that anticipated cash flows are matched with adequate investment liquidity. Market conditions and arbitrage regulations will influence the investment of capital project funds. When market conditions allow, achieving a positive spread to applicable arbitrage yield is the desired objective, although at no time shall the anticipated expenditure schedule be exceeded in an attempt to increase yield.

2.2.5 **Strategy No. 5 - Hold until Maturity.** The strategy of the City is to maintain sufficient liquidity in its portfolio so that it does not need to sell a security prior to maturity. Should it become necessary to sell a security prior to maturity, where the sale proceeds are less than the current book value, the prior written consent of the City Manager must be obtained. Securities may be sold prior to maturity by the Investment Officer at or above their book value at any time. The result of all sales of securities prior to maturity shall be reported to the City Manager within two business days of the sale. The report shall provide the amount of proceeds from the sale, including accrued interest to the date of sale, less the current book value and the dollar amount of gain on the sale.

2.2.6 **Strategy No. 6 - Depository Bank Relationships.** This Policy shall further seek to maintain good depository bank relationships while minimizing the cost of banking services. The City will seek to maintain a depository contract that will be managed to a level that minimizes the cost of the banking relationship to the City, while allowing the City to earn an appropriate return on idle demand deposits.

2.2.7 **Strategy No. 7 - Maximizing Investable Cash Balances.** Procedures shall be established and implemented in order to maximize investable cash by decreasing the time between the actual collection and the deposit of receipts, and by the controlling of disbursements.

3. **SCOPE.** The Investment Policy shall govern the investment of all financial assets considered to be part of the City entity and includes the following funds or fund types: the General Fund, Enterprise Funds, Special Revenue Funds, General Obligation Interest and Sinking Fund, Capital Projects Funds, Water and Sewer Utility Fund, Drainage Utility Fund, and any other funds which have been contractually delegated to the City for management purposes. The City may add or delete funds as may be required by law, or for proper accounting procedures. This policy does not include funds governed by approved trust agreements, or assets administered for the benefit of the City by outside agencies under retirement or deferred compensation programs. Additionally, bond funds (including debt service and reserve funds) are governed by bond ordinances and are subject to the provisions of the Internal Revenue Code and applicable federal regulations governing the investment of bond proceeds.

4. INVESTMENT OBJECTIVES. Funds of the City shall be invested in accordance with all applicable Texas statutes, this Policy and any other approved, written administrative procedures. The four objectives of the City's investment activities shall be as follows (in the order of priority):

4.1 Safety of Principal. Safety of principal invested is the foremost objective in the investment decisions of the City. Each investment transaction shall seek to ensure the preservation of capital in the overall portfolio. The risk of loss shall be controlled by investing only in authorized securities, as defined in this Policy, by qualifying the financial institutions with whom the City will transact business and through portfolio diversification. Safety is defined as the undiminished return of the principal on the City's investments.

4.2 Liquidity. The investment portfolio shall be managed to maintain liquidity to ensure that funds will be available to meet the City's cash flow requirements and by investing in securities with active secondary markets. Investments shall be structured in such a manner as will provide the liquidity necessary to pay obligations as they become due. A security may be liquidated prior to its stated maturity to meet unanticipated cash requirements, or to otherwise favorably adjust the City's portfolio, in accordance with Section 2.2.5 above.

4.3 Market Rate-of-Return (Yield). The City's investment portfolio shall be designed to optimize a market rate-of-return on investments consistent with risk constraints and cash flow requirements of the portfolio. The investment portfolio shall be managed in a manner that seeks to attain a market rate of return throughout budgetary and economic cycles. The City will not attempt to consistently attain an unrealistic above market rate-of-return, as this objective will subject the overall portfolio to greater risk. Therefore, the City's rate of return objective is secondary to those of safety and liquidity. Rate of return (yield) is defined as the rate of annual income return on an investment, expressed as a percentage.

4.4 Public Trust. All participants in the City's investment program shall seek to act responsibly as custodians of the public trust. Investment officials shall avoid any transaction that might involve a conflict of interest or otherwise impair public confidence in the City's ability to govern effectively. All officials of the City having either a direct or indirect role in the process of investing idle funds shall act responsibly as custodians of the public trust.

5. INVESTMENT RESPONSIBILITY. As provided in this policy, the daily operation and management of the City's investments are the responsibility of the following person.

5.1 Delegation of Authority. The City Manager and the Chief Financial Officer are authorized to deposit, withdraw, invest, transfer or manage in any other manner the funds of the City. Management responsibility for the investment program is hereby delegated to the Chief Financial Officer, who shall establish written procedures for the operation of the investment program, consistent with this Policy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. All persons involved in investment activities will be referred to in this Policy as "Investment Officers." No persons may engage in an investment transaction except as provided under the terms of this Policy and the procedures established by the Chief Financial Officer. The Chief Financial Officer shall be responsible for all transactions undertaken, and shall establish a system of controls to regulate the activities of subordinate Investment Officials. The system of controls shall be designed to provide reasonable assurance that the assets of the City are protected from loss, theft or misuse. The concept of reasonable assurance recognizes that:

- (1) the cost of a control should not exceed the benefits likely to be derived; and
- (2) the valuation of costs and benefits requires estimates and judgments by management.

Commitment of financial and staffing resources in order to maximize total return through active portfolio management shall be the responsibility of the City Council.

5.2 **Prudence.** The standard of prudence to be applied by the Investment Officer shall be the "prudent investor" rule, which states, "investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived." In determining whether the Investment Officer has exercised prudence with respect to an investment decision, the determination shall be made taking into consideration the following:

5.2.1 the investment of all funds over which the Investment Officer had responsibility rather than a consideration as to the prudence of a single investment; and

5.2.2 whether the investment decision was consistent with the written investment Policy and procedures of the City.

5.3 **Due Diligence.** The Investment Officer acting in accordance with written policies and procedures and exercising due diligence, shall not be held personally responsible for a specific security's credit risk or market price changes, provided that these deviations are reported in a timely manner and that appropriate action is taken to control adverse developments. All Investment Officers involved in investment transactions will be bonded.

5.4 **Ethical Standards and Conflicts of Interest.** All City Investment Officers having a direct or indirect role in the investment of City funds shall act as custodians of the public trust avoiding any transaction which might involve a conflict of interest, the appearance of a conflict of interest, or any activity which might otherwise discourage public confidence. Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair the ability to make impartial investment decisions. An Investment Officer who has a personal business relationship with the depository bank or with any entity seeking to sell an investment to the City shall file a statement disclosing that personal business interest. An Investment Officer who is related within the second degree of affinity or consanguinity to an individual seeking to sell an investment to the City shall file a statement disclosing that relationship. A statement required under this subsection must be filed with the Texas Ethics Commission and the City Council.

5.5 **Investment Training.** The Investment Officers shall attend at least one training session of at least ten (10) hours relating to the officer's responsibility under the Public Funds Investment Act within twelve (12) months after assuming duties, and attend an investment training session not less than once every two years, receiving an additional ten (10) hours of training. Such training from an independent source shall be approved by the City Manager and endorsed by either the Government Finance Officers Association of Texas, the Government Treasurers Organization of Texas, the Texas Municipal League, the North Central Texas Council of Governments, or the University of North Texas Center for Public Management.

6. **AUTHORIZED INVESTMENTS.** As stated previously, safety of principal is the primary objective in investing public funds and can be accomplished by limiting two types of risk — credit risk and interest rate risk. Credit risk is the risk associated with the failure of a security issuer or backer to repay principal and interest in full. Interest rate risk is the risk that the value of a portfolio will decline due to an increase in the general level of interest rates. In order to provide for safety of principal as the City's primary objective, only certain investments are authorized as acceptable investments for the City. The following list of authorized investments for the City intentionally excludes some investments authorized by law.

