

City of Garland 2016-17 Annual Operating Budget



GARLAND

TEXAS MADE HERE

Disclosure as required under S.B. 656

- 1) This budget will raise more revenue from property taxes than last year's budget by an amount of \$7,458,690, which is a 9.44 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$785,374.
- 2) The record vote of each member of City Council on the adoption of the FY 2016-17 Operating Budget:

<u>Name</u>	<u>Vote</u>
Douglas Athas, Mayor	For
David Gibbons, District 1	For
Anita Goebel, District 2	For
Stephen Stanley, District 3	For
B.J. Williams, District 4	For
Rich Aubin, District 5	For
Lori Barnett Dodson, District 6	For
Scott LeMay, Mayor Pro Tem	For
Jim Cahill, District 8	For

- 3) a)

	<u>2015-16</u>	<u>Change</u>	<u>2016-17</u>
O&M	39.40	0.0	39.40
Debt Service	<u>31.06</u>	<u>0.0</u>	<u>31.06</u>
Total Tax Rate	<u>70.46</u>	<u>0.0</u>	<u>70.46</u>

- b) FY 2016-17 Effective Tax Rate 64.20
- c) FY 2016-17 Effective Maintenance & Operations Tax Rate 35.90
- d) FY 2016-17 Rollback Tax Rate 69.83

- 4) The total tax-supported debt obligation for FY 2016-17 is \$38,663,719 on \$263,555,000 of outstanding debt.



GARLAND

TEXAS MADE HERE

Annual Operating Budget Fiscal Year 2016-17

City Council



Seated, Left to Right: Scott LeMay (Mayor Pro Tem), Douglas Athas (Mayor), Jim Cahill (District 8)

Standing, Left to Right: Lori Barnett Dodson (District 6), B.J. Williams (District 4),
Stephen Stanley (District 3), David Gibbons (District 1),
Rich Aubin (District 5), and Anita Goebel (District 2)

Bryan L. Bradford, City Manager

Budget & Research Staff

Ron Young, Budget Director

Matt Watson, Budget Services Administrator

Trent Schulze, Senior Budget Analyst

Andrew Larkin, Budget Analyst

Allyson Bell, Budget Analyst

Sherry Bennett, Department Coordinator II



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Garland, Texas**, for its annual budget for the fiscal year beginning **October 1, 2015**.

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

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

INTRODUCTORY INFORMATION

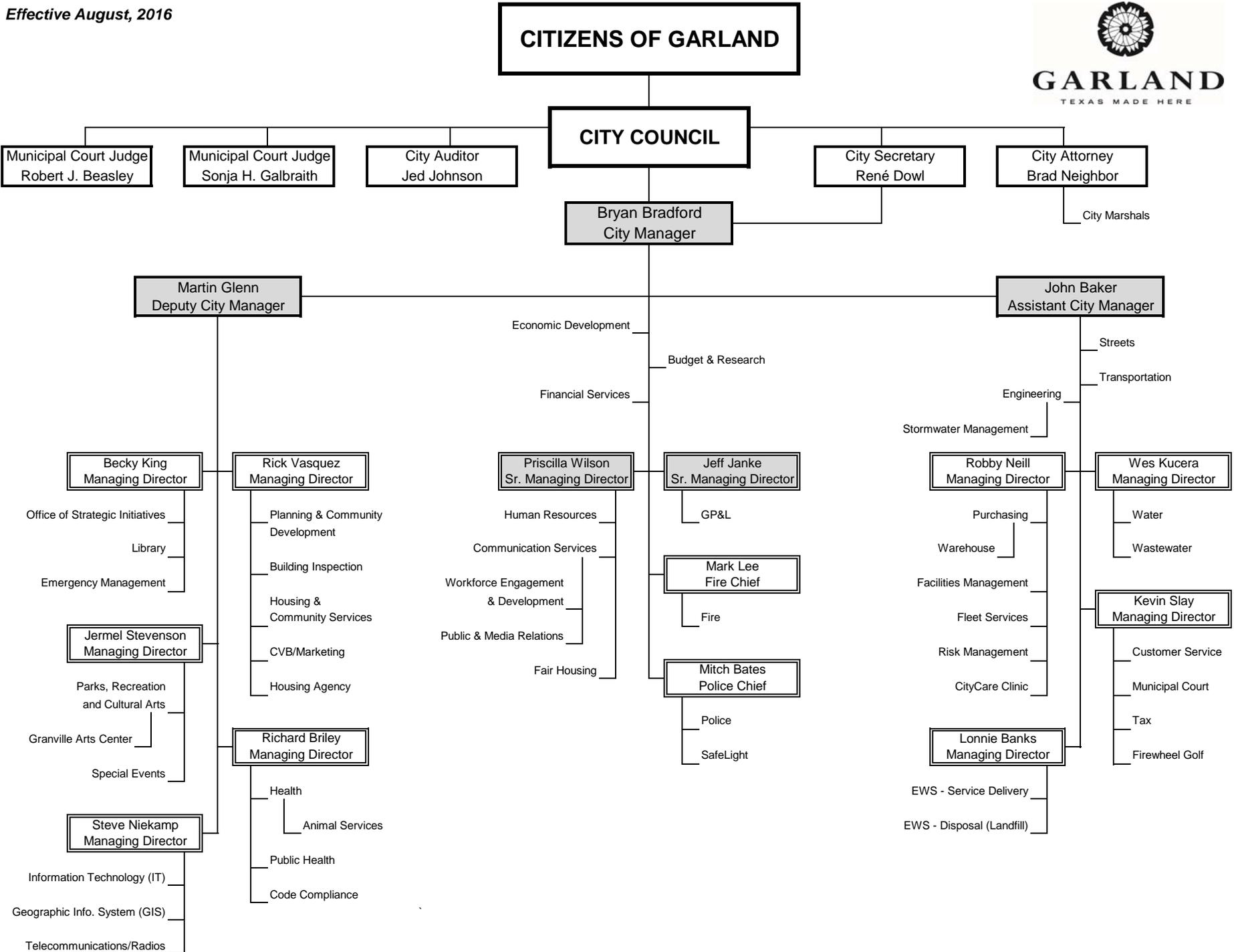
City Council

2016-2017



GARLAND
TEXAS MADE HERE

Effective August, 2016



GARLAND, TEXAS COMMUNITY PROFILE

General Information

The City of Garland is located northeast of Dallas and is one of the largest communities in the Dallas/Fort Worth Metroplex. As the 12th largest city in Texas, Garland covers 57 square miles and is bordered by three major freeways: Interstate Highway 635, Interstate Highway 30, and State Highway 190 (President George Bush Turnpike).

Demographics

Garland's population totaled 226,876 in the 2010 census count, with current estimates placing the population at approximately 235,885. Garland has an estimated 81,373 housing units and an employment base of approximately 109,469.

Population, Housing Units*, Employment (Estimates)

	2010	2016	Growth
Population	226,876	235,885	9,009
Housing Units	78,722	81,373	2,651
Employment	104,383	121,205	16,822

Source: U.S. Census Bureau, American Community Survey, Texas Workforce Commission, and City of Garland Planning and Community Development Department

** Housing Units is an appropriate measure of housing activity. The City of Garland Planning and Community Development Department tracks housing units on an annual basis rather than households. Both classifications are reported in census data by the U.S. Census Bureau.*

Garland is diverse in ethnicity and education. In 2010, the city's population was 57.5% white, 14.5% African-American, 9.4% Asian, 15.3% other, 3.3% two or more races, and 37.8% Hispanic/Latino (of any race). More than half of the city's adult population is educated above the high school level, with more than 20% of the population possessing a Bachelor's degree. Per a 2014 American Community Survey, the mean household income in Garland was \$63,559. Per the Dallas Central Appraisal District, the average market value for detached single-family residences in Garland for 2016 is \$144,024.

Government Structure

The City of Garland is a home-rule City that operates under a council/manager form of government. The City Council consists of a Mayor, who is elected at large, and eight Council members who are elected from single-member districts. Council members may serve up to three two-year terms. By City Charter, four City staff positions are appointed by the City Council. These include the City Manager, City Attorney, City Auditor, and City Secretary.

