

THE TOWN OF  
*Highland Park*  
TEXAS

OFFICIAL BUDGET FISCAL YEAR 2013-2014



AN AMERICAN COMMUNITY MAKING A DIFFERENCE

*celebrating*  
**100**  
YEARS  
1913-2013

# **TOWN OF HIGHLAND PARK, TEXAS**

## **COMBINED BUDGET OPERATING AND CAPITAL OCTOBER 1, 2013 THROUGH SEPTEMBER 30, 2014**

AS SUBMITTED TO  
THE MAYOR AND THE TOWN COUNCIL

**JOEL T. WILLIAMS III**  
MAYOR

**LAURENCE W. NIXON**  
MAYOR PRO TEM

**ANDREW BARR**  
**WILL C. BEECHERL**  
**BOB CARTER**  
**STEPHEN ROGERS**  
COUNCIL MEMBERS

**BILL LINDLEY**  
TOWN ADMINISTRATOR

**BILL POLLOCK**  
DIRECTOR OF FISCAL & HUMAN RESOURCES



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*Town of Highland Park Fiscal Year 2014 Combined Budget*

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**August 29, 2013**

**The Honorable Joel T. Williams, III  
Town Council Members  
Town of Highland Park, Texas**

**Honorable Mayor and Town Council**

## **INTRODUCTION**

The development of the budgets for operations and capital for the Town's fiscal year beginning October 1, 2013, is based on those qualities that give the Town of Highland Park the unique community status that it enjoys. In budgeting for results, the key goals that are the focus of all Town operations include: the delivery of exceptional services; being a safe community; promoting neighborhood vitality; fostering attractive parks and open spaces; and protecting the health, safety and environment of our community.

The FY 2014 Combined Budget ("FY 2014 Budget") includes all Town funds. The total of the FY 2014 Budget is \$31,345,535, including the sum of inter-fund transfers of \$4,389,260. The adopted FY 2013 Combined Budget ("FY 2013 Budget") totals \$29,945,090 with transfers of \$2,896,270. Excluding transfers, the FY 2014 Budget reflects a decrease of \$92,545 from the FY 2013 Budget. Inter-fund transfers increase \$1,492,990 as the result of an accounting change in the treatment of how the Town has historically recognized contributions from operating funds to internal service funds. The following discussion points are the key budget assumptions incorporated into this FY 2014 Budget:

- retention of the existing tax rate of \$0.22/\$100 valuation;
- the completion of a compensation and benefits survey that resulted in the recommendation of a 3% increase for FY 2014 in the Executive, Non-Exempt and Public Safety Pay Plans to maintain market parity;
- being able to place the Town's employee health insurance coverage with another provider with no increase in cost;
- CPI indexing for annual recurring expenditures/expenses and capital transfers in order to maintain purchasing power;
- completion of a water and sanitary sewer rate study that led to the recommendation to increase water rates to generate an additional 4% in revenues and no change in sanitary sewer rates; and
- CPI indexing for Storm Water Drainage Fees;
- separation of the accounting for technology based assets and the associated acquisition and replacement costs from out of the Equipment Replacement Fund (an internal service fund) and into a newly created Technology Replacement Fund (an internal service fund); and

- creation of a Building Maintenance & Investment Fund (an internal service fund) as a means to more effectively account for and provide sufficient resources for the future maintenance of the newly remodeled Town Hall and Public Safety building as well as the Town's Service Center.

**FISCAL YEAR 2014 BUDGET - FUND SUMMARY**

<b>FUND</b>	<b>FY 2014 BUDGET</b>	<b>FY 2013 BUDGET</b>	<b>\$ VARIANCE</b>	<b>% VARIANCE</b>
<b>OPERATING FUNDS</b>				
<b>GENERAL FUND</b>				
Personnel	\$12,865,690	\$12,467,465	\$398,225	3.19%
O&M	4,474,290	5,044,185	(\$569,895)	-11.30%
Capital	112,475	187,900	(\$75,425)	-40.14%
Transfers	2,351,940	1,154,655	1,197,285	103.69%
<b>Fund Total</b>	<b>\$19,804,395</b>	<b>\$18,854,205</b>	<b>\$950,190</b>	<b>5.04%</b>
<b>UTILITY FUND</b>				
Personnel	\$1,785,215	\$1,642,255	\$142,960	8.71%
O&M	4,127,365	4,264,780	(137,415)	-3.22%
Capital	1,881,060	1,796,300	84,760	4.72%
Transfers	1,607,110	1,389,675	217,435	15.65%
<b>Fund Total</b>	<b>\$9,400,750</b>	<b>\$9,093,010</b>	<b>\$307,740</b>	<b>3.38%</b>
<b>STORMWATER DRAINAGE UTILITY</b>				
Personnel	\$0	\$49,405	(\$49,405)	-100.00%
O&M	78,775	78,775	\$0	0.00%
Capital	50,000	100,000	(\$50,000)	-50.00%
Transfers	107,900	0	107,900	-
<b>Fund Total</b>	<b>\$236,675</b>	<b>\$228,180</b>	<b>\$8,494</b>	<b>3.72%</b>
<b>INTERNAL SERVICE FUNDS</b>				
<b>EQUIPMENT REPLACEMENT FUND</b>				
O&M	\$7,400	\$7,050	\$350	4.96%
Capital	356,850	354,125	2,725	0.77%
<b>Fund Total</b>	<b>\$364,250</b>	<b>\$361,175</b>	<b>\$3,075</b>	<b>0.85%</b>
<b>TECHNOLOGY REPLACEMENT FUND</b>				
O&M	\$250	\$0	\$250	-
Capital	80,000	0	80,000	-
<b>Transfers</b>	<b>\$80,250</b>	<b>\$0</b>	<b>\$80,250</b>	<b>-</b>
<b>BUILDING MAINT. &amp; INVEST. FUND</b>				
O&M	\$195,505	\$0	\$195,505	-
Capital	20,590	0	20,590	-
Transfers	12,580	0	12,580	-
<b>Capital</b>	<b>\$228,675</b>	<b>\$0</b>	<b>\$228,675</b>	<b>-</b>
<b>SPECIAL REVENUE FUNDS</b>				
<b>COURT TECHNOLOGY FUND</b>	<b>\$70,150</b>	<b>\$26,950</b>	<b>\$43,200</b>	<b>160.30%</b>
<b>COURT SECURITY FUND (TRANSFERS)</b>	<b>\$22,000</b>	<b>\$21,000</b>	<b>\$1,000</b>	<b>4.76%</b>
<b>CAPITAL PROJECTS FUND</b>	<b>\$1,138,390</b>	<b>\$1,360,570</b>	<b>(\$222,180)</b>	<b>-16.33%</b>
<b>TOTAL BUDGET</b>	<b>\$31,345,535</b>	<b>\$29,945,090</b>	<b>\$1,400,444</b>	<b>4.68%</b>

**FISCAL YEAR 2014 BUDGET - EXPENSE TYPE**

<b>EXPENSE TYPE</b>	<b>FY 2014 BUDGET</b>	<b>FY 2013 BUDGET</b>	<b>\$ VARIANCE</b>	<b>% VARIANCE</b>
PERSONNEL				
PAYROLL	\$11,665,155	\$11,194,800	\$470,355	4.20%
TAXES	\$862,490	829,490	\$33,000	3.98%
RETIREMENT (TMRS)	\$635,520	635,120	\$400	0.06%
INSURANCE	\$1,487,740	1,499,715	(\$11,975)	-0.80%
TOTAL PERSONNEL	\$14,650,905	\$14,159,125	\$491,780	3.47%
O&M	\$8,953,735	\$9,422,240	(\$468,505)	-4.97%
CAPITAL	\$3,351,635	\$3,467,455	(\$115,820)	-3.34%
TOTAL BEFORE TRANSFERS	\$26,956,275	\$27,048,820	(\$92,545)	-0.34%
TRANSFERS	\$4,389,260	\$2,896,270	\$1,492,990	51.55%
TOTAL BUDGET	\$31,345,535	\$29,945,090	\$1,400,445	4.68%

Revenue projections and expenditure requests run concurrent paths. Some revenues are dependent upon expenditure estimates, such as utility service rates. The tax rate setting process is dependent upon externally provided property values and on a timetable established by statute. On the expenditure side, the Town acquires some services, such as garbage collection and disposal, through contracts that have escalation clauses tied to time sensitive economic indices while the cost for employee health insurance is dependent upon the receipt of renewal quotes which are governed by state and federal rules. For discussion purposes, expenditures by category are presented first.

**PERSONNEL**

**Compensation**

Being able to recruit and retain high quality employees is important to the success of any service based organization, and as such, we give strong attention to maintaining a competitive pay structure and benefit package to our employees. Sustaining an effective pay structure along with continuing to offer competitive employee benefits facilitates retaining and attracting quality employees to deliver the day-today services our residents expect. To accomplish this goal, Waters Consulting was engaged to assist the Town in defining our compensation and benefit market as well as the Town’s funding position in relation to that market.

Personnel costs for Highland Park account for 47.0 % of the total FY 2014 Budget. The market survey prepared by Waters Consulting, and personal discussions with various area city managers, indicates other metroplex cities developing 2014 salary adjustments in the range of 2.5 to 3.0%. While detailed discussion will be provided separately by the Town’s retained compensation consultant, study results indicated the Town salary structure being strongly comparable to the Town Council selected market cities. Personnel costs included in the Preliminary Budget include an adjustment to the Town’s pay plans by 3%. While a number of employees will be eligible for a pay increase equal to this market adjustment of 3%, some employees with less tenure will be eligible for increases reflective of their performance evaluations. The total compensation cost in the FY 2014 Budget is \$14,650,905, which is \$491,780, or 3.47%, more than in the FY 2013 Budget.

The FY 2014 Budget assumes that one vacant position (Street Lighting technician) will be deleted after keeping it vacant during the current year. Following budget discussions last year, it is the managing director's conclusion, after monitoring the position, that existing staff is fully capable of meeting the Town service needs. There is also funding for a new Finance Director and carry-over funding for the current person to provide part-time work.

## **Benefits**

The two most significant components of employee benefits are costs associated with retirement (TMRS) and health insurance.

TMRS has advised that the 2014 contribution rate will decrease from 5.71% to 5.53%. This reduced rate, when applied to the compensation levels, will result in an estimated \$3,300 decrease in total retirement costs.

The Town has secured health insurance plans that similar to the current HSA/PPO plans currently in place at the current rates. The Town also has secured similar dental plans at a cost savings of \$2,445, or 18.0%. A slight decrease in cost will be realized for life, AD&D, and LTD coverage. Although the Town received Health insurance quotes that did not require an increase in cost, the implementation of the Patient Protection and Affordable Care Act ("PPACA") is anticipated to have a financial impact to the Town in the years to come.

Overall, employee benefit costs for FY 2014 are \$21,425 (0.7%) more than in FY 2013.

## **OPERATIONS & MAINTENANCE**

As part of the development process, Department Directors submitted line-item budget requests in line with the FY 2013 Budget. The Town purchases services from a number of vendors under contracts that include escalation clauses tied to the CPI, PPI, and or fuel costs. The expenditures for those services (garbage collection, garbage disposal, street sweeping) include estimates for such escalation provisions.

Dallas County Park Cities Municipal Utility District ("District") has submitted their rate effective October 1, 2013 in the amount of \$2.3302/1000 gallons. This rate is an increase of \$0.0445/1000 gallons, or 1.9%. On an estimated purchase volume of 1,200,000,000 gallons, this amounts to a \$53,400 increase over FY 2013 Combined Budget.

Dallas Water Utilities ("DWU") has determined the rate structure for sanitary sewer services which amounts to a \$40,275 annual decrease, or 4.3%. The decrease reflects the success the Town has had in separating residential and irrigation water use through the requirement of a second meter for irrigation systems. Approximately two-thirds of the Town's residential accounts currently have separate residential and irrigation meters.

In addition to budgeting for maintaining existing service levels, funding for the following identified initiatives/goals has also been included. On April 6, 2013, the Town Council conducted its second Goal Setting Workshop and discussed goals for the Town. The identified goals included:

- maintain respect for the Town's rich history and heritage;
- support the Highland Park Independent School District;

- provide quality services – and leverage the quality of those services by collaborating with University Park, Southern Methodist University, Highland Park Village, and Dallas County Club, and by accessing the functional expertise of the town’s residents; and,
- continue the Town’s financial stability.

The FY 2014 Budget is structured to preserve our community’s exemplary quality of life guided by the Town Council goals identified during its two planning workshops. The Town Council Goals contributing to the development of the FY 2014 Budget, in particular the General Fund, include:

Goal: Maintain respect for the Town’s rich history and heritage.

1. Centennial Celebration: The FY 2013 Budget provides \$100,000 towards a town-wide celebration of the past 100 years. The FY 2014 Budget includes \$10,230 for an employee dinner to honor the legacy of work by Town employees and other employee recognition efforts. The dinner is being augmented in the amount of \$9,500 with the support of materials or services by area merchants.

Goal: Provide quality services – and leverage the quality of those services by collaborating with University Park, Southern Methodist University, Highland Park Village, and Dallas County Club, and by accessing the functional expertise of the town’s residents.

1. Noise: While aviation related noise has historically been a nuisance to Town residents, recent improvements to Dallas Love Field (DLF) and related flight operations by Southwest Airlines (SWA) has required focused work by the Town. In meeting the challenge of DLF increasing by over 100% its use of the Lemmon Avenue runway, the Town engaged a consultant this summer with funding provided in the FY 2013 Combined Budget. While not having a budget impact in the 2014 budget, both staff and Council time will be allocated during the upcoming fiscal year working towards persuading DLF, SWA and general aviation operators to using the Lemmon Avenue runway at historic levels.
2. Traffic: The Preliminary Budget provides funding (\$80,000 – Non-Departmental) for the hiring of a transportation consultant to conduct a community based study in addressing “cut-thru” traffic. The traffic study will address both local and non-local traffic as it impacts school areas, parks, neighborhoods, and major streets.

The Street Department budget includes \$8,645 for related costs associated to implementing a special events “no-parking” plan for activities associated with Ford Stadium.

3. Zoning: Continuing discussions of developing a more managed zoning process for the Highland Park Village, the FY 2014 Budget allocates \$50,000 for consulting services.
4. Communications: The FY 2014 Budget allocates \$30,000 towards a consulting part-time work for website maintenance of the newly designed website.
5. Health: The Parks Department has allocated \$25,350 towards continuing the Town’s successful West Nile Virus mitigation program.

6. Building Codes: The Department is proposing funding \$14,000 towards the purchase of an automated building permit software package providing flexibility of residents to obtain various permits online and review building inspection reports.

Goal: Continue the Town's financial stability.

1. Human Resources: With the planned retirement of the Finance Director, who also served as the Human Resource Director, \$45,000 is allocated towards a consulting part-time work for human resource management.
2. Public Safety: While the FY 2014 Budget proposes no change to the number of sworn public safety personnel, the Director is continuing a review of civilian job duties to enhance prisoner processing with the scheduled opening of the jail facility in the new fiscal year. This approach enables the Director to have flexibility to array his resources in the most effective fashion. Reallocating of staff is not anticipated to have an impact to the FY 2014 Budget.
3. Infrastructure: The Preliminary Budget allocates an additional \$225,000 towards the operating budget's annual funding of \$672,285 to the Capital Construction Fund. The increase in funding is achieved by maintaining the current tax rate of \$0.22 per \$100 value property value. Appropriating this combined \$872,285 annual contribution will assist the Town Council continuation of funding capital projects on a "pay-as-you-go" basis. The \$0.22 tax rate is below the statutory property tax "roll-back" rate which is \$0.231417.

## **SUSTAINING CAPITAL AND CAPITAL OUTLAY**

The FY 2014 Budget includes funding for capital in the amount of \$3,403,835. This amount consists of:

- Sustaining capital - \$156,065  
Members of the Management TEAM met for a peer review prioritization of requested items for the Town Administrator's consideration. The list of 44 items totaled \$614,091. In consultation with the Director of Fiscal & Human Resources, 11 items, totaling \$47,235, were identified for purchase during the current year's departmental O&M and 6 other items (\$73,300) are included in the FY 2014 Budget under departmental O&M. Of the remaining balance, a total of \$156,065 (12 items) is funded as sustaining capital in the General, Utility and Building Maintenance & Investment Fund.
- Annual water and sanitary sewer system replacement/rehabilitation program - \$1,858,060  
The Town's annual utility replacement/rehabilitation program is funded through the Utility Fund and the associated utility rate structure. In order to maintain the purchasing power of these resources, the annual amount is indexed to the annual change in the CPI. With the CPI change of 1.8% for May, 2013 from May, 2012, the amount for this program is \$1,858,060.
- Annual right-of-way rehabilitation/replacement program - \$850,660

The Town’s annual right-of-way reconstruction/rehabilitation program (street resurfacing, curb & gutter, sidewalk, and alley repairs) is funded through the Capital Projects Fund. The FY 2014 Budget includes \$850,660 for this annual program.

- Vehicle, heavy equipment and technology purchases - \$489,050  
The Town maintains a replacement schedule for vehicles, heavy equipment and technology equipment. The FY 2014 Budget includes \$489,050 for the acquisition of replacements assets per the replacement schedule. Generally, this schedule is followed for technology equipment, however, the decision to replace vehicles and heavy equipment is subject to the evaluation of condition and maintenance costs.
- Improvements in the Hackberry Creek area at Town Hall - \$50,000  
The budget for the Storm Water Drainage Utility Fund includes for improvement along a portion of Hackberry Creek, adjacent to and south of Town Hall.

Since 2012, the focus of the Town’s Capital Improvement Program (“CIP”) has been on the DPS Communications and Town Hall Renovation Project (“DPS/Town Hall Project”). Upon completion of this project, staff will update the multi-year CIP and, with the direction of the Town Council, map out the capital spending plan for the future.

## TRANSFERS

The FY 2014 Budget reflects a \$1,749,930 increase in transfers. This increase is primarily the result in a change in how the Town accounts for the funding of internal service funds. Historically, contributions to the Equipment Replacement Fund and the cost sharing of the operations of the Town Hall and Service Center facilities have been recorded as expenses in the respective department receiving benefit. With the FY 2014 Budget and the creation of the Technology Replacement Fund and the Building Maintenance & Investment Fund, such inter-fund funding is reported as fund transfers rather than expenses. The following chart reflects the relationship of the inter-fund transfers included in this Budget:

Fund To	Fund From						
	General	Utility	Storm Water	Building Maint. & Invest.	Court Security	Capital Projects	TOTAL
General		\$ 1,051,005			\$ 22,000		\$ 1,073,005
Utility	\$ 94,655		107,900			287,730	\$ 490,285
Storm Water							\$ -
Equipment Replacement	\$ 362,970	61,740					\$ 424,710
Technology Replacement	\$ 328,745	14,330		12,580			\$ 355,655
Building Maint. & Invest.	\$ 254,355	49,320					\$ 303,675
Capital Projects	\$ 1,311,215	430,715					\$ 1,741,930
TOTAL	\$ 2,351,940	\$ 1,607,110	\$ 107,900	\$ 12,580	\$ 22,000	\$ 287,730	\$ 4,389,260

An explanation of the significant transfer components are:

- **General Fund**

The FY 2014 Budget continues the practice funding a transfer from current General Fund revenues to the Capital Projects Fund as a funding source for the Town's CIP. The amount of the transfer is indexed from year to year based upon the region change in CPI. Using the May, 2013, CPI change of 1.8%, this budgeted transfer for funding the CIP increases from \$660,400 to \$672,290.

An additional transfer of current revenues generated by the \$0.22 per \$100 valuation tax rate to the Capital Projects Fund toward future capital projects.

An indexed transfer for the annual right-of-way program which increases from \$345,440 to \$351,660.

Transfers to the Equipment Replacement, Technology Replacement and Building Maintenance & Investment Funds are a reflection of accounting changes noted earlier.

- **Utility Fund**

Transfer of \$1,001,005 to the General Fund for reimbursement of G&A expenses borne by the General Fund.

A transfer of \$430,715 to the Capital Projects Fund for street rental fees.

- **Capital Projects Fund**

The reimbursement of \$287,730 for Engineering Department related services on capital projects to the Utility Fund. Engineering Department expenses are recorded in the Utility Fund.

## **DEBT SERVICE**

The legal debt limit for the Town, as imposed by the Texas Constitution and the Town's Charter, is \$2.50 per \$100 assessed taxable value. The Town has been debt free since 1998 – last bond issuance in 1973.

## **REVENUES**

### **Property Taxes**

The certified appraisal roll was received from the Dallas Central Appraisal District on July 23, 2013. Excluding the market value of new construction of \$63,049,106, the market value of property within the Town increased \$16,892,029, or 2.25%. Total taxable value increased by \$178,533,448, or 4.04% with new construction providing 35.3% of the total increase. The effective tax rate is \$0.214275/\$100 valuation versus the current rate of \$0.22/\$100 valuation. The current tax rate will generate an additional \$386,693 in property taxes for FY 2014. Of this increase, \$225,000 has been designated as a transfer from the General Fund to the Capital Project Fund to bolster the resources toward future capital needs.

<b>Tax Year</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2013 ETR</b>
Total market value	\$ 5,680,184,060	\$ 5,504,213,990	\$ 5,448,794,270	\$ 5,466,521,520	\$ 5,652,583,970	\$ 5,652,583,970
Total taxable value	4,513,113,141	4,425,111,344	4,391,284,028	4,420,254,925	4,598,788,373	4,598,788,373
No. of parcels	3,846	3,861	3,843	3,846	3,815	3,815
Avg. Market residential value	1,750,124	1,696,321	1,686,000	1,686,763	1,740,199	1,740,199
Avg. Taxable residential value	1,403,049	1,375,017	1,372,674	1,380,932	1,425,866	1,425,866
Capped value loss	110,239,927	35,572,910	15,811,935	10,419,916		15,518,884
No. of capped parcels	449	137	67	71	174	174
New construction value	125,140,000	64,492,518	55,858,140	74,777,097	63,049,106	63,049,106
Tax rate (per \$100 taxable value). Note: Estimated Effective Tax Rate shown for 2011	\$ 0.220000	\$ 0.220000	\$ 0.220000	\$ 0.220000	\$ 0.220000	\$ 0.214275
Tax levy	\$ 9,928,848.91	\$ 9,735,244.96	\$ 9,660,824.86	\$ 9,724,560.84	\$ 10,117,334.42	\$ 9,854,053.79
Average residential tax levy	\$ 3,086.71	\$ 3,025.04	\$ 3,019.88	\$ 3,038.05	\$ 3,136.91	\$ 3,055.27

## Sales Tax

The Town has been experiencing strong sales tax receipts for the current fiscal year. Through August, 2013 (11 months), the Town has received \$2,888,350 which is 13.35% more than projected. The total projected sales tax revenue for FY 2013 is \$2,750,000 and the expectation for the year is \$3,100,000. For FY 2014, the projection is \$3,100,000.

## Water Sales & Sanitary Sewer Charges

The Town engaged the firm of 3<sup>rd</sup> Generation Engineering (“Rate Consultant”) to conduct a water and sanitary sewer rate study. In addition to establishing a viable rate making process for the future, the goal of the study was to explore options for encouraging conservation through rates and to promote changes in water use habits that lead to water run-off and potential mosquito breeding areas.

The study was concluded with the recommendations to increase water revenues by 4% to cover operational and capital costs. The sanitary sewer rates were found to be adequate for generating revenues to cover the cost of providing that service.

The Rate Consultant recommended a water rate model much like the one in place and, along with the staff, refined the model to have the least financial impact on the customer, yet generate the needed revenue. The following chart reflects the results of this effort.

<b>Volume</b>	<b>Current</b>	<b>Amended</b>
Base (no volume included)	\$10.00	\$13.50
0-12,000 gallons	\$4.18	\$4.18
12,001-36,000 gallons	\$4.81	\$4.80
36,001-60,000 gallons	\$5.02	\$4.80
Over 60,000 gallons	\$5.23	\$5.40

The financial impact of water customers under the rate structure is as follows. Please note that the amounts shown are per meter.

<b>Volume Used</b>	<b>Current</b>	<b>Amended</b>	<b>Change</b>
11,000	\$55.98	\$59.48	\$3.50
40,000	\$195.68	\$198.06	\$2.38
80,000	\$400.68	\$402.06	\$1.38

### **Other Revenues**

The Town's current solid waste collection and recycling service rates are sufficient to cover the cost of providing such services, therefore no rate changes were recommended.

The Town also applies the indexing concept to the Storm Water Drainage Utility Fee in order to keep that fee structure current with costs for managing surface drainage as required by the Environmental Protection Agency and the Texas Commission on Environmental Quality. The existing Storm Water Drainage Utility Fees are set to increase 1.8%.

Other than an increase in building services registration fees (for an additional \$13,000), all other revenue sources have been analyzed and projected based upon current trends and activity.



Bill Lindley  
Town Administrator



Bill Pollock  
Director of Fiscal & Human Resources

## **Budget Calendar Fiscal Year 2014**

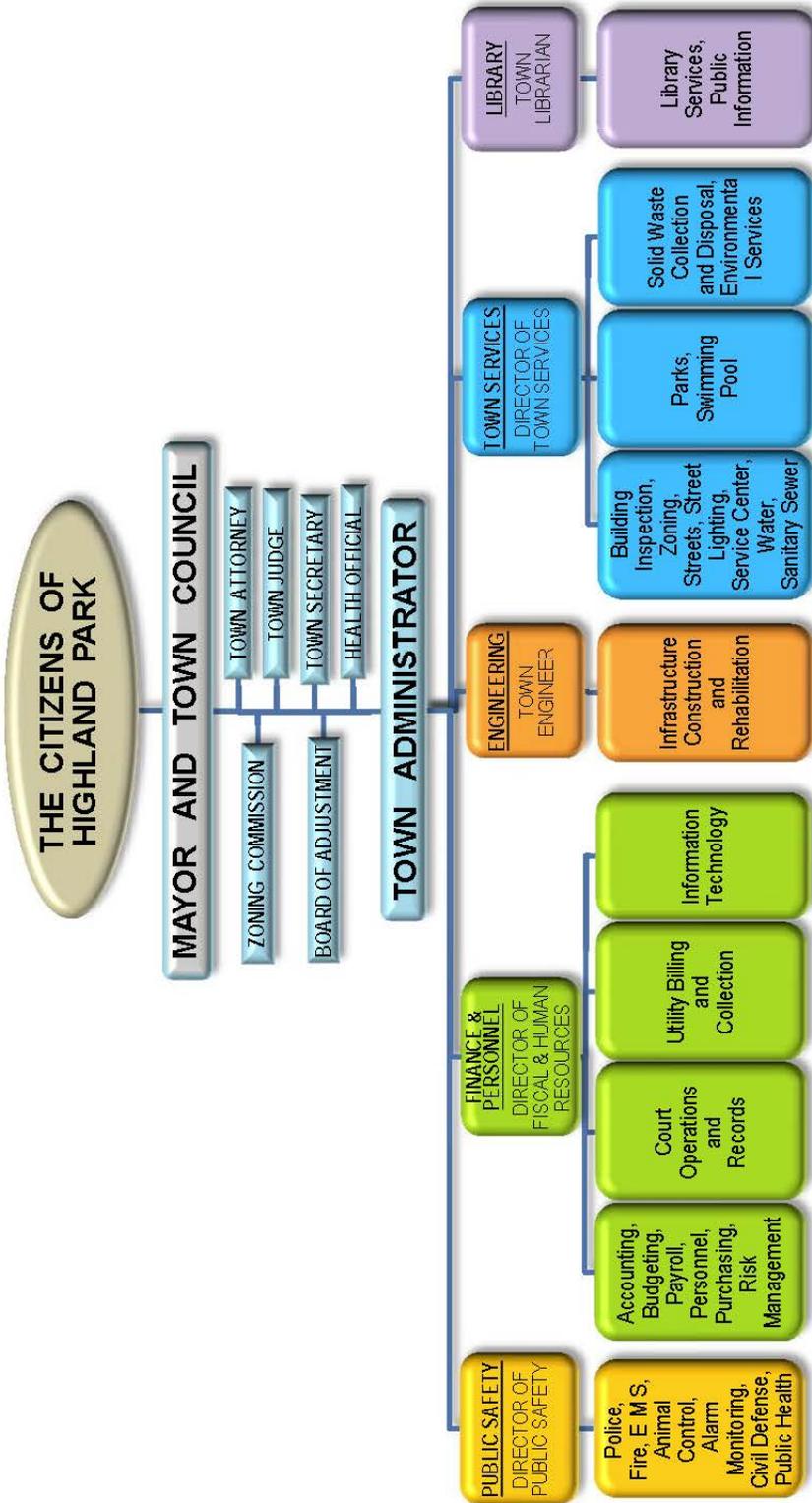
<b>Date</b>	<b>Task/Discussion Points</b>
March – June	Development of a Utility Rate Study – 3 <sup>rd</sup> Generation Engineering
April – July	Development of a Compensation Study - Waters Consulting
May – July	Review of weekly Estimate of (Property) Values - DCAD
May	Projection of FY 2013 expenditures/uses Projection of FY 2013 revenues/resources
<b>May 8</b>	Review and discuss Proposed FY 2014 Budget Calendar with the Administrative Committee
<b>May 13</b>	Review and discuss Proposed FY 2014 Budget Calendar with the Town Council
<b>May 22</b>	Review and discuss with the Administrative Committee comment on the development of the FY 2014 Budget including the projection of the FY 2013 Budget, staffing levels, update on Utility Rate and Compensation studies; property and utility rates; new and/or modifications to programs or service levels; sustaining capital, etc.
<b>May 28</b>	Public Hearing for citizen comment on the development of the FY 2014 Budget  Review and discuss with the Town Council comment on the development of the FY 2014 Budget including the projection of the FY 2013 Budget, staffing levels, update on Utility Rate and Compensation studies; property and utility rates; new and/or modifications to programs or service levels; sustaining capital, etc.
May 31	Departments submit Sustaining Capital Requests to the Finance Department Departments submit New and Amended Program Requests to the Finance Department
June 14	Departments submit line-item detail for Operations and Maintenance to the Finance Department
<b>July 17</b>	Review and discuss with the Administrative Committee the preliminary findings of the Compensation Study and the Utility Rate Study
<b>July 22</b>	Review and discuss with the Town Council the preliminary findings of the Compensation Study and the Utility Rate Study
July 25	Receive Certified Appraisal Roll from DCAD

**Budget Calendar (Cont.)**  
**Fiscal Year 2014**

<b>Date</b>	<b>Task/Discussion Points</b>
<b>August 2</b>	Submit draft FY 2014 Combined Budget to the Town Council
<b>August 7</b>	Review and discuss draft FY 2014 Combined Budget and the Effective Tax Rate (for publication) with the Administrative Committee the Effective Tax Rate for publication
August 8	Publication of Effective Tax Rate
<b>August 13</b>	Review and discuss draft FY 2014 Combined Budget with the Town Council, take a record vote, set dated for required hearings and publish the required notices and schedule for meetings required to adopt a tax rate that generates additional tax revenues.
August 15	Notice of Public Hearing on Tax Increase published
<b>August 26</b>	Review and discuss draft FY 2014 Combined Budget with the Town Council  First Public Hearing on Tax Increase
<b>August 30</b>	Second Public Hearing on Tax Increase Review and discuss draft FY 2014 Combined Budget
August 30	Proposed FY 2014 Combined Budget delivered to Town Secretary
September 5	Notice of Tax Revenue Increase published
September 6	FY 2014 Budget delivered to the Town Council
<b>September 9</b>	Town Council considers for approval: <ul style="list-style-type: none"><li>• Proposed FY 2014 Combined Budget</li><li>• Adoption of a tax rate</li><li>• Adoption of utility and services fees</li></ul>

***NOTE: Dates in bold denote either Town Council or Administrative Committee meeting.***

TOWN OF HIGHLAND PARK  
ORGANIZATION CHART BY MANAGEMENT STRUCTURE



DEPARTMENTAL ORGANIZATION CHART

<u>Function</u>	<u>Department Head</u>	<u>Department(s)</u>
Engineering	Town Engineer	Engineering
Finance & Personnel	Director of Fiscal & Human Resources	Finance, Municipal Court, Utility Administration
Library	Town Librarian	Library
Public Safety	Director of Public Safety	Public Safety
Public Works, Parks & Sanitation	Director of Town Services	Building Inspection, Parks, Pool, Sanitation, Service Center, Sewer, Streets, Street Lighting, Water

**CHARTER OF THE TOWN OF HIGHLAND PARK, TEXAS**

**9.05 Annual Budget**

**A. Preparation of Budget:** The Department Heads of the Town shall prepare annual departmental budget requests for the ensuing fiscal year as directed by the Town Administrator who shall submit an annual budget not later than thirty (30) days prior to the end of the current fiscal year to the Council for its review, consideration and revision if desired. The Council shall call a public hearing or hearings on the budget. The Council may adopt the budget with or without amendment. In amending the budget, it may add or increase program or amounts and may delete or decrease any program or amounts, except expenditures required by law or for the debt service or for estimated cash deficit, provided that no amendment to the budget shall increase the authorized expenditures to an amount greater than the estimated income plus funds available from prior years.