These restrictions are placed in order to limit possible risk and provide the maximum measure of safety to City funds.

6.1 Authorized and Acceptable Investments. The authorized list of investment instruments are as follows:

- (1) Obligations of the United States or its agencies and instrumentalities, excluding mortgage-backed securities.
- (2) Direct obligations of the State of Texas, or its agencies and instrumentalities.
- (3) Other obligations, the principal of and interest on which are unconditionally guaranteed or insured by, or backed by the full faith and credit of, the State of Texas or the United States or their respective agencies and instrumentalities, excluding mortgage-backed securities.
- (4) Collateralized Certificates of Deposit. A certificate of deposit issued by a depository institution that has its main office or a branch office in the state and is:
 - guaranteed or insured by the Federal Deposit Insurance Corporation or its successor or the National Credit Union Share Insurance Fund or its successor;
 - secured by obligations that are described by Section 2256.009(a) of the Public Funds Investment Act, including mortgage backed securities directly issued by a federal agency or instrumentality, but excluding those mortgage backed securities of the nature described in Section 2256.009(b) of the Act; or
 - secured in any other manner and amount provided by law for deposits of the City.

In addition, separate CDs issued by depositories wherever located, bundled together into a single investment with the full amount of principle and interest of each CD federally insured, may be purchased through a selected depository institution with its main office or branch office in Texas.

This depository shall act as the custodian for the various certificates on behalf of the City.

- (5) Eligible Local Government Investment Pools. Public funds investment pools which invest in instruments and follow practices allowed by the current law as defined in Section 2256.016 of the Texas Government Code, provided that:
 - the investment pool has been authorized by the City Council;
 - the pool shall have furnished the Investment Officer an offering circular containing the information required by Section 2256.016(b) of the Texas Government Code;
 - the pool shall furnish the Investment Officer investment transaction confirmations with respect to all investments made with it;
 - the pool shall furnish to the Investment Officer monthly reports containing the information required under Section 2256.016(e) of the Texas Government Code;
 - the pool is continuously rated no lower than "AAA" or "AAA-m" or an equivalent rating by at least one nationally recognized rating service;

- the pool marks its portfolio to market daily;
- the pool's investment objectives shall be to maintain a stable net asset value of one dollar (\$1.00); and
- the pool's investment philosophy and strategy are consistent with this Policy.

(6) Regulated No-Load Money Market Mutual Funds. These investments are authorized, under the following conditions:

- the money market mutual fund is registered with and regulated by the Securities and Exchange Commission;
- the fund provides the City with a prospectus and other information required by the Securities Exchange Act of 1934 or the Investment Company Act of 1940;
- the fund has a dollar-weighted average portfolio maturity of ninety (90) days or less;
- the investment objectives include the maintenance of a stable net asset value of one dollar (\$1.00) per share; and
- the fund is continuously rated no lower than "AAA" or an equivalent rating by at least one nationally recognized rating service.

The City may not invest funds under its control in an amount that exceeds 10% of the total assets of any individual money market mutual fund.

(7) Repurchase Agreements, Reverse Repurchase Agreements, Bankers' Acceptances, Commercial Paper. These investments are authorized for the City only to the extent that they are contained in the portfolios of approved public funds investment pools in which the City invests, or as otherwise provided below.

- The direct investment in reverse repurchase agreements, bankers' acceptances, and commercial paper by the City is not authorized.
- Fully flexible repurchase agreements are authorized in this Policy, to the extent authorized under the Public Funds Investment Act (Texas Government Code 2256.001.) The use of flex repos shall be limited to the investment of bond proceeds and the maturity date of any such agreement shall not exceed the expected proceeds draw schedule.

6.2 Investment Instruments NOT Authorized. The following instruments are eligible for investment by local government according to state law, but they have been intentionally prohibited for the City by this Policy: mortgage-related obligations, guaranteed investment contracts, options, financial futures contracts and, day trading of long-term securities. In addition to these restricted investments, state law specifically prohibits investment in the following securities:

- (1) Obligations whose payment represents the coupon payments on the outstanding principal balance of the underlying mortgage-backed security collateral and pays no principal.
- (2) Obligations whose payment represents the principal stream of cash flow from the underlying mortgage-backed security collateral and bears no interest.

- (3) Collateralized mortgage obligations that have a stated final maturity date of greater than ten years.
- (4) Collateralized mortgage obligations, the interest rate of which is determined by an index that adjusts opposite to the changes in a market index.

7. DIVERSIFICATION. Diversification of investment instruments shall be utilized to avoid incurring unreasonable risks resulting from over-concentration of investments in a specific maturity, a specific issue, or a specific class of securities. With the exception of U.S. Government securities, as authorized in this Policy, and authorized local government investment pools, no more than fifty percent (50%) of the total investment portfolio will be invested in any one security type. Diversification of the portfolio considers diversification by maturity dates and diversification by investment instrument.

7.1 Diversification by Maturities. The longer the maturity of investments, the greater their price volatility. Therefore, it is the City's policy to concentrate its investment portfolio in shorter-term securities in order to limit principal risks caused by change in interest rates. The City will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the City will not directly invest in securities maturing more than three (3) years from the date of purchase. However, the above described obligations, certificates, or agreements may be collateralized using longer date instruments. The City shall diversify the use of investment instruments to avoid incurring unreasonable risks inherent in over-investing in specific instruments, individual financial institutions or maturities. Maturity scheduling shall be managed by the Investment Officer so that maturities of investments shall be timed to coincide with projected cash flow needs.

The entire City portfolio, including funds at the City's depository bank, shall comprise one pooled fund group, and the maximum average dollar-weighted maturity allowed based on the stated maturity date for the portfolio is two hundred seventy (270) days. Investment maturities for debt service interest and sinking funds and/or other types of reserve funds, whose use is never anticipated, may not exceed three (3) years.

7.2 Diversification by Investment Instrument. Diversification by investment instrument shall not exceed the following guidelines for each type of instrument:

	<u>Percentage of Portfolio (Maximum)</u>
U.S. Treasury Obligations	100%
U.S. Government Agency Securities and Instrumentalities of Government-Sponsored Corporations	80%
Authorized Local Government Investment Pools	100%
Fully Collateralized Certificates of Deposit	50%
SEC-Regulated No-Load Money Market Mutual Funds	10%

7.3 The City shall invest local funds in investments yielding a market rate-of-return while providing necessary protection of the principal consistent with the operating requirements of this section or written policies.

8. AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS. At this time, the City does not use Brokers or Dealers. Should the City determine a need, the following procedures and requirements will apply:

Financial institutions (federally insured banks) with and through whom the City invests shall be state or national banks domiciled in this state. No public deposit shall be made except in a qualified public depository as established by state laws. Brokers/Dealers authorized to provide investment services to the City may include only those authorized by the City Manager. All banking services will be governed by a depository contract awarded by the City Council. In addition, the Chief Financial Officer shall maintain a list of authorized security brokers/dealers, and investment pools that are authorized by the City Manager and/or the City Council.

8.1 All financial institutions with whom the City does business must supply the following as appropriate: (1) audited financial statements; (2) proof of National Association of Securities Dealers (NASD) certification; (3) proof of state registration and completed broker/dealer questionnaire; (4) certification of having read the City's investment policy signed by a qualified representative of the organization, acknowledging that the organization has implemented reasonable procedures and controls in an effort to preclude imprudent investment activities arising out of investment transactions conducted between the City and the organization.