Economic Base and Development

Garland is known for its economic and industrial base, which consists of more than 5,000 businesses. The city is one of the largest manufacturing cities in the state and is home to companies such as:

<i>Arrow Fabrication Tubing</i>	<i>Glass Recycled Services</i>	<i>Packaging Corp. of America</i>
<i>Atlas Copco Drilling Solutions</i>	<i>Kingsley Tools</i>	<i>Plastipak Packaging</i>
<i>Carroll Company</i>	<i>Kraft Heinz Foods</i>	<i>Raging Wire</i>
<i>Daisy Brands, Inc.</i>	<i>L-3 Communications</i>	<i>Sherwin-Williams Company</i>
<i>Ecolabs, Inc.</i>	<i>Mapei Corporation</i>	<i>Valspar Corporation</i>
<i>General Dynamics Corp.</i>	<i>Metalwest, LLC</i>	<i>VPET</i>

The city has a growing retail base with developments such as Firewheel Town Center, a lifestyle center featuring numerous department stores, specialty shops, and residential and office uses, as well as Bass Pro Shops on Lake Ray Hubbard. With the 9.9-mile expansion of the President George Bush Turnpike from State Highway 78 to Interstate Highway 30, which connects the southeastern area of Garland to the northeastern section, additional retail development is expected within Garland.



City Center Development in Downtown Garland

The City of Garland continues to take advantage of transit-oriented development opportunities near Garland's DART rail station. The next phase of mixed-use development is welcoming new residents to historic Downtown Garland. This development, in partnership with Oaks Properties, LLC, has added 153 apartment units next to City Hall in addition to the existing units built in 2008 at Oaks Fifth Street Crossing. The project includes a parking structure with 330 spaces to serve the public, residential tenants, and those accessing City Hall as well as public open space adjacent to the Granville Arts Center.

The City Hall additions will be complete in 2016-17. Those features will include a beautiful, airy lobby extension, updated broadcast technology for the City Council meeting rooms, ADA compliance and infrastructure-related improvements, a new CGTV production studio, a re-skinned City Hall façade, and a variety of attractive streetscape and landscape additions to the exterior. Meanwhile, design for the Economic Development Suite located on the first level of 203 North Fifth Street is underway. Construction is to be scheduled and could be complete in 2017.



Downtown will soon welcome a new artwork feature intended to increase awareness of the arts. In October 2014, the Garland Cultural Arts Commission, Inc., appointed a Visual Arts Committee to search for an artist to design a unique bronze expression of their vision: a diverse community in celebration of dance, music, theatre, and the visual arts. After an extensive search, renowned Dallas artist Barvo was selected to create the piece. The 2.5-ton bronze masterpiece will stand 17 feet tall with a base 8 feet in diameter and will be placed at the newly designed entry to the Granville Arts Center.



Embracing Our History

A Garland neighborhood, now known as the Travis College Hill Historic District, was recognized by the Garland City Council as “historically significant,” the first in the city to be formally designated as such. This neighborhood, encompassing the area on South 11th Street between West Avenues B and D, is one of the oldest subdivisions within the city. The cluster of 11 homes represents one of the best collections of historic homes in Garland, including six homes that date back to the original era (circa 1913) and several homes built in the “Craftsman” architectural style. The Travis College Hill Historic District was awarded a State Historic Marker from the Texas Historical Commission in 2015 and is currently under consideration to be added to the National Historic Registry.

Heritage Crossing, located at the intersection of Sixth and Walnut Streets, is a significant representation of the importance of history and heritage to the City of Garland. The site includes the Landmark Museum and the 1910 Pullman rail car. The Landmark Society was founded and opened the Museum in the Santa Fe Train Depot in 1972. The Depot was built in 1901 and is registered with the State of Texas as an official Texas Historic Landmark. The Museum holds artifacts that date back from the period of 1850 to the present.

The City of Garland is also working toward a National Historic Registry designation for the Downtown Garland Commercial District. Such a designation would enhance Garland’s visibility as a tourism stop for history enthusiasts and bring even more economic development opportunities to the city.



Bankhead Highway

The Bankhead Highway, America's second east-to-west transcontinental highway, ran through Garland from Washington, D.C., to San Diego, California. Garland residents took advantage of the highway's potential for economic impact and built auto repair shops, restaurants, and service stations along the highway. Although the Bankhead Highway was officially designated as Texas Highway 1 in 1917, it also retained the official Bankhead name until 1926 when it became part of U.S. Highway 67. The Bankhead Highway is remembered for its significant place in Garland's history and received an official Texas Historical Marker in May 2010 naming it a Texas Historic Highway. The marker is located in Downtown Garland on Main Street between Fifth and Sixth Streets.

Tourism

Garland's logo, featuring "Texas Made Here," is being used in branding and marketing efforts both within the Metroplex and statewide. The marketing efforts help position Garland as a location for hosting association and corporate meetings as well as local, regional, and national sporting events.



Garland has attracted several state and national tournaments including the UIL Volleyball and Wrestling State Tournaments, the Pinnacle Sports 3v3 Soccer Tournament, and the Spirit Cheerleading Competition. State associations recently selecting Garland as their destination include the Texas State Association of Plumbing Inspectors, the Texas Association of Sports Officials, and the Texas Tactical Police Officers Association.

Cultural Arts and Community Events

Garland's cultural arts scene provides quality programs to enrich the lives of residents and visitors from surrounding communities. Cultural arts facilities include the Patty Granville Arts Center, The Atrium at the Granville Arts Center, and the Plaza Theatre, all of which are located Downtown. Some of the city's active arts groups include Garland Summer Musicals, Garland Symphony Orchestra, and Garland Civic Theatre. These groups produce a variety of year-round events including musicals, plays, and concerts. On Saturday nights, Downtown visitors also enjoy live bluegrass music provided by the Garland Square Pickers.

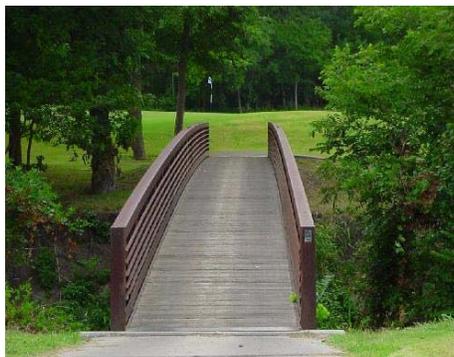


The City's Christmas on the Square continues to be a favorite community event. This holiday celebration features fun, family activities such as a traditional tree-lighting ceremony, snow hills for sledding, choir performances, and photos with Santa.

City Services

The City of Garland is comprised of more than 30 departments that provide various services to residents. The City places a high priority on public safety and maintains a force of 337 sworn Police Officers and 254 sworn Fire personnel. Garland has 11 fire stations and several public safety training facilities. Residents enjoy an abundance of recreation opportunities with 63 parks covering more than 2,500 acres as well as six recreation centers and two senior centers. Services are further enhanced with four libraries conveniently located throughout the city as well as a wealth of e-books and other online resources. Residents have access to nearly 500,000 volumes through the City's library system. Garland also is home to Firewheel Golf Park, the largest municipal golf course in Texas, with 63 holes of championship-style golf.

While providing traditional municipal services, the City of Garland also operates its own water, wastewater treatment, and electric utilities. The City maintains and operates a regional landfill facility and offers both residential and commercial solid waste collection services.



CITY COUNCIL GOALS AND VISION STATEMENTS

2020 GOALS

Sustainable Quality Development and Redevelopment

Financially Stable Government with Tax Base That Supports Community Needs

Defends Rightful Powers of Municipalities

Fully Informed and Engaged Citizenry

Consistent Delivery of Reliable City Services

Safe, Family-Friendly Neighborhoods

Embrace Diversity

VISION STATEMENTS

Neighborhood Vitality

Coupling the initiatives of a proactive city government with an involved citizenry, Garland's Neighborhoods stand as the finest example of true American family values - self reliance, respect, personal responsibility, and community pride.