**B. Adoption:** The budget as adopted must set forth the appropriations for services, functions and activities of the various Town departments and agencies, and shall meet all fund requirements provided by law and required by bond covenants.

**C. Failure to Adopt:** If the Council fails to adopt the budget by the 15<sup>th</sup> day of September, the amounts appropriated for the current fiscal year shall be deemed adopted for the ensuing fiscal year on a month to month basis with all items in it prorated accordingly until such time as the Council adopts a budget for the ensuing fiscal year. The levy of property tax will be set to budget for the ensuing fiscal year budget is approved by September 15<sup>th</sup> of the current year.

**9.06 Public Record:** Copies of the budget as adopted shall be public records and shall be made available to the public upon request.

**9.07 Appropriations:** During the fiscal year, the Council shall have the power to transfer funds allocated by the budget to one activity, function or department, and to re-estimate revenues and expenditures.

**9.08 Emergency Appropriations:** At any time in the fiscal year, the Council may make emergency appropriations to meet a pressing need for public expenditures in order to protect the public health, safety or welfare.

**9.14 Administration of Budget:** Payments and obligations prohibited: No payment shall be made or obligation incurred against any allotment or appropriation except in accordance with appropriations duly made unless the Town Administrator or his designee first certifies that there is a sufficient unencumbered balance in such allotment or appropriations and that sufficient funds there from are or will be available to cover the claim or meet the obligation when it comes due and payable.

**BUDGET RELATED SECTIONS OF THE TOWN'S FINANCIAL MANAGEMENT POLICY  
AMENDED BY THE TOWN COUNCIL DECEMBER, 2012**

**III. OPERATING BUDGET**

**A. PREPARATION** - Budgeting is an essential element of the financial planning, control, and evaluation process of municipal government. The Town's annual operating budget, hereinafter called Budget, is the Town's annual financial operating plan. It is comprised of governmental, capital projects, proprietary, and internal service. Budgets for the General Fund and Capital Projects Funds are prepared on the modified accrual basis of accounting. The budgets for the Utility (Proprietary) Fund and Internal Service Funds are prepared on a basis consistent with GAAP, except that capital purchases and depreciation are not considered until year-end when adjustments are made for financial reporting purposes.

1. Proposed Budget - A proposed budget shall be prepared by the Administrator and the Director with the participation of all of the Town's Department Directors, covering the expenditures of the Town in accordance with the provisions of the Town Charter.

The budget shall include four (4) basic segments for review and evaluation. These segments are: 1) personnel costs, 2) operations and maintenance costs, 3) capital and (non-capital) project maintenance costs, and 4) revenues. Other project costs include any project that is defined as maintenance in nature but bears a distinguishable impact on the Town's work program for that year. Many of these projects address identified maintenance needs to the Town's infrastructure.

The budget review process shall include Council participation in the development of each of the four (4) segments of the proposed budget and a called Public Hearing to allow for citizen participation in the budget preparation.

The budget process shall span sufficient time to allow for ample time to address policy and fiscal issues by the Council and shall include a designated time and place for soliciting citizen input.

A copy of the proposed budget shall be filed with the Town Secretary not less than thirty (30) days prior to the end of the fiscal year in accordance with the provisions of the Town Charter.

2. Adoption - Upon the presentation of a proposed budget document acceptable to the Council, the Council shall call and publicize a public hearing and adopt, by Ordinance, said budget as the Town's Official Budget effective for the fiscal year beginning October 1st.
3. Amending the Official Budget - Amendments to the Official Budget shall be made at regularly scheduled Council meetings with a notice of the proposed amendment posted and publicized at least three (3) days prior to the meeting.

The Official Budget shall be submitted to the GFOA annually for evaluation and consideration for the Award for Distinguished Budget Presentation.

- B. BALANCED BUDGET** - It is desirable that the budget provide sufficient current revenues to fund that year's budgeted non-capital expenditures/expenses. Regardless of this objective, the budget shall be balanced with sources of working capital (revenues, cash surplus) equal to or greater than uses of working capital (expenditures/ expenses, capital outlays).
- C. BUDGET MANAGEMENT & PERFORMANCE** - The Director shall prepare and distribute monthly financial reports to enable the Department Directors to better manage their department budgets and to enable the Director to monitor and control the budget as authorized by the Administrator. Written summaries of the monthly financial reports shall be presented to the Council in accordance with Section II, Paragraph F, of this policy statement. Such reports shall be in a form which will enable the Council to be fully informed of the overall budget performance of the Town.
- D. PERFORMANCE MEASURES AND PRODUCTIVITY INDICATORS** Where appropriate, performance measures and productivity indicators shall be included in the annual budget. This information shall also be reported by the Administrator to the Council on a quarterly basis.

#### **IV. REVENUE MANAGEMENT**

- A. SIMPLICITY** - The Town, where possible and without sacrificing accuracy, shall strive to keep the Town's revenue system uncomplicated so as to reduce compliance costs for the taxpayer or service recipient and a corresponding decrease in the Town's costs of collection.  
  
The criteria shall always be that the benefits of a revenue collected exceed the cost of producing that revenue.
- B. CERTAINTY** - An understanding of the revenue source increases the reliability of the Town's revenue system. The Director shall make every effort to determine its revenue sources and enact consistent collection policies in order that the revenues will occur to support the budget.
- C. EQUITY** - The Town shall make every effort to maintain equity in its revenue system structure; i.e., the Town shall endeavor, wherever possible, to minimize or eliminate all forms of subsidization between entities, funds, services, utilities and the Town's customers.
- D. REVENUE ADEQUACY** - The Town shall require that there be a balance in the its revenue system; i.e., the revenue base shall be fair as it applies to cost of service and ability to pay.
- E. DIVERSIFICATION AND STABILITY** - Wherever possible, the Town shall make every effort to maintain a diversified revenue system which provides a stable source of income to the Town which will protect it against fluctuations in the economy and variations in weather (related to the sale of treated water and sanitary sewer services).
- F. NON-RECURRING REVENUES** - It is desirable that non-recurring revenues not be used to finance the Town's current operations. Non-recurring Town revenues should be used only for one-time Town expenditures such as long-lived capital needs and not for budget balancing purposes.

- G. PROPERTY TAX REVENUES** - All real and business personal property located within the Town shall be valued at 100% of the fair market value for any given year based on the current appraisal supplied to the Town by the Dallas Central Appraisal District. A 99% collection rate shall serve each year as a goal for tax collections. The Town Council shall determine whether the Town collects its levied property taxes or contract with another governmental agency for same. The Town Council shall further decide upon a property tax attorney or firm for the collection of delinquent property taxes in accordance with the Texas Property Tax Code, as amended.
- H. USER-BASED FEE** - As a part of the Town's budget process, the Council shall review and adopt, where possible, service fees sufficient to offset the cost of services rendered by the Town. User charges shall be classified by the Council as "Full Cost Recovery" and "Partial Cost Recovery".
- I. UTILITY RATES** - As a part of the Town's budget process, the Council shall review and adopt utility service rates annually that, where possible, will generate revenues to fully cover the Town's operating expenses and to provide the Town with an adequate level of working capital.
- J. INTEREST INCOME** - The Director shall ensure, at all times, that the interest earned from the investment of Town money shall be distributed to the appropriate fund in accordance to the equity balance of the particular fund from which the money was provided for investment.
- K. REVENUE MONITORING** - All revenues actually received by the Town shall be regularly compared to budgeted revenues by the Director and where variances exist, these shall be audited by the Director. The results of such audits shall be summarized by the Director in the monthly financial report provided to the Council.

**V. EXPENDITURE/EXPENSE CONTROL**

- A. APPROPRIATIONS** - The Town's budget shall be a line-item budget. Overall budgetary control shall be the responsibility of the Administrator with each respective Department Director being responsible for the administration of his or her departmental budget.
- B. AMENDMENTS TO THE BUDGET** - In accordance with Town Charter, all budget amendments shall be approved by the Council.
- C. CENTRAL CONTROL** - No recognized salary or capital budgetary savings in any Department shall be spent by the Department Director without the prior authorization of the Administrator.

**VII. FINANCIAL CONDITION AND RESERVES**

- A. NO OPERATING DEFICITS** - It is desirable that the Town's current expenditures/expenses be paid with current revenues of the Town. Deferrals, short-term loans or use of one-time sources should be avoided as budget balancing techniques. The Town's cash reserves should be used only for emergencies or for the payment of non-recurring expenditures as approved by the

Council, except when balances can be reduced due to their levels exceeding guideline minimums as stated in Section VII, Paragraph B., hereof.

**B. FUND BALANCE – GOVERNMENTAL FUNDS -**

1. *Committed Fund Balance* - The Town Council is the Town’s highest level of decision – making authority and the formal action that is required to be taken to establish, modify, or rescind a fund balance commitment is by Council action. The Council action must either be approved or rescinded, as applicable, prior to the last day of the fiscal year for which the commitment is made. The amount subject to the constraint may be determined in the subsequent period. The Council action may take the form of the Annual Budget or a separate ordinance or resolution. Examples of Committed Fund Balance include the Store Water Drainage Utility Fund and the Employees’ Christmas Fund (contributions committed for employee distribution).

The Town shall maintain a committed fund balance in the Capital Projects Fund of \$2,000,000.00 as conditions warrant. The Town Council shall have sole authority for the use of any portion, or all of, the committed fund balance in the Capital Projects Fund. Such decision to use the Capital Projects Fund’s committed fund balance should include a plan for replenishing the committed fund balance of the Capital Projects Fund to its desired level.

2. *Assigned Fund Balance* - The Town Council has authorized the Town’s Director of Fiscal and Human Resources to assign fund balance to a specific purpose in accordance to Generally Accepted Accounting Principles and in the normal conduct of business. An example is resources to be used to liquidate encumbrances related to purchase orders payable from assigned resources and any fund balance to be used in a subsequent fiscal year to “balance” the budget.
3. *Minimum Unassigned Fund Balance* - The Town shall maintain an unassigned fund balance in the General Fund equal to 17% of non-capital expenditures as approved by the Town Council in current Annual Budget.

If Unassigned Fund Balance exceeds the target set by policy, the Town may use surpluses for onetime expenditures. If unassigned fund balance falls below the target, the Town will reduce recurring expenditures to eliminate any structural deficit for such period as necessary until the unassigned fund balance meets the minimum balance as required by this policy.

4. *Order of Expenditure of Funds* - When multiple categories of fund balance are available for expenditure (for example, a construction project is being funded partly by a grant, funds set aside by the Town Council, and Unassigned Fund Balance), the Town will start with the most restricted category and spend those funds first before moving down to the next category with available funds.

At the close of each fiscal year, any operating surplus (revenues less expenditures less encumbrances) shall be transferred, by Council action, from the General Fund to the Capital Projects fund.

**C. NET WORK CAPITAL - UTILITY FUND**

The Town shall maintain Net Working Capital at an amount equal to not less than twenty-five (25%) of non-capital expenditures as approved by the Town Council in the Annual Budget.

**IX. DEBT MANAGEMENT**

- A. LONG-TERM DEBT** - Long-term debt shall not be used for operating purposes and the life of any Town issued debt shall not exceed the useful life of the asset or project financed with same.
- B. FINANCING ALTERNATIVES** - The Director shall be responsible for the evaluation, from time to time, of all financing alternatives permitted by State law in addition to long-term debt including leasing, current revenues and available reserves.

ORDINANCE NO. - 1925

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF HIGHLAND PARK, TEXAS, ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2013, AND ENDING SEPTEMBER 30, 2014, AND AUTHORIZING EXPENDITURES AS SET OUT IN SAID BUDGET.

BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF HIGHLAND PARK, TEXAS (“TOWN”):

That, the Town Administrator, as budget officer, has caused to be prepared a proposed budget totaling \$31,345,535.00, and covering the operating and capital expenditures and inter-fund transfers of the Town of Highland Park, Texas, for the fiscal year beginning October 1, 2013, and ending September 30, 2014, in accordance with the provisions of the Town Charter, Section 4.02 (d) and Section 9.05;

That, a copy of said proposed budget was filed in the office of the Town Secretary on August 29, 2013, and more than thirty (30) days prior to the end of the fiscal year 2013, in accordance with the provision of Section 4.02 (d), (4) and Section 9.05 of the Town Charter, and not less than thirty (30) days prior to October 1, 2013, in accordance with Section 102.005 of the Local Government Code, Texas Codes Annotated;

That, notice of a public hearing on the proposed budget on September 9, 2013, was duly advertised by the Town Secretary, in accordance with Section 102.006 of the Local Government Code, Texas Codes Annotated; and

That, the official budget, including amendments, was approved by the Town Council of the Town of Highland Park, Texas, on September 10, 2012, in a public hearing and a copy of said official budget is made a part hereof by reference as though copied fully herein.

PASSED AND APPROVED by the Town Council of the Town of Highland Park, Texas on this 9th day of September, 2013.

APPROVED AS TO FORM:

APPROVED:

Albert D. Hammack  
Town Attorney

Joel T. Williams, III  
Mayor

ATTEST:

Gayle Kirby  
Town Secretary

ORDINANCE NO. - 1926

AN ORDINANCE OF THE TOWN OF HIGHLAND PARK, TEXAS, LEVYING THE AD VALOREM TAXES FOR THE TAX YEAR 2013 ON ALL PROPERTY SITUATED IN THE TOWN OF HIGHLAND PARK, TEXAS.

BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF HIGHLAND PARK, TEXAS (“TOWN”):

That for the tax year 2013, there is hereby levied an ad valorem tax of \$0.22 on each \$100.00 of assessed valuation of all taxable property, real, personal or mixed, located in the Town of Highland Park on the 1st day of January 2013, and not exempted from taxation by the constitution and laws of the State of Texas;

That said tax shall be for the purpose of defraying current expense of the municipal government of the Town of Highland Park, Texas, for the fiscal year 2014;

That said tax shall be due and payable October 1, 2013;

That all constitutional provisions and laws of the State of Texas that pertain to delinquencies and collection procedures are applicable to this 2013 levy.

PASSED AND APPROVED by the Town Council of the Town of Highland Park, Texas, on this 9th day of September 2013.

APPROVED AS TO FORM:

APPROVED:

Albert D. Hammack  
Town Attorney

Joel T. Williams, III  
Mayor

ATTEST:

Gayle Kirby  
Town Secretary



*Town of Highland Park Fiscal Year 2014 Combined Budget*

**COMBINED BUDGET SUMMARY  
FOR ALL FUNDS SUBJECT TO APPROPRIATION**

	<b>FY 2012 ACTUAL</b>	<b>FY 2013 BUDGET</b>	<b>FY 2013 PROJECTED</b>	<b>FY 2014 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$ 25,216,123</b>	<b>\$ 17,475,858</b>	<b>\$ 17,475,858</b>	<b>\$ 9,422,134</b>
<b>REVENUES:</b>				
Property Taxes	\$ 9,657,659	\$ 9,708,765	\$ 9,730,345	\$ 10,076,160
Water Sales	5,442,217	5,832,350	5,601,500	5,954,140
Sewer Charges	2,591,081	2,658,700	2,679,250	2,767,305
Sales Taxes	2,923,273	2,750,000	3,056,575	3,100,000
Sanitation/Recycling Charges	1,254,088	1,260,775	1,242,590	1,245,300
Franchise Fees	1,078,503	1,081,000	975,435	1,046,400
Building Inspection Fees/Permits	980,156	943,500	1,025,445	1,075,500
Municipal Court Fines/Fees	684,115	687,575	839,825	755,200
Interest Earnings	92,604	54,300	64,410	27,630
Other Charges for Service	1,836,930	1,801,500	1,777,140	986,225
Storm Water Drainage Fees	361,000	365,760	368,255	372,340
Other Revenues	901,493	1,353,800	3,605,905	828,980
Transfers	5,133,056	2,917,269	3,888,480	4,389,260
<b>TOTAL RESOURCES</b>	<b>\$ 32,936,175</b>	<b>\$ 31,415,294</b>	<b>\$ 34,855,155</b>	<b>\$ 32,624,440</b>
<b>EXPENDITURES:</b>				
Personnel Services:				
Payroll	\$ 10,705,530	\$ 11,194,800	\$ 11,095,002	\$ 11,665,155
Payroll Taxes	742,361	829,490	765,053	862,490
Retirement	827,639	635,120	629,370	635,520
Insurance	1,314,800	1,499,715	1,388,202	1,487,740
<b>Total Personnel</b>	<b>\$ 13,590,330</b>	<b>\$ 14,159,125</b>	<b>\$ 13,877,627</b>	<b>\$ 14,650,905</b>
Supplies & Equipment	\$ 3,578,680	\$ 3,983,640	\$ 3,728,835	\$ 4,092,170
Services & Charges	5,003,252	5,438,600	5,308,768	4,809,365
Capital Outlay	13,371,122	3,467,455	16,105,169	3,403,835
Transfers	5,133,056	2,896,270	3,888,480	4,389,260
<b>TOTAL USES</b>	<b>\$ 40,676,440</b>	<b>\$ 29,945,090</b>	<b>\$ 42,908,879</b>	<b>\$ 31,345,535</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 17,475,858</b>	<b>\$ 18,946,062</b>	<b>\$ 9,422,134</b>	<b>\$ 10,701,039</b>

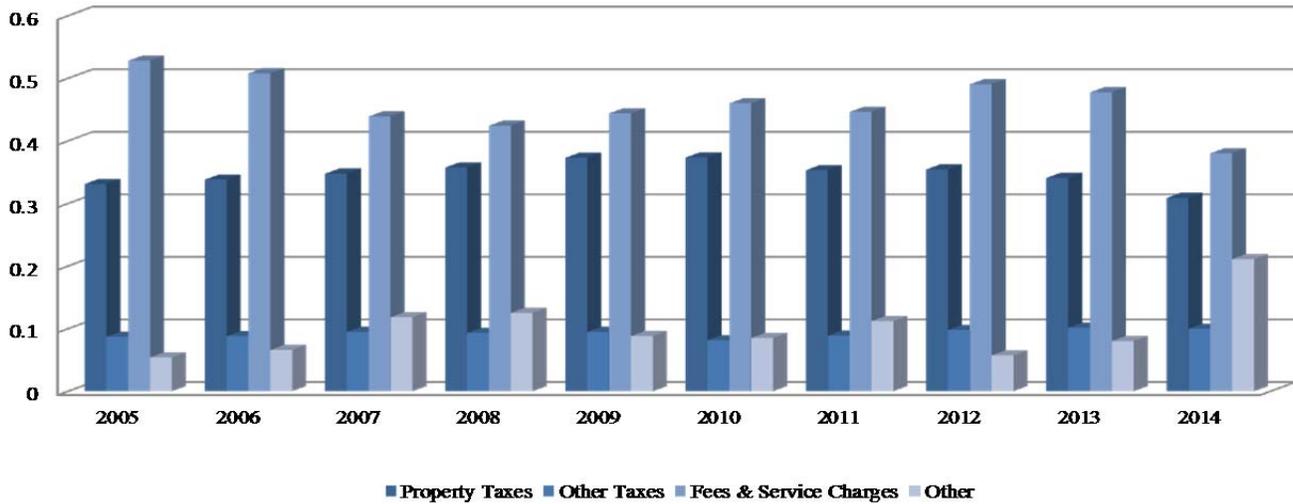
**Town of Highland Park Fiscal Year 2014 Combined Budget**

**COMBINED SUMMARY OF REVENUES AND EXPENDITURES AND CHANGES TO FUND BALANCE  
ALL FUNDS SUBJECT TO APPROPRIATION**

	General	Utility	Storm Drainage	Equipment Replacement	Technology Replacement	Building Maintenance & Investment	Court Technology	Court Security	Capital Projects	Adopted FY 2014	Adopted FY2013
<b>BEGINNING FUND BALANCE</b>	\$ 3,720,640	\$ 2,211,770	\$ 710,860	\$ 1,777,913	\$ 979,458	\$ -	\$ 73,707	\$ 8,443	\$ 918,801	\$ 9,422,134	\$ 11,295,176
<b>REVENUES:</b>											
Property Taxes	\$ 10,076,160	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	10,076,160	9,708,765
Water Sales	-	5,954,140	-	-	-	-	-	-	-	5,954,140	5,832,350
Sewer Charges	-	2,767,305	-	-	-	-	-	-	-	2,767,305	2,658,700
Sales Taxes	3,100,000	-	-	-	-	-	-	-	-	3,100,000	2,750,000
Sanitation/Recycling Charges	1,245,300	-	-	-	-	-	-	-	-	1,245,300	1,260,775
Franchise Fees	1,046,400	-	-	-	-	-	-	-	-	1,046,400	1,081,000
Building Inspection Fees/Permits	1,032,500	48,000	-	-	-	-	-	-	-	1,080,500	943,500
Municipal Court Fines/Fees	703,200	-	-	-	-	-	-	-	-	703,200	642,800
Interest Earnings	12,000	6,000	600	4,000	2,000	-	20	10	5,000	29,630	54,300
All Other	1,575,605	138,100	372,340	92,500	2,000	-	30,000	22,000	-	2,232,545	3,556,245
<b>TOTAL REVENUES</b>	\$ 18,791,165	\$ 8,913,545	\$ 372,940	\$ 96,500	\$ 4,000	\$ -	\$ 30,020	\$ 22,010	\$ 5,000	\$ 28,235,180	\$ 28,488,435
Transfers from Other Funds	1,073,005	490,285	-	424,710	355,655	-	-	-	1,741,930	4,389,260	2,233,890
<b>TOTAL AVAILABLE RESOURCE</b>	\$ 23,584,810	\$ 11,615,600	\$ 1,083,800	\$ 2,299,123	\$ 1,339,113	\$ 303,675	\$ 103,727	\$ 30,453	\$ 2,665,731	\$ 42,046,574	\$ 42,017,501
<b>EXPENDITURES:</b>											
Personnel Services:											
Payroll	\$ 10,259,330	\$ 1,405,825	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,665,155	\$ 11,191,100
Taxes	758,595	103,895	-	-	-	-	-	-	-	862,490	\$ 829,490
Retirement (TMRS)	557,200	78,320	-	-	-	-	-	-	-	635,520	\$ 638,820
Insurance	1,290,565	197,175	-	-	-	-	-	-	-	1,487,740	1,499,525
Total Personnel	\$ 12,865,690	\$ 1,785,215	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,650,905	\$ 14,158,935
Supplies & Equipment	\$ 1,041,415	\$ 3,006,455	\$ 10,000	\$ -	\$ -	\$ 31,350	\$ 2,950	\$ -	\$ -	\$ 4,092,170	\$ 3,981,640
Services & Charges	3,432,875	1,120,910	68,775	7,400	250	164,155	15,000	-	-	4,809,365	5,440,100
Capital Outlay:											
Sustaining	112,475	23,000	-	-	-	20,590	-	-	-	156,065	187,900
Equipment	-	-	-	356,850	80,000	-	52,200	-	-	489,050	354,125
CIP	-	1,858,060	50,000	-	-	-	-	-	850,660	2,758,720	3,256,870
<b>TOTAL EXPENDITURES</b>	\$ 17,452,455	\$ 7,793,640	\$ 128,775	\$ 364,250	\$ 80,250	\$ 216,095	\$ 70,150	\$ -	\$ 850,660	\$ 26,956,275	\$ 27,379,570
Transfers to Other Funds	2,351,940	1,607,110	107,900	-	-	12,580	-	22,000	287,730	4,389,260	2,586,330
<b>ENDING FUND BALANCE</b>	\$ 3,780,415	\$ 2,214,850	\$ 847,125	\$ 1,934,873	\$ 1,258,863	\$ 75,000	\$ 33,577	\$ 8,453	\$ 1,527,341	\$ 10,701,039	\$ 12,051,601
<b>FUND BALANCE MINIMUM</b>	\$ 2,947,797	\$ 1,478,145	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,425,942	\$ 5,148,181
<b>FUND BALANCE SURPLUS</b>	\$ 832,618	\$ 736,705	\$ 847,125	\$ 1,934,873	\$ 1,258,863	\$ 75,000	\$ 33,577	\$ 8,453	\$ 1,527,341	\$ 5,920,692	\$ 6,903,420

**REVENUES BY TYPE  
COMPARISON FOR ALL FUNDS**

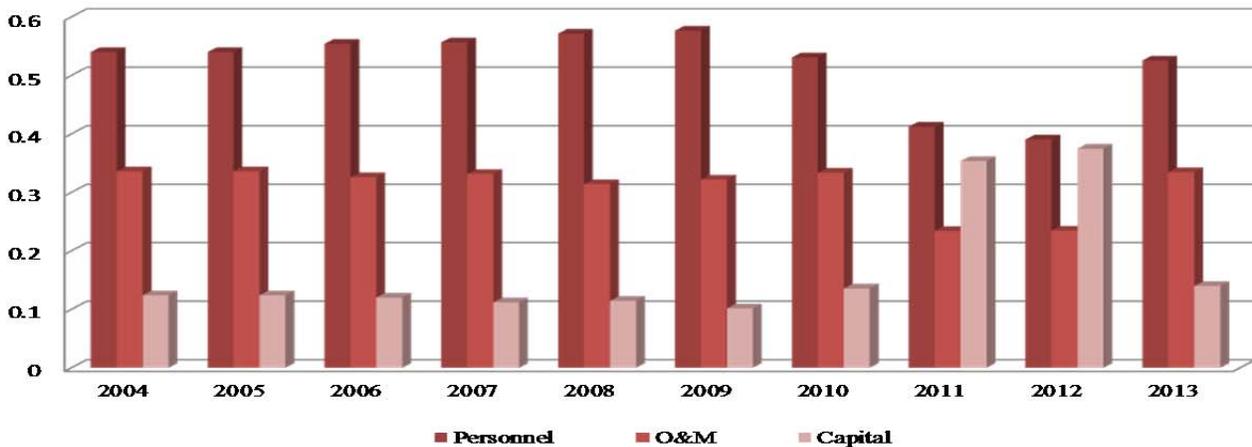
**Percent of Total Revenues**



As indicated above, the Town’s operations are funded primarily through property taxes, service charges and fees. The growth in the both recognized and projected property tax dollars is supported by the Town’s healthy property values and its favorable tax rate (see page 15). Charges for services are generally driven by utility service rates and reflect the growth of this revenue source to address significant infrastructure replacement/repairs. Amounts categorized as “other receipts” include fines and forfeitures and miscellaneous revenues. Additional detail on revenue history/trends is presented on page 111.

**EXPENDITURES/EXPENSES BY TYPE  
COMPARISON FOR ALL FUNDS**

**Percent of Total Distributions**



Personnel costs compromise the majority of the Town’s cost of operations. Municipal governments, as any service organization, are labor intensive. The graphic above depicts growth in total personnel costs reflective of increased compensation and the cost of benefits, rather than increase staffing, and a controlled level of O&M. Additional detail on expenditure history/trends is presented on page 100.