8.2 An annual review of the financial condition and registration of qualified bidders will be conducted by the Chief Financial Officer. The review may include, but is not limited to, review of rating agency reports, review of call reports, and analyses of management, profitability, capitalization, and asset quality. Financial institutions and brokers/dealers desiring to conduct business with the City shall be required to provide any financial data requested by the City Manager or the Investment Officer. Upon completion of the annual review by the Chief Financial Officer, the financial institutions and brokers/dealers desiring to conduct business with the City shall be approved by the City Manager.

8.3 Selection criteria for federally insured financial institutions shall include the following: (1) the financial institution must be insured by the FDIC and (2) the financial institution must be incorporated under the laws of the State of Texas or of the United States of America.

8.4 The Investment Officer of the City is responsible for monitoring the investments made by a financial institution and/or broker/dealer to determine that they are in compliance with the provisions of the Investment Policy.

9. DELIVERY VERSUS PAYMENT. It is the policy of the City that all security transactions entered into with the City shall be conducted on a "**DELIVERY VERSUS PAYMENT**" (DVP) basis through the Federal Reserve System. By doing this, City funds are not released until the City has received, through the Federal Reserve wire, the securities purchased. The City shall authorize the release of funds only after receiving notification from the safekeeping bank that a purchased security has been received in the safekeeping account of the City. The notification may be oral, but shall be confirmed in writing.

10. SAFEKEEPING AND COLLATERALIZATION.

10.1 **Safekeeping.** All securities owned by the City shall be held by its safekeeping agent, except the collateral for bank deposits. The collateral for bank deposits will be held in the City's name in the bank's trust department, or alternatively, in a Federal Reserve Bank account in the City's name, or a third-party bank, at the City's discretion. Original safekeeping receipts shall be obtained and held by the City. The City shall contract with a bank or banks for the safekeeping of securities either owned by the City as part of its investment portfolio or held as collateral to secure time deposits.

10.2 **Collateralization.** Consistent with the requirements of the Public Funds Collateral Act, it is the policy of the City to require full collateralization of all city funds on deposit with a depository bank. The market value of the investments securing the deposit of funds shall be at least equal to the amount of the deposits of funds reduced to the extent that the deposits are insured by the Federal Deposit Insurance Corporation (FDIC). Securities pledged as collateral shall be held in the City's name, in a segregated account at the Federal Reserve Bank or by an independent third party with whom the City has a current custodial agreement. The agreement is to specify the acceptable investment securities as collateral, including provisions relating to possession of the collateral, the substitution or release of investment securities, ownership of securities, and the method of valuation of securities. The safekeeping agreement must clearly state that the safekeeping bank is instructed to release purchased and collateral securities to the City in the event the City has determined that the depository bank has failed to pay on any matured investments in certificates of deposit, or has determined that the funds of the City are in jeopardy for whatever reason, including involuntary closure or change of ownership. A clearly marked evidence of ownership, e.g., safekeeping receipt, must be supplied to the City and retained by the City. Any collateral with a maturity over five (5) years must be approved by the Investment Officer before the transaction is initiated. The Investment Officer must be notified in writing of Release of collateral or substitution of securities. Financial institutions serving as City depositories will be required to sign a "Depository Agreement" with the City and the City safekeeping agent. The collateralized deposit portion of the agreement shall define the City's rights to collateral in the event of default, bankruptcy, or closing and shall establish a perfected security interest in compliance with Federal and State regulations, including:

- the Agreement must be in writing;
- the Agreement has to be executed by the Depository and the City contemporaneously with the acquisition of the asset;
- the Agreement must be approved by the Board of Directors of the Loan Committee of the Depository and a copy of the meeting minutes must be delivered to the City; and
- the Agreement must be part of the Depository's "official record" continuously since its execution.

10.2.1 The City may accept the following securities as collateral for bank deposits (V.T.C.A., Government Code, Section 2256.001, et. seq. formerly Article 842a-2, Section 2, V.T.C.S., as amended):

- FDIC and FSLIC insurance coverage;

- A bond, certificate of indebtedness, or Treasury Note of the United States, or other evidence of indebtedness of the United States that is guaranteed as to principal and interest by the United States;
- Obligations, the principal and interest on which are unconditionally guaranteed or insured by the State of Texas;
- A bond of the State of Texas or of a county, city, or other political subdivision of the State of Texas having been rated as investment grade (investment rating no less than "A" or its equivalent) by a nationally recognized rating agency with a remaining maturity of ten years or less;
- Surety Bonds that meet the requirements of the Public Funds Investment Act; or
- Federal Home Loan Bank Letters of Credit as defined by Chapter 116, Subchapter C of the Local Government Code and by Chapter 726, Acts of the 67th Legislature, Regular Session, 1981 (Article 2529b-1, Vernon's Texas Civil Statutes).

10.2.2 For certificates of deposit and other evidences of deposit, collateral shall be at 102% of market or par, whichever is lower. The market value of collateral will always equal or exceed the principal plus accrued interest of deposits at financial institutions.

10.2.3 Financial institutions, with which the City invests or maintains other deposits, shall provide monthly, and as requested by the Investment Officer, a listing of the collateral pledged to the City, marked to current market prices. The listing shall include total pledged securities itemized by name, type, description, par value, current market value, maturity date, and Moody's or Standard & Poor's rating, if applicable. The City and the financial institution shall jointly assume the responsibility for ensuring that the collateral is sufficient.

11. INTERNAL CONTROL. The Chief Financial Officer shall establish a system of written internal controls, which shall be reviewed annually by independent auditors. The controls shall be designed to prevent loss of public funds due to fraud, error, misrepresentation, unanticipated market changes, or imprudent actions. The internal controls are to be reviewed annually in conjunction with an external independent audit. This review will provide assurance of compliance with policies and procedures as specified by this Policy. The City, in conjunction with its annual financial audit, shall perform a compliance audit of management controls and adherence to the City's established investment policy.

12. PERFORMANCE. The City's investment portfolio shall be designed to obtain a market rate of return on investments consistent with risk constraints and expected cash flow of the City. The benchmark for performance that is appropriate for the City's cash flow cycle will be TexSTAR (a local government investment pool).

13. REPORTING. The Chief Financial Officer shall submit a signed quarterly investment report that summarizes current market conditions, economic developments and anticipated investment conditions. The report shall summarize investment strategies employed in the most recent quarter, and describe the portfolio in terms of investment securities, maturities, risk characteristics, and shall explain the total investment return for the quarter.

13.1 **Annual Report.** Within 60 days of the end of the fiscal year, the Chief Financial Officer shall present an annual report on the investment program and investment activity. This report may be presented as a component of the fourth quarter report to the City Manager and City Council. The reports prepared by the Chief Financial Officer shall be formally reviewed at least annually by an independent auditor, and the result of the review shall be reported to the City Council by that auditor.

13.2 **Methods.** The quarterly investment report shall include a succinct management summary that provides a clear picture of the status of the current investment portfolio and transactions made over

the past quarter. This management summary will be prepared in a manner that will allow the City to ascertain whether investment activities during the reporting period have conformed to the investment policy. The report will be prepared in compliance with generally accepted accounting principles. The report will be provided to the City Manager and City Council. The report will include the following:

- A listing of individual securities held at the end of the reporting period. This list will include the name of the fund or pooled group fund for which each individual investment was acquired;
- Unrealized gains or losses resulting from appreciation or depreciation by listing the beginning and ending book and market value of securities for the period. Market values shall be obtained from financial institutions or portfolio reporting services independent from the broker/dealer from which the security was purchased;
- Additions and changes to the market value during the period;
- Fully accrued interest for the reporting period;
- Average weighted yield to maturity of portfolio on entity investments as compared to applicable benchmarks;
- Listing of investments by maturity date;
- The percentage of the total portfolio which each type of investment represents; and
- Statement of compliance of the City's investment portfolio with State Law and the investment strategy and policy approved by the City Council.