Quality of Life

Garland citizens enjoy an exceptional quality of life due to low crime rate, outstanding parks, quality schools, and well-maintained infrastructure.

Financial Health

Garland is financially healthy due to a strong, continuously growing retail and industrial base and a low-cost electric utility provider.

Economic Development

Garland is a regional model for attracting new development while stimulating reinvestment in older areas. Creating partnerships with the business community and public sector entities is the key to Garland's success.

CITY COUNCIL VISION AND PLAN OF ACTION TO REDUCE THE USE OF DEBT FUNDING

VISION

Maximize the use of the City's modest resources by reducing the use of debt-funding and its associated interest costs.

PLAN OF ACTION

(1) Phase 1 - Reduce interest expense associated with debt-funding.

- (a)** Gradually reduce the terms (years to pay back) on new debt issues in order to lower interest rates, pay off debt faster, and reduce the overall interest expense.
- (b)** Move annual recurring capital items currently being funded by debt to the Annual Operating Budget as cash resources become available. Following are some examples of potential projects:
 - i) Annual recurring purchases of large quantities of low dollar items (ex: library books)
 - ii) Annual recurring investment in city infrastructure (ex: \$15 million per year for streets and alleys)
- (c)** Review with Council each year tax-supported debt as a percentage of the assessed value of the tax base. This ratio should trend downward as the use of debt-funding is reduced over time.

(2) Phase 2 - Set aside reserves (savings) as cash resources become available in order to fund future capital items.

As revenue growth allows, establish reserves to fund future capital items. This will smooth out the impact on the Annual Operating Budget from one year to the next and will ensure that cash funds are available when they are needed. For example:

- (a)** Replacement of capital items with short-term useful lives (ex: Firewheel golf carts, equipment)

(3) Maintain budget flexibility through changing economic conditions

- (a)** During years of high economic growth, additional recurring revenues may be used to increase replacement and general reserves (savings), pay down debt, enhance services, or provide taxpayer relief.
- (b)** During years of low or negative economic growth, ongoing revenue shortfalls may be addressed by tightening cost controls on operating expenses, deferring capital purchases, reducing services, and utilizing reserves.

DEPARTMENTAL GOALS

The City Council's Goals are presented here in a matrix format. When the mission of a department corresponds with a City Council Goal, that box is shaded within the matrix.

	Sustained Quality Development	Financially Stable	Defends Municipality Powers	Informed and Engaged Citizenry	Consistent and Reliable Services	Safe, Family- Friendly Neighborhoods	Embrace Diversity
<i>Budget and Research</i>							
<i>Building Inspection</i>							
<i>City Administration</i>							
<i>City Attorney</i>							
<i>City Council</i>							
<i>City Secretary</i>							
<i>Code Compliance</i>							
<i>Convention and Visitors Bureau</i>							
<i>Economic Development</i>							
<i>Emergency Management</i>							
<i>Engineering</i>							
<i>Environmental Waste Services</i>							
<i>Fair Housing</i>							
<i>Financial Services</i>							
<i>Fire</i>							
<i>Firewheel Golf Park</i>							
<i>Garland Housing Agency</i>							
<i>Garland Power and Light</i>							
<i>Health</i>							
<i>Heliport</i>							
<i>HOME Program</i>							
<i>Human Resources</i>							
<i>Internal Audit</i>							
<i>Library</i>							
<i>Municipal Court</i>							
<i>Parks, Recreation and Cultural Arts</i>							
<i>Planning and Community Development</i>							
<i>Police</i>							
<i>Public and Media Relations</i>							
<i>Purchasing</i>							
<i>Stormwater Management</i>							
<i>Street</i>							
<i>Tax</i>							
<i>Transportation</i>							
<i>Wastewater</i>							
<i>Water</i>							

Budget Message



GARLAND

TEXAS MADE HERE

October 1, 2016

Honorable Mayor and Members of the City Council
City of Garland, Texas

Dear Mayor and Council:

I am pleased to present the Adopted Budget for the period beginning October 1, 2016.

In 2016, Garland continues to experience significant improvements in the local economy that have resulted in a projected \$9.0 million or 6.0% increase in the City's General Fund revenues for FY 2016-17. The 2016 Property Tax base was certified at \$12.4 billion, an increase of 10.6% from last year, and places valuations above 2008 pre-recession levels. Furthermore, Sales Tax revenue is expected to grow for the sixth consecutive year with \$27.7 million projected for the fiscal year. Also, other General Fund revenues such as Building Permits and Landfill Fees are reflecting healthy growth.

With substantial improvement in Garland's economy, the focus in developing the 2016-17 Adopted Budget was to provide additional resources to enhance the City's street infrastructure, meet critical Public Safety needs, address escalating employee health-care costs, and provide for market-based salary increases for employees.

Additional priorities included continuing the City's economic development efforts in both commercial and residential areas, providing cash-funding to meet capital improvement needs, and funding additional staff to meet increasing demands in Building Inspection and Code Compliance.

Budget Priorities

- Improve the Condition of the City's Street Infrastructure.
- Meet Critical Public Safety Needs.
- Address Escalating Health-Care Costs.
- Provide Funding for Market-Based Salary Increases.

The Adopted Budget looks to further enhance the condition of Garland's streets by providing an additional \$5.7 million. In addition, \$600,000 is included to replace street equipment that is beyond its useful life.

The Adopted Budget also addresses Public Safety needs by providing additional funding to equip each Garland Police Officer with a body-worn camera while also replacing the aging in-car video units. Also, \$288,000 is included to meet various equipment needs in the Fire Department. The Garland Independent School District (GISD) is also funding three (3) additional School Resource Officers for FY 2016-17.

In addition, the Budget places a priority on addressing the ongoing issue of increased health-care costs. The City contribution for employees and retirees will increase \$2.5 million or 10.6% with employee and retiree premiums increasing, on average, 9.6% and 9.0% respectively. The City is also planning a number of medical and prescription benefit changes that are expected to generate substantial claims savings to the City while still providing a plan that is competitive in the employer market.

Another major initiative in the FY 2016-17 Adopted Budget includes providing market-competitive compensation for all job classifications. The Budget includes an average 4.2% increase for Civil Service employees, a 3% increase for General Schedule employees, and a 3% increase for Skill-Based employees.

Within the City's utilities, a combined rate increase of \$2.42 a month for the average residential user is included for Water and Wastewater services. This increase is due to escalating wholesale water costs from the North Texas Municipal Water District and required infrastructure improvements. The Electric, Trash Collection, and Stormwater Utility rates will remain the same in FY 2016-17.

The FY 2016-17 Adopted Combined Budget, which includes the General Fund, the General Obligation Debt Service Fund, the Utility Funds, and other Enterprise and Grant Funds, totals \$681.1 million, an increase of \$5.9 million (0.9%) from last year's approved levels. The General Fund Budget totals \$162.2 million, representing an increase of \$11.8 million (7.8%).

In closing, I believe the 2016-17 Adopted Budget is a sound financial plan that continues to provide an outstanding level of service to the community. I would like to commend the City's staff for their diligent work related to this year's Budget. Furthermore, I cannot overemphasize the contributions of the City Council in establishing the policy framework that continues to demonstrate an uncompromising commitment to ensuring the strength and integrity of the City's finances and the delivery of quality services.

Respectfully submitted,



Bryan L. Bradford
City Manager

Overview

MAJOR BUDGET SECTIONS

The information contained in the City's 2016-17 Adopted Budget is divided into the following major sections:

*Budget Highlights
Overview
Fund Summaries
Department Detail
Personnel*

*Debt Service
CIP Summaries
Historical Data
Appendices*

Budget Highlights

The Budget Highlights section (at the beginning of the Overview) includes, among other things, a brief discussion of approved changes in utility rates, position changes, and employee compensation.

Overview

The Overview section includes a narrative summary of revenue and expenditures for each of the City's funds.

Fund Summaries

The Fund Summaries section includes a financial overview outlining the revenue, expenditures, and ending fund balance for each of the City's operating funds.

Department Detail

The Department Detail section of the Budget includes a mission statement, key accomplishments and goals, performance measures, expenditures, the number of authorized positions, and a summary of significant changes for each City department.