**2013 TAX RATE FOR HIGHLAND PARK  
COMPARED TO CURRENT TAX RATES FOR OTHER AREA CITIES  
(PER \$100)**

Dallas .....	\$0.79700
Garland.....	0.70460
Mesquite.....	0.64000
Richardson .....	0.63516
Carrollton .....	0.617875
Irving.....	0.59860
Addison.....	0.57180
Farmers Branch.....	0.55310
University Park .....	0.27432
<b>Highland Park.....</b>	<b>0.22000</b>

**AD VALOREM TAX ANALYSIS**

**2013 TAX ROLL**

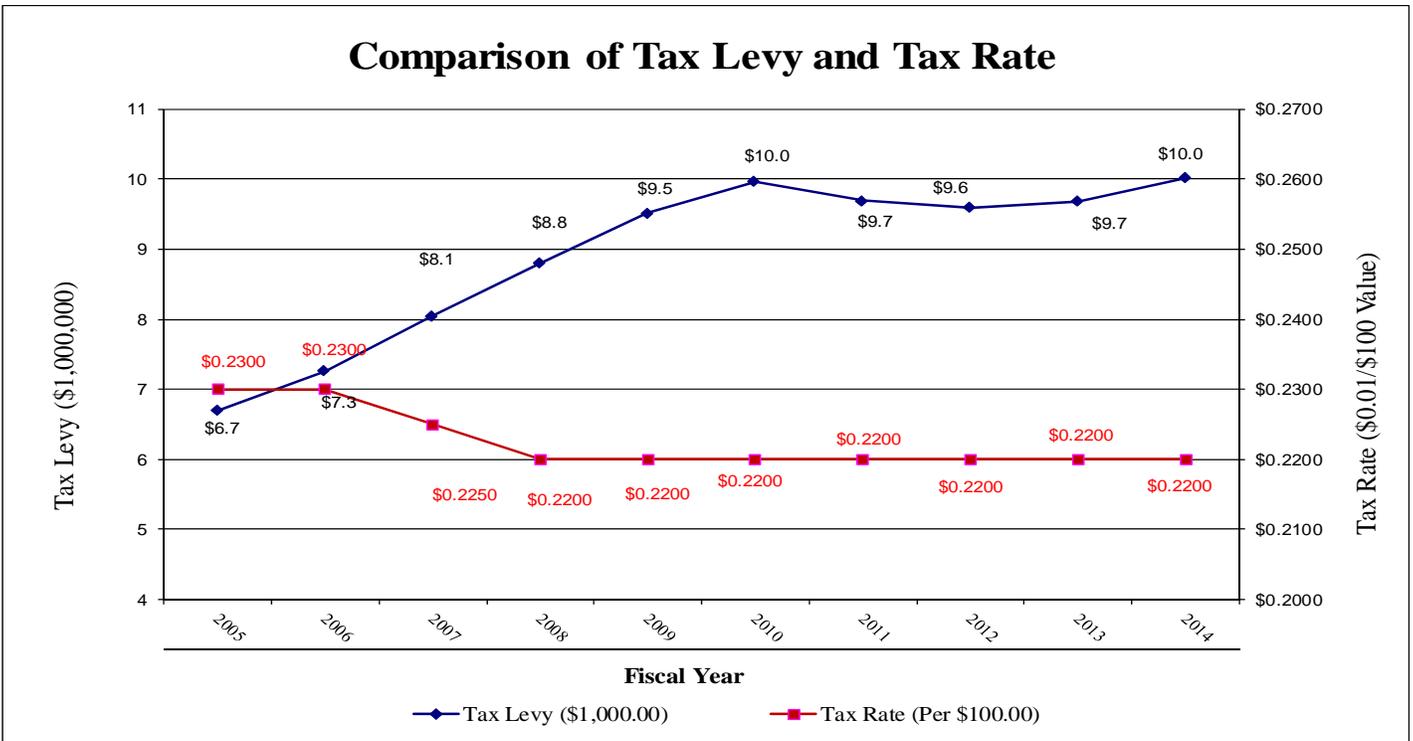
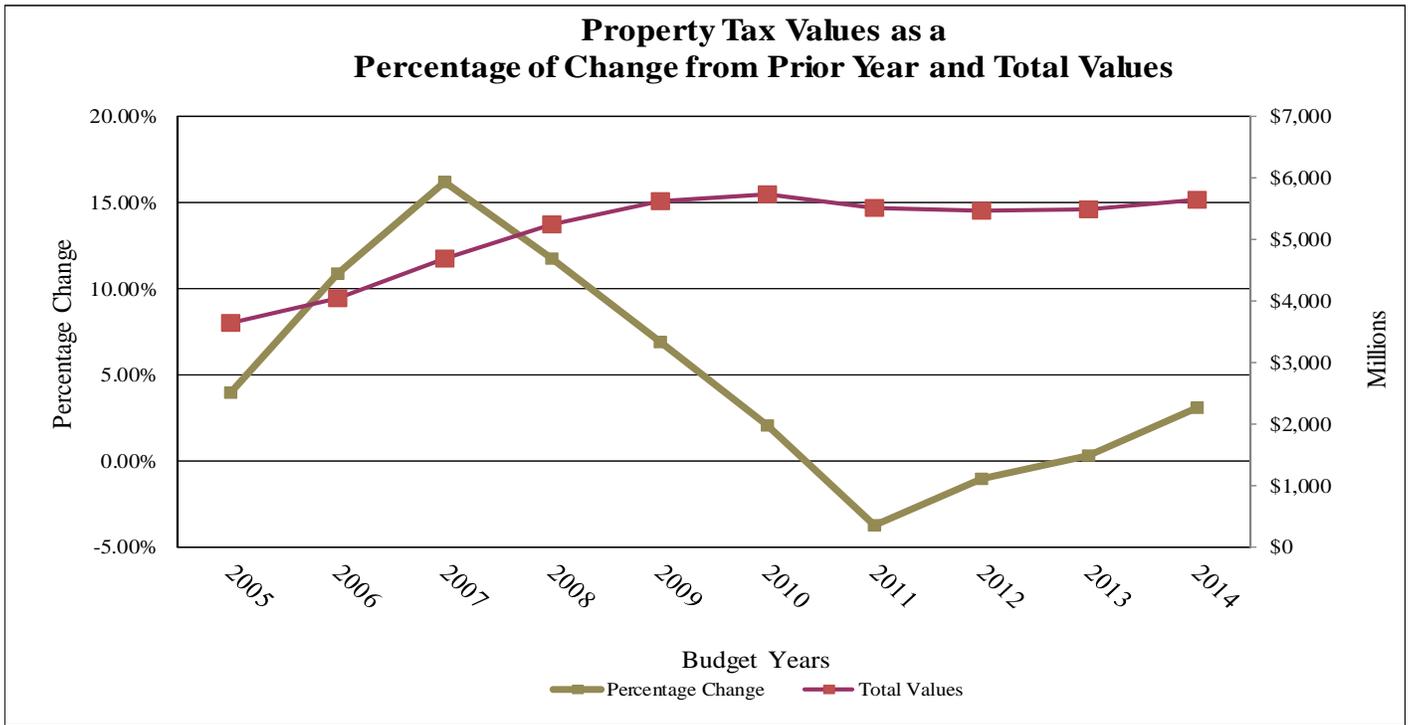
Assessed Valuation (100%)	\$5,652,583,970
Taxable Valuation*	\$4,598,788,373
Rate Per \$100	\$0.2200
Total Tax Levy	\$10,117,334
Percent of Collection	99.0
<b>Estimated Current Tax Collections</b>	<b>\$ 10,016,160</b>

\*Certified Appraisal Roll Plus Disputed Values

**SUMMARY OF PROJECTED  
2013 TAX COLLECTIONS**

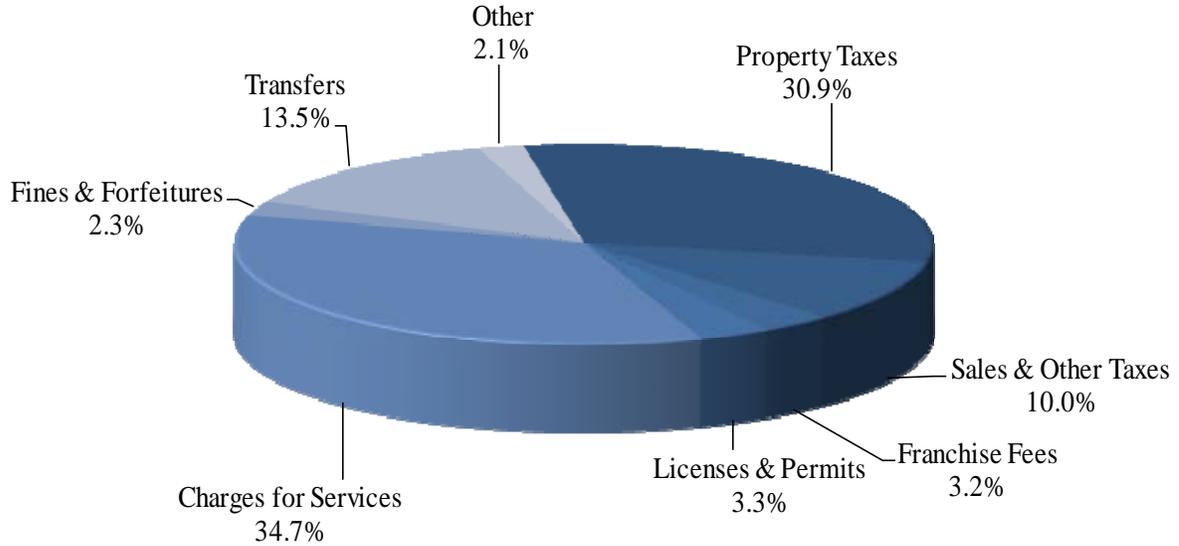
Current Taxes	\$ 10,016,160
Delinquent Taxes	<u>60,000</u>
<b>Total Tax Collections</b>	<b>\$ 10,076,160</b>
Penalty & Interest on Taxes	<u>55,000</u>
Total Tax Related Collections	<b>\$ 10,131,160</b>

## ASSESSED PROPERTY VALUES INCREASED/DECREASE BY BUDGET YEAR



# PROJECTED RESOURCES

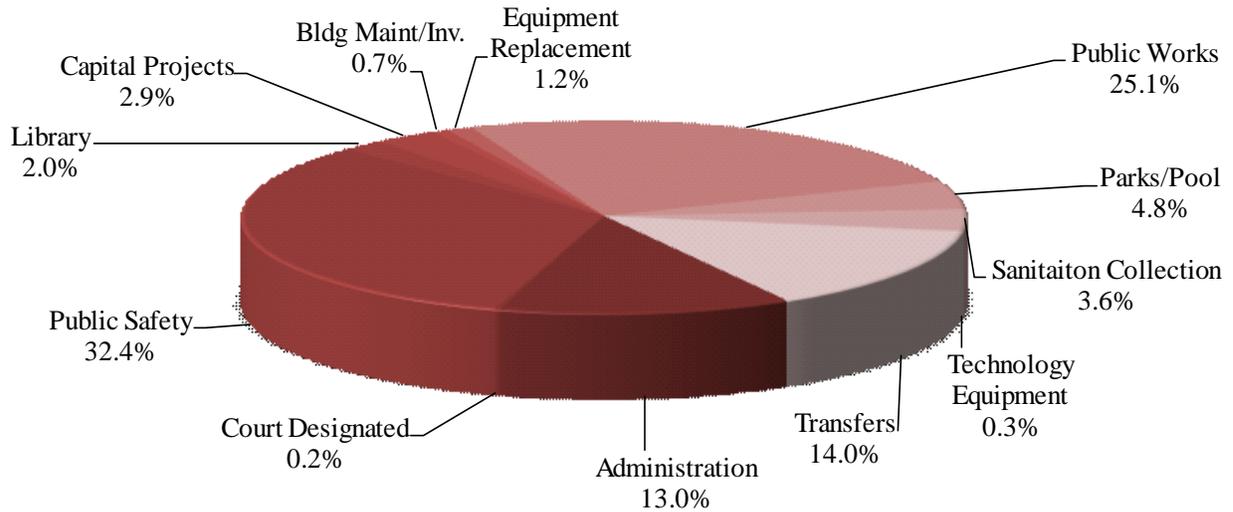
## Fiscal Year 2014



### ALL FUNDS

Property Taxes	\$10,076,160
Sales and Other Taxes	3,256,400
Franchise Fees	1,046,400
Licenses and Permits	1,075,500
Charges for Services	11,325,310
Fines and Forfeitures	755,200
Other	700,210
Transfers	4,389,260
<b>Total</b>	<b>\$32,624,440</b>

## BUDGETED DISBURSEMENTS Fiscal Year 2014



## BY FUNCTION

Administration	\$4,063,610
Public Safety	10,162,790
Public Works	7,875,840
Parks/Pool	1,495,530
Sanitation Collection	1,113,775
Equipment Replacement	900,660
Technology Equipment	80,250
Library	613,325
Capital Projects	900,660
Designated Court Funds	70,150
Transfers	4,389,260
<b>Total</b>	<b>\$31,345,535</b>

**TOWN OF HIGHLAND PARK AUTHORIZED PERSONNEL  
BY FUND BY DEPARTMENT  
(EXPRESSED IN FULL-TIME EQUIVALENT)**

	FY 2012		FY 2013		FY 2014	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
<b>GENERAL FUND</b>						
Administration	2.4	0.2	5.0	0.4	5.0	0.7
Public Safety	69.0	2.5	69.0	2.5	69.0	2.5
Street	3.3	-	3.3	-	3.3	-
Street Lighting	1.8	-	2.0	-	1.0	-
Library	3.0	2.4	3.0	2.4	3.0	2.4
Park	9.0	-	9.0	-	9.0	-
Swimming Pool	-	2.8	-	2.8	-	2.8
Municipal Court	2.0	0.6	2.0	0.6	2.0	0.6
Finance	5.0	-	5.0	-	5.0	0.2
Building Inspection	3.0	-	3.0	-	3.0	-
Service Center	0.2	-	-	-	-	-
Information Technology	-	-	1.0	-	1.0	-
<b>SUBTOTAL FUND</b>	<b>98.7</b>	<b>8.5</b>	<b>102.3</b>	<b>8.7</b>	<b>102.3</b>	<b>9.2</b>

**UTILITY FUND**

Administration	6.6	0.2	4.0	-	4.0	-
Water	4.4	-	4.4	-	4.4	-
Sewer	2.3	-	2.3	-	2.3	-
Engineering	4.5	-	4.5	-	5.0	-
<b>SUBTOTAL FUND</b>	<b>17.8</b>	<b>0.2</b>	<b>15.2</b>	<b>-</b>	<b>15.7</b>	<b>-</b>

**STORMWATER DRAINAGE UTILITY FUND**

Engineering	0.5	0.5	0.5	-	-	-
<b>SUBTOTAL</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EMPLOYEES</b>	<b>117.0</b>	<b>9.2</b>	<b>118.0</b>	<b>8.7</b>	<b>118.0</b>	<b>9.2</b>

The Town's historical staffing levels, since 1976, is presented on page 114. The year 1976 is significant in that it represents the year of the implementation of the Town's Public Safety (dual police and fire) staffing model.

**GENERAL FUND**

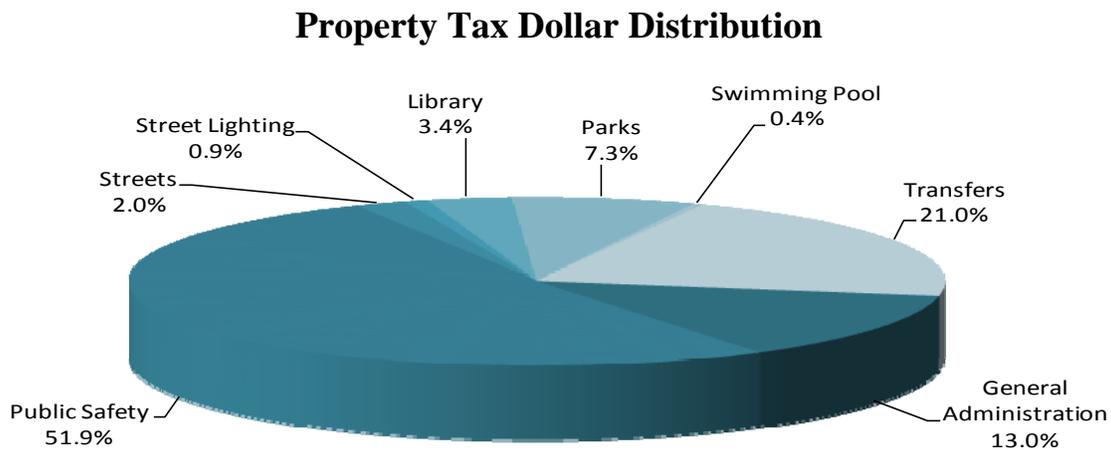
<b>Department</b>	<b>Pages</b>
<b>Administration</b> .....	<b>44</b>
Town Council, Town Administrator, Town Attorney, General Administration	
<b>Public Safety</b> .....	<b>46</b>
Police, fire, emergency medical, animal control, Alarm monitoring, civil defense, public health	
<b>Street</b> .....	<b>50</b>
Street maintenance & resurfacing, curb & gutter, and sidewalk maintenance and replacement	
<b>Street Lighting</b> .....	<b>52</b>
Street lights, traffic signals, and school zone flashers	
<b>Library</b> .....	<b>54</b>
Library services and public information	
<b>Parks</b> .....	<b>56</b>
Parks maintenance, semi-annual floral color management, tennis court maintenance, park and right-of-way tree, maintenance, and Christmas lighting	
<b>Swimming Pool</b> .....	<b>58</b>
<b>Municipal Court</b> .....	<b>60</b>
Court records and case management	
<b>Finance</b> .....	<b>62</b>
Accounting, purchasing, payroll, personnel, risk management, information technology	
<b>Building Services</b> .....	<b>64</b>
Construction plan review and permitting, construction inspection, and zoning	
<b>Sanitation</b> .....	<b>66</b>
Solid waste collection and disposal, recycling	
<b>Non-Departmental</b> .....	<b>68</b>
Non-department specific expenditures	
<b>Information Technology</b> .....	<b>69</b>
Management of the Town-wide network systems, including radios, phones, computers and video	
<b>Transfers to Other Funds</b> .....	<b>70</b>

The General Fund is the financial structure used for the accounting of receipt of resources (revenues) and uses of resources (expenditures) for what are generally recognized as governmental services and/or functions. These governmental services and/or functions include Public Safety (Police, Fire and Emergency Medical Services), Public Works (Street, Street Lighting and Service Center), Parks and Swimming Pool, Library, General Governmental (Administrative Services, Finance, Municipal Court and Building Services) and, the first year for Sanitation services (previously accounted for in the Utility (Enterprise) Fund). The basis of accounting for the General Fund for both financial reporting and budgeting is the modified accrual basis.

Resources are comprised of property taxes (ad valorem) levied by the Town, a 1% sales tax levied on taxable commodities and services as defined by state law, fees for right-of-way access, services offered and rendered by the Town, use of Town facilities, fines, interest on the investment of fund cash, permits related to building code requirements and a number of other sources as shown in detail on pages 41-42.

Property tax revenues generate the majority of the resources for the General Fund. For this Budget, a projected \$10,076,160 or 53.6% of General Fund revenues come from property taxes. This compares to 54.1% and 52.8% for each of the previous two (2) fiscal year budgets, respectively. The total market value of property in the Town for tax year 2011 declined 4.07% from tax year 2009, reflecting the general decline in real estate value for the region. Since tax year 2011, the values have increased 3.74% (\$203,789,700) driven by \$137,826,203 in new construction. It is important to note that since the Town is fully built-out, all new construction replaces older, less valued, structures. The strong redevelopment activity within the Town remains a very positive indicator of sustainable property values and tax rate.

The following graph shows the ratio distribution of total property tax dollars toward general governmental functions after having applied function specific revenues toward the function budget and then having applied other general revenues proportionally.



The stability of the local economy is further exemplified through sales tax receipts. The Highland Park Shopping Village and the two (2) commercial areas along Oak Lawn Avenue and Lomo Alto Drive have provided this strong and reliable revenue stream. For this Budget and the previous two (2) fiscal years, sales tax receipts make up 16.5%, 15.3% and 14.6%, respectively, of total projected actual revenues for the General Fund.

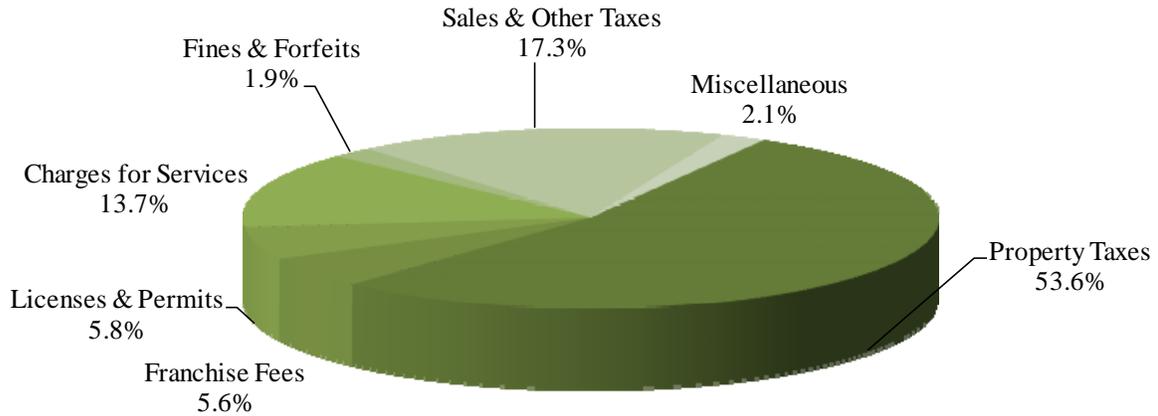
There are no new programs or services funded in the General Fund Budget for Fiscal Year 2014.

**GENERAL FUND  
STATEMENT OF REVENUES & EXPENDITURES**

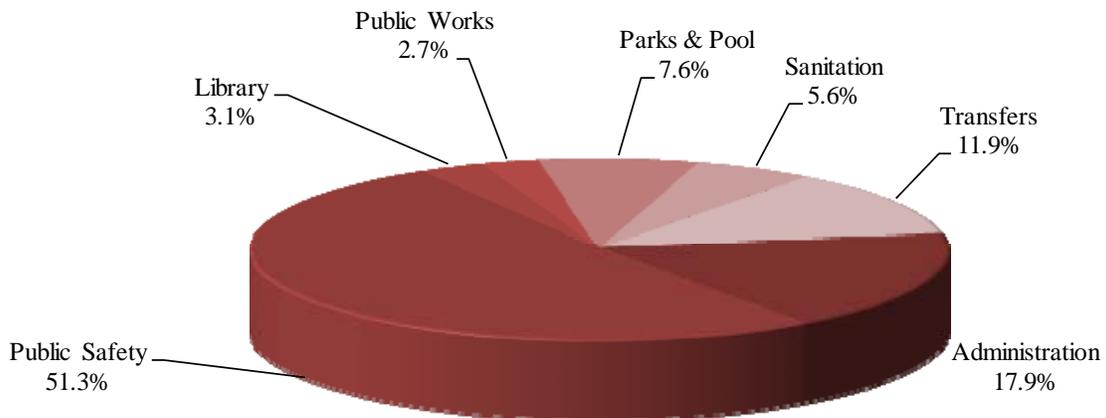
	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
<b>REVENUES/SOURCES OF FUNDS</b>				
Taxes	\$ 12,726,989	\$ 12,594,765	\$ 12,943,020	\$ 13,332,560
Franchise Fees	1,078,503	1,081,000	975,435	1,046,400
Licenses & Permits	995,507	980,425	1,041,355	1,088,860
Charges for Services	2,466,448	2,514,925	2,554,345	2,567,850
Fines & Forfeits	351,545	348,700	442,995	360,000
Miscellaneous	435,691	418,700	455,135	395,495
<b>Total Revenues</b>	<b>\$ 18,054,683</b>	<b>\$ 17,938,515</b>	<b>\$ 18,412,285</b>	<b>\$ 18,791,165</b>
<b>Other Sources:</b>				
Transfers In	\$ 19,577	\$ 1,010,525	\$ 934,260	\$ 1,073,005
<b>Total Other Sources</b>	<b>\$ 19,577</b>	<b>\$ 1,010,525</b>	<b>\$ 934,260</b>	<b>\$ 1,073,005</b>
<b>Total Revenues/Sources</b>	<b>\$ 18,074,260</b>	<b>\$ 18,949,040</b>	<b>\$ 19,346,545</b>	<b>\$ 19,864,170</b>
<b>EXPENDITURES/USES OF FUNDS</b>				
Personnel Services				
Payroll	\$ 9,081,587	\$ 9,874,200	\$ 9,805,665	\$ 10,259,330
Payroll Taxes	632,788	732,025	675,210	758,595
Retirement	697,975	558,080	554,125	557,200
Insurance	1,108,684	1,303,160	1,215,105	1,290,565
Total Personnel	\$ 11,521,034	\$ 12,467,465	\$ 12,250,105	\$ 12,865,690
Supplies & Equipment	877,260	972,950	858,565	1,041,415
Services & Charges	3,754,839	4,093,525	4,018,740	3,432,875
Cost Allocation - Utility Fund	(232,540)	(22,290)	(30,095)	-
Capital & Maintenance Projects	101,068	187,900	222,240	112,475
<b>Total Expenditures</b>	<b>\$ 16,021,661</b>	<b>\$ 17,699,550</b>	<b>\$ 17,319,555</b>	<b>\$ 17,452,455</b>
<b>Other Uses:</b>				
Transfers Out	\$ 2,534,367	\$ 1,154,655	\$ 2,241,465	\$ 2,351,940
<b>Total Other Uses</b>	<b>\$ 2,534,367</b>	<b>\$ 1,154,655</b>	<b>\$ 2,241,465</b>	<b>\$ 2,351,940</b>
<b>Total Expenditures/Uses</b>	<b>\$ 18,556,028</b>	<b>\$ 18,854,205</b>	<b>\$ 19,561,020</b>	<b>\$ 19,804,395</b>
<b>Excess (Deficiency) of Revenues/Sources over Expenditures/Uses</b>	<b>\$ (481,768)</b>	<b>\$ 94,835</b>	<b>\$ (214,475)</b>	<b>\$ 59,775</b>
<b>Fund Balance</b>	<b>\$ 3,935,117</b>	<b>\$ 4,029,952</b>	<b>\$ 3,720,642</b>	<b>\$ 3,780,417</b>
<b>Fund Balance in Excess of Minimum</b>	<b>\$ 1,228,616</b>	<b>\$ 1,052,972</b>	<b>\$ 814,098</b>	<b>\$ 832,620</b>

## GENERAL FUND

### CURRENT REVENUES & SOURCES OF FUNDS



### BUDGETED EXPENDITURES & USES OF FUNDS



**GENERAL FUND  
STATEMENT OF REVENUES**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
<b>Taxes</b>				
Ad Valorem Taxes	\$ 9,622,922	\$ 9,683,765	\$ 9,720,830	\$ 10,016,160
Delinquent Ad Valorem Taxes	34,736	25,000	9,515	60,000
City Sales Tax	2,923,273	2,750,000	3,056,575	3,100,000
Mixed Beverage Tax	146,057	136,000	156,100	156,400
<i>Subtotal</i>	<u>\$ 12,726,988</u>	<u>\$ 12,594,765</u>	<u>\$ 12,943,020</u>	<u>\$ 13,332,560</u>
<b>Franchise Fees</b>				
Electric Utility Franchise Fees	\$ 603,023	\$ 595,000	\$ 529,420	\$ 575,000
Natural Gas Utility Franchise Fees	193,519	200,000	161,160	175,000
Telecom Franchise Fees	105,565	106,000	97,360	99,000
CATV Franchise Fees	176,396	180,000	187,495	185,400
Solid Waste Container Fees	-	-	-	12,000
<i>Subtotal</i>	<u>\$ 1,078,503</u>	<u>\$ 1,081,000</u>	<u>\$ 975,435</u>	<u>\$ 1,046,400</u>
<b>Licenses &amp; Permits</b>				
Beverage Licenses	\$ 3,225	\$ 10,000	\$ 11,200	\$ 9,725
Health Permits	4,235	3,700	4,325	4,225
Alarm Permits	65,040	63,675	67,320	65,000
Electrical Licenses	12,925	13,000	13,600	18,000
Building Permits	869,087	850,000	899,590	950,000
Electrical Permits	31,015	30,000	35,345	33,000
Excavation Permits	420	500	420	500
Carriage Licenses	2,850	2,850	3,600	2,850
Animal Licenses	6,711	6,700	5,955	5,560
<i>Subtotal</i>	<u>\$ 995,508</u>	<u>\$ 980,425</u>	<u>\$ 1,041,355</u>	<u>\$ 1,088,860</u>
<b>Charges For Services</b>				
Sanitation Charges	\$ 1,155,011	\$ 1,161,875	\$ 1,144,875	\$ 1,145,500
Recycling Charges	99,076	98,900	97,715	99,800
E911 Users' Fee	150,199	151,000	143,095	144,000
Alarm Monitoring Fees	479,185	478,500	488,005	492,000
Ambulance Fees	134,859	172,000	177,875	172,000
Board Hearing Fee	2,800	2,500	4,050	3,000
Swimming Pool Daily Fees	17,881	15,750	19,560	15,750
Swimming Pool Annual Fees	85,650	90,500	85,535	90,500
Tennis Court Use Fees	10,560	10,000	10,520	10,000
Animal Pound Fees	1,260	1,000	1,080	1,100
Library Non-resident Fees	7,533	6,500	4,655	5,000
Court Administration Fees	37,822	38,250	40,270	39,000
Warrant Fees	48,953	51,000	66,780	66,800
Court Fees	111,519	114,950	138,295	134,400
Building Resgistration Fees	12,850	10,000	14,300	26,000
Plan Review Fee	200	-	5,200	5,000
Special Expense Fee	111,089	112,200	112,535	118,000
<i>Subtotal</i>	<u>\$ 2,466,447</u>	<u>\$ 2,514,925</u>	<u>\$ 2,554,345</u>	<u>\$ 2,567,850</u>

**GENERAL FUND  
STATEMENT OF REVENUES (CONT)**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
<b>Fines &amp; Forfeits</b>				
Municipal Court Fines	\$ 329,431	\$ 325,000	\$ 427,190	\$ 345,000
Library Fines	6,281	10,000	4,800	4,600
Lost Book Charges	1,533	1,000	1,055	1,100
Invalid Alarm Fines	14,300	12,500	9,950	9,300
<i>Subtotal</i>	\$ 351,545	\$ 348,500	\$ 442,995	\$ 360,000
<b>Miscellaneous</b>				
Interest	\$ 27,897	\$ 12,200	\$ 18,195	\$ 12,000
Penalty & Interest - Tax Collection	45,662	60,000	46,905	55,000
Sale of Assets	1,553	2,500	415	2,500
Sale of Impounded Property	4,264	1,000	1,595	1,000
Rental-Town Property	252,100	256,500	262,650	264,195
Library Donations	-	41,500	960	800
Contributions	40,226	15,000	51,000	20,000
Town Property Damage Refund	14,956	15,000	10,800	15,000
Miscellaneous	49,033	15,000	62,615	25,000
Intergovernmental Revenue	-	-	-	-
<i>Subtotal</i>	\$ 435,691	\$ 418,700	\$ 455,135	\$ 395,495
<b>Total Revenues</b>	<b>\$18,054,682</b>	<b>\$ 17,938,315</b>	<b>\$18,412,285</b>	<b>\$18,791,165</b>

**SUMMARY OF REVENUE ESTIMATES**

- **Property Taxes**

Projected collections of levied Ad Valorem Property Taxes:

Current Levy .....	\$10,016,160
Delinquent Taxes .....	60,000

Taxable property values increased \$178,533,448, or 4.04%. This growth was fueled by new construction which added \$63,049,106 to the Town’s taxable values. The Town continues to see redevelopment contributing to value increases with newer, larger homes replacing smaller, less valued homes. The schedule on page 106 presents the changes in taxable values in the Town for the most recent ten (10) year period. The Fiscal Year 2014 Combined Budget reflects an increase in property tax revenues, based upon retaining a tax rate of \$0.22/\$100 valuation, of \$332,395.