14. INVESTMENT POLICY ADOPTION AND AMENDMENT. The City's Investment Policy shall be adopted and amended by resolution of the City Council only. The City's written policies and procedures for investments are subject to review not less than annually to stay current with changing laws, regulations and needs of the City. Any changes or modifications to this Investment Policy, if any, shall be approved, and adopted by a formal resolution of the City Council.

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GLOSSARY OF TERMS

The Investment Policy contains specialized and technical terminology that is unique to cash management and investment activities. The following glossary of terms is provided to assist in understanding these terms.

Affinity. Related through marriage.

Agencies. See U.S. Agency securities.

Bankers' Acceptances. A draft or bill of exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer. When discounted and sold in the secondary market, bankers' acceptances become a short-term investment alternative.

Book Value. The cost of a security as recorded in the City's accounting records. For purposes of evaluating a sale of a security, it is a function of the original cost, the amortization of premium or discount, and the accrued interest. Specifically, it is the face value of the security plus the accrued interest plus any unamortized premium or minus any unamortized discount. Book value is often compared to market value, which is defined below.

Broker. A person or company that, for a fee or commission, brings buyers and sellers of securities together.

Certificate of Deposit. A time deposit with a specific maturity evidenced by a certificate.

Collateral. In general, assets which one party pledges as a guarantee of performance. Specifically, securities pledged by a bank to secure deposits of public monies. In the event of bank failure, the securities become the property of the public entity.

Collateralized Mortgage Obligations (CMO's). Securities based on a pool of home mortgages.

Commercial Paper. An unsecured promissory note issued primarily by corporations for a specific amount and maturing on a specific day. The maximum maturity for commercial paper is 270 days, but most frequently maturities do not

exceed 30 days. Almost all commercial paper is rated by a rating service.

Consanguinity. Related by blood.

Coupon. The annual rate of interest that a bond's issuer promises to pay the bondholder on the bond's face value. Also, a certificate attached to a bond indicating interest due on a payment date.

Credit Risk. The uncertainty that the principal amount of an investment will be returned without loss of value to the default of the borrower.

CUSIP. A unique security identification number assigned to securities maintained and transferred on the Federal Reserve book-entry system.

Dealer. A person or company that endeavors to profit from buying and selling investments for its own account.

Delivery Versus Payment (DVP). A method of delivering securities that requires the simultaneous exchange of the security and the payment. It provides a safeguard against paying for securities before they are received.

Demand Deposits. Deposits at a financial institution that are available to the depositor upon the depositor's demand.

Depository Bank. The primary bank of the City. The relationship between the depository bank and the City is governed by state law and by a depository contract that is approved by the City Council.

Discount. The difference between the cost price of a security and its value at maturity when quoted at lower than face value. A security selling below original offering price shortly after sale is also considered to be at a discount.

Discount Securities. Non-interest bearing money market instruments that are issued at a discount and redeemed at maturity for full face value, e.g., U.S. Treasury Bills.

Diversification. The strategy of dividing investments among a variety of securities offering independent risks and yields. Diversification lessens the likelihood of losing the entire portfolio of investments and averages yields among the investment alternatives.

Discount. The difference between the cost of a security and its value at maturity, in cases where the cost is less than the value at maturity.

Federal Deposit Insurance Corporation (FDIC). A federal agency that insures bank deposits.

Federal Funds Rate. The rate of interest at which Federal funds are traded. This rate is currently set by the Federal Reserve through open-market operations.

Federal Home Loan Banks (FHLB). Created in 1932, this system consists of 12 regional banks, which are owned by private member institutions and regulated by the Federal Housing Finance Board. Functioning as a credit reserve system, it facilitates extension of credit through its owner members. Federal Home Loan Bank issues are joint and several obligations of the 12 Federal Home Loan Banks.

Federal Home Loan Mortgage Corporation (FHLMC or Freddie Mac). A stockholder-owned corporation that provides a continuous flow of funds to mortgage lenders, primarily through developing and maintaining an active nationwide market in conventional mortgages.

Federal National Mortgage Association (FNMA or Fannie Mae). FNMA, a federal corporation, is the largest single provider of residential mortgage funds in the United States. It is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted.

Fully Flexible Repurchase Agreement ("flex repo"). A specialized contract designed for the short-term investment of proceeds available from the sale of municipal bonds, notes and certificates. Flex repos allow for incremental repurchases, with the buyer/issuer (the City) retaining the right to force the seller to repurchase all, or a portion of, the sold securities held under repurchase agreement, at any time before the maturity date of the agreement, at a fixed rate for the life of the agreement.

Hold Until Maturity. This investment strategy is intended to avoid interest rate risk by maintaining ownership of an investment until it matures. At maturity, the face value of the security is received, but in some cases where a security is sold before maturity, less than the face value and the book value is received. Please see interest rate risk defined below.

Interest Rate Risk. The uncertainty of the return of principal on fixed rate securities that are sold prior to maturity. When interest rates rise, the market value of fixed rate securities decreases.

Internal Control. Policies and procedures that are established to provide reasonable assurance that specific government objectives are achieved and that assets are safeguarded.

Investment. The purchase of securities which, upon analysis, promise safety of principal and a satisfactory return. These factors distinguish investment from speculation.

Investment Objective. The aim, goal or desired end of action of the investment activity.

Investment Pool. An entity created to invest public funds jointly on behalf of the entities that participate in the pool and whose investment objectives in order of priority are safety, liquidity, and yield. (Sometimes called Local Government Investment Pool.)

Investment Strategy. The overall plan or method proscribed to achieve the investment objectives of the City.

Laddered Maturity. An investment strategy whereby investments are purchased to mature at regular intervals.

Liquidity. The measure of an investment's ability to be converted quickly and easily into cash without a substantial loss of value.

Local Government Investment Pool. See **Investment Pool.**

Market Rate of Return. A general term referring to the approximate interest rate that could be earned by an investor in a specific maturity range at any given point in time. For example, an investor seeking to earn a "market rate of return" while maintaining an investment portfolio with an average maturity of 90 days, would hope to earn approximately the same as a three-month agency discount note. If the investor earns a rate much higher than this, it might signal an inappropriate level of risk.

Market Risk. The uncertainty of the value of the City's portfolio arising from changes in the market conditions of investment securities.

Market Value. The price, including accrued interest, at which a security is trading for which it can be readily sold or purchased.

Maturity. The date upon which the principal or stated value of an investment becomes due and payable.

Money Market Mutual Fund. A mutual fund that purchases short-term debt instruments, such as Treasury Bills, commercial paper, and bankers' acceptances, and which strives to maintain a stable net asset value of \$1.00.

Mutual Fund. Investment companies that sell shares to investors, offering investors diversification and professional portfolio management. Prices generally fluctuate with the performance of the fund.

Net Asset Value. The ratio of the market value of the portfolio divided by the book value of the portfolio.

Par. The value of a security as expressed on its face (face value) without consideration of a discount or premium.

Pledge. The grant of a collateral interest in investment securities by the depository bank as assurance of the safety of City deposits.

Pooled Fund Group. The combination of various accounts and funds of the City in a single, internally-created investing entity.

Portfolio. The collection of securities held by an investor.

Principal. The capital sum of an investment, as distinguished from interest.

Premium. The difference between the cost price and the face value at maturity in cases where the cost price is higher than the face value.

Rate-of-Return. See **Yield.**

Repurchase Agreement (REPO). An investment arrangement in which the holder of a security sells that security to an investor (the City) with an agreement to repurchase the security at a fixed price and on a fixed date.