Personnel

The Personnel section includes position changes as well as a detailed listing of existing positions by department.

Debt Service

The Debt Service section includes a summary of Debt Service payments due during the 2016-17 budget year and future year commitments.

Capital Improvement Program (CIP) Summaries

The CIP section includes summaries of the City's 2016 Capital Budget, which is adopted separately from the Operating Budget.

Historical Data

The Historical Data section includes charts and graphs illustrating multi-year trends in selected areas of interest.

Appendices

The Appendices section includes information on the City's Financial Policies, the Budget Process, the Revised Budget for FY 2015-16, Budget Amendment(s) to the FY 2015-16 Adopted Budget, Ordinances, Other Post Employment Benefits (OPEB) and Unfunded Liabilities, the Firewheel Golf Park Combined Fund Summary, and Garland Plus Five (General Fund Five-Year Forecast). Also included is a Glossary of Terms as well as Acronyms used throughout the Budget document.

(THIS PAGE INTENTIONALLY LEFT BLANK)

**2016-17 ADOPTED BUDGET
HIGHLIGHTS**

2016-17 ADOPTED BUDGET HIGHLIGHTS

OPERATING BUDGET PRIORITIES

For FY 2016-17, available resources in the City's General Fund are projected to increase \$11.8 million (7.8%). Garland continues to experience significant improvements in the local economy. For example, the assessed value of Garland's property tax base has grown to \$12.4 billion, an increase of 10.6% from last year's valuation. Sales Tax is projected to increase \$2.3 million (8.7%), and projections for Building Permits and Landfill Fees reflect significant increases. With the City's revenues improving, the focus of the FY 2016-17 Adopted Budget is to continue enhancing the Street Improvements Program, meet critical public safety needs, address the ongoing issue of health-care costs, and provide funding for market-based salary increases.

In FY 2014-15, the City of Garland implemented a long-term plan to increase the annual funding for street improvements by approximately \$4.5 million from a combination of yearly increases in the General Fund transfers and the creation of a Street Reconstruction and Improvements Program that is funded by the issuance of Certificates of Obligation in the Capital Improvement Program. The FY 2016-17 Adopted Budget continues this plan by increasing the ongoing General Fund transfer for street maintenance by \$766,400 and applying an additional \$600,000 toward the replacement of street equipment that is beyond its useful life and requiring extensive maintenance. In addition, the Budget includes an additional \$5 million for street improvements with \$3.0 million coming from an additional one-time increase from the General Fund and a \$2.0 million increase from Tax Note proceeds. An asphalt overlay crew is included in the Budget to overlay approximately thirty additional lane miles per year.

In addition, the FY 2016-17 Adopted Budget provides funding for critical public safety needs by including \$539,800 to purchase a package solution to address providing every Police Officer with body-worn cameras, while also upgrading the Police in-car video cameras, the interview recording essentials, and Conducted Electrical Weapons. Also, \$288,000 of additional funding is included to address personal protective, emergency medical, information technology, and rescue equipment needs in the Fire Department. The Garland Independent School District (GISD) has also agreed to fund 100% of the costs for three (3) additional School Resource Officers, vehicles, and equipment for FY 2016-17.

Also, the Budget places a priority on addressing the ongoing issue of health-care cost by increasing the City contribution for employees by 10.6% and the City contribution for retirees by 3%. In addition, employee and retiree premiums will increase on average 9.6% and 9% respectively. The City is also planning a number of medical and prescription benefit changes that are expected to generate substantial claims savings while still providing a competitive health benefit package for employees.

Another major initiative in the FY 2016-17 Adopted Budget includes providing market-competitive compensation for all job classifications. The Budget includes an average 4.2% increase for Civil Service employees, a 3% increase for General Schedule employees, and a 3% increase for Skill-Based employees.

2016-17 ADOPTED BUDGET HIGHLIGHTS

Budget Priorities

- Improve the Condition of the City's Street Infrastructure.
- Meet Critical Public Safety Needs.
- Address the Escalating Health-Care Costs.
- Provide Funding for Market-Based Salary Increases.

The FY 2016-17 Adopted Budget also includes an additional Building Inspector, Code Inspector, and part-time Deputy Marshal.

The Budget also contains a transfer of \$412,000 to the Capital Improvement Program (CIP) for improvements to the Transfer Station. Also, an additional \$150,000 of funding is included in the Adopted Budget to continue the process of shifting the Library materials budget from the CIP to the Operating Budget.

The Budget also continues the City's economic development efforts in both commercial and residential areas.

With respect to utilities, the Adopted Budget includes an increase in Sewer service and Water rates. The average residential user will see a \$0.35 monthly increase for Sewer service and a \$2.07 monthly increase for Water. The monthly rates for Electric, EWS - Delivery (Solid Waste & Recycling) trash collection, and Stormwater service are unchanged. Overall, the average residential user will see a \$2.42 monthly increase in utility costs.

COMBINED AND GENERAL FUND BUDGETS

The FY 2016-17 Adopted Combined Budget, which includes the General Fund, the General Obligation Debt Service Fund, the Utility Funds, and other Enterprise and Grant Funds, totals \$681.1 million. The Combined Budget reflects an increase of \$5.9 million (0.9%) from the FY 2015-16 Adopted Combined Budget. An increase is included in most of the major funds, except for the Electric Utility Fund.

Combined Budget Comparison (In Millions)

	<u>2015-16</u> <u>Adopted</u>	<u>Change</u>	<u>2016-17</u> <u>Adopted</u>
Personnel	\$169.3	\$ 8.4	\$177.7
Operations	121.0	7.8	128.8
Capital	2.1	1.1	3.2
Electric Fuel, Energy, & Demand	186.6	(20.6)	166.0
Water Purchases	30.0	4.2	34.2
Transfers to Other Funds	22.1	0.7	22.8
Support Services	32.9	1.8	34.7
Debt Payments	<u>111.2</u>	<u>2.5</u>	<u>113.7</u>
Totals	<u>\$675.2</u>	<u>\$5.9</u>	<u>\$681.1</u>

2016-17 ADOPTED BUDGET HIGHLIGHTS

The FY 2016-17 Adopted General Fund Budget totals \$162.2 million, representing an increase of \$11.8 million (7.8%) from the FY 2015-16 Adopted Budget.

Adopted General Fund Budget **(In Millions)**

	<u>2015-16</u> <u>Adopted</u>	<u>Change</u>	<u>2016-17</u> <u>Adopted</u>
Personnel	\$107.7	\$5.0	\$112.7
Operations	16.7	0.4	17.1
Capital	0.6	1.0	1.6
Transfers to Other Funds	10.9	4.0	14.9
Support Services	<u>14.5</u>	<u>1.4</u>	<u>15.9</u>
Totals	<u>\$150.4</u>	<u>\$11.8</u>	<u>\$162.2</u>

The growth in the General Fund budget is primarily related to employee compensation, health insurance increases, and transfers to the Infrastructure Repair & Replacement Fund for street improvements.

CHANGES IN FUNDED POSITIONS

A net increase of sixteen (16) full-time positions is incorporated in the FY 2016-17 Adopted Budget, bringing the City's total number of funded full-time positions to 2,101 after reaching a high of 2,116 positions in FY 2007-08. Most of the increase in FY 2016-17 is attributable to additional Police, Street, and Water personnel. The net increase includes the addition of two (2) positions in the FY 2015-16 Revised Budget.

Citywide – All Funds **Full-Time Funded Positions**

Funded Positions – FY 2015-16	2,083
Positions Added	16
Positions Deleted	0
Net Positions – in Revised Budget	2
Funded Positions – FY 2016-17	2,101

The total number of full-time positions included in the FY 2016-17 Adopted General Fund Budget is 1,173. The General Fund full-time position count is down 10 positions from prerecession levels of 1,183.

Details regarding changes in staffing by fund and department can be found in the Personnel section of this document.