- **Sales Tax/Other Taxes**

Sales tax revenues have recovered from the 11% decline experienced in late Fiscal Year 2009 and early FY 2010. Since FY 2009, sales tax revenues have increased almost 29%. This increase is the result of the combination of general economic recovery and the change in the retail mix at the Highland Park Shopping Village, the Town’s largest commercial center. The Town’s sales tax revenues come from a local option 1% sales tax that is collected by the State Comptroller’s Office and remitted monthly, net of a 2% processing charge. These revenues are generated in the three (3) limited, but upscale commercial areas. The Town conducts an audit of the State Comptroller’s tax payer database no less than once per year to insure that the Town receives its rightful allocation. A ten (10) year comparison of Sales Tax revenues is included in the table presented on page 110.

- **Franchise Fees**

Receipts for franchised services for Fiscal Year 2014 are projected based upon historical trends. Over the past few years, the basis for these fees has changed through state legislation. The electric franchise is now based upon kWh sold versus the prior method of gross receipts, (a result of electric power deregulation). Fees from the telephone providers are based upon the number and type of connections, rather than gross receipts. The enabling State legislation for this change also provides for the annual indexing of the franchise fee schedule. In accordance with the existing natural gas franchise agreement, franchise fees are set at 4% of gross receipts on a calendar year basis and remitted each February.

The annual natural gas franchise fee is impacted by the market price fluctuations of natural gas and climate conditions. Since the Town realized revenues \$38,837 less than projected for Fiscal Year 2013, the projection for Fiscal Year 2014 is \$175,000, a \$25,000 decrease from the previous year.

The removal of exclusive cable TV franchising in the state has resulted in an increase in the number of local providers and thus an increase in projected revenues of \$5,400 for Fiscal Year 2013.

- **Licenses & Permits**

The Town has seen a decline in building activity for new homes in the \$1,000,000-\$4,000,000 price range over the last two years. However, a number of new homes in excess of \$5,000,000 price range have been permitted. Based upon an increase in inquiries about permitting, building permit revenues

are increase by \$100,000. The permitting of significant commercial projects is infrequent and the Town has no knowledge of any such pending projects. A schedule comparing construction activity for the most recent ten (10) fiscal years is presented on page 109 as well as a ten (10) year listing of revenues generated over this same period on page 110.

- **Charges for Services**

The total revenues received for services are projected to realize an increase by \$52,925 from Fiscal Year 2013 due to an increase in alarm monitoring fees (to recover cellular connectivity costs) of \$14,000, an increase of \$41,050 for projected fees collected from Municipal Court activities, an increase in building contractor registrations of \$16,000, and a decrease in sanitation service charges of \$16,375 due to a reduction in the number of accounts, both residential (multi-family) and commercial.

- **Fines & Forfeits**

Municipal Court fines (\$345,000) are estimated based on estimated citation volumes and average collection amounts per disposed case. For Fiscal Year 2014, this estimate is based on 10,500 cases being adjudicated with an average fine per adjudicated case calculated at \$32.85. This average amount compares to an average of \$31 for 2013. The Court shows a distinctive trend toward disposing cases via deferred disposition versus convictions, thus shifting revenues from fines (convictions) to fees (Administrative and Special Expense Fees).

- **Miscellaneous**

Projected interest earnings (\$12,000) are based on an average monthly investable balance of \$4,000,000 and an interest rate of 0.30%. The rental of Town property (cell phone antennae sites and street rental) is projected at \$256,500 and is based on existing contracts that renewed for an additional five years in mid-October, 2011 with a 3% annual escalation provision.





*Administrative  
Department*

**DEPARTMENT DESCRIPTION**

The Administrative Department is responsible for the day-to-day general governmental administration of the Town including coordinating, directing and reviewing departmental operations in the implementation of policy directive provided by the Mayor and Town Council. The Town Secretary function in this department, along with support staff, is responsible for documenting and maintaining agendas and minutes of Town Council and Board of Adjustment meetings. The preparation, indexing and codification of Town ordinances and the preparation and indexing of resolutions performed by assigned staff.

**OBJECTIVES MET-FISCAL YEAR 2013**

- Prepared, published and posted meeting agendas in accordance with state requirements.
- Provided timely, complete and accurate minutes of all public meetings.
- Responded timely to citizen requests for information.

- Automated Service Requests – data base maintained on a current basis.
- Applications for animal licenses and tennis court and swimming pool use permits processed timely.
- Completed the process of duplicating permanent records into an electronic document imaging format.
- Implemented an automated agenda management system.

**OBJECTIVES FOR FISCAL YEAR 2014**

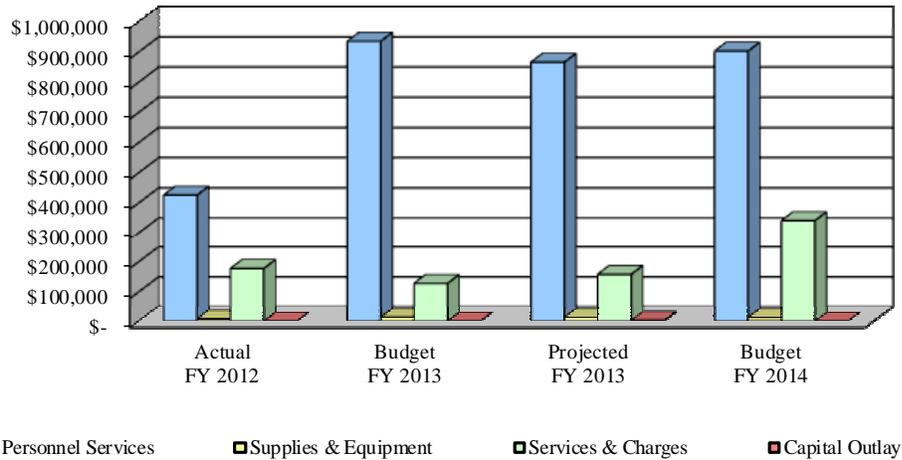
- Coordinate the implementation of Town Council goal and objectives with all Town departments.
- Respond to requests for information from citizens and assist citizens in a timely manner.
- Generate, publish and post meeting agendas in accordance with state requirements.
- Provide timely, complete and accurate minutes of all public meetings.
- Process applications of animal licenses and tennis court and swimming pool use permits in a timely manner.

<b>EMPLOYEE CLASSIFICATION &amp; PAY GRADE</b>				
<b>Classification</b>	<b>Grade</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Budget</b>	<b>FY 2014 Budget</b>
Town Administrator	-	0.50	1.00	1.00
Director of Town Services	E-3	0.25	1.00	1.00
Manager of Town Services	8	0.35	0.35	1.00
Town Secretary	5	0.80	1.00	1.00
Secretary I	4	0.50	1.00	1.00
Attorney (Part Time)	-	0.20	0.40	0.40
<b>Total Allocable Employees</b>		<b>2.60</b>	<b>5.40</b>	<b>5.40</b>

**Town of Highland Park Fiscal Year 2014 Combined Budget**

**EXPENDITURE SUMMARY**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
Personnel Services	\$ 425,781	\$ 936,000	\$ 866,290	\$ 903,135
Supplies & Equipment	7,782	13,300	13,045	12,765
Services & Charges	177,566	128,120	158,290	341,070
Capital Outlay	-	-	2,810	-
<b>Total Department</b>	<b>\$ 611,129</b>	<b>\$1,077,420</b>	<b>\$ 1,040,435</b>	<b>\$1,256,970</b>



**ACTIVITY MEASURES**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
Service Requests (ASR) Taken	5,286	6,000	3,220	3,200
Timely Distribution of (%):				
Town Council Committee Agenda Packets	100.0	100.0	100.0	100.0
Town Council Agendas Packets	100.0	100.0	100.0	100.0
Town Council Minutes	98.00	100.0	96.00	100.0



## Department of Public Safety

### **DEPARTMENT DESCRIPTION**

The Department of Public Safety is responsible for enforcement of state statutes and Town Ordinances, maintenance of public order, enforcement of traffic codes, maintenance of safe traffic flow, fire suppression and prevention, control of animals, and rapid response to medical emergencies. Supervised by the Director of Public Safety, these responsibilities are met through uniformed personnel, trained, skilled, and certified in both police and fire disciplines and in many instances, emergency medical capabilities.

### **OBJECTIVES MET-FISCAL YEAR 2013**

- Responded to all Police, Fire and Emergency Medical calls for service in a timely manner.
- Complete the implementation of new communications equipment and lead in the remodeling project for DPS Communications and Town Hall facility.
- Purchased assorted pieces of equipment as needed from the Department's operational capital appropriation.
- Monitor 1,200 residential alarm systems and provide a dispatched response in one minute or less.
- Purchase of four (4) replacement Public Safety SUVs and one (1) pickup (Animal Control) funded through the Equipment Replacement Fund).
- Contracted for a comprehensive study on the Town's Alarm Monitoring Program

### **OBJECTIVES FOR FISCAL YEAR 2014**

- Respond to all Police, Fire and Emergency Medical calls for service in a timely manner that meets or exceeds performance measures.
- Prevent the increase in the number of criminal offenses occurring in Highland Park through crime analysis and proactive patrol.
- Prevent the increase in the number of fires, injuries and property loss due to fire by providing prompt response time and through voluntary inspections.
- Monitor 1,200 residential alarm systems and provide a dispatched response in one minute or less.
- Purchase of four (4) replacement Public Safety SUVs and two (2) hybrid-technology SUV's (Administration/CID) - funded through the Equipment Replacement Fund.

### **MAJOR BUDGET ITEMS**

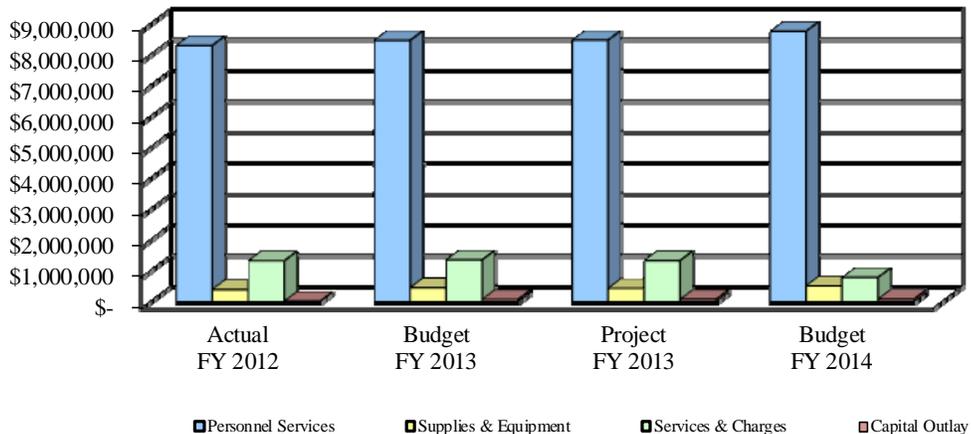
- Funding for existing levels of police, fire and emergency medical services.
- Purchase equipment and services identified as the Department's sustaining capital needs and detailed on page 112.

**EMPLOYEE CLASSIFICATION & PAY GRADE**

Classification	Grade	FY 2012	FY 2013	FY 2014
		Budget	Budget	Budget
Director	Contract	1.0	1.0	1.0
Assistant Director	E-1	1.0	1.0	1.0
Captain	G	4.0	4.8	4.0
Lieutenant	F	4.0	4.0	4.0
Sergeant	E	4.0	4.0	4.0
Investigator	D	3.0	3.0	3.0
Public Safety Officer	C	37.0	37.0	37.0
Communications				
Supervisor	8	1.0	1.0	1.0
Accreditation Manager	6	1.0	1.0	1.0
Support Services				
Supervisor	6	1.0	1.0	1.0
Communications Specialist	4	9.0	9.0	9.0
Secretary	4	2.0	2.0	2.0
Support Services Officer	4	1.0	1.0	1.0
<b>Total Employees</b>		<b>69.0</b>	<b>69.0</b>	<b>69.0</b>

**EXPENDITURE SUMMARY**

	FY 2012 Actual	FY 2013 Budget	FY 2013 Project	FY 2014 Budget
Personnel Services	\$ 8,305,172	\$ 8,472,190	\$ 8,479,865	\$ 8,765,210
Supplies & Equipment	401,049	461,150	440,045	518,150
Services & Charges	1,329,242	1,361,875	1,338,710	790,955
Capital Outlay	22,038	79,900	82,105	88,475
<b>Total Department</b>	<b>\$ 10,057,501</b>	<b>\$10,375,115</b>	<b>\$ 10,340,725</b>	<b>\$10,162,790</b>



*Town of Highland Park Fiscal Year 2014 Combined Budget*

<b>ACTIVITY MEASURES</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
<b>Call Responses</b>				
Police	10,159	11,000	10,400	11,000
Fire	778	850	750	850
Emergency Medical	382	400	400	400
<b>Arrest</b>				
Felony	19	30	20	30
Misdemeanor	337	900	200	900
<b>Other Activity</b>				
Patrol Miles Driven	256,393	275,000	287,500	275,000
Fire Inspections	664	700	700	700
Major Crimes Reported	227	250	200	250
Property Recovery (%)	15	40	10	40
<b>Response Times (minutes)</b>				
Police	2.9	2.5	2.9	2.5
Fire	2.3	3.7	2.2	3.7
Emergency Medical	2.5	3.0	2.2	3.0
<b>Public Safety Training Hours</b>	21,142	17,000	14,700	17,000
<b>Citation Activity</b>				
Citations Issued	7,899	8,500	9,200	8,500
Violations Cited	9,918	11,000	11,450	11,000
Hazardous Driving Violations	3,046	3,600	2,625	3,600
<b>Traffic Accidents Activity (per incident)</b>				
Non-Injury	91	200	105	200
Injuries	20	40	30	40
Fatalities	0	0	0	0
Total	111	240	135	240
<b>Residential/Commercial Alarm Systems</b>				
Systems Permitted	2,195	2,050	2,180	2,050
Systems Monitored by Dept.	1,212	1,125	1,235	1,200
<b>Alarm Response Activity</b>				
Intrusion	2,195	2,500	2,400	2,500
Fire	390	400	370	400
Medical	13	10	15	10
Total	2,598	2,910	2,785	2,910





*Street  
Department*

**DEPARTMENT DESCRIPTION**

The Street Department, under the supervision of the Director of Public Works/Town Secretary and the Foreman of the Town's Street Departments, is responsible for the maintenance of the Town's 41.79 miles of paved streets, all alleys, sidewalks, bridges, storm sewer inlets and street name and traffic signs.

**OBJECTIVES MET-FISCAL YEAR 2013**

- Maintenance of the Town's street surfaces through the placement of some 300 tons of asphalt as needed for repairs.

**OBJECTIVES FOR FISCAL YEAR 2014**

- Perform preparation work for Town's 2014 right-of-way rehabilitation program.
- Support water and sanitary sewer functions, as necessary.
- Respond to emergencies related to street, water and sanitary sewer, as necessary.
- Maintain the Town's infrastructure of paved streets, alleys, sidewalks, bridges, storm sewer inlets and signage.

**MAJOR BUDGET ITEMS**

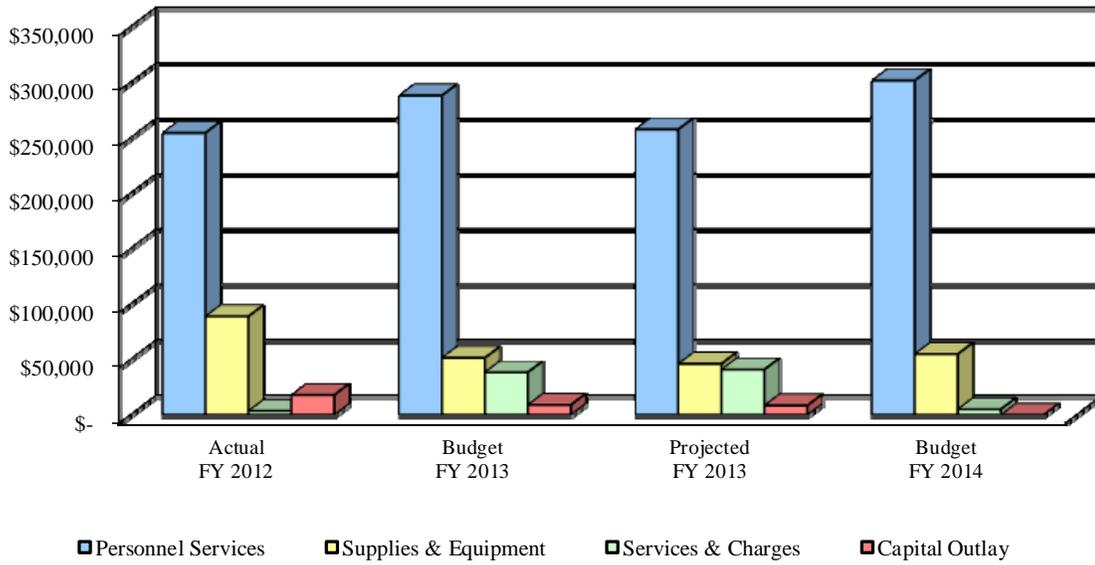
- Funding for normal operating costs.

**EMPLOYEE CLASSIFICATION & PAY GRADE**

<b>Classification</b>	<b>Grade</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Budget</b>	<b>FY 2014 Budget</b>
Foreman	8	0.3	0.3	0.3
Public Works Maint. Worker II	4	1.0	2.0	2.0
Public Works Maint. Worker I	2	2.0	1.0	1.0
<b>Total Allocable Employees</b>		<b>3.3</b>	<b>3.3</b>	<b>3.3</b>

**EXPENDITURE SUMMARY**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
Personnel Services	\$ 254,368	\$ 288,015	\$ 257,590	\$ 301,650
Supplies & Equipment	88,832	51,380	46,010	54,895
Services & Charges	3,478	38,410	40,845	5,100
Capital Outlay	18,020	9,000	8,460	-
<b>Total Department</b>	<b>\$ 364,698</b>	<b>\$ 386,805</b>	<b>\$ 352,905</b>	<b>\$ 361,645</b>





*Street Lighting  
Department*

**DEPARTMENT DESCRIPTION**

The Street Lighting Department is responsible for repairs and maintenance of the Town owned and operated street lighting and traffic signal systems. Electric power to operate these systems is purchased from Direct Energy under contract through Cities Aggregation Power Project (CAPP).

**OBJECTIVES MET-FISCAL YEAR 2013**

- Performed routine and emergency maintenance of Town’s traffic and street light systems.

**OBJECTIVES FOR FISCAL YEAR 2014**

- Protect the Town’s investment in its street lighting and traffic signal systems.
- Respond to calls for emergency and routine maintenance repairs in a timely manner.

**MAJOR BUDGET ITEMS**

- Funding for normal operating costs.

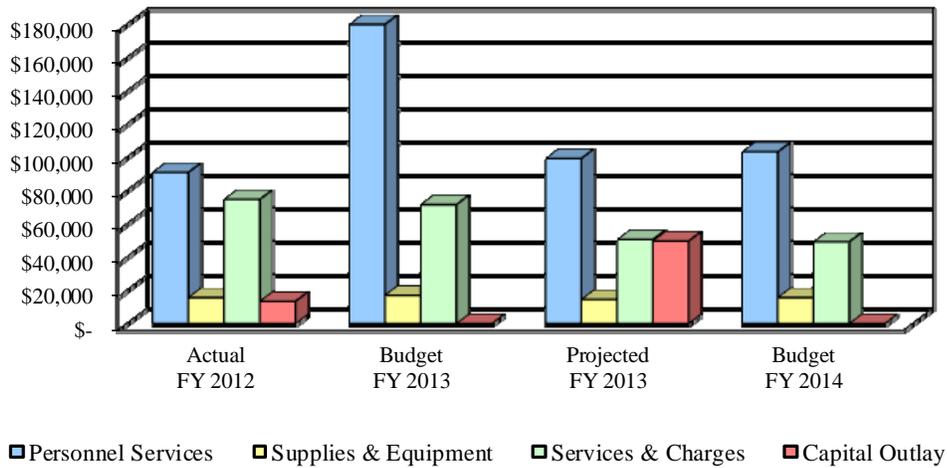
**EMPLOYEE CLASSIFICATION & PAY GRADE**

		<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b>Classification</b>	<b>Grade</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
Electrical/Mechanical Tech	5	1.80	2.00	1.00
<b>Total Allocable Employees</b>		<b>1.80</b>	<b>2.00</b>	<b>1.00</b>

Positions in this department split between Street Lighting Department and Service Center on an 90/10 basis prior to FY 2013

**EXPENDITURE SUMMARY**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
Personnel Services	\$ 91,016	\$ 179,940	\$ 99,405	\$ 103,355
Supplies & Equipment	15,716	17,025	14,560	15,700
Services & Charges	74,802	71,585	50,605	49,250
Capital Outlay	13,474	-	49,660	-
<b>Total Department</b>	<b>\$ 195,008</b>	<b>\$ 268,550</b>	<b>\$ 214,230</b>	<b>\$ 168,305</b>





*Library*

**DEPARTMENT DESCRIPTION**

The Library, under the supervision of the Town’s Librarian, provides quality public library access which fulfills the informational, educational, recreational and basic research needs of the community and strives to increase public awareness of these services through technical and public services.

**OBJECTIVES MET-FISCAL YEAR 2013**

- Management of Library collection through acquisition of new materials.
- Provided public & technical services to Library patrons.
- Maintained effective Library operations, on a reduced schedule and under challenging conditions, to accommodate Library patrons during construction activities adjacent to the Library at Town Hall.

**OBJECTIVES FOR FISCAL YEAR 2014**

- Provide technical services which include acquiring titles in all formats (books, audiocassettes, videocassettes, etc.), and related activities in maintaining and preparing the selections for patron use.
- Provide public services which include: children and adult services, circulation desk activities necessary for checking library materials out and in, handling reserves, re-shelving returned items, issuance of library cards, and reference services in person and by phone.
- Prepare for the resumption of normal Library operations when the Department of Public Safety and Town Hall Construction Project is completed.

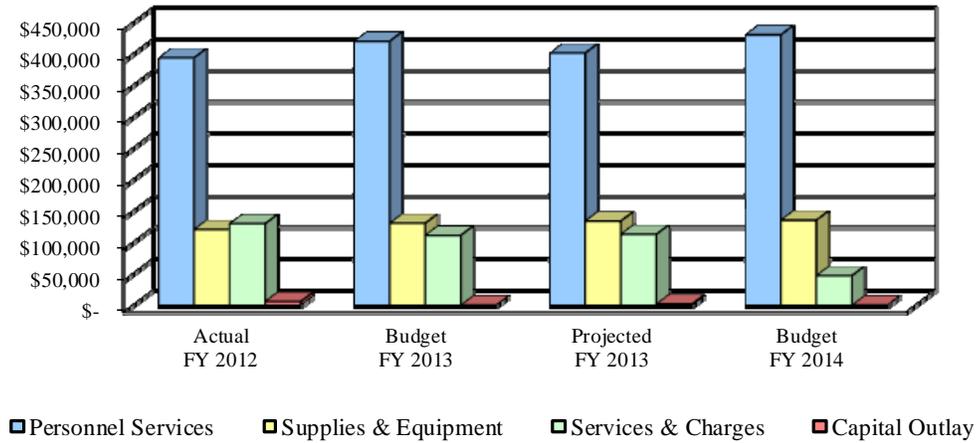
**MAJOR BUDGET ITEMS**

- Acquisition of new materials – books (\$73,000), audio-visual materials (\$15,000), E-books (\$15,000), and E-audio books (\$12,000).
- Explore options to enhance access to Library databases and service through the Internet by interfacing the Library Information System and other public resources.

<b>EMPLOYEE CLASSIFICATION &amp; PAY GRADE</b>				
<b>Classification</b>	<b>Grade</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Budget</b>	<b>FY 2014 Budget</b>
Librarian	E-1	1.0	1.0	1.0
Library Assistant	4	1.0	1.0	1.0
Library Associate	2	1.0	1.0	1.0
Library Support Staff (Part-Time)		2.4	2.4	2.4
<b>Total Allocable Employees</b>		<b>5.4</b>	<b>5.4</b>	<b>5.4</b>

**EXPENDITURE SUMMARY**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
Personnel Services	\$ 393,988	\$ 420,365	\$ 401,505	\$ 430,545
Supplies & Equipment	120,606	130,600	134,070	135,550
Services & Charges	129,990	111,400	113,115	47,230
Capital Outlay	6,030	-	1,920	-
<b>Total Department</b>	<b>\$ 650,614</b>	<b>\$ 662,365</b>	<b>\$ 650,610</b>	<b>\$ 613,325</b>



**ACTIVITY MEASURES**

	<b>FY 2012 Actual</b>	<b>FY 2103 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
<b>Collection/Circulation</b>				
Collection	31,384	33,000	31,400	33,000
Circulation	57,171	57,000	43,800	57,000
Collection Turnover Rate (Times)	1.8	1.7	1.4	1.7
Circulation per Worker Hour	5.1	5.0	3.9	5.0
Avg. Items Loaned Per Card Holder	19.4	19.1	17.1	19.1
<b>User Cards Issued/Outstanding</b>				
Residents (3 Year)	2,858	2,900	2,520	2,900
Non-Resident (1-Year)	87	80	45	80
Total Valid Cards	2,945	2,980	2,565	2,980



*Parks  
Department*

- Maintenance of parks, parkway trees, swimming pool tennis courts and Town rights-of-way, as needed.
- Converted landscape lighting in Prather Park to LED fixtures.

**DEPARTMENT DESCRIPTION**

Provide skilled maintenance and management of the Town’s 22 park locations, 12 traffic islands, 8 tennis courts, one swimming pool and Town Hall landscape. Within this Department is the Management of the Towns contract for the mechanical sweeping of the 88 miles of curb and gutter fifteen (15) times per year, its 13.76 miles of paved alleys seven (7) times per year and vacuuming 100 catch basin inlets per year. These activities promote the “quality of life” in Highland Park by providing a high standard of customer service and safe, well-maintained facilities.

**OBJECTIVES FOR FISCAL 2014**

- Effectively manage the Town’s contracts for turf maintenance, chemical application, tree trimming, landscape lighting and street and alley sweeping.
- Continue the program of lighting of specific parkway trees for Christmas.
- Maintain Azalea and flower beds through park areas with seasonal color.
- Maintenance of parks, parkway trees, swimming pool tennis courts and Town rights-of-way, as identified and as needed.

**OBJECTIVES MET FOR FISCAL YEAR 2013**

- Installed Christmas lights in specific parkway trees at Christmas.
- Managed Town’s contracts for turf maintenance, chemical application, tree trimming, landscape lighting and street and alley sweeping.
- Maintained Azalea and flower beds with seasonal color.
- Continued the program of lighting of specific parkway trees for Christmas.
- Maintained Azalea and flower beds through park areas with seasonal color.

**MAJOR BUDGET ITEMS**

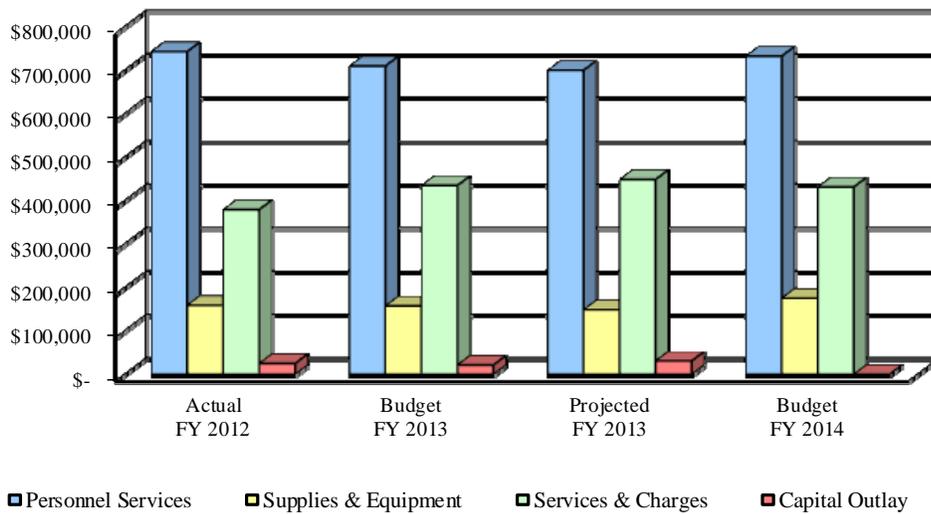
- Management of service contracts: turf maintenance (\$89,280); chemical applications (\$42,500); tree trimming (\$43,350); landscape lighting maintenance (\$25,500); and miscellaneous parks repairs (\$50,000)
- Contract for park fence and railing repairs (\$12,000); landscape lighting conversion to LED fixtures (\$15,780); resurfacing of tennis courts #1, 2, 7, and 8 (\$20,000); and tennis court light replacement (\$2,220)

<b>EMPLOYEE CLASSIFICATION &amp; PAY GRADE</b>				
<b>Classification</b>	<b>Grade</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Budget</b>	<b>FY 2014 Budget</b>
Director of Parks & Sanitation	E-2	0.5	0.0	0.0
Foreman	8	1.0	1.0	1.0
Parks Maintenance Specialist	4	2.0	2.0	2.0
Parks Maintenance Worker I	3	3.0	3.0	3.0
Parks Maintenance Worker II	1	3.0	3.0	3.0
<b>Total Allocable Employees</b>		<b>9.5</b>	<b>9.0</b>	<b>9.0</b>

**Town of Highland Park Fiscal Year 2014 Combined Budget**

**EXPENDITURE SUMMARY**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
Personnel Services	\$ 742,507	\$ 709,315	\$ 699,550	\$ 732,175
Supplies & Equipment	158,602	157,025	148,275	174,950
Services & Charges	378,952	434,500	448,345	431,090
Capital Outlay	24,996	21,300	30,595	-
Interdept Cost Allocation	(19,175)	(20,000)	(12,255)	(20,000)
<b>Total Department</b>	<b>\$ 1,285,882</b>	<b>\$1,302,140</b>	<b>\$1,314,510</b>	<b>\$1,318,215</b>



**ACTIVITY MEASURES**

	<b>FY 2012 Actual</b>	<b>FY 2103 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
<b>Tree Pruning - Parks</b>	Hackberry Creek, Dyckman, Lockart, Abbott, Cave, Dartmouty/Harvard Triangle, Dead End of Dartmouth, Dead End of Beverly, Dallas North Tollway, Bordeaux/Eastern Triangle, Fairfax	Flippen, Armstrong, Douglas, Davis/Municipal Swimming Pool, Alice Circle, Prather	Flippen, Armstrong, Douglas, Davis/Municipal Swimming Pool, Alice Circle, Prather	Preston Road, Lakeside, Willow Wood, Overhill Circle, Connor, Armstrong/Lake side Triangle, Town Hall (creek), Bartholow Square, Douglas
<b>Tree Pruning – Public Rights- of-Way</b>	136	136	136	136
<b>Tree Pruning - Easements</b>	48	48	48	48



*Swimming  
Pool*

**DEPARTMENT DESCRIPTION**

The Town’s swimming pool facility is maintained by the Parks Department. The effect of this work has been to reduce maintenance and make ready costs in subsequent years. Swimming season coincides with the school district’s summer vacation.