Reverse Repurchase Agreement. An investment arrangement by which the City sells a security to a third party, such as a bank or broker/dealer, in return for cash and agrees to repurchase the instrument from the third party at a fixed price and on a fixed date. The City would then use the cash to purchase additional investments. This type of investment is prohibited in the City's portfolio, except to the extent used by local government investment pools with which the City invests.

Safekeeping. An arrangement whereby a bank holds securities and other valuables for protection in exchange for a fee.

Safety. The assurance of the undiminished return of the principal of the City's investments and deposits.

Secondary Market. A market for the purchase and sales of outstanding securities following their initial distribution.

SEC Rule 15C3-1 (Uniform Net Capital Rule). Security and Exchange Commission requirement that member firms and nonmember broker/dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1.

Security. A financial instrument that signifies an ownership interest, the right to an ownership interest, or creditor status.

Security Risks. The uncertainty of the value of a security dependent on its particular qualities.

Time Deposits. Deposits at the depository bank that are not due and payable until a specific date.

United States Agency Securities. Debt instruments issued by an executive department, an independent federal establishment, or a corporation or other entity established by

Congress which is owned in whole or in part by the United States of America.

United States Treasury Securities. Debt instruments issued by the Treasury of the United States. **Treasury Bills** are issued for short-term borrowings (less than one year); **Treasury Notes** are issued for mid-term borrowings (Two - ten years); **Treasury Bonds** are issued for long-term borrowings (over ten years).

Yield. The rate of annual income return on an investment, expressed as a percentage.

RESOLUTION R-02-12

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENN HEIGHTS, TEXAS AUTHORIZING A COMPREHENSIVE FUND BALANCE POLICY IN ACCORDANCE WITH GOVERNMENTAL ACCOUNTING STANDARDS BOARD ("GASB) STATEMENT NO. 54.

Whereas, the Governmental Accounting Standards Board ("GASB") has issued Statement No. 54, Fund Balance Reporting and governmental Fund Type Definitions ("GASB-54"). The primary objective of this new standard is to improve the usefulness and comparability of fund balance information by reporting fund balance in more intuitive and meaningful components. This standard also clarifies the definitions of the different types of funds that a governmental entity may set up for financial reporting purposes;

Whereas, GASB-54 now requires our City to classify the fund balance amounts reported within our financial statements in accordance with five new and more detailed classifications shown below. These categories are as follows":

Nonspendable - Fund Balance – Fund balance reported as "nonspendable" represents fund balance with inventory or prepaid items. The cash outlay for these types of items has already been made and therefore the resources represented by this fund balance category cannot be spent again; hence the term "nonspendable".

Restricted fund Balance – Fund balance reported as "restricted" represents amounts that can be spent only on the specific purposes determined by law or by the external providers of those resources.

Committed Fund Balance - Fund balance reported as "committed" includes amounts that can be used only for the specific purposes determined by a formal action of our City's highest level of decision-making authority.

Assigned Fund Balance – Fund balance reported as "assigned" represents amounts intended to be used for specific purposes, but not meeting the criteria to be reported as committed or restricted fund balance. In addition, our governing body may grant to an administrator within our organization the authority to "assign" fund balance.

Unassigned Fund Balance – Fund balance reported as "unassigned" represents the residual classification of fund balance and includes all spendable amounts not considered within the other classifications; and

Whereas, GASB-54 is effective for periods beginning after June 15, 2010. Therefore our City is required to implement this new standard starting with Fiscal Year 2010/2011.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GLENN HEIGHTS, TEXAS THAT:

SECTION 1. In accordance with GASB-54, and as described in Exhibit A, a written Comprehensive Fund Balance Policy is formally adopted depicting the procedures that will be used for committing fund balance, assigning fund balance, how stabilization funds, if any, will

COMPREHENSIVE FUND BALANCE POLICIES

1.0 Policy on Committing Funds

In accordance with GASB-54, it is the policy of this City that fund balance amounts will be reported as "Committed Fund Balance" only after formal action and approval by the City Council. The action to constrain amounts in such a manner must occur prior to year end; however, if the actual dollar amount is not known that may be determined in the subsequent period.

For example, the City Council may approve a motion prior to year end to report within the year-end financial statements, if available, up to a specified dollar amount as Committed Fund Balance for Capital Projects. The exact dollar amount to be reported as Committed Fund Balance for Capital Projects may not be known at the time of approval due to the annual financial audit not yet being completed. This amount can be determined at a later date when known and appropriately reported within the year-end financial statements due to the governing body approving this action before year-end.

It is the policy of this City that the governing body may commit fund balance for any reason that is consistent with the definition of Committed Fund Balance contained within GASB-54. Examples of reasons to commit fund balance would be to display intentions to use portions of fund balance for future capital projects, stabilization funds, or to earmark special General Fund revenue streams unspent at year-end that are intended to be used for specific purposes.

After approval by the City Council, the amount reported as Committed Fund Balance cannot be undone without utilizing the same process required to commit the funds. Therefore, in accordance with GASB-54, it is the policy of this City that funds can only be removed from the Committed Fund Balance category after motion and approval by the City Council.

2.0 Policy on Assigning Funds

In accordance with GASB-54, funds that are *intended* to be used for a specific purpose but have not received the formal approval action at the governing body level may be recorded as Assigned Fund Balance. Likewise, redeploying assigned resources to an alternative use does not require formal action by the governing body.

GASB-54 states that resources can be assigned by the governing body or by another internal body or person whom the governing body gives the authority to do so, such as a budget committee or the City Manager.

Therefore, having considered the requirements to assign fund balance, it is the policy of this City that the City Manager will have the authority to assign fund balance of this organization based on intentions for use of fund balance communicated by the governing body.

3.0 Policy on Order of Spending Resources

It is the policy of this City that when expenditures are incurred that would qualify as expenditures of either Restricted Fund Balance or Unrestricted Fund Balance (Committed, Assigned, or Unassigned), those expenditures will first be applied to the Restricted Fund Balance category.

Furthermore, it is the policy of this City that when expenditures are incurred that would qualify as a use of any of the Unrestricted Fund Balance categories (Committed, Assigned, or Unassigned), those expenditures will be applied in the order of Committed first, then Assigned, and then Unassigned.

4.0 Policy on the Acceptable Minimum Level of Fund Balances

It is the policy of this City to maintain at all times an overall Unrestricted Fund Balance (Unassigned Fund Balance) of not less than sixty (60) days of regular General Fund operating expenditures, and forty-five (45) days of Utility Fund operating expenditures, both measured based on the most recently completed fiscal year. If it is determined that the City is below this minimum established fund balance level, the governing body will be informed of this condition and take necessary budgetary steps to bring the fund balance level into compliance with this policy through budgetary actions.

5.0 Review of Governmental Fund Classifications

This City desires that the governmental fund types available for use in governmental financial reporting be appropriately selected based on the GASB-54 definitions of these fund types. Furthermore, the fund balance categories utilized within each these fund types are also to be appropriately selected from the new GASB-54 classifications.

Therefore, after consideration of the purpose of each governmental fund type, it is the policy of this City to limit the fund balance categories that may be used with each governmental fund type as follows:

General Fund

Nonspendable Fund Balance
Restricted Fund Balance
Committed Fund Balance
Assigned Fund Balance
Unassigned Fund Balance

Debt Service Funds

Restricted Fund Balance
Committed Fund Balance
Assigned Fund Balance

Capital Projects Funds

Restricted Fund Balance
Committed Fund Balance
Assigned Fund Balance

Special Revenue Funds

Restricted Fund Balance
Committed Fund Balance
Assigned Fund Balance

be determined, order of spending the fund balance categories, minimum fund balance levels, and use of governmental fund types.