2016-17 ADOPTED BUDGET HIGHLIGHTS

EMPLOYEE COMPENSATION AND BENEFITS

The continued improvement in revenues will allow for the City to compensate employees at market. A merit increase that averages 3% is approved for General Schedule and Skill-Based employees. A pay structure adjustment equivalent to an average increase of approximately 4.2% for the Fire and Police schedules is approved for the Civil Service employees. The Civil Service and Skill-Based employees will continue to be eligible for step increases.

In addition, the City will continue to provide funding for the market adjustment program which supports the City's pay philosophy to maintain market competitiveness by providing base pay increases to employees whose pay is below the market average as compared to the average pay for similar skills and years of experience. Details regarding employee compensation can be found in the Personnel section of this document. Outlined below are the approved increases for FY 2016-17:

Classification	Ongoing	Ongoing January	Ongoing April
Public Safety – Civil Service Structure		3.9% - 4.5%	
Public Safety – Civil Service Step	Included		
Skill-Based – Utilities Structure		3%	
Skill-Based – Utilities Step	Included		
General Schedule – Merit (<i>Meet Expectations</i>)		3%	
General Schedule – Market			Included

The City health-care plans include several changes for employees and retirees in FY 2016-17. These changes include adjustments to the prescription plan as well as changes to deductibles, maximum out-of-pocket limits, and other areas that will more closely match the benefits provided by other cities in the area. Additionally, employees and retirees will see moderate increases in health insurance costs for the year. The City's dental plan includes no changes for the coming year.

PROPERTY TAX RATE

The FY 2016-17 Adopted Budget is based on a combined Ad Valorem Tax rate of 70.46 cents per \$100 of valuation, which is unchanged for the eighth consecutive year.

Adopted Tax Rate (Cents per \$100 Value)

	<u>2015-16</u>	<u>Change</u>	<u>2016-17</u>
Operations & Maintenance	39.40	0.00	39.40
Debt Service	<u>31.06</u>	<u>0.00</u>	<u>31.06</u>
	<u>70.46</u>	<u>0.00</u>	<u>70.46</u>

The Operations and Maintenance (O&M) and Debt Service portions of the tax rate will remain unchanged at 39.40 and 31.06 cents respectively per \$100 of valuation.

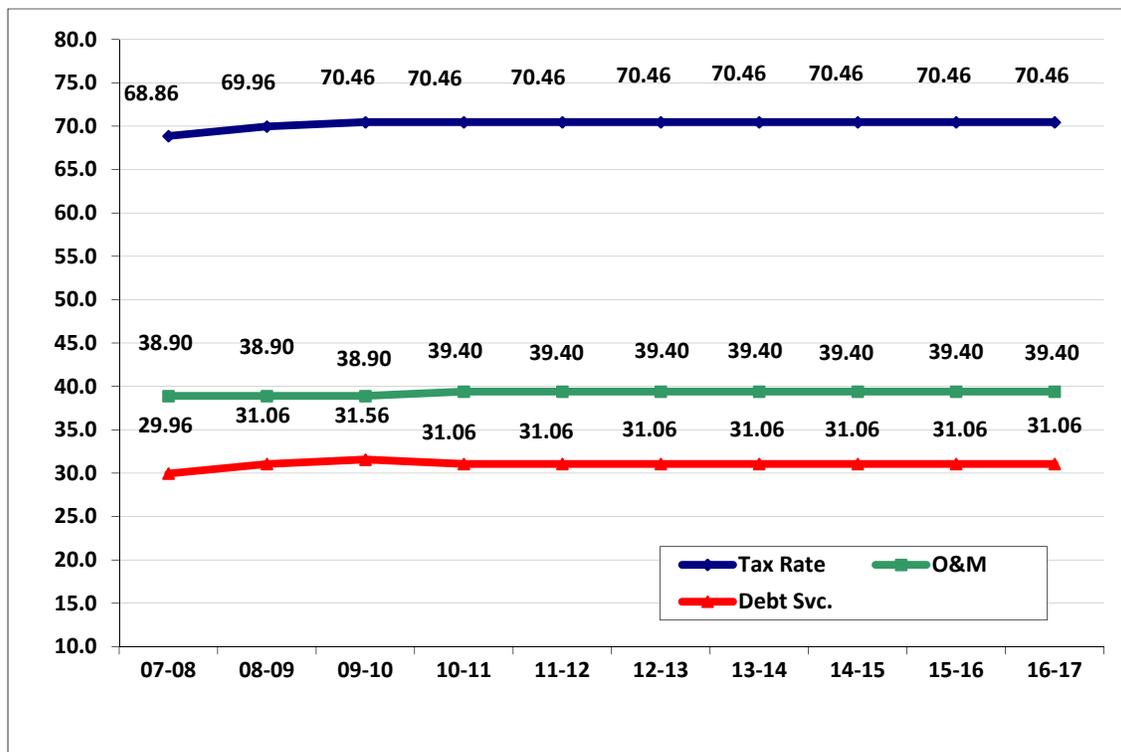
2016-17 ADOPTED BUDGET HIGHLIGHTS

Impact of Tax Rate

City Ad Valorem Taxes for a home valued at \$100,000, at the approved rate of 70.46 cents, will be \$648.23 per year or \$54.02 a month after applying the 8% Homestead Exemption. For a senior citizen, the same home will be \$288.89 a year or \$24.07 a month after applying the 8% Homestead Exemption and \$51,000 Senior Exemption.

In the 2016 property tax assessment, existing Garland homeowners realized an average 11.3% increase in value.

Historical Property Tax Rates (In Cents)



UTILITY RATES

Within the City's Utility Funds, a monthly rate increase for Water and Sewer service is included in the FY 2016-17 Adopted Budget. The increase in the Water rates is due to significant increases in the cost of wholesale water from the North Texas Municipal Water District (NTMWD) and future increases in Debt Service costs related to capital investments. Based on the approved rate structures, a typical Garland resident will experience an increase of \$2.07 per month for Water and an increase of \$0.35 for Sewer service. The total monthly change in utility rates is approved to be an increase of \$2.42.

2016-17 ADOPTED BUDGET HIGHLIGHTS

Monthly Utility Costs (Typical Garland Resident)

Base Utility Services	2015-16 Adopted	Change	2016-17 Adopted
Electric	\$130.29	\$0.00	\$130.29
Water	54.88	2.07	56.95
Sewer Service	41.48	0.35	41.83
Trash Collection	19.58	0.00	19.58
Stormwater Fee	2.88	0.00	2.88
Totals	\$249.11	\$2.42	\$251.53

Electric rates above are based on 1,300 kWh per month. Water and Sewer service rates are based on an average of 8,000 gallons a month, and Stormwater rates are based on a mid-sized residence.

OTHER RATE AND FEE CHANGES

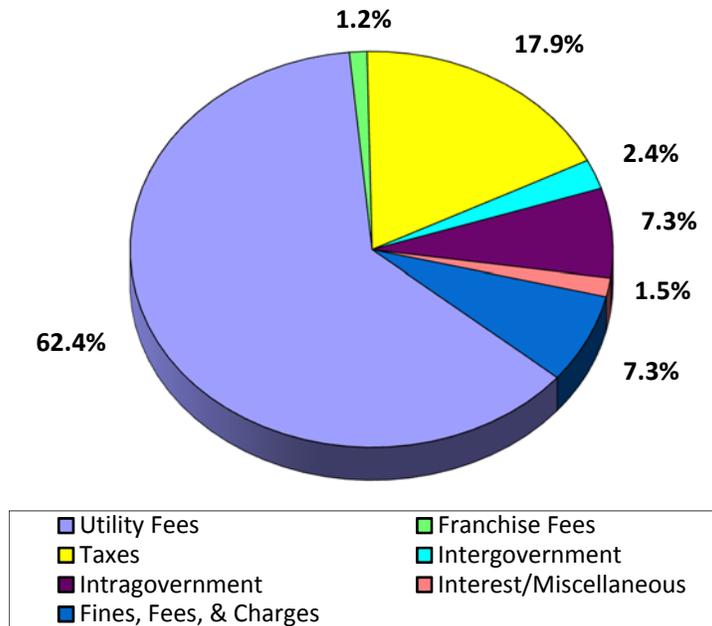
The City's Building Inspection Department will increase residential inspection fees by an average of 3% to 4%, apartment inspection fees by 12.5%, and commercial inspection fees by an average of 14% effective October 1, 2016. The approved fee increases are based on comparisons with other Metroplex cities.