**OBJECTIVES MET-FISCAL YEAR 2013**

- Provided a safe and clean facility for use of Town residents.

- Promote utilization of the pool by means of updating the facility and mechanically and esthetically.

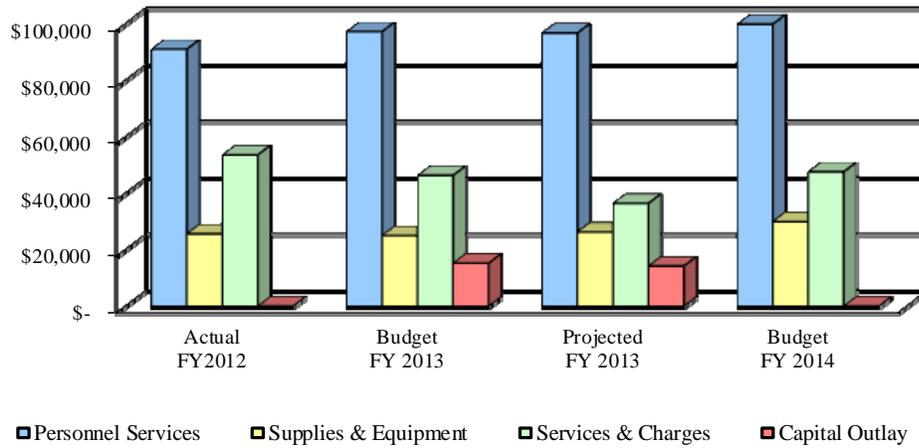
**OBJECTIVES FOR FISCAL YEAR 2014**

- Provide a safe and clean facility for the enjoyment of the Town’s residents.
- Promote utilization of the pool by means of updating the facility and mechanically and esthetically.
- 

<b>EMPLOYEE CLASSIFICATION &amp; SALARIES</b> (All Seasonal Employees)			
<b>Classification</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Budget</b>	<b>FY 2014 Budget</b>
Manager	1.0	1.0	1.0
Assistant Manager	1.0	1.0	1.0
Lifeguard	9.0	9.0	9.0
<b>Total Employees</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>

**EXPENDITURE SUMMARY**

	<b>FY2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
Personnel Services	\$ 90,986	\$ 97,195	\$ 96,705	\$ 99,795
Supplies & Equipment	25,594	24,950	26,285	29,950
Services & Charges	53,560	46,300	36,410	47,570
Capital Outlay	-	15,200	14,190	-
<b>Total Department</b>	<b>\$ 170,140</b>	<b>\$ 183,645</b>	<b>\$ 173,590</b>	<b>\$ 177,315</b>



<b>ACTIVITY MEASURES</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
<b>Pool Usage</b>				
Annual Passes Sold	1,771	1,750	1,520	1,500
Daily Passes Sold	2,980	2,250	3,260	3,000
<b>Revenues Generated</b>	<b>\$104,531</b>	<b>\$106,250</b>	<b>\$105,095</b>	<b>\$106,250</b>



*Municipal  
Court*

**DEPARTMENT DESCRIPTION**

The Municipal Court is the Court of Original Jurisdiction for all Class “C” Misdemeanors that occur within the Town limits. Duties include the efficient and effective delivery of customer service regarding traffic, criminal, Town ordinance and other miscellaneous violations of Code offenses within the Town’s jurisdiction.

**OBJECTIVES MET-FISCAL YEAR 2013**

- Maintenance of court records in an efficient and accurate manner.
- Effectively managed approximately 10,500 cases filed.

**OBJECTIVES FOR FISCAL YEAR 2014**

- Provide prompt, accurate, and courteous responses to inquiries of and appearances at the Town’s Municipal Court office.
- Maintain accurate records of filings, documentation and dispositions of all cases filed with the Court.
- Maintain the current Court calendar, allowing all defendants swift access to the court system.
- Expand case processing via the Town’s internet Web-site providing downloadable forms for deferred disposition pleas.

**MAJOR BUDGET ITEMS**

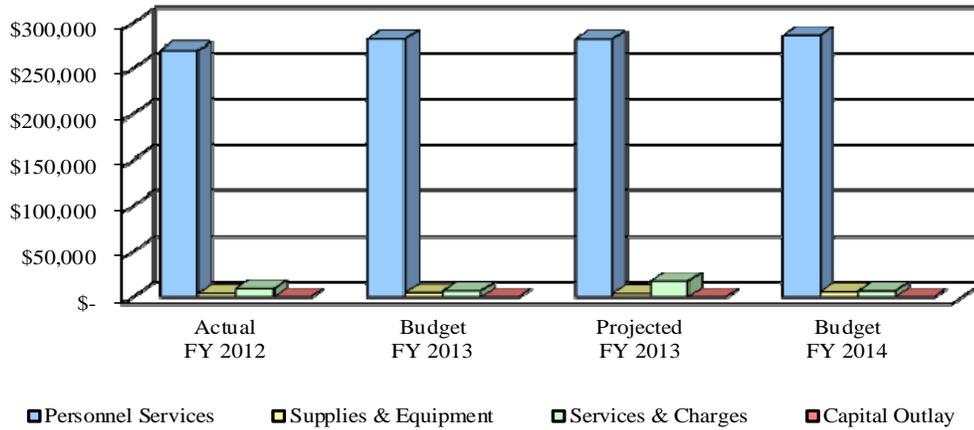
Funding for normal operations.

<b>EMPLOYEE CLASSIFICATION &amp; PAY GRADE</b>				
<b>Classification</b>	<b>Grade</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Budget</b>	<b>FY 2014 Budget</b>
Judge (Part Time)	-	0.1	0.1	0.1
Attorney (Part Time)	-	0.1	0.1	0.1
Senior Court Clerk	4	1.0	1.0	1.0
Court Clerk	3	1.0	1.0	1.0
Marshall/Bailiff (Part Time)	-	0.5	0.5	0.5
<b>Total Allocable Employees</b>		<b>2.7</b>	<b>2.7</b>	<b>2.7</b>

**Town of Highland Park Fiscal Year 2014 Combined Budget**

**EXPENDITURE SUMMARY**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
Personnel Services	\$ 269,745	\$ 281,915	\$ 281,425	\$ 285,775
Supplies & Equipment	4,281	4,800	3,830	5,765
Services & Charges	9,460	7,010	17,930	6,840
Capital Outlay	-	-	-	-
<b>Total Department</b>	<b>\$ 283,486</b>	<b>\$ 293,725</b>	<b>\$ 303,185</b>	<b>\$ 298,380</b>



<b>ACTIVITY MEASURES</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
Process Cases Filed	10,142	10,500	10,150	10,500
Process Disposal of Cases	8,878	10,500	8,900	10,500
Disposal/Filed Percentage	87.5%	100.0%	87.7%	100.0%
Warrants of Arrest Issued	2,032	1,800	3,010	1,800
Warrants of Arrest Cleared	1,963	1,800	2,335	1,800
Warrant Clearance Rate (%)	48.1	50.0	45.6	50.0



*Finance  
Department*

**DEPARTMENT DESCRIPTION**

The Finance Department is responsible for the accurate maintenance of all fiscal, human resources and budget records pertaining to the operations of the Town. Areas of responsibility include general accounting, treasury functions, the annual audit, the preparation of the Comprehensive Annual Financial Report (“CAFR”), preparation of monthly financial report for management, payment of all Town obligations, payroll processing, personnel administration, budget preparation, preparation of the Annual Budget document, employee benefits administration, stores account management, risk management and liability and property insurance management.

**OBJECTIVES MET FOR FISCAL YEAR 2013**

- Received the Government Finance Officers Association’s (“GFOA”) Certificate of Achievement for Excellence in Financial Reporting for the Fiscal Year 2012 CAFR.
- Invested Town funds at an average rate of return of 0.30%, or 20.6 basis points greater than average return for Tex Pool.
- Managed the Town’s cash flow through the timely processing of vendor payments and payroll related disbursements resulting in a ratio of cash invested to total cash of 90.3%.
- Secured new bank depository agreement.
- Secured new financial audit agreement.
- Secured a utility rate study

- Secured a compensation study, including the selection of a peer city group for future analysis.

**OBJECTIVES FOR FISCAL YEAR 2014**

- Provide the Town Council, Town Administrator, departments and citizens with accurate and timely financial records.
- Manage the Town’s investment portfolio in accordance to the Town’s Investment Policies that focus on the safety of principal and liquidity of resources and diversification while earning a market-based return.
- Generate all payrolls, Pay for Performance and Wellness Program in a timely and accurate manner.
- Maintain, monitor and safeguard the Town’s assets.
- Provide timely payment of the Town’s vendors.
- Receive the Government Finance Officers Association’s (“GFOA”) Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Distinguished Budget Award for the Annual Budget.
- Develop performance standards for Town departments, addressing Town Council objectives.
- Conclude the re-engineering of the Town’s Pay for Performance Program.
- Reconstruct a multi-year Capital Improvement Plan

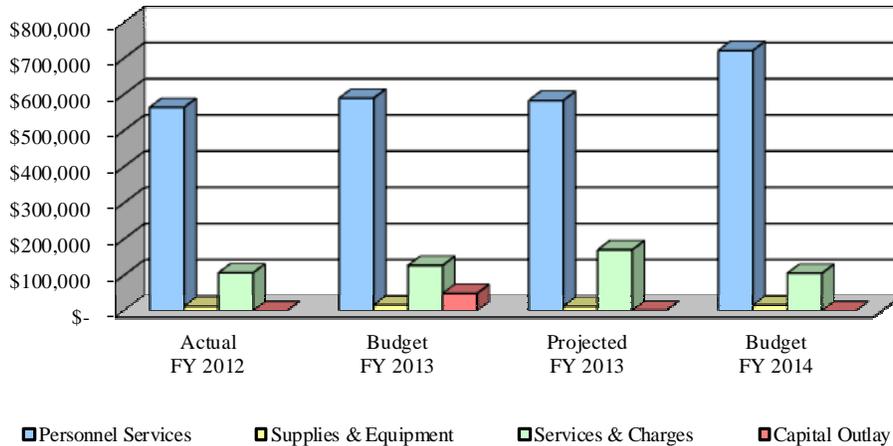
**MAJOR BUDGET ITEMS**

Funding for normal operations

<b>EMPLOYEE CLASSIFICATION &amp; PAY GRADE</b>				
<b>Classification</b>	<b>Grade</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Budget</b>	<b>FY 2014 Budget</b>
Director of Fiscal & Human Resources	E-3	1.0	1.0	1.2
Controller	8	1.0	1.0	1.0
Senior Accounting Technician	4	1.0	1.0	1.0
Secretary II	4	1.0	1.0	1.0
Accounting Technician	3	1.0	1.0	1.0
<b>Total Employees</b>		<b>5.0</b>	<b>5.0</b>	<b>5.2</b>

**EXPENDITURE SUMMARY**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
Personnel Services	\$ 564,241	\$ 589,670	\$ 583,405	\$ 721,540
Supplies & Equipment	12,430	15,700	11,865	14,870
Services & Charges	106,937	127,505	170,610	105,600
Capital Outlay	-	50,000	705	-
Inderdept Cost Allocation	(204,630)	-	-	-
<b>Total Department</b>	<b>\$ 478,978</b>	<b>\$ 782,875</b>	<b>\$ 766,585</b>	<b>\$ 842,010</b>



	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
<b>Investment Activity</b>				
Ratio of Cash Invested to Total Cash	92.9%	92.0%	90.3%	98.0%
Avg. Portfolio Yield over TexPool (Basis Points)	21.0	20.0	21.0	25.0
<b>Accounts Payable/Purchase Orders</b>				
Vendor Payments Processed	3,128	3,500	3,150	3,500
Number of Voided/Reissued Vendor Checks	4.	10	4	10
Percentage Voids to Issued	0.13	0.1	0.13	0.1
<b>Payroll Processing</b>				
Payroll Checks Issued	20	35	20	35
Payroll ACH Items Processed	4.676	4,500	4,650	4,500
Number Voided /Reissued Payroll Items	0	5	1	5
Percentage Voids to Issued	0.0	0.2	<0.1	0.2
<b>Accts Receivable Collection Rate (EMS)</b>				
(Based on a Two-Year Rolling Average)	57.2	65.0	62.0	65.0
No. Days Required to Prepare Mo. Fin. Rep.	19	15	23	15



*Building  
Inspection*

**DEPARTMENT DESCRIPTION**

The Building Inspection Department provides for the health, safety and general welfare of the Town by development, implementation and enforcement of building, plumbing, electrical and mechanical codes, zoning ordinances and code of ordinances. The Department also interprets and enforces specific provisions of certain State Statutes such as The Texas Plumbing License Law, The Texas Engineering Practice Act, The Texas Architectural Barriers Act, The Texas Department of Licensing and Regulation, the Texas Commission on Environmental Quality and the Texas Department of Health.

**OBJECTIVES MET-FISCAL YEAR 2013**

- Processed approximately 1,000 building, 260 electrical and 400 plumbing permits, generating \$980,000 in revenues.

- Extensively worked with and assisted consultant on significant revisions to the Town's Zoning Code.

**OBJECTIVES FOR FISCAL YEAR 2014**

- Provide quality redevelopment for the Town.
- Provide timely and accurate plan review and permit processing.
- Continue to provide professional, courteous and efficient service to the public.
- Continue work on building code updates.
- Acquire automated permit and inspection management software that provides for web access for contractors and residents.

**MAJOR BUDGET ITEMS**

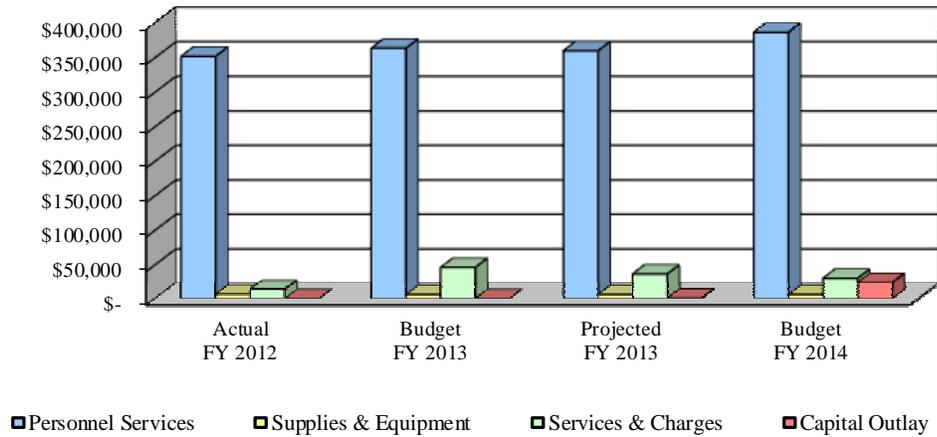
\$24,000 for the acquisition of the automated permit and inspection management software plus funding for normal operations.

**EMPLOYEE CLASSIFICATION & PAY GRADE**

<b>Classification</b>	<b>Grade</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Budget</b>	<b>FY 2014 Budget</b>
Chief Building Inspector	8	1.0	1.0	1.0
Development Services Manager	8	0.0	1.0	1.0
Building Inspector	6	1.0	0.0	0.0
Permit Technician	2	1.0	1.0	1.0
<b>Total Positions</b>		<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

**EXPENDITURE SUMMARY**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
Personnel Services	\$ 351,798	\$ 363,675	\$ 359,850	\$ 386,295
Supplies & Equipment	6,257	5,820	5,840	5,820
Services & Charges	13,870	46,035	36,510	30,300
Capital Outlay	-	-	705	24,000
<b>Total Department</b>	<b>\$ 371,925</b>	<b>\$ 415,530</b>	<b>\$ 402,905</b>	<b>\$ 446,415</b>



<b>ACTIVITY MEASURES</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
<b>Inspection Activity</b>	3,201	2,650	3,100	2,650
<b>Permits Activity</b>	1,766	1,500	1,180	1,500
<b>Total Value of Permits (\$1,000)</b>	\$85,580	\$85,000	\$74,424	\$90,000
<b>Total Permit Fees &amp; Licenses (\$1,000)</b>	\$1,084	\$943	\$980	\$1,145
<b>Ratio of Revenues to Dept Costs</b>	2.9/1	2.0/1	2.4/1	2.6/1



*Sanitation Collection  
Department*

**DEPARTMENT DESCRIPTION**

The collection and disposal of the Town's solid waste, brush and recyclable materials is performed under contract by Trinity Waste Services. The Town also contracts for sanitary landfill access with Skyline Landfill. This Department serves as the cost center for these services.

**OBJECTIVES MET-FISCAL YEAR 2013**

- Provided a quick response on complaints.
- Managed the contracts for related services.

**OBJECTIVES FOR FISCAL YEAR 2014**

- Provide a quick response on complaints
- Manage the contracts for related services
- Explore ways of minimizing the Town's waste stream by increase utilization of the existing recycling program.
- Explore alternatives to the disposal of household hazardous waste, currently under contract with Dallas County

**MAJOR BUDGET ITEMS**

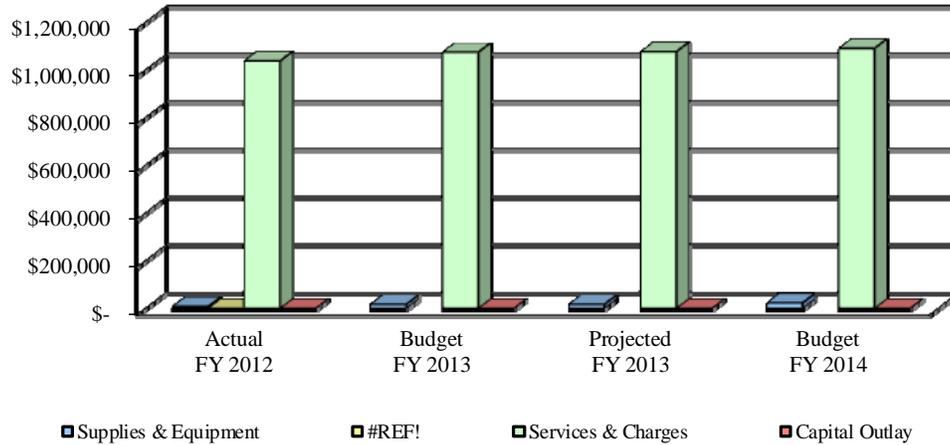
- Service contracts
 

Collection and disposal	\$871,670
Landfill	112,000
Recycling	94,155
Household Hazardous Waste	12,500

**Town of Highland Park Fiscal Year 2014 Combined Budget**

**EXPENDITURE SUMMARY**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
Supplies & Equipment	\$ 7,318	\$ 17,000	\$ 16,995	\$ 22,750
Services & Charges	1,038,161	1,074,550	1,077,075	1,091,025
Capital Outlay	-	-	-	-
<b>Total Department</b>	<b>\$1,045,479</b>	<b>\$1,091,550</b>	<b>\$1,094,070</b>	<b>\$1,113,775</b>



**ACTIVITY MEASURES**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
<b>Collection (tonnage)</b>				
Solid Waste Collection	5,725	6,000	5,595	6,000
Brush Collection	2,100	2,100	1,730	2,100
Recycling	950	1,100	990	1,100
<b>Contract Expenses</b>				
Collection	830,007	\$866,760	\$829,700	\$871,670
Disposal	101,732	114,600	101,730	112,000
Recycling	93,440	94,300	93,440	94,155
<b>Cost Per Ton</b>				
Collection	\$102.27	\$107.00	\$113.27	\$107.61
Disposal	12.16	14.15	13.88	13.83
Recycling	83.13	88.45	94.38	85.60



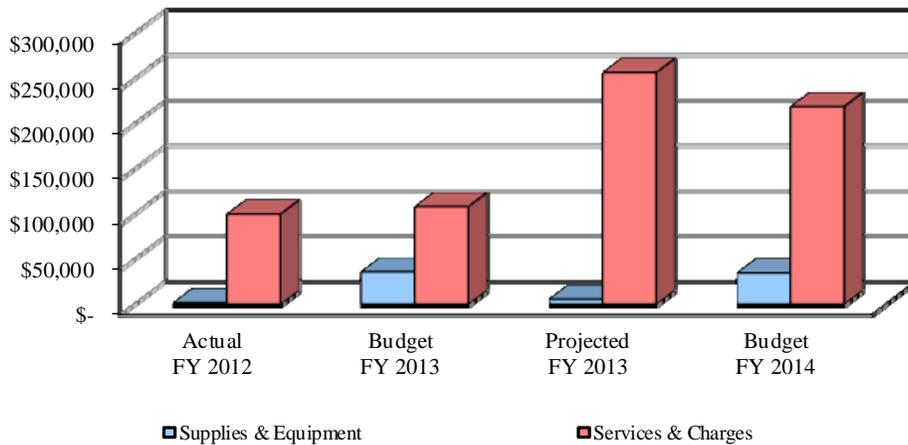
*Non-Departmental*

**DEPARTMENT DESCRIPTION**

As a means of setting aside funds for discretionary expenditure spending that is not associated with a unique departmental budget, a Non-Departmental cost center is created in the General Fund. Expenditures that can be considered Town-wide or that may have an inherit public policy nature have been included in this cost center. These costs include participation in the D.A.R.E program and the School Resource Officer (“SRO”) program with Highland Park ISD and the City of University Park. As a budgetary hedge on fuel costs, the Town budgeted for \$4.00 per gallon gasoline, with \$3.30 per gallon included in the respective department’s budget and the remaining \$0.70 per gallon in the Non-Departmental cost center.

**EXPENDITURE SUMMARY**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
Supplies & Equipment	\$ 1,883	\$ 36,150	\$ 5,740	\$ 34,650
Services & Charges	99,796	108,100	256,395	218,730
<b>Total Department</b>	<b>\$ 101,679</b>	<b>\$ 144,250</b>	<b>\$ 262,135</b>	<b>\$ 253,380</b>





*Information  
Technology  
Department*

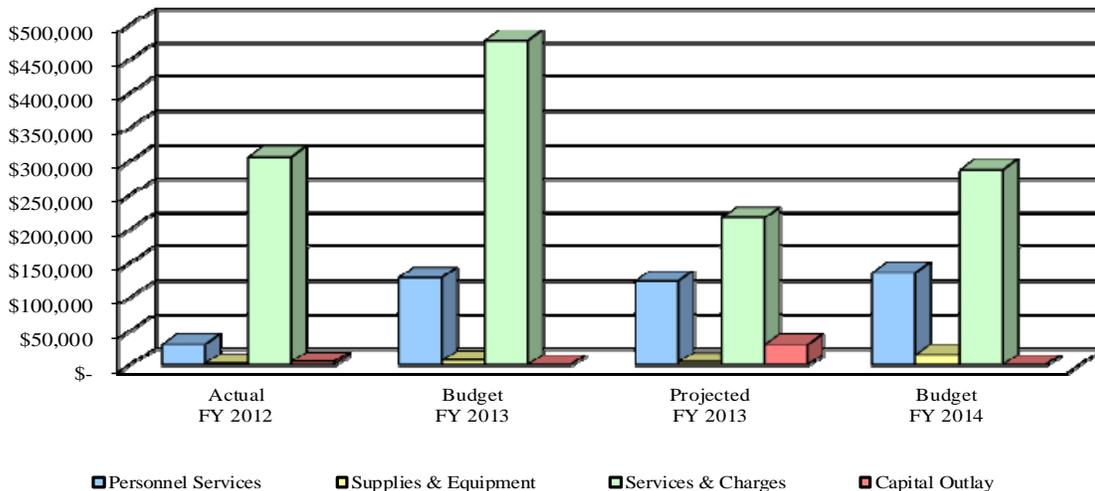
**DEPARTMENT DESCRIPTION**

The Town’s significant investment in upgrading technology and the consolidation of three separate networks into one during FY 2012 created the need to create a new position of Information Technology (“IT”) Manager and establish a departmental cost center for IT functions. The IT budget includes the personnel cost associated with the IT Manager position (Pay Grade E-1), necessary supplies and system-wide associated costs for network connectivity.

For FY 2014, the department will focus on preparations for the move into the completed Department of Public Safety and Town Hall facility and securing a managed services agreement for the provision of daily desktop support and network security oversight.

**EXPENDITURE SUMMARY**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
Personnel Services	\$ 31,433	\$ 129,185	\$ 124,510	\$ 136,215
Supplies & Equipment	1,772	6,500	4,050	15,600
Services & Charges	306,625	477,700	216,990	288,115
Capital Outlay	4,536	-	31,095	-
<b>Total Department</b>	<b>\$ 344,366</b>	<b>\$ 613,385</b>	<b>\$ 376,645</b>	<b>\$ 439,930</b>





*Transfer to  
Other Funds*

This Budget provides for a transfer of \$1,068,880 in current revenues to the Capital Projects Fund which is comprised of: 1) basic CIP funding (\$672,285), 2) an annual miscellaneous concrete project (\$268,915); 3) miscellaneous sidewalk repair/replacement needs (\$41,375); 4) miscellaneous alley repair/replacement needs (\$41,375); 5) a transfer of \$62,265, or 5% of sanitation service revenues, for street rental charges; and, a one-time transfer of \$225,000.00 from current (FY 2014) revenues.

As mentioned in the Budget Message, funding of the Town Equipment Replacement, the Technology Replacement and the Building Maintenance & Investment Funds will be reported as fund transfers beginning with FY 2014.

The Town’s Statement of Financial Policies provides for the transfer of excess of General Fund revenues over expenditures and encumbrances at the close of each fiscal year to the Capital Projects Fund to supplement any annual budget amount.

<b>EXPENDITURE SUMMARY</b>				
	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
Capital Projects Fund	\$ 2,534,367	\$ 1,068,880	\$ 2,534,396	\$ 1,311,215
Utility Fund	-	85,775	80,174	94,655
Equipment Replacement Fund	-	-	-	362,970
Technology Replacement Fund	-	-	-	328,745
Building Maintenance & Investment Fund	-	-	213,320	254,355
<b>Total Transfers</b>	<b>\$ 2,534,367</b>	<b>\$ 1,154,655</b>	<b>\$ 2,534,396</b>	<b>\$ 2,351,940</b>

## UTILITY FUND

<b>Department</b>	<b>Pages</b>
<b>Administration</b> .....	<b>78</b>
Utility billing/collection, utility construction and construction inspection	
<b>Water</b> .....	<b>80</b>
Water meter reading and water distribution system maintenance	
<b>Sanitary Sewer</b> .....	<b>82</b>
Sanitary sewer system maintenance	
<b>Engineering</b> .....	<b>84</b>
Infrastructure construction and infrastructure rehabilitation	
<b>Transfers to Other Funds</b> .....	<b>86</b>



The Utility Fund is the financial structure used for the accounting of providing water, sanitary sewer, solid waste collection and disposal and recycling service to the residents of the Town and the billing and collection of charges to customers to pay for said services. The basis of accounting used for budget development and presentation for the Utility Fund is the accrual basis with the exceptions that capital purchases are reported as expenditures and depreciation and bad debt expenses are not included in budgeted expenditures.

The determination of the revenues necessary to fund the various services for Fiscal Year 2014 (“FY 2014”) begins with the calculation of total costs associated with each service. In Fiscal Year 2013 (“FY 2013”), the Town engaged 3<sup>rd</sup> Generation Engineering to perform a comprehensive water and sanitary sewer study. The scope of the study included: 1) a comparison of existing water and sanitary sewer rate revenue with the cost of providing these services, taking into consideration anticipated changes in the Town’s water supplier, ongoing capital improvement plans, changes in operating requirements, and changes in water supply and demand; 2) an analysis of projected revenue requirements to determine equitable distribution of costs to customer classes in accordance with generally accepted principles for water and sanitary sewer rate studies; 3) develop and evaluate rate design alternatives and preparation of an implementation strategy for the rate structure that best meets the Town’s needs; and 4) provide a means for the Town staff to update rates in-house for the next five years. As stipulated in the Town’s Statement of Financial Policies, the adopted utility rate structure is to be sufficient to cover cost of providing the respective service. For FY 2014, the adopted water and sanitary sewer rates and structure are expected to generate revenues equal to 100% of the cost form providing water and sanitary sewer services, respectively.

The total cost for Utility Fund services for FY 2014 is \$9,400,750. Of this amount, 36.1% are contractual costs and include contracts for 1) the purchase of treated water for resale and Town use from the Dallas County Park Cities Municipal Utility District (expires April, 2024); and Sanitary Sewer Treatment from Dallas Water Utilities (expires February 2014).

Another significant portion of both the budget for FY 2014, as well as the work program associated with it, relates to the maintenance and/or replacement of the Town’s water and sanitary sewer system infrastructure. Since 1990, the Town has chosen to fund water and sanitary sewer system infrastructure maintenance/replacement with current revenues. Over this time, the Town has allocated over \$29,000,000 in upgrading its water and sanitary sewer system infrastructure without incurring debt, saving an estimated \$9,100,000 in interest costs associated with financing over time. This Budget provides \$929,030 from water service revenues and \$929,030 from sanitary sewer service revenues to fund the projects selected for Fiscal Year 2014 (page 85).