SECTION 2. The above recitals as hereby found to be true and correct and incorporated herein for all purposes.

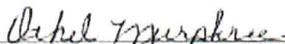
SECTION 3. Any and all other Fund Balance Policies that were adopted for governmental funds prior to the date of this Resolution shall be replaced with this Resolution.

SECTION 4. This Resolution shall be in full force and effect from and after its passage.

READ, CONSIDERED, PASSED, AND ADOPTED by the City Council of Glenn Heights at a regular meeting on the meeting on the 3rd day of January, 2012.


Victor Pereira, Mayor

ATTEST:


Othel Murphree, City Secretary

ORDINANCE O-11-15

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF GLENN HEIGHTS, TEXAS, ADOPTING THE BUDGET FOR FISCAL YEAR BEGINNING OCTOBER 1, 2015 AND ENDING SEPTEMBER 30, 2016; FOR SAID FISCAL YEAR SHALL BE MADE IN ACCORDANCE WITH SAID BUDGET; APPROPRIATING AND SETTING ASIDE THE NECESSARY FUNDS OUT OF THE GENERAL AND OTHER REVENUES FOR SAID FISCAL YEAR FOR THE MAINTENANCE AND OPERATION OF THE VARIOUS DEPARTMENTS AND FOR VARIOUS ACTIVITIES AND IMPROVEMENTS OF THE CITY; PROVIDING A REPEALING CLAUSE; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Manager of the City of Glenn Heights, Texas has submitted a proposed annual budget to the City Council of the City of Glenn Heights, Texas setting forth the estimated revenues and expenditures of said City as required by Article 5, Section 5.02(b) of the Home Rule Charter of the City of Glenn Heights; and

WHEREAS, a copy of the proposed budget has been filed in the office of the City Secretary and the proposed budget was made available for public inspection in accordance with Chapter 102.005 of the Local Government Code; and

WHEREAS, a public hearing was held by the City in accordance with Chapter 102.006 of the Local Government Code, following due publication of notice thereof, at which time all citizens and parties of interest were given the opportunity to be heard regarding the proposed budget; and

WHEREAS, after full and final consideration, it is the opinion of the City Council of Glenn Heights, Texas that the 2015-2016 fiscal year budget as hereinafter set forth should be adopted.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GLENN HEIGHTS, TEXAS:

SECTION 1. That the proposed budget of the revenue and expenditures necessary for conducting the affairs of the City of Glenn Heights, Texas for the fiscal year beginning October 1, 2015, and ending September 30, 2016, as submitted to the City Council by the City Manager, attached hereto as Attachment "A" (Proposed Budget for FY 2015-2016), be and the same is hereby adopted as the budget of the City of Glenn Heights for the fiscal year beginning October 1, 2015 and ending September 30, 2016.

SECTION 2. That the expenditures during the fiscal year beginning October 1, 2015, and ending September 30, 2016, shall be made in accordance with the budget approved by this Ordinance unless otherwise authorized by a duly enacted Ordinance of the City of Glenn Heights, Texas.

SECTION 3. That all budget amendments and transfers of appropriations budgeted from one account or activity to another within any individual activity for the fiscal year 2015-2016 are hereby ratified, and the budget approval for fiscal year 2015-2016, heretofore enacted by the City Council, be and the same is hereby amended to the extent of such transfers and amendments for all purposes.

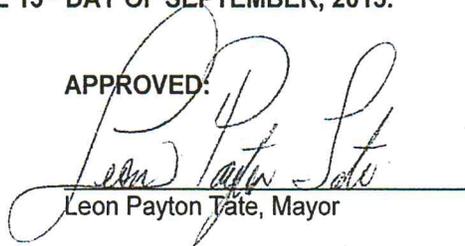
SECTION 4. All ordinances of the City of Glenn Heights, Texas, in conflict with the provisions of this ordinance be, and the same are hereby, repealed; provided, however, that all other provisions of said ordinances not in conflict with the provisions of this ordinance shall remain in full force and effect.

SECTION 5. Should any word, sentence, paragraph, subdivision, clause, phrase or section of this ordinance, be adjudged or held to be void or unconstitutional, the same shall not affect the validity of the remaining portions of said ordinance which shall remain in full force and effect.

SECTION 6. This Ordinance shall take effect immediately from and after its passage as the law in such cases provides.

DULY PASSED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF GLENN HEIGHTS, TEXAS ON THIS THE 15th DAY OF SEPTEMBER, 2015.

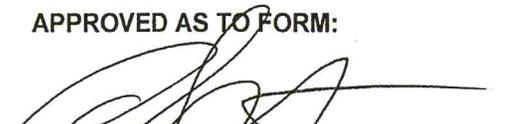
APPROVED:


Leon Payton Tate, Mayor

ATTEST:


Othel Murphree, City Secretary

APPROVED AS TO FORM:


Whitt L. Wyatt, Assistant City Attorney

**CITY OF GLENN HEIGHTS
FINANCIAL POLICIES**

PURPOSE STATEMENT

The policies set forth below, in conjunction with the City's Charter, provide guidelines to enable City staff to achieve a long term, stable financial condition while conducting daily operations and providing services to the community. These policies are used to maintain and improve organizational effectiveness, to maintain a sound financial foundation, and to achieve strategic goals for accountability and integrity. The scope of these policies covers fiscal budgeting, accounting, auditing, financial reporting, internal control, revenue management, expenditure control, fund transfers, fund reserves, capital financing, and debt management.

FISCAL BUDGETING

Department Directors will assist the City Manager in developing and submitting the proposed budgets for all City funds to the City Council for approval no later than August 1st of each fiscal year. Proposed budget appropriations will not exceed revenues generated in the budget year plus any remaining fund reserves from previous years. The proposed budget will include:

1. An estimate of all revenues by source, including present tax rates and property valuations for the ensuing year. Management will budget revenue sources conservatively.
2. A listing of all proposed expenditures for each City department. Proposed expenditures will be compared to budget and actual expenditures of the prior year, and budget and actual year-to-date expenditures of the current year. Management will budget expenditures aggressively.
3. A statement listing all proposed capital expenditures included in the proposed budget with recommended provisions for financing.
4. A detailed schedule of all outstanding indebtedness of the City including actual beginning balances, current year proposed additions, proposed debt and interest payments for the upcoming year, estimated ending balances, and proposed revenue sources for funding future debt payments.

ACCOUNTING

Recordkeeping

The financial records of the City will be maintained on the modified accrual basis of accounting for all funds. The Chief Financial Officer is responsible for establishing adequate City funds and the chart of accounts to be used to record financial transactions in a consistent and timely manner.

Cash Management

All bank statements will be reconciled monthly and cash balances will be reported to the City Council as part of the Monthly Financial Report. The Chief Financial Officer will be responsible for monitoring and ensuring that bank balances are fully secured by pledged collateral in the name of the City of Glenn

Heights.

Restricted Cash

The Chief Financial Officer will be responsible for ensuring that all bond covenants, contracts, and grant agreements are met with regards to the management of all restricted revenue sources.

Investments

All cash investments will be in accordance with the City's Investment Policy.

Capital Assets

Assets are tangible items, such as land, buildings, inventory, equipment, vehicles, and software. All expenditures for assets greater than \$5,000 will be considered capital assets and recorded in the City's books as such. All construction projects with a total cost greater than \$5,000 will be considered a capital asset. Any repairs to existing City assets greater than \$5,000 that add value to or extend the life of the asset will be considered a capital asset. All expenditures for capital assets must be approved by the City Council.