**2016-17 ADOPTED BUDGET
OVERVIEW**

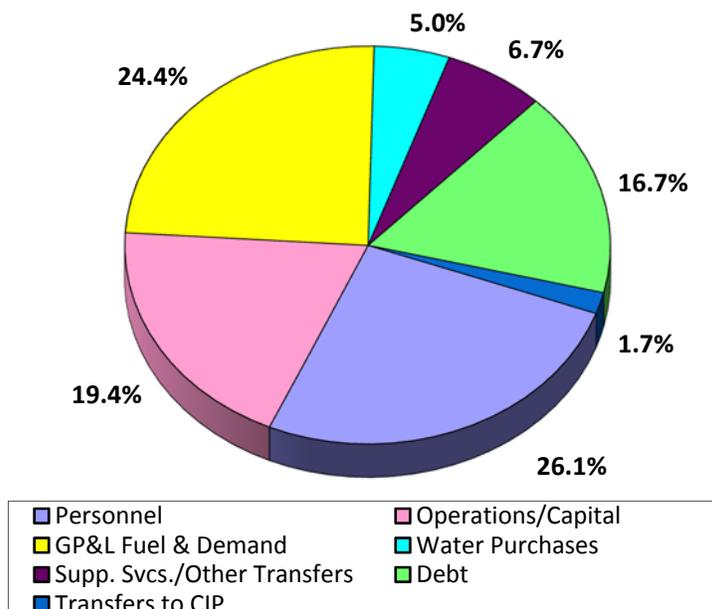
**TOTAL COMBINED BUDGET
ALL FUNDS**

The Adopted Total Combined Budget for FY 2016-17 equals \$681.1 million. This is an increase of \$5.9 million, or 0.9%, from the Adopted Combined Budget for FY 2015-16. The information below highlights the major revenue sources and types of expenditures for the Combined City Budget.

2016-17 Funding Sources



2016-17 Expenditures



Combined Budget**BUDGET OVERVIEW**

	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED	CHANGE
FUNDING BY SOURCE				
Utility Fees	\$453,234,542	\$413,714,117	\$403,375,356	\$(10,338,761)
Taxes	100,810,096	105,415,042	116,001,377	10,586,335
Franchise Fees	8,113,491	8,229,874	7,634,809	(595,065)
Intergovernmental	15,098,573	15,665,287	15,643,384	(21,903)
Intragovernmental	43,873,381	45,087,956	47,118,240	2,030,284
Interest/Miscellaneous	10,321,107	7,933,651	9,916,849	1,983,198
Fines, Fees, & Charges	44,564,215	44,683,920	47,363,385	2,679,465
Transfer from Rate Mitigation Fund	0	7,500,000	10,000,000	2,500,000
Change in Fund Balance	<u>(2,198,754)</u>	<u>26,990,245</u>	<u>24,093,815</u>	<u>(2,896,430)</u>
TOTAL FUNDING	<u>\$673,816,651</u>	<u>\$675,220,092</u>	<u>\$681,147,215</u>	<u>\$ 5,927,123</u>
EXPENDITURES BY TYPE				
Personnel	\$158,455,581	\$169,304,824	\$177,702,323	\$ 8,397,499
Operations	107,553,308	120,953,943	128,760,592	7,806,649
Capital	1,525,187	2,118,269	3,179,276	1,061,007
Fuel, Energy, & Demand Charges	233,858,650	186,656,323	166,057,602	(20,598,721)
Transfers to CIP	8,537,073	11,100,000	11,825,000	725,000
Water Purchases	25,901,319	30,018,451	34,216,544	4,198,093
Support Services / Other Transfers	42,468,194	43,916,379	45,686,543	1,770,164
Debt	<u>95,517,339</u>	<u>111,151,903</u>	<u>113,719,335</u>	<u>2,567,432</u>
TOTAL EXPENDITURES	<u>\$673,816,651</u>	<u>\$675,220,092</u>	<u>\$681,147,215</u>	<u>\$ 5,927,123</u>

Combined Resources

Total combined resources are projected to increase \$5.9 million (0.9%). Utility Fees are projected to decrease by \$10.3 million, and Franchise Fees are forecasted to decrease by \$0.6 million. Revenue sources estimated to increase from last year include Taxes, Interest and Miscellaneous Revenue, and the Transfer from the Rate Mitigation Fund.

Combined Expenditures

Budgeted combined expenditures as approved reflect an increase of \$5.9 million (0.9%). Personnel, operations, water purchases, and debt account for the largest portion of the expenditure increases. A \$20.6 million decrease in GP&L's fuel and energy costs accounts for the expenditure decreases.

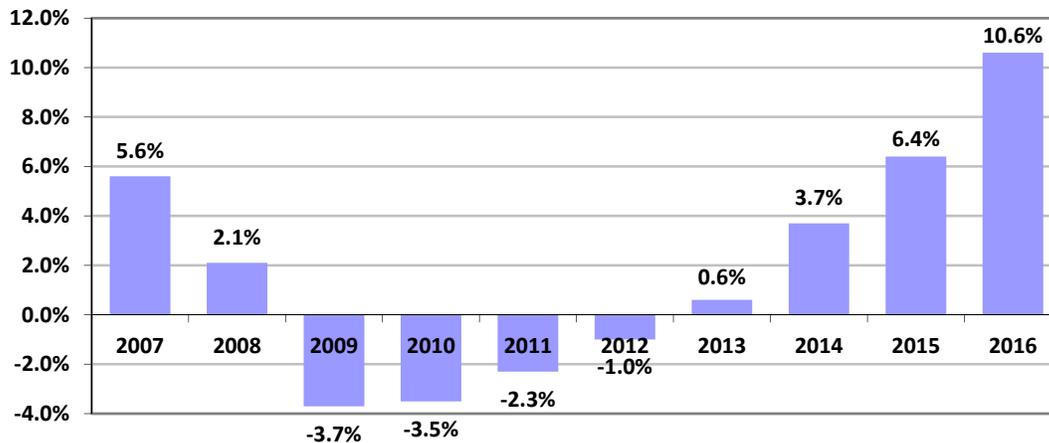
GENERAL FUND RESOURCES

Total General Fund resources, which include revenues, transfers, and excess fund balance, are projected to be \$162.2 million in 2016-17 compared to \$150.4 million in the FY 2015-16 Adopted Budget. This represents an increase of \$11.8 million (7.8%). A discussion of the more significant funding sources within the General Fund is included below.

Property Tax Base

The City of Garland’s 2016 Property Tax base was certified at \$12.4 billion after subtracting abatements and exemptions. This equates to an increase of \$1.2 billion (10.6%) from 2015 certified values. Included in the 2016 valuation is \$111.5 million in new construction compared to \$78.4 million last year. This is the largest tax assessment for new construction in the City since FY 2009-10. Ignoring new construction, the value of Garland’s existing tax base increased by \$1.1 billion (9.6%). Existing residential property increased by \$726.2 million (11.3%), and commercial real property increased by \$195.1 million (6.0%).