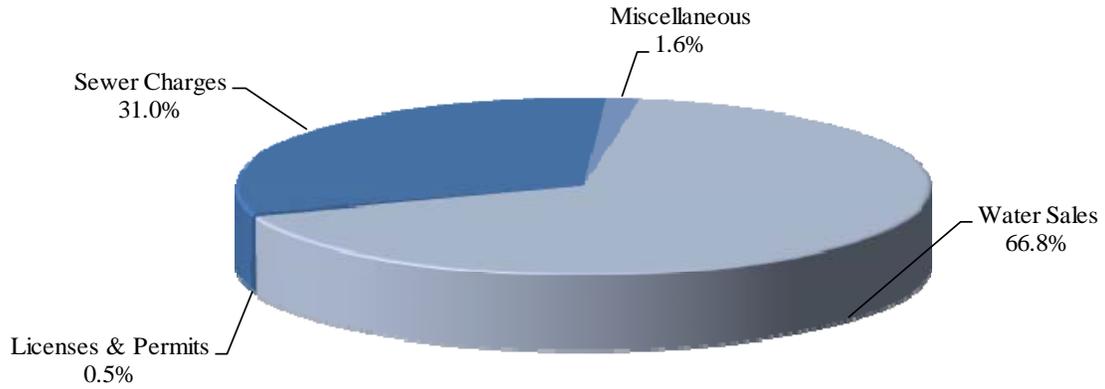
The Utility Fund will also contribute \$1,051,005 to the General Fund for reimbursement of general & administrative costs for FY 2014. Additionally, the Utility Fund will also provide \$430,715 if funding of the Town’s annual right-of-way maintenance/rehabilitation program. This amount represents 5% of water and sanitary sewer sales, a right-of-way use fee, and is reported as an inter-fund transfer to the Capital Projects Fund.

**UTILITY FUND  
STATEMENT OF REVENUES & EXPENSES**

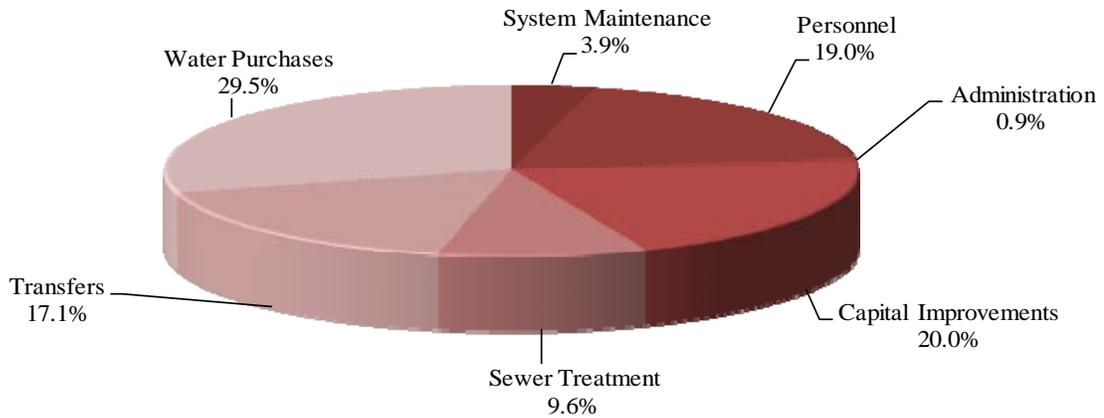
	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
<b>REVENUES/SOURCES OF FUNDS</b>				
Licenses & Permits	\$ 53,860	\$ 40,000	\$ 62,190	\$ 48,000
Charges for Services	8,065,128	8,515,550	8,327,400	8,755,945
Fines & Forfeits	73,702	78,000	79,550	93,600
Miscellaneous	66,836	300,425	213,540	16,000
<b>Total Revenues</b>	<b>\$ 8,259,526</b>	<b>\$ 8,933,975</b>	<b>\$ 8,682,680</b>	<b>\$ 8,913,545</b>
<b>Other Sources:</b>				
Transfers In	\$ 330,975	\$ 417,215	\$ 379,720	\$ 490,285
<b>Total Other Sources</b>	<b>\$ 330,975</b>	<b>\$ 417,215</b>	<b>\$ 379,720</b>	<b>\$ 490,285</b>
<b>Total Revenues/Sources</b>	<b>\$ 8,590,501</b>	<b>\$ 9,351,190</b>	<b>\$ 9,062,400</b>	<b>\$ 9,403,830</b>
<b>EXPENSES/USES OF FUNDS</b>				
Personnel Services				
Payroll	\$ 1,590,481	\$ 1,282,155	\$ 1,252,715	\$ 1,405,825
Taxes	\$ 107,227	\$ 94,525	\$ 87,435	\$ 103,895
Retirement	\$ 126,998	\$ 74,795	\$ 73,225	\$ 78,320
Insurance/Other Benefits	200,673	190,780	167,320	197,175
Total Personnel	\$ 2,025,379	\$ 1,642,255	\$ 1,580,695	\$ 1,785,215
Supplies & Equipment	2,695,065	2,995,740	2,864,270	3,006,455
Services & Charges	1,373,581	1,269,040	1,256,015	1,120,910
Capital Outlay	1,610,937	1,796,300	1,755,090	1,881,060
<b>Total Expenses/Uses</b>	<b>\$ 7,704,962</b>	<b>\$ 7,703,335</b>	<b>\$ 7,456,070</b>	<b>\$ 7,793,640</b>
Transfers Out	1,900,955	1,389,675	1,327,895	1,607,110
<b>Total Expenses/Uses</b>	<b>\$ 9,605,917</b>	<b>\$ 9,093,010</b>	<b>\$ 8,783,965</b>	<b>\$ 9,400,750</b>
<b>Excess (Deficiency) of Revenues/Sources over Expenses/Uses</b>	<b>\$ 453,385</b>	<b>\$ 258,180</b>	<b>\$ 278,435</b>	<b>\$ 3,080</b>
<b>Fund Balance</b>	<b>\$ 1,933,334</b>	<b>\$ 2,191,514</b>	<b>\$ 2,211,769</b>	<b>\$ 2,214,849</b>
<b>Fund Balance in Excess of 25% Minimum</b>	<b>\$ 409,828</b>	<b>\$ 714,755</b>	<b>\$ 786,524</b>	<b>\$ 736,704</b>

## UTILITY FUND

### BUDGETED REVENUES & SOURCES BY TYPE



### BUDGETED DISBURSEMENTS BY TYPE



**UTILITY FUND  
STATEMENT OF REVENUES**

	<b>FY 2012 Budget</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
<b>Licenses &amp; Permits</b>				
Plumbing Permits	\$ 53,860	\$ 40,000	\$ 62,190	\$ 48,000
<i>Subtotal</i>	\$ 53,860	\$ 40,000	\$ 62,190	\$ 48,000
<b>Charges For Services</b>				
Water Sales	\$ 5,339,375	\$ 5,754,250	\$ 5,496,900	\$ 5,847,040
Inter-dept Water Sales	102,842	78,100	104,600	107,100
Sewer Charges	2,591,081	2,658,700	2,679,250	2,767,305
Meter Installation	28,150	20,000	43,700	30,000
Other Charges	3,680	4,500	2,950	4,500
<i>Subtotal</i>	\$ 8,065,128	\$ 8,515,550	\$ 8,327,400	\$ 8,755,945
<b>Fines &amp; Forfeits</b>				
Late Payment Penalties	\$ 73,702	\$ 78,000	\$ 79,550	\$ 93,600
<i>Subtotal</i>	\$ 73,702	\$ 78,000	\$ 79,550	\$ 93,600
<b>Miscellaneous</b>				
Interest	\$ 12,168	\$ 10,000	\$ 6,075	\$ 6,000
Sale of Assets	-	-	-	-
Rental of Town Property	-	-	-	-
Refund-Property Damage	-	-	1,565	-
Miscellaneous	54,668	290,425	205,900	10,000
<i>Subtotal</i>	\$ 66,836	\$ 300,425	\$ 213,540	\$ 16,000
<b>Total Revenues</b>	<b>\$ 8,259,526</b>	<b>\$ 8,933,975</b>	<b>\$ 8,682,680</b>	<b>\$ 8,913,545</b>

**SUMMARY OF REVENUE ESTIMATES/TRENDS**

- **Licenses and Permits**

By ordinance, the Town requires the purchase of a license by a master plumber and the purchase of a permit for plumbing services performed within the Town.

- **Charges for Services**

*Water*

Revenues from the retail sale of water are projected to be \$5,847,040, a 1.6% increase over the Fiscal Year 2013 Budget projection. The Town anticipates selling 1,117,200,000 gallons of water, or 93% of the projected purchase of 1,200,000,000 gallons of treated water.

The Town funded water rate stud resulted in a slight restructuring of the existing tiered rate model. For all customers, the base monthly rate increased from \$10.00 to \$13.50. The volume rate did not change for monthly volumes of 12,000 or less. The user group that will realize the most impact from the rate change will be those residential customers using 60,000 gallons per month. These accounts, roughly 15% of the residential customers, will realize a 4.1% increase for consumption greater than 60,000 gallons per month. The projected revenues are sufficient to fund 100.00% of the cost of providing water services at the projected sales volume.

The schedule on page 115 reflects the historical water sales (per 1,000 gallons) by category of use for the past ten (10) fiscal years.

*Sanitary Sewer*

The projected revenues from sanitary sewer charges amount to \$2,767,305 or 4.1% more than for the Fiscal Year 2013 Budget year.

The projected revenues are based on retention of the existing rates and revised volumes. The projected revenues are sufficient to fund 100.00% of the cost of providing sanitary sewer services at the projected sales volume.

*Sanitation Services*

- **Miscellaneous**

Projected interest earnings are based on an average monthly investable balance of \$2,000,000 are reflective of anticipated investable balances at a 0.30% earnings rate.



## *Administrative Department*

### **DEPARTMENT DESCRIPTION**

The Administrative Department is responsible for the day-to-day general governmental administration of the Town including coordinating, directing and reviewing departmental operations in the implementation of policy directive provided by the Mayor and Town Council. The Town Secretary function in this department, along with support staff, is responsible for documenting and maintaining agendas and minutes of Town Council and Board of Adjustment meetings. The preparation, indexing and codification of Town ordinances and the preparation and indexing of resolutions performed by assigned staff.

### **OBJECTIVES MET FOR FISCAL YEAR 2013**

- Maintained quality customer service as evidenced by only sixteen (16) bills requiring adjustment due to error out of approximately 41,000 bills prepared.

- Continued education of customers regarding bank draft and on-line payment options through information flyers and direct contact.
- Continued the process of updating automated customer data for historical information from archived manual card system.
- Evaluated options for maintaining information regarding the tracking of customer contacts on water conservation under the Town's Drought Contingency Plan. Implemented tracking system and maintained same.

### **OBJECTIVES FOR FISCAL YEAR 2014**

- Coordinate the implementation of Town Council goals and objectives with all Town departments, including utility services.
- Ensure the delivery of quality services to the citizens through effective management and efficient administration of Town utility services.
- Promote on-line bill paying through utility bill 'stuffers' and web-site.

### **MAJOR BUDGET ITEMS**

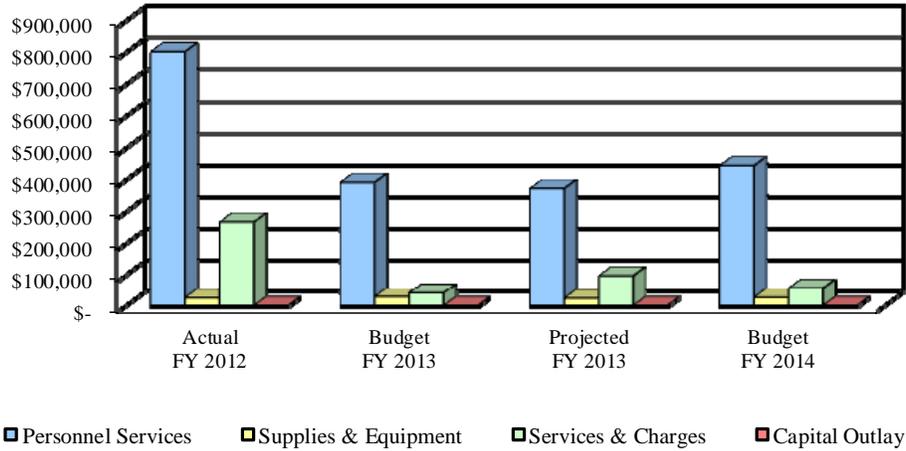
Funding for normal operations

### **EMPLOYEE CLASSIFICATION & PAY GRADE**

<b>Classification</b>	<b>Grade</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Budget</b>	<b>FY 2014 Budget</b>
Town Administrator	-	0.50	0.00	0.00
Director of Public Works	E-3	0.20	0.00	0.00
Director of Town Services	E-3	0.75	0.00	0.00
Manager of Town Services	8	0.65	0.00	0.00
Construction Coordinator	6	1.00	1.00	1.00
Customer Service Supervisor	6	1.00	1.00	1.00
Town Secretary	5	0.20	0.00	0.00
Secretary II	4	0.50	0.00	0.00
Customer Service Specialist II	3	1.00	1.00	1.00
Customer Service Specialist I	2	1.00	1.00	1.00
Attorney (Part Time)	-	0.20	0.00	0.00
<b>Total Allocable Employees</b>		<b>6.20</b>	<b>4.00</b>	<b>4.00</b>

**EXPENDITURE SUMMARY**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
Personnel Services	\$ 801,338	\$ 391,055	\$ 372,120	\$ 443,225
Supplies & Equipment	25,086	28,550	23,720	26,300
Services & Charges	266,575	40,930	96,965	57,000
Capital Outlay	-	-	-	-
<b>Total Department</b>	<b>\$1,092,999</b>	<b>\$ 460,535</b>	<b>\$ 492,805</b>	<b>\$ 526,525</b>



<b>ACTIVITY MEASURES</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
<b>Utilities Service</b>				
Bills Prepared	40,748	41,500	40,700	40,900
New Deposits (#)	396	400	435	400
Bank Draft Customers	732	750	1,030	1,500
Internet Payments	1,067	1,100	1,700	1,700
<b>Billing Adjustment Requests</b>				
Billing Errors	63	60	63	60
Leaks	59	50	51	50



*Water  
Department*

**DEPARTMENT DESCRIPTION**

The Water Department is responsible for providing the Town with a reliable supply of potable water. The maintenance of the water distribution system includes 40 miles of water mains, 252 fire hydrants, one (1) elevated storage tank (750,000 gallons) and one ground storage tank (1,500,000 gallons). Treated water is purchased from the Dallas County Park Cities Municipal Utility District.

**OBJECTIVES MET FOR FISCAL YEAR 2013**

- Routine maintenance of system, minimizing service interruptions.
- Over 400 water meters replaced in the Town’s meter change-out program.

**OBJECTIVES FOR FISCAL YEAR 2014**

- Maintain the quality of service by minimizing the number of customers affected during water service interruptions and maintain the distribution system to minimize service interruptions.
- Provide funding of infrastructure replacement program through the water rate structure.
- Maintain program of changing service meters on a fourteen-year replacement schedule or as needed.

**MAJOR BUDGET ITEMS**

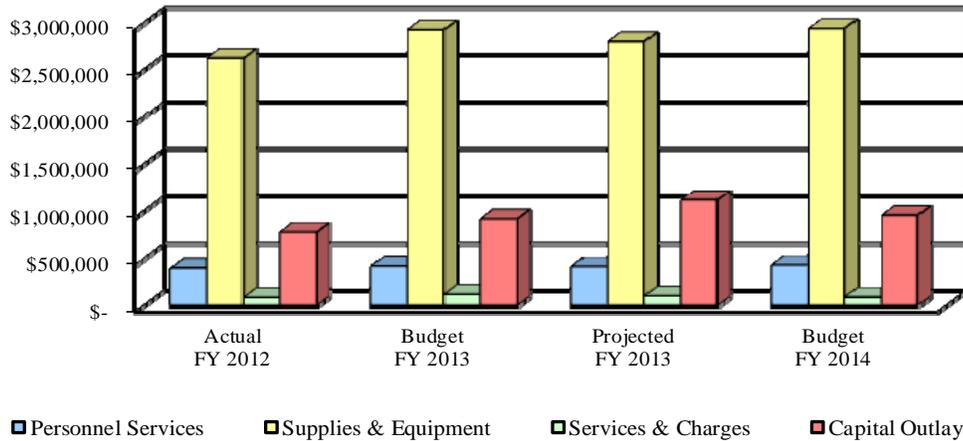
- Funding for infrastructure replacement/maintenance -\$929,030.
- Repair materials for making necessary system repairs in conjunction with infrastructure replacement/maintenance program - \$80,000.
- Replacement water meters - \$60,600.
- Cleaning and repair of Holland Avenue elevated storage tank (\$9,000)
- Purchase of a digital leaker detector (\$7,000) and a valve machine (\$7,000).

**EMPLOYEE CLASSIFICATION & PAY GRADE**

<b>Classification</b>	<b>Grade</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Budget</b>	<b>FY 2014 Budget</b>
Foreman	8	0.4	0.4	0.4
Public Works Maintenance Worker III	4	4.0	4.0	4.0
<b>Total Allocable Employees</b>		<b>4.4</b>	<b>4.4</b>	<b>4.4</b>

**EXPENDITURE SUMMARY**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
Personnel Services	\$ 405,421	\$ 425,220	\$ 420,353	\$ 436,560
Supplies & Equipment	2,616,693	2,927,930	2,789,291	2,940,475
Services & Charges	83,540	115,520	98,307	85,090
Capital Outlay	777,012	914,400	1,116,272	952,030
<b>Total Department</b>	<b>\$3,882,666</b>	<b>\$4,383,070</b>	<b>\$4,424,223</b>	<b>\$4,414,155</b>



**ACTIVITY MEASURES**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2013 Budget</b>
<b>Water Meter Activity</b>				
Change –out Program	514	400	630	400
New Services	38	75	50	50
<b>Meter Reading</b>				
Meters Read	65,258	64,800	65,000	65,300
Meters Reread	N/A	1,600	1,700	1,600



*Sanitary Sewer  
Department*

- Continued to address inflow and infiltration (I&I) through infrastructure maintenance/replacement.
- 

**OBJECTIVES FOR FISCAL YEAR 2014**

- Decrease I & I into the system.
- Maintain the collection and transmission system to minimize service interruptions.
- Through the sanitary sewer rate structure, provide funding of infrastructure replacement program.
- Continue Town’s program of systematically flushing sanitary sewer lines through out the Town.

**DEPARTMENT DESCRIPTION**

The Sanitary Sewer Department is responsible for providing the Town with a reliable and sound system of wastewater collection. The operation of the wastewater collection system includes 37 miles of lines serving 3,250 customers and some 600 manholes. The Town contracts with Dallas Water Utilities for the treatment of wastewater.

**OBJECTIVES MET-FISCAL YEAR 2013**

- Sanitary sewer collection system maintained, keeping service interruptions to a minimum.
- Continued Town’s program of systematically flushing sanitary sewer lines by flushing 50.0 miles, or the entire system 1.3 times.

**MAJOR BUDGET ITEMS**

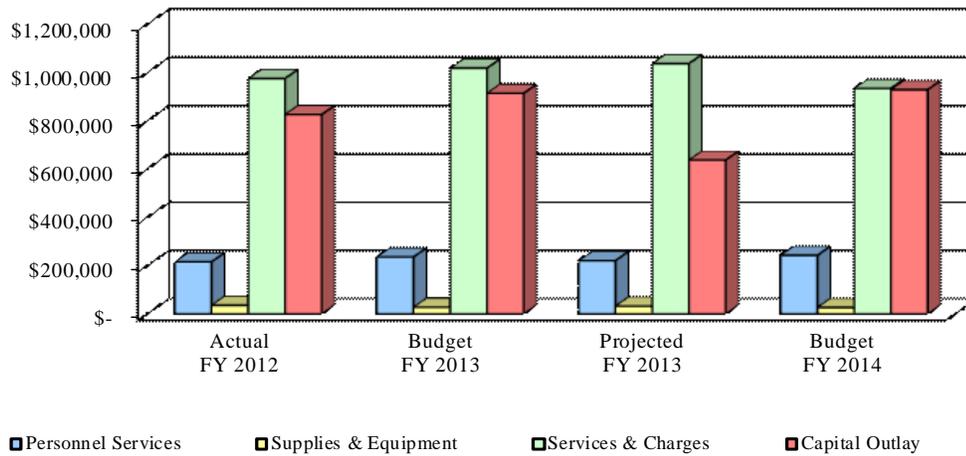
- Infrastructure replacement/maintenance - \$929,030.

**EMPLOYEE CLASSIFICATION & PAY GRADE**

<b>Classification</b>	<b>Grade</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Budget</b>	<b>FY 2014 Budget</b>
Foreman	8	0.3	0.3	0.3
Public Works Maintenance Worker III	4	2.0	2.0	2.0
<b>Total Allocable Employees</b>		<b>2.3</b>	<b>2.3</b>	<b>2.3</b>

**EXPENDITURE SUMMARY**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
Personnel Services	\$ 215,589	\$ 235,950	\$ 221,050	\$ 243,075
Supplies & Equipment	35,856	27,710	32,595	27,000
Services & Charges	975,406	1,018,390	1,037,400	934,520
Capital Outlay	826,131	914,400	637,410	929,030
<b>Total Department</b>	<b>\$ 2,052,982</b>	<b>\$ 2,196,450</b>	<b>\$1,928,455</b>	<b>\$2,133,625</b>



**ACTIVITY MEASURES**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
<b>Service Calls</b>	40	70	25	40
<b>System Maintenance</b>				
Mains Flushed (Approx. Miles)	102.9	60.0	50.0	60.0



*Engineering  
Department*

**DEPARTMENT DESCRIPTION**

This department is responsible for the planning, design, construction and inspection of capital projects and capital improvements projects for the Town by performing such functions directly or by contract.

**OBJECTIVES MET FOR FISCAL YEAR  
2013 & PROJECTS COMPLETED**

- Contracted for the replacement of 5,100 linear feet of water lines, replacement of 4,200 linear feet of sanitary sewer lines, replacement /rehabilitation of 1,320 linear feet of storm drain, replacement of 12,000 square feet of sidewalk, 4,850 linear feet of curb and gutter, and 680 square yards of ADA compliant ramps

**OBJECTIVES FOR FISCAL YEAR 2014**

- Manage construction projects for:
  - Complete Beverly Drive-Phase III rehabilitation project (CIP)
  - Design, prepare specifications, and bid projects for the annual utility infrastructure maintenance and rehabilitation program (\$1,858,060 – Utility Fund)
  - Design, prepare specifications, and bid projects for the annual right-of-way maintenance and rehabilitation program (\$850,660 – Capital Projects Fund)
- Respond to engineering needs of the Town as necessary.

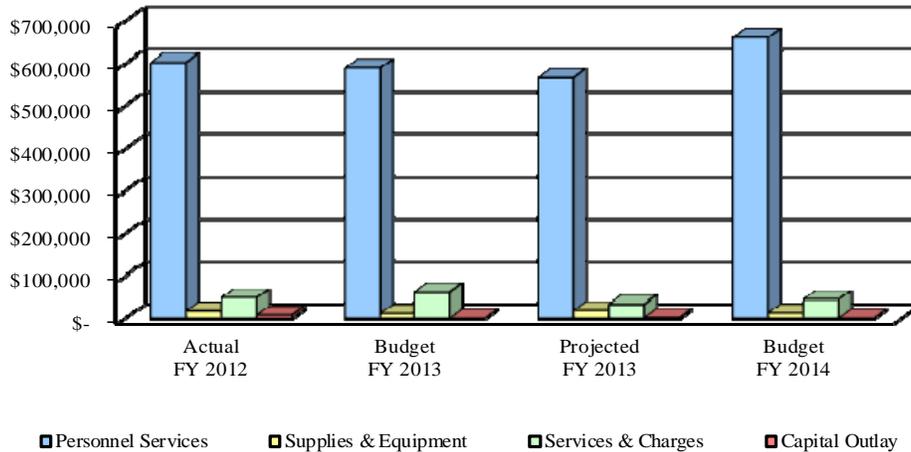
**MAJOR BUDGET ITEMS**

- Funding for normal operations.

<b>EMPLOYEE CLASSIFICATION &amp; PAY GRADE</b>				
<b>Classification</b>	<b>Grade</b>	<b>FY 2012 Budget</b>	<b>FY 2013 Budget</b>	<b>FY 2014 Budget</b>
Town Engineer	E-3	1.0	1.0	1.0
Project Engineer	7	1.0	1.0	1.0
Construction Coordinator	6	1.0	1.0	1.0
Engineer Assistant	5	0.5	0.5	1.0
Project Coordinator	5	1.0	1.0	1.0
<b>Total Allocable Employees</b>		<b>4.5</b>	<b>4.5</b>	<b>5.0</b>

**EXPENDITURE SUMMARY**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
Personnel Services	\$ 603,032	\$ 590,030	\$ 567,165	\$ 662,355
Supplies & Equipment	17,430	11,550	18,665	12,680
Services & Charges	48,059	61,700	33,350	44,300
Capital Outlay	7,793	-	1,405	-
<b>Total Department</b>	<b>\$ 676,314</b>	<b>\$ 663,280</b>	<b>\$ 620,585</b>	<b>\$ 719,335</b>



**FY 2014 WATER AND SANITARY SEWER PROJECTS**

<b>PROJECT</b>	<b>DESCRIPTION</b>	<b>ESTIMATE</b>
Valve inspection	24' water valve installation - Edmondson/Roland	\$ 150,000
Easement projects	Replace water and sanitary sewer in Town easements: 4200 block of Belclaire/Versailles 4200 & 4300 blocks of Arcady/Bordeaux 4300 block of Westway/Rheims	250,000 500,000 200,000
18" sanitary sewer	Pipe burst 18" line @ St. Johns/Armstrong	50,000
18" parallel sanitary sewer line, design	Design 18" parallel sanitary sewer line near Armstrong/Lakeside/Lexington	10,000
Roland - water line & paving	Water line replacement with pavement repairs	600,000
<b>Total</b>		<b>\$ 1,760,000</b>

**FY 2014 RIGHT-OF-WAY REHABILITATION PROJECTS**

<b>PROJECT</b>	<b>DESCRIPTION</b>	<b>ESTIMATE</b>
Resurfacing @ Town Hall	Drexel/Euclid/St. Johns/Lexington street resurfacing	\$ 250,000
Various resurfacing	Potomac/Normandy/Shenandoah street resurfacing	450,000
Traffic Signal System	Mockingbird Lane @ Airline intersection: Replace traffic control poles & signals	150,000
<b>Total</b>		<b>\$ 850,000</b>



*Transfer to  
Other Funds*

This Budget provides for the \$1,607,110 from the Utility Fund to other funds. Included is a transfer of \$1,051,005 to the General Fund for G&A cost reimbursement, \$430,715 to the Capital Projects Fund, representing the right-of-way use fee, which is 5% on water and sanitary sewer sales, and funding for the Fund's share of Equipment Replacement, Technology Replacement and Building Maintenance & Investment Funds.

<b>EXPENDITURE SUMMARY</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
General Fund	-	\$ 969,025	\$ 914,685	\$ 1,051,005
Capital Projects Fund	\$ 1,900,955	420,650	413,210	430,715
Equipment Replacement Fund	-	-	-	61,740
Technology Replacement Fund	-	-	-	14,330
Building Maintenance & Investment Fund	-	-	-	49,320
<b>Total Interfund Transfers</b>	<b>\$ 1,900,955</b>	<b>\$ 1,389,675</b>	<b>\$ 1,327,895</b>	<b>\$ 1,607,110</b>

## **STORM WATER DRAINAGE UTILITY FUND**

In December, 2003, the Town established a Storm Water Drainage Utility in accordance with Subchapter C of Chapter 402 of the Texas Local Government Code. The Storm Water Drainage Utility was established as a mechanism to protect the public health and safety from loss of life and property caused by surface water overflows, surface water stagnation and pollution arising from non-point source runoff within the Town. The enabling ordinance also provides the assessment, levy and collection of an equitable fee structure for funding the system. The Storm Water Drainage Utility Fund is the financial structure used for the accounting of the receipt of resources (revenues) and uses of resources (expenditures) to fund the following:

- Infrastructure maintenance/reconstruction;
- Educational materials/school storm water programs,
- Requirements for control of erosion, sediment, and other pollutants on construction sites;
- Site-plan approval processes requiring post-construction storm water controls;
- Procedures for inspecting and monitoring structural best management practices;
- Street sweeping and catch basin cleaning; and
- Recycling, pollution prevention programs.

The Storm Water Drainage Utility Fund provided the funding for the construction of the Lexington Avenue Tunnel. This tunnel (culvert) was constructed to alleviate water flows in Hackberry Creek during significant rain events. The primary purpose of the tunnel is to lower the water level in Hackberry Creek under Town Hall by 7 feet. This improvement was very important to the design of the Department of Public Safety and Town Hall Project.

In addition to funding the Town's contract for street sweeping and catch basin cleaning (\$42,650.00), supplies of pet mitts (\$6,000.00) maintained throughout the Town's parks, and \$20,000.00 for incidental repair and maintenance projects, this budget also provides \$50,000.00 for a new storm drain line at Airline at the Katy Trail (SMU) and annual Exall Lake Dam maintenance.

The basis of accounting for the Storm Water Drainage Utility Fund is the modified accrual basis.

**STORMWATER DRAINAGE UTILITY FUND  
STATEMENT OF REVENUES & EXPENDITURES**

	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
<b>REVENUES/SOURCES OF FUNDS</b>				
Charges for Services	\$ 363,265	\$ 365,760	\$ 368,255	\$ 372,340
Interest	521	800	490	600
Miscellaneous	7	30,000	36,900	-
<b>Total Revenues/Sources of Funds</b>	<b>\$ 363,793</b>	<b>\$ 396,560</b>	<b>\$ 405,645</b>	<b>\$ 372,940</b>
<b>EXPENSES/USES OF FUNDS</b>				
Personnel Services				
Payroll	\$ 33,623	\$ 38,445	\$ 36,625	\$ -
Payroll Taxes	2,357	2,940	2,405	-
Retirement	2,619	2,245	2,020	-
Insurance	5,443	5,775	5,775	-
Total Personnel	\$ 44,043	\$ 49,405	\$ 46,825	\$ -
Supplies & Equipment	1,834	10,000	3,440	10,000
Services & Charges	48,348	68,775	70,500	68,775
Capital Outlay	-	100,000	346,650	50,000
<b>Total Expenses</b>	<b>\$ 94,225</b>	<b>\$ 228,180</b>	<b>\$ 467,415</b>	<b>\$ 128,775</b>
<b>Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>107,900</b>
<b>Total Expenses/Uses of Funds</b>	<b>\$94,225</b>	<b>\$228,180</b>	<b>\$467,415</b>	<b>\$236,675</b>
<b>Excess of Revenues/Sources Over Expenses/Uses</b>	<b>\$ 269,568</b>	<b>\$ 168,380</b>	<b>\$ (61,770)</b>	<b>\$ 136,265</b>
<b>Fund Balance</b>	<b>\$ 531,177</b>	<b>\$ 699,557</b>	<b>\$ 469,407</b>	<b>\$ 605,672</b>

## EQUIPMENT REPLACEMENT FUND

The Equipment Replacement Fund is the financial structure used for the accounting of the receipt of resources (revenues and transfers) and the use of resources for the acquisition of the Town's rolling stock. Each operational department within the General and Utility Funds are charged for the cost of use of their respectively assigned vehicles and equipment at a rate equal to the straight-line depreciation of original cost less projected salvage value. The incurred costs are recorded as expenditures/expenses within the respective funds and as revenues (Charges for Service) in the Equipment Replacement Fund. The basis of accounting used for budget development and presentation for the Equipment Replacement Fund is the accrual basis with the exceptions that capital purchases are reported as expenditures and depreciation is not included in budgeted expenditures.