Assets < \$5,000

A cumulative list of all expenditures for assets with a cost between \$1,000 and \$5,000 will be maintained by the Finance Department and reconciled annually by Department Directors. This list will be organized in a manner such that all assets can be easily identified and tracked on an ongoing basis. Any construction or repairs less than \$5,000 will be considered repairs/maintenance and recorded as such.

Grant Expenditures

All assets purchased with grant proceeds will be labeled in a manner that will make them easily identifiable. City management will ensure that compliance with grant agreements for the disposal or sale of these assets are adhered to.

AUDITING

The City will be audited annually by an independent certified public accounting firm. This firm must demonstrate experience in governmental accounting and auditing. The financial audit will be conducted in accordance with generally accepted accounting standards.

FINANCIAL REPORTING

Annual Reporting

The Chief Financial Officer will be responsible for preparing and presenting the City's annual budget documents to the Government Finance Officers Association (GFOA) for evaluation and awarding of the Distinguished Budget Presentation Awards Program.

The Chief Financial Officer will be responsible for preparing a Comprehensive Annual Financial Report

(CAFR) each year. The CAFR will be presented to the Government Finance Officers Association (GFOA) for evaluation and awarding of the Certificate of Achievement for Excellence in Financial Reporting.

Interim Reporting

The City Manager will submit to Council each month accurate and timely financial reports. Monthly financial reports will include:

1. Cash and Investment Report including reconciliation between bank and book balances for each City fund.
2. Revenues, Expenditures, Other Financing Sources (Uses), and Changes in Fund Balances - Budget and Actual. Financial information will be reported at the department level and will include current and prior year comparisons for the month and fiscal year-to-date.
3. Budget Report including reconciliation between original budget and revised budget for the current fiscal year.

All monthly financial reports will be posted on the City's website along with monthly cash disbursement reports.

INTERNAL CONTROL

The Chief Financial Officer is responsible for developing, implementing, and maintaining adequate controls over cash receipts, cash disbursements, payroll, and other significant financial accounting areas. These controls will be written, approved by the City Manager, and reviewed annually. Department Directors will be responsible for ensuring that controls in place are adequate for their Department and are being followed.

REVENUE MANAGEMENT

City management will understand its revenue sources and enact consistent collection policies and procedures to provide assurances that budgets and plans will be met.

Revenue Diversification

A diversified and stable revenue system will be maintained to shelter the City from short-run fluctuations in any one revenue source.

Fees and Charges

The City will maximize utilization of user charges for services that can be easily identified and where the costs are directly related to a specific service. At least every two years, reviews will be performed to ensure that user fees and charges adequately cover the cost of the service being provided.

The City will adopt utility rates sufficient to cover operating expenses and transfers while continuing to meet legal requirements of bond covenants.

Restricted Revenues

The City will utilize restricted revenue sources first when expenditures are incurred that qualify as expenditures of such revenues. Departments generating restricted revenue sources will be responsible for determining what expenditures qualify. Any restricted revenue sources being committed or assigned to pay future anticipated expenditures will be properly documented and reported as such.

One-Time Revenues

One-time revenues will be used only for one-time expenditures. The City will avoid using temporary revenue sources to fund ongoing services.

Unpredictable Revenues

The use of unpredictable revenues will depend upon management's understanding of the source and whether or not the revenue should be considered one-time revenues or will recur periodically.

EXPENDITURE CONTROL

City management will be held accountable for meeting program objectives which includes compliance with annual budgeted appropriations approved by the City Council.

Level of Budgetary Control

Department Directors are authorized to transfer budgeted appropriations between line items within their Department. The City Manager is authorized to transfer budgeted appropriations between departments within the same fund (i.e., General Fund, Water/Sewer Fund, Drainage Fund, etc.); however, any revisions that alter the total budgeted appropriations of any given fund must be approved by City Council.

Purchasing

All purchases will be in accordance with the City's Purchasing Policy.

Payments

All invoices will be paid timely and in accordance with State law. Procedures will be used to take advantage of purchase discounts, and payments will be processed to maximize the City's investable cash.

FUND TRANSFERS

The City's proprietary funds will compensate the General Fund for general and administrative services provided through budgeted fund transfers. The amount to be compensated will be determined annually as part of the budget process and approved by the City Council.

General and administrative services provided to proprietary funds will include management, finance,

human resources, city secretary, and all other unallocated city-wide expenditures. It is the Chief Financial Officer's responsibility to calculate and compensate the General Fund for these services on a systematic and consistent basis.

Any other revenue transfers between funds not for the purpose of compensation for services will be considered operating transfers and reported as such.

FUND RESERVES

Fund reserves will be maintained in accordance with the City's Comprehensive Fund Balance Policies and will comply with GASB No. 54 for external reporting purposes.

CAPITAL FINANCING

Capital financing transactions will be recorded in the same fund as the capital asset. Capital assets will be financed for a period not to exceed the useful life of the asset. All financing will be approved by the City Council. The City will retain and utilize a Financial Advisor in connection with all bond debt issuances. All unspent bond proceeds for capital projects will be used to pay future debt principal and interest payments.

DEBT MANAGEMENT

The Finance Department will monitor and report all City debt as part of the annual budget process. Ad valorem taxes will be levied annually for an amount sufficient to pay all bond debt not paid from other revenue sources. Ad valorem taxes assessed for debt service will be accounted for in the City's Debt Service Fund. Interest and sinking funds will be established and maintained for bond debt to be paid from revenue sources other than ad valorem taxes.

The Chief Financial Officer will be responsible for monitoring compliance requirements with all debt covenants, maintain ongoing communications with bond rating agencies in regards to the City's financial condition, and follow a policy of full disclosure on every financial report.

Long-term debt will not be used to finance operations.

GLOSSARY

The Annual Program of Services contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of this document in understanding these terms, a budget glossary has been included in this document.

Accrual Basis: A basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows. For example, in accrual accounting, revenue that was earned between April 1 and June 30, but for which payment was not received until July 10, is recorded as being received on June 30 rather than July 10.

Accrued Expenses: Expenses incurred but not due until a later date.

Administrative Transfer: An interfund transfer designed to recover General Fund expenditures conducted on behalf of Proprietary funds.

Ad Valorem Taxes (Current): All property, real, personal, tangible, intangible, annexations, additions, and improvements to property located within the taxing unit's jurisdiction, which are subject to taxation on January 1 of the current fiscal year. Each year, by ordinance, the City Council exempts taxes on automobiles and other items from the tax levy. Following the final passage of the appropriation ordinance, City Council sets the tax rate and levy for the fiscal year beginning October 1 and continuing through the following September 30.

Ad Valorem Taxes (Delinquent): All taxes are due on receipt of bill and are delinquent if not paid before February 1 of the fiscal year in which they are imposed, except when the taxing unit postpones the delinquency date due to late mailing of tax bills or successful rollback elections.

Ad Valorem Taxes (Penalty and Interest): A delinquent tax incurs a penalty of six percent (6%) of the amount of the tax for the first calendar month it is delinquent, plus one percent (1%) for each additional month or portion of the month the tax remains unpaid prior to July 1 of the year in which it becomes delinquent. However, the delinquent tax on July 1 incurs a total penalty of twelve percent (12%) of the amount of the delinquent tax without regard to the number of months the tax has been delinquent.

Appropriation: A legal authorization granted by a governing body to make expenditures and to incur obligations for specific purposes.

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. (Note: Property values are established by the Dallas Central Appraisal District.)

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.

Balance Sheet: A financial statement that discloses the assets, liabilities, and equity of a specific governmental fund as of a specific date.

Balanced Budget: A budget in which estimated revenues equal estimated expenditures.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, streets and bridges.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the governing body for adoption and sometimes the financial plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether it has been approved by the governing body.