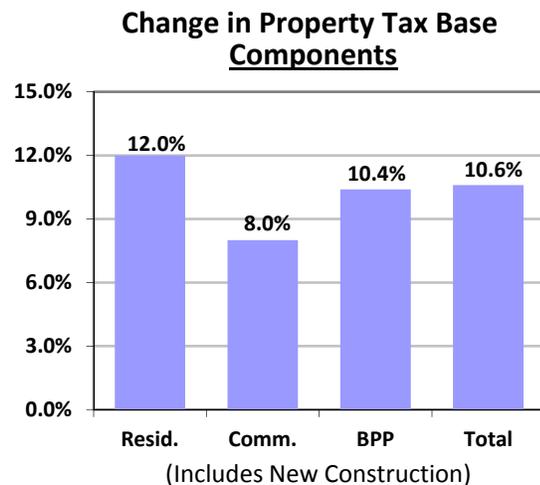
**Property Tax Base
Historical Percentage Change**



The 2016 Property Tax base breaks down as follows among commercial, business personal, and residential property:

2016 Certified Tax Base

	<u>Value</u>	<u>Percent</u>
Commercial Real Property	\$ 3,535,339,167	28.5%
Business Personal Property	<u>1,666,067,787</u>	<u>13.5%</u>
Total Commercial Property	<u>\$ 5,201,406,954</u>	<u>42.0%</u>
Residential Real Property	<u>7,189,222,757</u>	<u>58.0%</u>
Total Tax Base	<u><u>\$12,390,629,711</u></u>	<u>100.0%</u>



Exemptions

The 2016 Certified Tax Base is net of an 8% Homestead Exemption, \$51,000 Senior/ Disabled Citizen Exemption, and \$386.3 million in Freeport Exemptions. The Residential Home-stead Exemption was up \$40.3 million (9.3%), and the Freeport Exemption on Business Personal Property increased \$66.7 million (20.9%).

Tax Increment Financing Districts

The City of Garland has established two Tax Increment Financing (TIF) Districts to help promote and fund economic development. The first is in the City’s Downtown extending to the Forest/Jupiter DART Rail Station, and the second is along the I.H. 30 corridor. In 2016, incremental increases in property values totaled \$63.5 million within the Downtown TIF and \$52.3 million in the I.H. 30 TIF. These figures represent the growth in property values since 2004 in the Downtown TIF and since 2005 in the I.H. 30 TIF.

Based on the Adopted Tax Rate of 70.46 cents per \$100 of valuation, a total of \$439,000 of Property Tax revenues is projected to be allocated to the Downtown TIF and \$362,000 to the I.H. 30 TIF in FY 2016-17. The I.H. 30 TIF revenues will be used toward Debt Service payments associated with \$23.8 million in debt issued for development of the Bass Pro - Harbor Point site at Lake Ray Hubbard. Downtown TIF revenue will be used to fund Debt Service related to the City Center project.

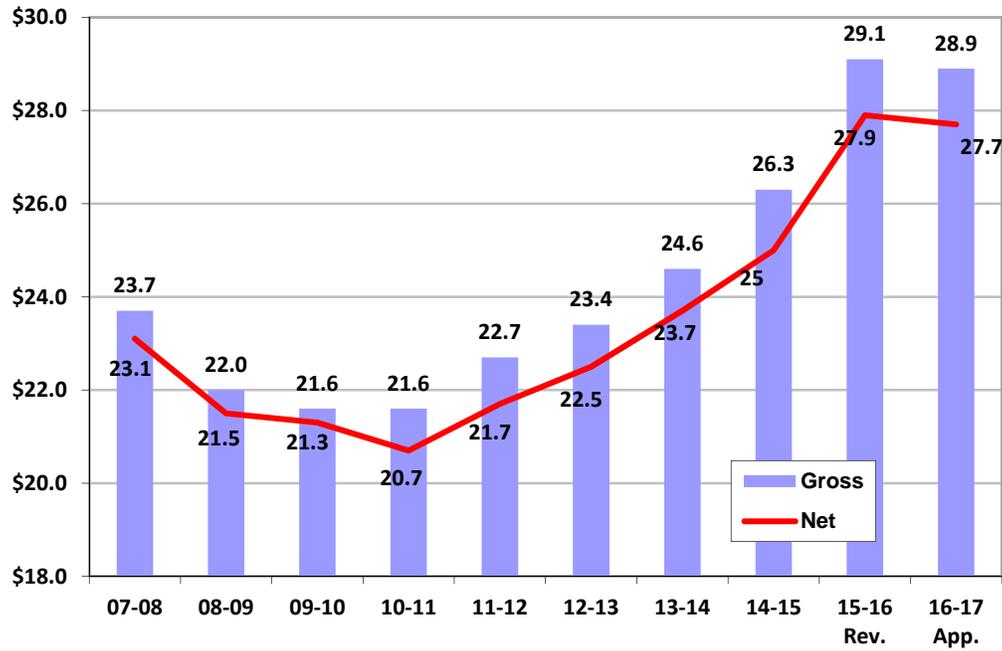
Ad Valorem Tax - \$47,964,418

The General Fund’s single largest source of revenue is the Ad Valorem Tax. Of the total Ad Valorem Tax rate, 39.40 cents or 56% is for operations and maintenance (O&M) expenditures in the General Fund. Net of TIF revenues and economic development incentives, O&M Ad Valorem Tax revenues are estimated to be \$47.4 million. The collection of prior year taxes is projected to result in an additional \$524,000. Combined, this represents an increase of \$4.4 million (10.2%) from FY 2015-16 Adopted Ad Valorem Tax revenues.

Sales Tax - \$27,687,505

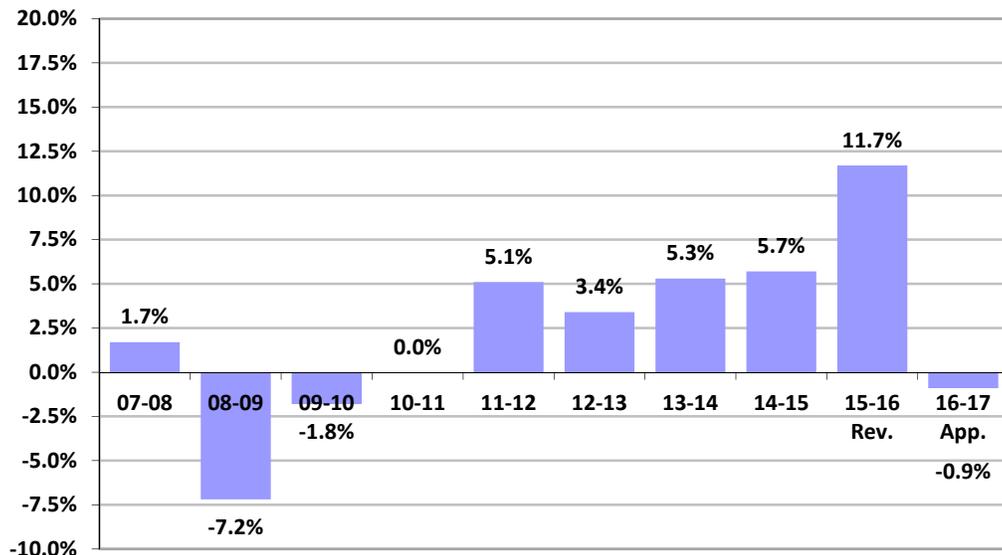
The City of Garland receives 1% of the 8.25% Sales Tax levied on goods and services sold within the city. Gross Sales Tax is projected to be \$28.9 million in FY 2016-17. From this amount, an estimated \$1.2 million will be returned as part of the current retail incentive agreements. After these transfers, net Sales Tax revenues for FY 2016-17 are projected to be \$27.7 million, representing an increase of \$2.4 million (9.3%) from projections included in the Adopted Budget for FY 2015-16. Not included in these amounts is a \$250,000 transfer from the Assigned Fund Balance Reserve to help offset the impact of incentive payments to the developer of the Firewheel Town Center.

Sales Tax Revenues
(In Millions)



In total, Sales Tax revenues are projected to be \$5.2 million (21.9%) above FY 2007-08 prerecession level highs.

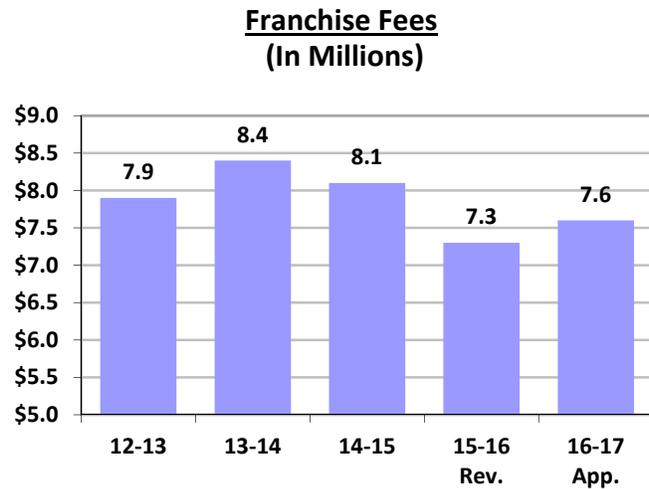
Sales Tax Revenues
Net of Incentives
(Annual Percent Change)



Franchise Fees - \$7,634,809

The City of Garland collects a Franchise Fee from utility companies operating within the city. The affected utilities include electric, gas, telephone, and cable services. The Franchise Fee represents a reimbursement for the use of the City's streets and rights-of-way and is generally based on revenues attributable to business conducted in Garland.