All rolling stock us scheduled for replacement and each vehicle and piece of equipment is evaluated annually for mileage, condition and maintenance costs before a final decision for replacement is made.

This budget provides funding for the purchase of one (2) hybrid-technology vehicles for DPS Administration/CID (\$89,050.00), four (4) SUV styled vehicles for DPS operations (\$232,115.00), and one (1) backhoe (\$35,485.00).

### STATEMENT OF REVENUES & EXPENSES

	FY 2012 Actual	FY 2013 Budget	FY 2013 Projected	FY 2014 Budget
<b>REVENUES/SOURCES OF FUNDS</b>				
Charges for Services	\$ 956,229	\$ 920,800	\$ 790,915	\$ -
Interest	8,022	6,150	7,625	4,000
Sale of Assets	73,839	88,100	3,360	92,500
<b>Total Revenues</b>	<b>\$ 1,038,090</b>	<b>\$ 1,015,050</b>	<b>\$ 801,900</b>	<b>\$ 96,500</b>
Transfers	-	-	-	424,710
<b>Total Revenues/Sources</b>	<b>\$ 1,038,090</b>	<b>\$ 1,015,050</b>	<b>\$ 801,900</b>	<b>\$ 521,210</b>
<b>EXPENSES/USES OF FUNDS</b>				
Vehicle Disposal	\$ 8,962	\$ 7,400	\$ 270	\$ 7,400
Computer Acquisition	55,918	64,425	96,700	-
Vehicle Acquisition	67,264	289,700	265,380	321,365
Equipment Acquisition	28,063	-	-	35,485
<b>Total Expenses</b>	<b>\$ 160,207</b>	<b>\$ 361,525</b>	<b>\$ 362,350</b>	<b>\$ 364,250</b>
Transfers	200,000	-	-	-
Distribution of Assets	-	-	-	979,458
<b>Total Expenses/Uses</b>	<b>\$ 360,207</b>	<b>\$ 361,525</b>	<b>\$ 362,350</b>	<b>\$ 1,343,708</b>
<b>Excess (Deficiency) of Revenues/Sources Over Expenses/Uses</b>	<b>\$ 877,883</b>	<b>\$ 653,525</b>	<b>\$ 439,550</b>	<b>\$ (822,498)</b>
<b>Fund Balance</b>	<b>\$ 1,714,936</b>	<b>\$ 2,368,461</b>	<b>\$ 2,154,486</b>	<b>\$ 1,331,988</b>

EQUIPMENT INVENTORY AND REPLACEMENT SCHEDULE

Department/ Equipment Type	Equipment Make	Equipment Model	Year Purchased	Schedule Replacement
<b>PUBLIC SAFETY</b>				
Administration/CID	Toyota	Highlander Hybrid	2009	2014
Administration/CID	Toyota	Highlander Hybrid	2009	2014
Administration/CID	Toyota	Highlander Hybrid	2010	2015
Administration/CID	Toyota	Highlander Hybrid	2010	2015
Command Vehicle	Chevrolet	Tahoe	2010	2014
Fire Apparatus	Pierce		2011	2032
Fire Apparatus	Quality		2000	2020
Fire Apparatus	Pierce-Dash		2007	2027
MICU	Navistar		2006	2021
MICU	Freightliner-Horton		2002	2017
MICU	Frazier		2010	2025
Pickup (Animal Control)	Dodge		2013	2020
Administration/CID	Chevrolet	Tahoe	2013	2019
Police SUV	Chevrolet	Tahoe	2010	2014
Police SUV	Chevrolet	Tahoe	2010	2014
Police SUV	Chevrolet	Tahoe	2010	2014
Police SUV	Chevrolet	Tahoe	2010	2014
Police SUV	Chevrolet	Tahoe	2013	2016
Police SUV	Chevrolet	Tahoe	2013	2016
Police SUV	Chevrolet	Tahoe	2013	2016
<b>STREET</b>				
Dump Truck	Ford		2010	2018
Pickup	Chevrolet		2011	2018
Truck 1-ton	Ford		2010	2017
<b>STREET LIGHTING</b>				
Truck w/Ariel lift	Ford		2009	2018
Pickup	Chevrolet		2012	2019
<b>PARKS</b>				
Truck w/ Ariel lift	Chevrolet		2008	2018
Pickup	Chevrolet		2013	2020
Van	Chevrolet		2013	2020
Truck w/ Dump body	Chevrolet		2012	2020
Pickup	Ford		2010	2017
Pickup	Ford		2010	2017
Pickup 1-ton w/ Dump body	Ford		2010	2017
Pickup	Ford		2010	2017
Skid Steer Loader	Bobcat		2005	Unscheduled

EQUIPMENT INVENTORY AND REPLACEMENT SCHEDULE

Department/ Equipment Type	Equipment Make	Equipment Model	Year Purchased	Schedule Replacement
<b>SERVICE CENTER</b>				
Front-End Loader.....	Case.....	2011.....	2011.....	2021
<b>WATER</b>				
Pickup .....	Chevrolet.....	2013.....	2013.....	2020
Pickup .....	Chevrolet.....	2013.....	2013.....	2020
Pickup .....	Chevrolet.....	2011.....	2011.....	2018
Pickup .....	Ford.....	2010.....	2010.....	2017
<b>SEWER</b>				
Truck-4 ½ Ton w/ Flusher .....	Ford.....	2011.....	2011.....	2018
Dump Truck .....	Freightliner.....	2008.....	2008.....	2018
Truck 1-ton.....	Ford.....	2010.....	2010.....	2017
Loader/Backhoe .....	John Deere .....	2012.....	2012.....	2020
Backhoe.....	Ford.....	2004.....	2004.....	2014

## TECHNOLOGY REPLACEMENT FUND

Effective with the FY 2014 Budget, the Town has created a separate fund for accounting for its investment in technology equipment. This type of equipment includes computers, servers, radios, telephones, and networking assets. All assets are scheduled for replacement based upon estimated useful life that covers the respective warranty periods of the assets.

The basis of accounting used for budget development and presentation for the Technology Replacement Fund is the accrual basis with the exceptions that capital purchases are reported as expenditures and depreciation is not included in budgeted expenditures.

### STATEMENT OF REVENUES & EXPENSES

	FY 2012 Actual	FY 2013 Budget	FY 2013 Projected	FY 2014 Budget
<b>REVENUES/SOURCES OF FUNDS</b>				
Interest	\$ -	\$ -	\$ -	\$ 2,000
Sale of Assets	-	-	-	2,000
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,000</b>
Transfers	-	-	-	355,655
Distribution of Assets	-	-	-	979,458
<b>Total Revenues/Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,339,113</b>
<b>EXPENSES/USES OF FUNDS</b>				
Asset Disposal	\$ -	\$ -	\$ -	\$ 250
Computer Acquisition	-	-	-	80,000
<b>Total Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 80,250</b>
Transfers	-	-	-	-
<b>Total Expenses/Uses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 80,250</b>
<b>Excess (Deficiency) of Revenues/Sources Over Expenses/Uses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,258,863</b>
<b>Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,258,863</b>

## COURT TECHNOLOGY FUND

In 1999, the Texas Legislature authorized the local option for cities to impose a \$4.00 fee on municipal court convictions for funding technological improvements and enhancements in the local courts. The enabling legislation limits the use of these collected funds "... to finance the purchase of or to maintain technological enhancements for a court" (Article 102.0173, Chapter 102, Texas Code of Criminal Procedure). The Town adopted the necessary ordinance and began collecting this fee in accordance with this statute.

The Town has used these funds to acquire replacement computers, imaging software for case archiving, maintenance and upgrades to the case management system and website administration costs to enable online fine payment.

This Budget includes appropriations for software, hardware, website maintenance contracts (\$26,950).

The basis of accounting for the Court Technology Fund is the modified accrual basis.

### STATEMENT OF REVENUES & EXPENSES

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY -2013 Budget
<b>REVENUES/SOURCES OF FUNDS</b>				
Court Fees	\$ 27,625	\$ 26,900	\$ 28,000	\$ 25,600
Interest	65	100	65	125
<b>Total Revenues</b>	<b>\$ 27,690</b>	<b>\$ 27,000</b>	<b>\$ 28,065</b>	<b>\$ 25,725</b>
Transfers	-	-	-	-
<b>Total Revenues/Sources</b>	<b>\$ 27,690</b>	<b>\$ 27,000</b>	<b>\$ 28,065</b>	<b>\$ 25,725</b>
<b>EXPENSES/USES OF FUNDS</b>				
Supplies & Equipment	\$ 2,967	\$ 2,950	\$ 2,880	\$ 2,950
Service & Charges	17,045	24,000	13,800	24,000
Capital Outlay	-	-	-	-
<b>Total Expenses/Uses</b>	<b>\$ 20,012</b>	<b>\$ 26,950</b>	<b>\$ 16,680</b>	<b>\$ 26,950</b>
<b>Excess (Deficiency) of Revenues/Sources Over Expenses/Uses</b>	<b>\$ 7,678</b>	<b>\$ 50</b>	<b>\$ 11,385</b>	<b>\$ (1,225)</b>
<b>Fund Balance</b>	<b>\$ 46,160</b>	<b>\$ 46,210</b>	<b>\$ 57,545</b>	<b>\$ 56,320</b>

## COURT SECURITY FUND

In 1993, the Texas Legislature authorized the local option for cities to impose a \$3.00 fee on municipal court convictions for funding security related costs in the local courts. The Town adopted the necessary ordinance and began collecting this fee in accordance with this statute.

The Town has used these funds to acquire security glass at the court clerks work area, “bullet proofing” the judges desk, court room/building burglar and fire alarm services and bailiff services during court proceedings.

This Budget provides for a transfer of \$20,000 to the General Fund for support the services of the part-time position of Town Marshall/Bailiff added in the FY 2010 Budget (General Fund – Municipal Court operations) and a \$140,000 transfer to the Capital Projects Fund toward the implementation of a new Town-wide IT system that is a key element in the DPS Communications and Town Hall Remodeling Project.

The basis of accounting for the Court Security Fund is the modified accrual basis.

### STATEMENT OF REVENUES & EXPENDITURES

	FY 2012 Actual	FY 2013 Budget	FY 2013 Projected	FY 2014 Budget
<b>REVENUES/SOURCES OF FUNDS</b>				
Court Fees	\$ 19,415	\$ 19,175	\$ 23,465	\$ 22,000
Interest	137	25	10	10
<b>Total Revenues</b>	<b>\$ 19,552</b>	<b>\$ 19,200</b>	<b>\$ 23,475</b>	<b>\$ 22,010</b>
Transfers	-	-	-	-
<b>Total Revenues/Sources</b>	<b>\$ 19,552</b>	<b>\$ 19,200</b>	<b>\$ 23,475</b>	<b>\$ 22,010</b>
<b>EXPENDITURES/USES OF FUNDS</b>				
Services & Charges	\$ 324	\$ 500	\$ 325	\$ 500
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 324</b>	<b>\$ 500</b>	<b>\$ 325</b>	<b>\$ 500</b>
Transfers	159,577	20,500	19,575	21,500
<b>Total Expenditures/Uses</b>	<b>\$ 159,901</b>	<b>\$ 21,000</b>	<b>\$ 19,900</b>	<b>\$ 22,000</b>
<b>Excess Revenues/Sources Over Expenditures/Uses</b>	<b>\$ (140,349)</b>	<b>\$ (1,800)</b>	<b>\$ 3,575</b>	<b>\$ 10</b>
<b>Fund Balance</b>	<b>\$ 4,868</b>	<b>\$ 3,068</b>	<b>\$ 8,443</b>	<b>\$ 8,453</b>

## BUILDING MAINTENANCE & INVESTMENT FUND

The Town is progressing to the date that the significantly renovated Town Hall and Department of Public Safety facility will be re-occupied. To insure that this investment is adequately maintained so as to serve the Town's needs for many years to come, a Building Maintenance & Investment Fund was created in conjunction with the development of the FY 2014 Combined Budget.

Upon completion of the facility, the Town will engage a firm to assist in inventorying the various components of the facility and establish a maintenance and replacement schedule. In moving toward that goal, the Town identified some available resources to establish this fund. Normal operating costs for the Town Hall and Department of Public Safety facility can only be estimated at this point as the anticipated occupancy date is March, 2014. Funding for maintenance and operations of the Town's Service Center, which houses Parks and Public Works operations, will also be recorded in this new fund.

For FY 2014, the General and Utility Funds will contribute funding for normal operations of these two facilities based upon respective Fund staff occupancy levels. With completion of a maintenance and replacement schedule, future funding will be computed accordingly.

The basis of accounting for the Court Security Fund is the modified accrual basis.

### STATEMENT OF REVENUES & EXPENDITURES

	FY 2012 Actual	FY 2013 Budget	FY 2013 Projected	FY 2014 Budget
<b>REVENUES/SOURCES OF FUNDS</b>				
Interest	\$ -	\$ -	\$ -	\$ 650
Miscellaneous	-	-	-	-
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 650</b>
Transfers	-	-	213,230	303,675
<b>Total Revenues/Sources of Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 213,230</b>	<b>\$ 304,325</b>
<b>EXPENDITURES/USES OF FUNDS</b>				
Supplies & Equipment	-	-	-	31,350
Services & Charges	-	-	-	164,155
Capital Outlay	-	-	-	20,590
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 216,095</b>
Transfers	-	-	-	12,580
<b>Total Expenditures/Uses of Funds</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$228,675</b>
<b>Excess of Revenues/Sources Over Expenses/Uses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 213,230</b>	<b>\$ 75,650</b>
<b>Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 213,230</b>	<b>\$ 288,880</b>

## **CAPITAL PROJECTS FUND**

The Capital Projects Fund is the financial structure used for the accounting of the receipt of resources (revenues and transfers) and the use of resources for capital expenditures of \$100,000 and greater. The basis of accounting for the Capital Projects Fund is the modified accrual basis.

Since 1980, the Town has been aggressive in funding all capital outlay and large dollar maintenance needs through current revenues and reserves. The Town has been able to fund over \$40,000,000 in its capital program without incurring additional debt.

The FY 2014 Combined Budget includes transfers to the Capital Projects Fund from the General and Utility Funds. The detail regarding these transfers is presented on pages 70 and 86, respectively. In addition to these transfers, the Town's Financial Management Policies also provide for the transfer of any annual operating surplus realized by the General Fund for each preceding fiscal year.

As part of the Town's multi-year Capital Improvement Plan (adopted in in FY 2011), the Town awarded a contract for the construction phase of the Department of Public Safety and Town Hall Project ("Project"). Overall, this multi-year project has a budget \$19,200,000. The scope of the project includes: a total replacement of communications equipment (public safety radios and dispatch), providing a state-of-the-art public safety communications center, total rebuild of technology based systems (network, data management and processing, and data storage), renovation of the existing Town Hall structure built in 1923, and reconstruction of jail facilities and general office space.

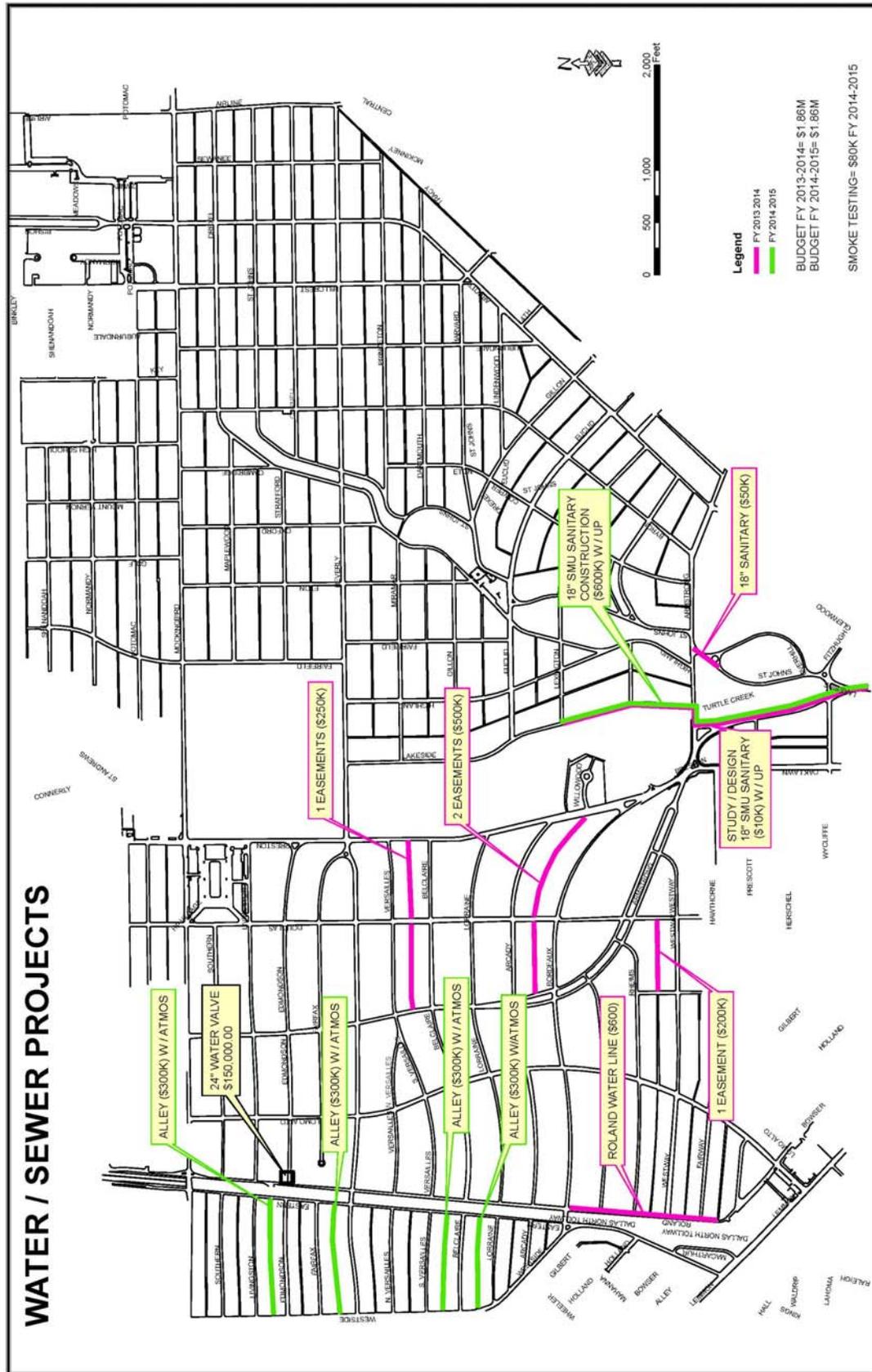
The capital and human resources necessary to accomplish the successful completion of this Project has been one of the most extensive projects undertaken by the Town. During this time, the Town has directed its annual right-of-way project funding towards the reconstruction of Beverly Drive, from the Dallas North Tollway to Airline Avenue, completed the Lexington Avenue Tunnel (funded through the Storm Water Drainage Utility Fund), and funded the annual water and sanitary sewer infrastructure/rehabilitation projects (funded through the Utility Fund). Otherwise, the Capital Improvement Plan ("CIP") has been "on hold" until such time as the Project neared completion. Accordingly, one of the key initiatives of the Town's work plan for FY 2014 is to build an updated multi-year CIP for its capital planning needs.

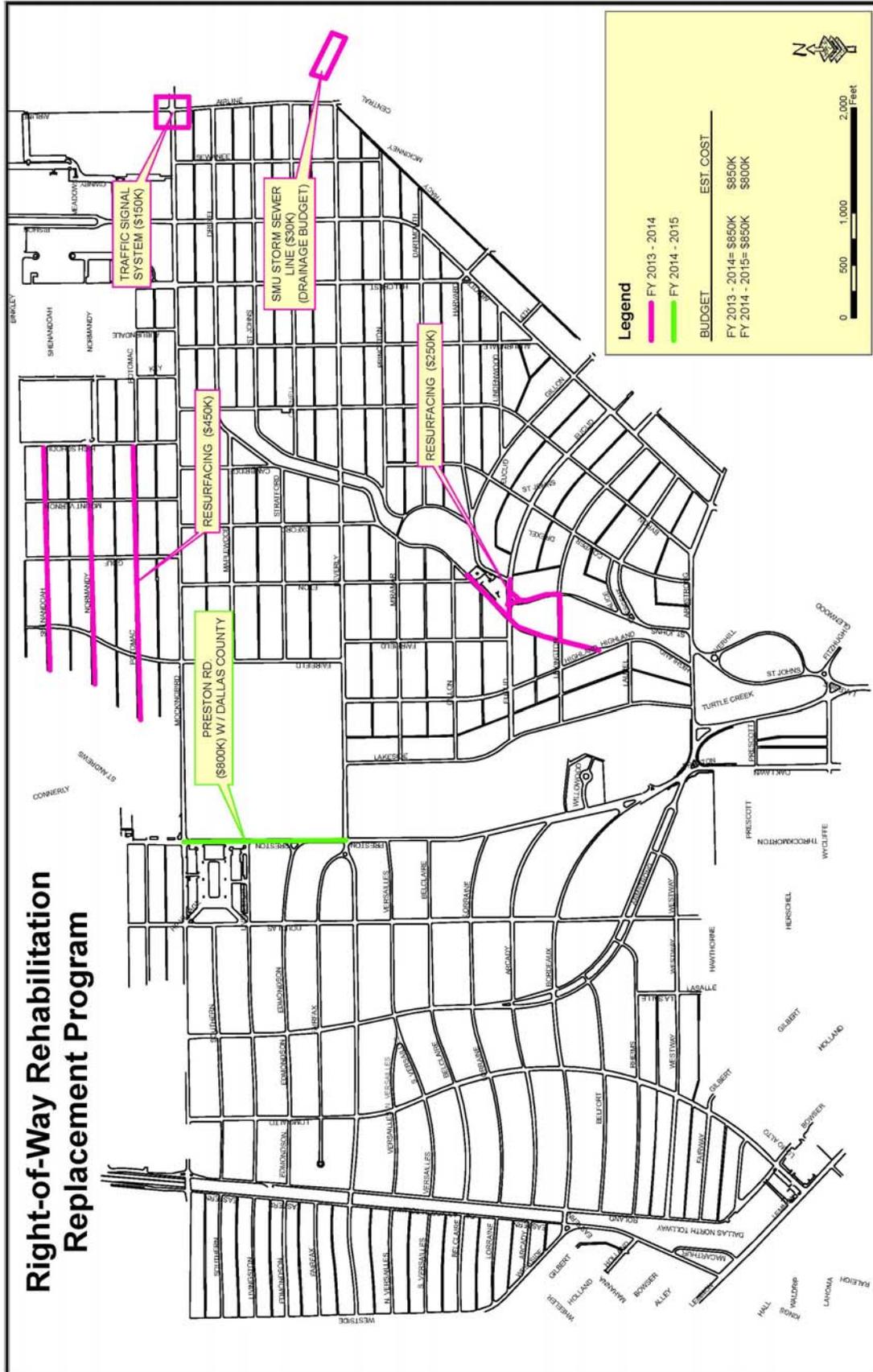
The FY 2014 Budget for the Capital Projects Fund includes \$850,660 for the 2014 right-of-way rehabilitation program (pages 85 & 99) and for the reimbursement of \$287,730 in personnel costs to the Utility Fund, representing that portion of Engineering Department personnel costs associated with Capital Projects Fund funded projects.

Projected waster and sanitary sewer projects (Utility Fund) and right-of-way rehabilitation projects (Capital Projects Fund) for FY 2014 and FY 2015 are shown on the maps on pages 98 and 99.

**CAPITAL PROJECTS FUND  
STATEMENT OF REVENUES & EXPENDITURES**

	<b>FY 2012 Actual</b>	<b>FY-2013 Budget</b>	<b>FY 2013 Projected</b>	<b>FY 2014 Budget</b>
<b>REVENUES/SOURCES OF FUNDS</b>				
Interest	\$ 43,500	\$ 25,000	\$ 31,960	\$ 5,000
Miscellaneous	-	144,000	1,263,315	-
<b>Total Revenues</b>	<b>\$ 43,500</b>	<b>\$ 169,000</b>	<b>\$ 1,295,275</b>	<b>\$ 5,000</b>
Transfers In	\$ 4,775,322	\$ 1,489,529	\$ 2,361,180	\$ 1,741,930
<b>Total Other Resources</b>	<b>\$ 4,775,322</b>	<b>\$ 1,489,529</b>	<b>\$ 2,361,180</b>	<b>\$ 1,741,930</b>
<b>Total Revenues/Sources</b>	<b>\$ 4,818,822</b>	<b>\$ 1,658,529</b>	<b>\$ 3,656,455</b>	<b>\$ 1,746,930</b>
<b>EXPENDITURES/USES OF FUNDS</b>				
Capital Projects	\$ 11,140,473	\$ 1,029,130	\$ 14,621,260	\$ 850,660
<b>Total Expenditures</b>	<b>\$ 11,140,473</b>	<b>\$ 1,029,130</b>	<b>\$ 14,621,260</b>	<b>\$ 850,660</b>
Transfers	338,157	331,440	299,545	287,730
<b>Total Expenditures/Uses of Funds</b>	<b>\$11,478,630</b>	<b>\$1,360,570</b>	<b>\$14,920,805</b>	<b>\$1,138,390</b>
<b>Excess (Deficiency) of Revenues/Sources Over Expenditures/Uses</b>	<b>\$ (6,659,808)</b>	<b>\$ 297,959</b>	<b>\$ (11,264,350)</b>	<b>\$ 608,540</b>
<b>Fund Balance</b>	<b>\$ 12,183,151</b>	<b>\$ 12,481,110</b>	<b>\$ 918,801</b>	<b>\$ 1,527,341</b>







## **PAY PLAN**

The Pay Plans incorporated in the Town's FY 2014 Combined Budget are designed to maintain equity in the Town's designated public sector market.

The pay grades for Public Safety positions are structured based on market data for relative duties and responsibilities of the blended police and fire functions. The Public Safety Officer ("PSO") position is the anchor of the pay plan on which all other public safety positions and grades are determined. The midpoint of the new pay range for the PSO position was set at 20% above the weighted average of the police officer position in our target market. The differential of 20% is to recognize the dual discipline duties of police and fire required by the PSO position and public safety supervisors.

The pay plans are designed to incorporate the Town's Pay for Performance ("P4P"), a program that has been very beneficial to the Town and its employees for over twenty (20) years. All employees are evaluated on a quarterly basis for performance and personal goals and job duties. Immediate compensation for performance is tied to the evaluation on a scale of 0-7% of each employee's grading period base pay. The average performance rating over the preceding twelve (12) months determines the level within each pay grade that an employee will achieve from one budget year to the next.

Under the Town's Wellness Program employees may earn up to an additional 2% of base pay for participation in and satisfactory completion of a battery of physical fitness tests, designed to promote a physically sound and healthy lifestyle.

**TOWN OF HIGHLAND PARK GRADED PAY PLAN  
NON-EXEMPT EMPLOYEES  
FISCAL YEAR 2014**

<b>Grade</b>	<b>Position</b>	<b>Minimum</b>	<b>Maximum</b>
8	Chief Building Inspector Controller/Systems Administrator Communications Supervisor Development Services Manager Foreman	\$78,414	\$113,269
7	Project Engineer Town Secretary/Administrative Secretary	\$68,186	\$98,494
6	Accreditation Manager Building Inspector Construction Coordinator Customer Service Supervisor Support Services Supervisor	\$59,292	\$85,647
5	Accountant Construction Inspector Electrical/Mechanical Tech Engineering Tech Project Coordinator Support Services Officer	\$51,558	\$74,476
4	Communications Specialist Court Clerk Library Assistant Parks Maintenance Specialist Secretary II Senior Accounting Tech Public Works Maintenance Worker III	\$44,833	\$64,762
3	Accounting Technician Building Permit Tech Deputy Court Clerk Customer Service Specialist II Parks Maintenance Worker II Public Works Maintenance Worker II	\$38,985	\$56,314
2	Customer Service Specialist I Library Associate Public Works Maintenance Worker I Secretary I	\$33,900	\$48,969
1	Parks Maintenance Worker I	\$29,479	\$42,582

**Base Minimum and Base Maximum reflect the range within each grade, including Pay for Performance (“P4P”), but is net of any incentives.**

**TOWN OF HIGHLAND PARK GRADED PAY PLAN  
PUBLIC SAFETY PERSONNEL  
FISCAL YEAR 2014**

<b>Grade</b>	<b>Position</b>	<b>Minimum</b>	<b>Maximum</b>
G	Captain	\$117,532	\$138,336
F	Lieutenant	\$102,202	\$120,292
E	Sergeant	\$88,871	\$104,602
D	Unassigned	-	-
C	Public Safety Officer	\$68,969	\$88,556
B	Fire Fighter Police Officer	\$57,474	\$67,647
A	Public Safety Apprentice	\$54,862	\$58,702

**Base Minimum and Base Maximum reflect the range within each grade, including the maximum achievement possible through Pay for Performance (“P4P”), but is net of any incentives.**

**TOWN OF HIGHLAND PARK GRADED PAY PLAN  
EXEMPT POSITION  
FISCAL YEAR 2014**

<b>Grade</b>	<b>Position</b>	<b>Minimum</b>	<b>Maximum</b>
E-4	Director of Public Safety	\$150,285	\$195,370
E-3	Director of Fiscal & Human Resources Director of Town Services Town Engineer	\$136,622	\$177,609
E-2	Assistant Director of Public Safety	\$129,808	\$168,750
E-1	Librarian IT Manager	\$97,307	\$126,499

**PAY INCENTIVES AND ENHANCEMENTS**

Additional training and responsibilities are required of numerous Town job positions. Pay incentives have been incorporated in the 2011-2012 graded pay plans for these factors. The following schedule shows how incentives are calculated into the respective employee pay level.

Emergency Medical Technician	+2%
Crew Chief/Section Supervisor/Utility System Certification	+5%
Public Safety Investigator Assignment	+7.5%
Paramedic	+8%
Foreman of More Than One Department	+10%/Dept

All employees under the Town's graded pay plan are eligible for the Town's Pay for Performance program under which each employee can achieve additional compensation, up to 7% of base pay, based on a performance evaluation as it relates to the accomplishments of the goals and objectives of each respective department and the department's annual work plan.