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

Budget Document: The instrument used by the operational authority to present a comprehensive financial program to the City Council.

Budget Message: The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager.

Budgeted Funds: Funds that are planned for certain uses but have not yet been formally or legally appropriated by the governing body.

Capital Equipment 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 purchase, 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.

Capital Improvements: A permanent addition to the City's assets, including the design, construction or purchase of land, buildings or facilities or major renovations of the same.

Cash Basis: A basis of accounting under which transactions are recognized only when cash changes hands.

Cash Management: The management of cash 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.

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

Cost: (1) The amount of money or other consideration exchanged for property or services. (2) Expense.

Cost Accounting: That method of accounting, which provides for assembling and recoding all of the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specified job.

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.

Deficit: (1) The excess of the liabilities of a fund over its assets. (2) The excess of expenditures over revenues during an accounting period; or, in the case of proprietary funds, the excess of expense over income during an accounting period.

Delinquent Taxes: Taxes that remains unpaid on and after the date on which a penalty for non-payment is attached.

Department: An organizational unit which has the responsibility of providing programs, activities, and functions in a related field.

Depreciation: The process of estimating and recording the lost usefulness, expired useful life or diminution of service 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.

Disbursement: Payment for goods and services in cash or by checks.

Division: An administrative segment of the City, which indicates management responsibility for an operation or a group of related activities within a functional area. Divisions are the basic units of the budget upon which departments are composed.

Encumbrances: Commitments related to unperformed (executory) contracts for goods or services.

Enterprise Fund: A fund established to account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) for providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the

governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Examples of Enterprise funds are those for water, gas, and electric utilities; swimming pools; airports; parking garages; and transit systems.

Expenditure: This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds. Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.

Expenses: Charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.

Fiscal Year: The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Glenn Heights has specified October 1 to September 30 as its fiscal year.

Fixed Assets: Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, and improvements other than buildings, machinery, 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.)

Franchise Fee: This is a charge paid for the use of City streets and public right of way and is in lieu of all other municipal charges, fees, street rentals, pipe taxes or rentals, easement or other like franchise fees, inspections, fees, and /or charges of every kind except only Ad Valorem and special assessment taxes for public improvements (i.e., gas, telephone and cable TV).

Full-time Equivalent (FTE): A unit of measure based on the number of hours that an employee works during the fiscal year. One FTE is equal to 2080 hours.

Function: A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible.

Fund: An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities of government functions. Eight commonly used funds in public accounting are: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.

Fund Balance: Fund balance is the excess of assets over liabilities and is, therefore, also known as surplus funds.

General Fund: The fund used to account for all financial resources except those required to be accounted for in another fund.

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 General Debt Service

Fund, and these bonds are backed by the full faith and credit of the issuing government.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards of and guidelines to financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. They encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. They provide a standard by which to measure financial presentations.

Governmental Funds: Those funds through which most governmental functions typically are financed. The acquisition, use and financial resources and the related current liabilities are accounted for through governmental funds (General, Special Revenue, and General Debt Service).

Grants: Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity, or facility.

Income: A term used in proprietary fund type accounting to represents (1) revenues or (2) the excess of revenues over expenses.

Interfund Transfers: Amounts transferred from one fund to another to recover the charge for administrative services.

Intergovernmental Revenue: Revenue received from another governmental entity for a specified purpose.

Investments: Securities and real estate held for the production of revenues in the form of interest, dividends, rentals or lease payments.

Levy: (Verb) to impose taxes, special assessments or service charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments or service charges imposed by a government.

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

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

Modified Accrual Basis: The accrual basis of accounting adapted to the governmental fund type spending measurement focus. Under it, revenues are recognized when they become both "measureable" and "available to finance expenditures of the current period." Expenditures are recognized when the related fund liability is incurred except for (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar items which need not be reported; (3) accumulated unpaid vacation, sick pay and other employee benefit amounts which need not be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes to the financial statements; (4) interest on special assessment indebtedness which may be recorded when due rather than accrued, if approximately offset by interest earnings on special assessment levies; (5) principal and

interest on long-term debt which are generally recognized when due.

Operating Budget: Plan of current expenditures and the proposed means of financing them. The annual operating budget (or, in the case of some state governments, the biennial operating budget) is the primary means by which most of the financing acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law. Even where not required by law, however, annual operating budgets are essential to sound financial management and should be adopted by every government.

Operating Expenses: Fund expenses which are directly related to the fund's primary service activities.

Operating Grants: Grants which are restricted by the grantor to operating purposes or which may be used for either capital or operating purposes at the discretion of the grantee.

Operating Income: The excess of fund operating revenues over operating expenses.

Operating Revenues: Fund revenues, which are directly related to the fund's primary service activities. They consist primarily of use charges for services.

Ordinance: A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions, which must be by ordinance and those which may be by resolution. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances.

Other Financing Sources: Governmental fund general long-term debt proceeds, operating transfers out, and material proceeds of fixed asset dispositions. Such amounts are classified separately from revenues.

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.

Productivity Measures: Productivity measures should reflect how well a program is performing its activities to meet the needs of the public and the organization. They should measure productivity, effectiveness, efficiency or the impact of a service provided. While activity measures indicate "how much" activity the division/department is performing, productivity measures identify "how well" the division/department is performing.

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.

Program Description: Describes the nature of service delivery provided at this level of funding. It clearly explains how service delivery will be different from the prior budget year.

Program Goals: Program goals describe the purpose or benefit the division/department plans to provide to the community and/or organizations it serves. Goals identify the end result the division/department desires to achieve with its activities, but goals are often ongoing and may not be achieved in one year.

Program Objectives: Program Objectives are quantifiable steps toward accomplishing stated goals. They should have a specific time frame or measurable achievement. Objectives should be able to be reached or completed within the current fiscal year. Objective statements are not required for every activity performed, but should focus on the major steps necessary for achieving established goals.

Property Tax: Property taxes are 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 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 principle and interest of the bond.

Revenues: (1) Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. Under NCGA Statement 1, general long-term debt proceeds and operating transfers in are classified as "other financing sources" rather than revenues. (2) Increases in proprietary fund type net total assets from other than expense refunds, capital contributions and residual equity transfers. Under NCGA Statement 1, operating transfers in are classified separately from revenues.

Sales Tax: A general "sales tax" is levied on persons and businesses selling merchandise or services in the City limits on a retail basis. The categories for taxation are defined by state law. Money collected under authorization of this tax is for the use and benefit of the City; however, no City may pledge anticipated revenues from this source to secure the payment of funds or other indebtedness.

Shared Revenues: Revenues levied by one government but shared on a pre-determined basis, often in proportion to the amount collected at the local level, with another government or class of governments.

Tax Rate: The amount of tax stated in terms of a unit of the tax base; for example, \$.50 per \$100 (one hundred dollars) assessed valuation of property.

Tax Rate Limit: The maximum rate at which a government may levy a tax. The limit may apply to taxes raised for a particular purpose, or to taxes imposed for all purposes, and may apply to a single government, to a class of governments, or to all governments operating in a particular area. Overall tax rate limits usually restrict levies for all purposes and of all governments, state and local, having jurisdiction in a given area.

Tax Roll: The official list showing the amount of taxes levied against each taxpayer or property. Frequently, the tax roll and the assessment roll are combined, but even in these cases the two can be distinguished.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

Trial balance; A list of the balances of the accounts in a ledger kept by double entry with the debit and credit balances shown in separate columns.

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

Working Capital: Budgeted working capital is calculated as a fund's current assets less current liabilities and outstanding encumbrances.

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**City Of Glenn Heights
1938 S. Hampton Rd.
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