Employees may also earn an additional 2% of base pay by meeting minimum physical fitness standards in the Town's Wellness Program.

## **HIGHLAND PARK, TEXAS**

### **HISTORY**

In 1837, after a savage Indian battle, the remnants of a Texas Ranger scouting expedition camped in a lovely spot along "the creek with all the turtles". These survivors were the first recorded Anglo-Americans in the area that is now known as Highland Park.

A year later, an old Caddo Indian trace was surveyed by the Republic of Texas to become part of a National Central Road to run north from Austin to the Red River. This road was also used as a segment of the old Shawnee Trail for cattle drives to Missouri. Today that road is known as Preston Road, the first paved street in Highland Park and one of the first major highways in this area.

In 1843, Dr. John Cole, of Virginia, acquired 420 acres as a headright from the Republic of Texas. This acreage includes the area of what was to become both Highland Park and University Park. In 1851, this land was inherited by Dr. Cole's son, Joseph Larkin Cole.

Between 1886 and 1889, Colonel Henry Exall, of Kentucky and Virginia, along with other investors, acquired the Cole property. Colonel Exall constructed a dam on Turtle Creek in 1890, creating Exall Lake, and began laying out the graveled streets. After a financial setback, Colonel Exall farmed and raised trotting horses in this area he called Lomo Alto (high land).

In 1907, John S. Armstrong purchased the land and along with his two sons-in-law, Edgar L. Flippen and Hugh E. Prather, Sr. began development of a residential community to be called Highland Park, so named because of its higher elevation as compared to the surrounding area and because of a plan to reserve 20% of the developed land for parks. The plans for the development of the area were laid out by Wilbur David Clark who had laid out Beverly Hills, California, and the first lots were sold in 1909, in an area bounded by Armstrong, Abbott and Gillon Avenues and Hackberry Creek.

In 1913, the Town was incorporated by a vote of its residents and the evolvement of present day Highland Park began.

### **LOCATION**

Highland Park is located approximately three miles north of the center of Dallas, two miles from Love Field and thirty minutes from the Dallas/Fort Worth International Airport. The Township encompasses 2.26 square miles and has an estimated 8,850 residents.

Highland Park is traversed by Turtle Creek and Hackberry Creek, the natural beauty of which has been enhanced by the Town and private property owners through landscaping and lakes.

## MISCELLANEOUS STATISTICAL DATA

Form of Government.....Council - Manager  
 Incorporation Date..... December 1913  
 Adoption Of Home Rule Charter Date.....August 1975  
 Adoption of Revised Town Charter.....March, 2004

### Town Characteristics

Area.....1,445 Acres  
 (2.26 Square Miles)      Population (2000 Census)..... 8,842

### Proportion of Property Values

Residential ..... 89.88%      Commercial ..... 6.36%  
 Business Personal Property..... 1.28%      School/Municipal (Exempt) ..... 2.48%

### Public Safety

Cross-trained..... 54      Emergency Medical Technicians .....7  
 Paramedics..... 36

### Water And Sewer Utility System

#### Water Connections

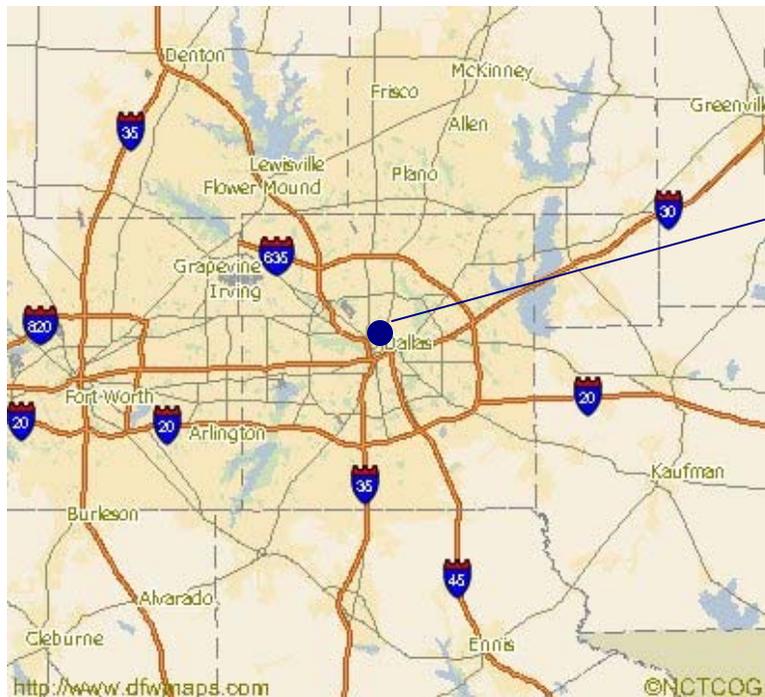
Residential ..... 3,070  
 Commercial ..... 83  
 Irrigation ..... 2,155  
 Municipal..... 71  
 Total ..... 5,379

#### Sewer Connections

Residential ..... 3,036  
 Commercial .....83  
 Municipal.....4  
 Total ..... 3,123

### Infrastructure

Sanitary Sewers ..... 37.18 Miles      Storm Sewers..... 12.22 Miles  
 Parks..... 22 With 59.3 Acres      Paved Streets ..... 41.79 Miles

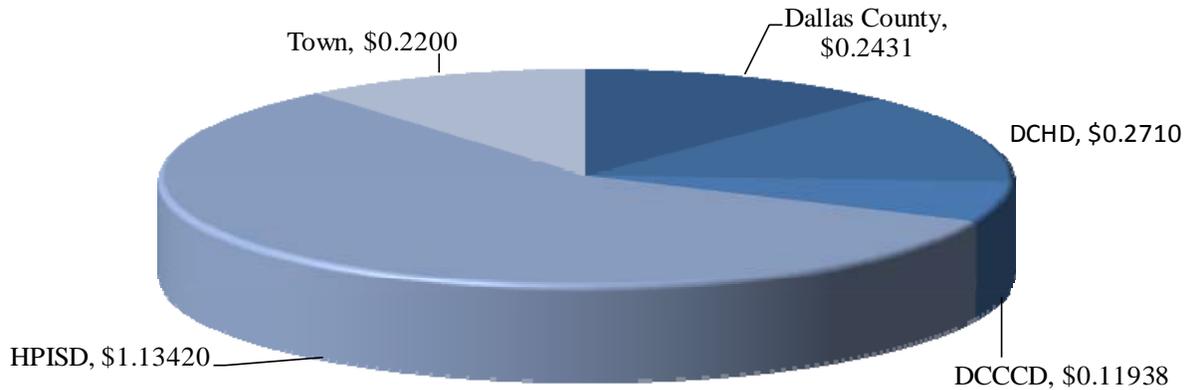


Highland Park

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## TOWN OF HIGHLAND PARK

### Direct and Overlapping Property Tax Rates



Per \$100 Taxable Valuation

### Direct and Overlapping Debt



Per Capita Debt –\$5,590.58

The Town and DCHD have no outstanding debt

DCHD – Dallas County Hospital District  
DCCCD – Dallas County Community College District  
HPISD – Highland Park Independent School District

**TOWN OF HIGHLAND PARK  
Appraised and Taxable Property Values  
Current and Last Ten (10) Tax Years**

Tax Year	Appraised Property Value			Taxable Value
	Real Property	Business Personal Property	Total	
2004	3,453,708,577	52,941,730	3,506,650,307	2,770,175,015
2005	3,593,336,820	53,796,690	3,647,133,510	2,911,465,259
2006	3,986,604,910	53,801,060	4,040,405,970	2,911,465,259
2007	4,642,666,780	46,477,560	4,689,144,340	3,587,268,531
2008	5,200,150,870	53,984,270	5,254,135,140	4,040,272,594
2009	5,670,130,390	60,667,890	5,730,798,280	4,573,579,178
2010	5,459,810,500	59,316,040	5,519,126,540	4,437,430,774
2011	5,407,849,850	56,732,470	5,464,582,320	4,406,947,910
2012	5,423,170,690	61,252,130	5,484,422,820	4,446,174,261
2013	5,580,077,680	72,506,290	5,652,583,970	4,598,788,373

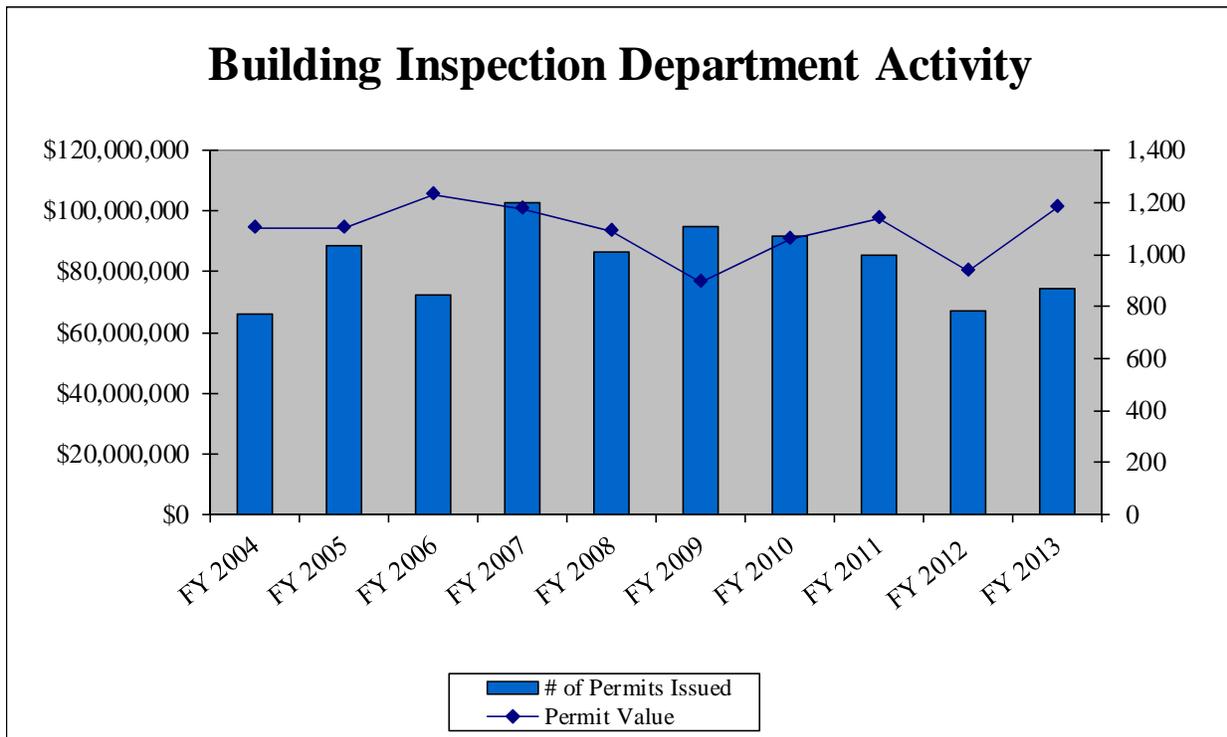
The difference between the appraised value and the taxable value represents that value that is exempted from taxation due to 1) an optional 20% Homestead exemption; 2) a \$50,000 over 65 exemption; 3) reappraisal value that exceeds the 10% per year cap; and 4) other exemptions provided under the Texas Property Tax Code.

**PRINCIPAL TAXPAYERS - 2013 TAX ROLL**

Name Of Taxpayer	Type Of Property	Taxable Valuation	% Of Total Taxable Valuation
HP Village Partners, LP	Commercial	\$ 114,974,550	2.50%
Dallas Country Club	Commercial	27,515,500	0.60%
Muse, John R	Residential	23,740,456	0.52%
Crow, Harlan R	Residential	19,269,952	0.42%
L&B DEPP UCEEP 5500	Commercial	18,767,000	0.41%
Mitchell, Amy	Residential	17,478,088	0.38%
Cox, Edwin L Qualified Pers.	Residential	17,045,928	0.37%
Intercity Investments	Commercial	14,200,000	0.31%
Crow, Margaret Life Estate	Residential	13,615,248	0.30%
Jones, Jerral W. & Gene C.	Residential	13,512,608	0.29%

**Property Value and Construction  
Last Ten Fiscal Years**

Fiscal Year	Commercial Construction		Residential Construction		Total	
	Number of Permits	Value	Number of Permits	Value	Number of Permits	Value
2004	31	\$ 8,756,934	1,073	\$ 57,369,788	1,104	\$ 66,126,722
2005	16	1,771,229	1,087	86,778,949	1,103	88,550,178
2006	30	3,261,500	1,197	69,202,864	1,227	72,464,364
2007	19	3,147,626	1,153	99,523,538	1,172	102,671,164
2008	22	8,626,739	1,065	77,757,710	1,087	86,384,449
2009	21	41,335,048	87	53,601,984	108	94,937,032
2010	32	20,097,733	1,029	71,899,298	1,061	91,997,031
2011	38	8,985,914	1,099	76,604,257	1,137	85,590,171
2012	34	3,235,348	903	64,144,609	937	67,379,957
2013	33	4,517,931	1,150	69,905,736	1,183	74,423,667



**TOWN OF HIGHLAND PARK  
EXPENDITURE HISTORY/TREND DATA  
BY TYPE FOR ALL FUNDS SUBJECT TO APPROPRIATION**

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Budget FY2013	Budget FY2014
Property Taxes	\$ 6,635,119	\$ 7,236,979	\$ 8,067,760	\$ 8,810,756	\$ 9,489,356	\$ 9,916,353	\$ 9,709,443	\$ 9,657,659	\$ 9,708,765	\$ 10,076,160
Water Sales	3,570,343	4,342,297	3,847,650	4,010,940	4,454,732	4,310,020	5,785,103	5,442,217	5,832,350	5,954,140
Sanitary Sewer Charges	2,304,516	2,417,253	2,447,170	2,405,417	2,766,697	2,532,334	2,739,169	2,591,081	2,658,700	2,767,305
Sales Tax	1,846,475	2,150,367	2,100,000	2,504,371	2,329,480	2,385,863	2,681,580	2,923,273	2,750,000	3,100,000
Sanitation & Recycling Charges	992,181	994,549	996,585	1,166,990	1,221,635	1,220,700	1,254,785	1,254,088	1,260,775	1,245,300
Franchise Fees	858,401	948,247	912,000	978,380	1,030,631	947,318	995,484	1,078,503	1,081,000	1,046,400
Building Activity Fees	989,966	906,374	870,000	830,270	988,221	1,002,463	961,466	980,156	943,500	1,075,500
Court Fines/Fees	795,577	721,732	703,500	728,147	662,570	676,094	728,148	684,115	687,575	755,200
Interest on Investments	519,231	1,271,100	1,271,100	933,700	448,322	265,915	129,006	92,604	54,300	27,630
Other Charges for Service	1,558,507	1,497,684	1,424,774	1,301,885	1,575,778	1,255,564	1,382,509	1,836,930	1,801,500	986,225
Storm Water Drainage Fees	183,216	181,158	179,476	181,050	177,436	181,507	186,581	363,265	365,760	372,340
All Other	617,293	1,074,589	1,062,068	4,134,569	1,951,201	688,631	825,456	901,493	1,353,800	828,980
<b>Total</b>	<b>\$ 20,870,825</b>	<b>\$ 23,742,329</b>	<b>\$ 23,882,083</b>	<b>\$ 27,986,475</b>	<b>\$ 27,096,059</b>	<b>\$ 25,382,762</b>	<b>\$ 27,378,730</b>	<b>\$ 27,805,384</b>	<b>\$ 28,498,025</b>	<b>\$ 28,235,180</b>

**TOWN OF HIGHLAND PARK  
REVENUE HISTORY/TREND DATA  
BY MAJOR SOURCE**

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Budget FY2013	Budget FY2014
Personnel										
Payroll	\$ 7,862,345	\$ 8,287,210	\$ 8,856,330	\$ 9,671,900	\$ 9,789,847	\$10,442,258	\$ 9,789,847	\$10,705,530	\$ 11,194,800	\$ 11,665,155
Benefits	2,595,185	3,041,560	3,193,235	3,402,958	3,535,592	3,454,300	3,535,592	2,884,800	2,964,325	2,985,750
Subtotal	\$10,457,530	\$11,328,770	\$12,049,565	\$13,074,858	\$13,325,439	\$13,896,558	\$13,325,439	\$13,590,330	\$ 14,159,125	\$ 14,650,905
Supplies & Equipment	2,201,640	2,142,670	2,360,835	2,550,896	2,413,197	7,561,294	2,413,197	3,578,680	3,983,640	4,092,170
Services & Charges	4,467,740	4,522,275	4,815,700	4,907,384	5,398,309	4,409,309	5,398,309	5,003,252	5,438,600	4,809,365
Capital Outlay	2,218,800	2,443,725	2,422,875	4,273,856	2,090,784	7,960,965	2,090,784	13,374,122	3,467,455	3,403,835
Debt Service	-	-	-	-	-	-	-	-	-	-
Total	\$19,345,710	\$20,437,440	\$21,648,975	\$24,806,994	\$23,227,729	\$33,828,126	\$23,227,729	\$35,546,384	\$ 27,048,820	\$ 26,956,275

**TOWN OF HIGHLAND PARK  
SUSTAINING CAPITAL REQUESTS**

DEPARTMENT	REQUEST	CAPITAL INVESTMENT	FUNDED IN DEPT O&M FY2013	ADDED TO DEPT O&M FY2014	FUNDED FY2014	DEFERRED
<b>GENERAL FUND</b>						
Public Safety	Physio-Control LifePak 1000 AED (4)	\$ 14,685.00			\$ 14,685.00	
Public Safety	Medical and health assessments (18)	\$ 6,480.00			\$ 6,480.00	
Public Safety	Mentalix 500 LiveScan Fingerprinting System	\$ 47,685.00			\$ 47,685.00	
Public Safety	Monitor Viewing stations (5)	\$ 9,625.00			\$ 9,625.00	
Public Safety	Citation Data Capture System	\$ 10,000.00			\$ 10,000.00	
Public Safety	Paint and new flooring - 2nd floor DPS OPS Bldg	\$ 12,500.00				\$ 12,500.00
Public Safety	Property Room bar code kit (New World)	\$ 3,575.00				\$ 3,575.00
Public Safety	Computers (2)	\$ 2,400.00	\$ 2,400.00			
Public Safety	Apple iPad w/Wi-Fi (4)	\$ 5,392.00				\$ 5,392.00
Public Safety	Mentalix FS Remote ID Package (5 units)	\$ 23,575.00				\$ 23,575.00
Public Safety	DPS Training Room tables (10)	\$ 2,480.00	\$ 2,480.00			
Public Safety	Laptop - Report/Temp Juvenile Room	\$ 1,500.00	\$ 1,500.00			
Public Safety	Power generator	\$ 11,897.00				\$ 11,897.00
Public Safety	Netvision Mobile Video Surveillance Camera	\$ 60,000.00				\$ 60,000.00
Public Safety	VPN Network configuration - HPDPS to TechShare Juvenile	\$ 1,500.00	\$ 1,500.00			
Public Safety	Crossfit Gym Equipment	\$ 9,000.00				\$ 9,000.00
Public Safety	Gym equipment	\$ 15,608.00				\$ 15,608.00
Street	Electric Jack Hammer	\$ 2,800.00	\$ 2,800.00			
Parks	Wood fiber safety surfacing - playgrounds	\$ 2,300.00	\$ 2,300.00			
Parks	Park fence and railing repairs	\$ 12,000.00		\$ 12,000.00		
Parks	Landscape lighting conversion to LED (50 sites)	\$ 25,000.00		\$ 15,780.00		\$ 9,220.00
Parks	Tennis court light replacement (4)	\$ 2,220.00		\$ 2,220.00		
Parks	Tennis court resurfacing (#1,2,7 & 8)	\$ 20,000.00		\$ 20,000.00		
Parks	150-gallon multi-purpose skid mount sprayer	\$ 2,000.00	\$ 2,000.00			
Swimming Pool	Furniture and umbrellas	\$ 4,000.00	\$ 4,000.00			
Building Inspection	Building Services Management System w/2 iPad w/Wireless Access	\$ 14,000.00			\$ 14,000.00	
Building Inspection	Scanning of archived documents	\$ 10,000.00			\$ 10,000.00	
Building Inspection	Professional Services - Zoning and legal studies	\$ 20,000.00		\$ 20,000.00		
IT	Perimeter network security	\$ 8,100.00	\$ 8,100.00			
IT	Network time synchronization	\$ 10,885.00	\$ 10,885.00			
IT	Town Hall Paging System	\$ 15,397.00				\$ 15,397.00
IT	Backup Generator	\$ 37,227.00				\$ 37,227.00
IT	Replace existing firewall	\$ 9,270.00	\$ 9,270.00			
<b>TOTALS - GENERAL FUND</b>		\$ 433,101.00	\$ 47,235.00	\$ 70,000.00	\$ 112,475.00	\$ 203,391.00

**TOWN OF HIGHLAND PARK  
SUSTAINING CAPITAL REQUESTS**

<b>BUILDING MAINTENANCE &amp; INVESTMENT FUND</b>						
Service Center	Energy efficient windows (10)	\$ 6,500.00			\$ 6,500.00	
Service Center	Replace HVAC (3)	\$ 14,090.00			\$ 14,090.00	
Service Center	Storage building roof coating	\$ 17,100.00				\$ 17,100.00
Service Center	Security gates	\$ 40,000.00				\$ 40,000.00
Service Center	Storage building ventilation system	\$ 7,000.00				\$ 7,000.00
<b>TOTALS - BUILDING MAINTENANCE FUND</b>		\$ 84,690.00	\$ -	\$ -	\$ 20,590.00	\$ 64,100.00
<b>UTILITY FUND</b>						
Water	Clean and repair Holland water tank	\$ 9,000.00			\$ 9,000.00	
Water	Fire hydrant flow testing (55/year)	\$ 3,300.00		\$ 3,300.00		
Water	Digital leak detector	\$ 7,000.00			\$ 7,000.00	
Water	Valve machine	\$ 7,000.00			\$ 7,000.00	
Sanitary Sewer	VacHunter Truck/Trailer (vacuum unit)	\$ 70,000.00				\$ 70,000.00
<b>TOTALS - UTILITY FUND</b>		\$ 96,300.00	\$ -	\$ 3,300.00	\$ 23,000.00	\$ 70,000.00
<b>TOTALS - ALL FUNDS</b>		\$ 614,091.00	\$47,235.00	\$ 73,300.00	\$ 156,065.00	\$ 337,491.00



In 1975, the Town created its Department of Public Safety with cross-trained police and fire personnel. The decline in the staffing level from 1975 to 1984 reflects this migration from separate police and fire departments to the public safety concept.

In 1997, the Town privatized solid waste collection services, resulting in a decrease of 11 full-time positions.

**TOWN OF HIGHLAND PARK**  
**HISTORICAL WATER SALES BY SERVICE TYPE**  
**1,000 GALLONS**

<u>Fiscal Year</u>	<u>Residential</u>	<u>Commercial</u>	<u>Irrigation Only</u>	<u>Town Use</u>	<u>Total</u>	<u># Service Accounts</u>
2005	528,344	51,894	490,518	45,293	1,116,049	5,168
2006	570,390	58,423	678,935	56,129	1,363,877	5,184
2007	456,690	53,938	410,182	24,698	945,508	5,258
2008	480,575	57,300	528,802	42,439	1,109,116	5,290
2009	467,293	52,707	572,186	38,416	1,130,602	5,333
2010	422,274	45,382	478,515	34,266	980,437	5,361
2011	471,920	43,182	668,402	52,296	1,235,800	5,382
2012	436,204	43,522	617,168	42,031	1,138,925	5,389
2013	408,100	45,500	595,900	45,400	1,094,900	5,390
2014 *	410,200	45,000	617,000	45,000	1,117,200	5,380

\*Projected



**Accrual Basis of Accounting** The basis of accounting whereby revenue projections are developed recognizing revenues expected to be earned in the period, and expenditure estimates are developed for all expenses anticipated to be incurred during the last fiscal year.

**Appropriation** A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in the amount and as to the time when it may be expended.

**Assessed Valuation** A valuation set upon real estate and certain personal property by the appraisal district as a basis for levying property taxes.

**Assets** Resources owned or held by a government which has monetary value.

**Automated Service Request (ASR)** The electronic capturing of requests for service, both externally and internally generated, as a means of quantifying department/employee activity and response to service requests.

**Balanced Budget** A budget that is resources (revenues, fund balance) that equals, or is greater than, uses (expenditures/expenses, capital outlay).

**Basis of Accounting** The timing method used in the recognition of revenues and expenditures for financial reporting purposes.

**Bond** A written promise to pay a specified sum of money at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

**Bonded Debt** The amount of debt of a government, represented by outstanding bonds.

**Budget Document** The official written statement prepared by the Town's staff and approved by the Town Council to serve as a financial and operation guide for the fiscal year end in which it was adopted.

**Budget Message** A general discussion of the proposed budget presented in writing as a part of or supplement to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the chief executive and budget officer (if not the chief executive)

**Budgetary Control** The control or management of government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.

**Capital Assets** Resources having a value of \$1,000 or more and a useful life of more than one year. Capital assets are also called fixed assets.

**Capital/Major Project Program** A schedule of current and future capital replacement and major project expenditures identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.

**Capital Outlays** Expenditures which result in the acquisition of or addition of fixed assets.

**CIP** Capital Improvement Plan

**Capital Projects Funds** Funds created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

**Cash** Includes currency on hand and demand deposits with banks or other financial institutions.

**Cash Basis of Accounting** The method of accounting under which revenues are recorded when received and expenditures are recorded when paid.

**Capital Program Plan (CIP)** A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital need arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

**CPI** The Consumer Price Index published by the Bureau of Labor Statistics for the Dallas/Ft. Worth metropolitan area.

**Current Assets** Cash and other assets or reserves which are reasonably expected to be realized in cash or consumed within one (1) year.

**Current Liabilities** Liabilities that must be paid within one (1) year.

**Debt Service** Payment of interest and repayment of principle to holders of a government's debt instruments.

**Debt Service Fund** A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. The Town has no debt; therefore, no debt service fund budget is presented.

**Demand Deposit** Accounts with financial institutions or cash management pools where cash may be deposited or withdrawn at any time without prior notice or penalty.

**Encumbrances** Commitments related to unperformed (executory) contracts for goods and services.

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

**Fund** An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

**Fund Balance (Equity)** The difference between fund assets and fund liabilities reported in the Town's governmental funds. For Budget presentation purposes, Fund Balance shall be defined as Unassigned Fund Balance for governmental funds and as Net Working Capital for proprietary funds.

**G&A** An abbreviation used to describe costs for general governmental operations.

**General Fund** General Operating Fund of the Town, accounting for the resources and expenditures related to the generally recognized governmental services provided.

**General Obligation Bonds** Account grouping for the payment of which the full faith and credit of the issuing government are pledged.

**General Obligation Bonds Debt and Interest Account Group** Account grouping for general obligation bonds issued by the Town and outstanding.

**Generally Accepted Accounting Principles (GAAP)** Uniform standards and guidelines for financial accounting and reporting. GAAP provide a standard by which to measure financial presentations.

**Governmental Funds** Funds generally used to account for tax-supported activities. There are five (5) types of governmental funds; the general fund, special revenue funds, debt services funds, capital projects funds and permanent funds.

**Infrastructure** Public domain fixed assets such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, lighting systems and similar assets that are immovable and of value only to the government unit.

**Inter-fund Transfer** See **Transfer**

**Internal Service Fund** A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost-reimbursement basis. The Town's Equipment Replacement, Technology Replacement and Building Maintenance & Investment Funds are internal service funds.

**Liabilities** Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events.

**Long-Term Debt** Any unmatured debt that is not a fund liability.

**Major Fund** The General, Utility and Capital Projects Funds.

**Modified Accrual Basis of Accounting** Under the basis of accounting, revenues are estimated for the fiscal year if they are susceptible to accrual, e.g. amounts can be determined and will be collected within the current period.

**Net Assets** The difference between fund assets and fund liabilities reported in the Town's proprietary funds.

**Net Working Capital** The excess of current assets over current liabilities.

**Operational Capital** Capital outlays of less than \$100,000 included in the operating budget.

**Operational Surplus** The excess of revenues over expenditures, less encumbered funds (encumbrances).

**Operating Budget** A plan of financial operation embodying an estimate of proposed expenditures for the calendar year and the proposed means of financing them (revenue estimates).

**Ordinance** A formal legislative enactment by the governing body of municipality.

**Pay for Performance** A component of the Town's pay plan that recognizes and financially rewards employees in the performance of assigned job duties and departmental goals and objectives.

**Performance Indicator** Departmental units of measurement in performance, measurable functions, i.e. worker days, number of call answered, flower planted, etc.

**Proprietary Fund** See Utility Fund and Internal Service Fund.

**Retained Earnings** An equity account reflecting the accumulated earnings of the Town's Utility Fund (proprietary).

**Revenues** The term designates an increase to a fund's assets which:  
DOES NOT increase a liability (e.g. proceeds from a loan);  
DOES NOT represent a repayment of an expenditure already made;  
DOES NOT represent a cancellation of certain liabilities; and  
DOES NOT represent an increase in contributed capital.

**Special Assessment** A compulsory levy made against certain properties to defray part of all the cost of a specific improvement of service deemed to primarily benefit those properties.

**Special Revenue Fund** A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specific purposes. GAAP only require the use of special revenue funds when legally mandated. These include the Court Technology and Court Security Funds.

**Street Revenue Fund** A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specified purposes. GAAP only require the use of special revenue funds when legally mandated.

**Street Rental Fees** A fee paid to the General Fund by the Utility Fund equal to 4% of gross sales (water sales, sanitary sewer services, garbage collection services and recycling charges) for use and access to Town rights-of-way.

**Surplus** When used in this document refers to the Net Working Capital of any Fund.

**Tax Levy** The total amount of taxes imposed by the Town of taxable property within in its boundaries.

**Tax Rate** The dollar rate for taxes levied for each \$100 of assessed valuation.

**TMRS** The Texas Municipal Retirement System

**Transfer** The movement of monies from one fund, activity, department, or account to another. This includes budgetary funds and/or movement of assets.

**Undesignated Unreserved Fund Balance** Available expendable financial resources in the Town's governmental funds.

**Unrestricted Net Assets** That portion of net assets that is neither restricted nor invested in capital assets as recorded in the Town's proprietary funds.

**Utility Fund** The fund used to account for operations of the Town's water, sanitary sewer and solid waste collection and disposal activities and recycling collection.

**Worker Days** A unit of measure of work for evaluating performance/activity. Equal to one (1) employee times eight (8) hours per day.

**Working Capital** See Net Working Capital