The projected revenue from Franchise Fees for FY 2016-17 is \$7.6 million, which represents a decrease of \$595,000 (7.2%) from the FY 2015-16 Adopted Budget. Franchise Fees for gas and telecom/cable services reflect decreases for FY 2016-17.



Landfill Fees - \$7,370,247

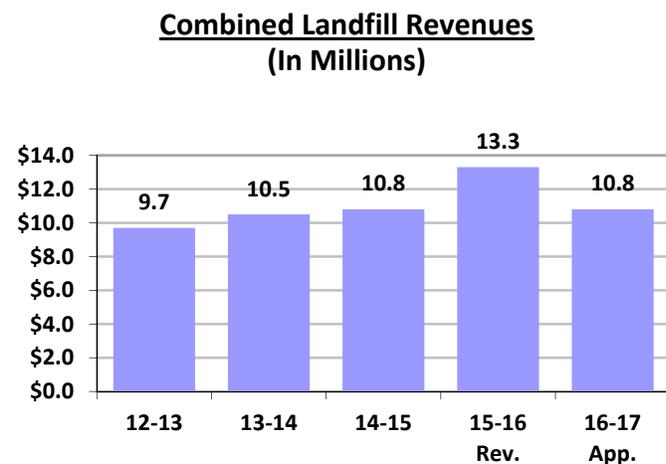
Landfill Fees include charges to private commercial haulers and other surrounding cities for the use of the City's solid waste disposal site. The tipping fees the City charges private commercial haulers are primarily based on prevailing market rates. The current tipping fee for commercial haulers is \$35.00 per ton for those utilizing automated equipment and \$52.50 per ton for those manually off-loading. In an effort to increase General Fund revenue, the EWS - Disposal (Landfill) Department has also offered, since 2003, a negotiated tipping fee to commercial haulers who have the capability of providing at least 1,000 tons per month.

Total Landfill Fees are projected to be \$7.4 million in FY 2016-17, representing an increase of \$655,000 (9.7%) from FY 2015-16 budgeted levels. The growth in revenue is due to an increase in construction activity experienced in the Metroplex area, causing additional tonnage to be disposed by private waste haulers at the Hinton Landfill.

Disposal Fees - \$3,398,276

Landfill Disposal Fees represent charges to the City's Environmental Waste Services - Delivery (EWS) Department and other City departments for the disposal of refuse. Disposal Fees are tied to the Landfill's cost-of-service rate which is \$20.94 per ton for FY 2016-17.

Total Disposal Fees of \$3.4 million are included in the approved budget, reflecting a decrease of \$332,000 (8.9%) from levels budgeted in FY 2015-16.



EMS Ambulance Fees - \$3,147,581

The City's Fire Department responds to all E-911 medical emergencies within the city limits, and a fee is assessed only when a patient is transported by City ambulance to a hospital. Ambulance Fees included in the FY 2016-17 Adopted Budget total \$3.1 million, an increase of \$584,000 (22.8%) from budgeted levels adopted for FY 2015-16. An increase of \$550,000 is included in the approved budget due to revenue from the State for the EMS Supplemental Payment Program.

EMS Monthly Fees - \$1,505,915

Effective September 1, 2009, Senate Bill (S.B.) 1896 allows qualifying municipalities to charge each municipal water customer a monthly fee for the costs of Emergency Medical Services (EMS) and to collect the EMS fee in conjunction with the bill for utility services. The EMS monthly fee of \$1.50 charged to each utility customer remains unchanged for FY 2016-17 and is expected to generate approximately \$1.5 million in revenue for the year to partially offset EMS operating expenditures.

Earnings on Investments - \$193,331

The City has cash management practices in place to ensure that cash balances within the General Fund, as well as other funds, are invested daily to generate interest income. Interest Income for FY 2016-17 is projected to be \$193,000, decreasing by \$20,000 (9.4%) from last year's approved levels.

In-Lieu-of Franchise Fees - \$5,936,497

The General Fund receives a fee from the City's Water, Wastewater, and EWS - Delivery operations that is in lieu of the Franchise Fee charged to privately-owned utilities conducting business within the city. For each of the utilities listed above, the Franchise Fee is 5%. Total In-Lieu-of Franchise Fees in the FY 2016-17 Adopted Budget are \$5.9 million, representing an increase of \$286,000 (5.1%) from the FY 2015-16 Adopted Budget.

In-Lieu-of Ad Valorem Tax - \$5,310,102

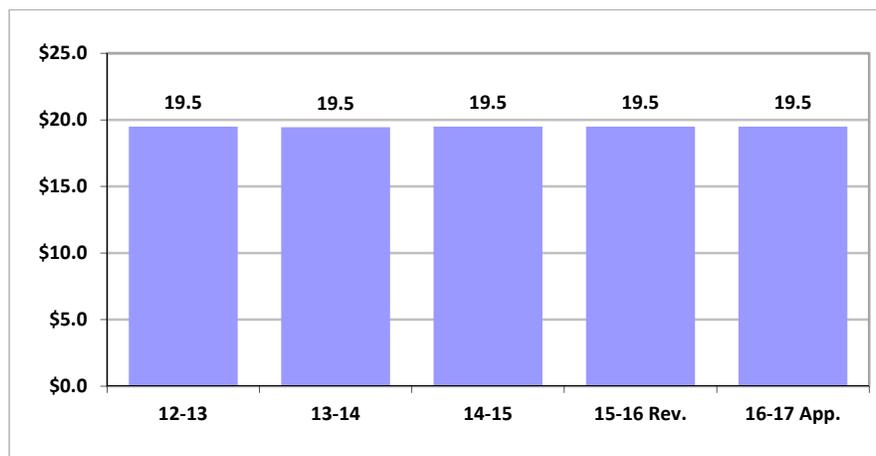
In addition to an In-Lieu-of Franchise Fee, the General Fund receives an amount from City-owned Water, Wastewater, and EWS - Delivery Utilities that is in lieu of the Ad Valorem Taxes charged to privately-owned businesses located in the city. The In-Lieu-of Ad Valorem Tax is based on a market value assigned to the Utilities' property, plants, and equipment and the current Property Tax Rate. For FY 2016-17, In-Lieu-of Ad Valorem Tax totals \$5.3 million, representing an increase of \$2,000 from last year's budgeted levels.

GP&L Return on Investment (ROI) - \$19,451,298

Annual In-Lieu-of Charges from the General Fund to the Electric Utility Fund were replaced with a Return on Investment (ROI) methodology beginning in FY 2007-08. The original ROI methodology measured the annual transfer to the General Fund as a percentage of a moving average of Garland Power & Light (GP&L) revenues calculated for the three most recently completed fiscal years. Effective with FY 2014-15, the ROI methodology was updated and based upon a percentage applied to a three-year moving average of net retail sales adjusted for an Ad Valorem Tax assessment of GP&L’s fixed assets and inventory in the last completed fiscal year. The FY 2016-17 ROI calculation is based upon net retail sales for FY 2012-13, FY 2013-14, and FY 2014-15, as well as information provided by the City’s FY 2014-15 Comprehensive Annual Financial Report.

The approved transfer amount of \$19.5 million for FY 2016-17 remains unchanged from the amount approved for FY 2015-16. While the ROI transfer amount itself did not change, the percentage applied to net retail sales is 8.0% as compared to 8.1% applied to net retail sales used for FY 2015-16.

GP&L Return on Investment Transfer
(In Millions)



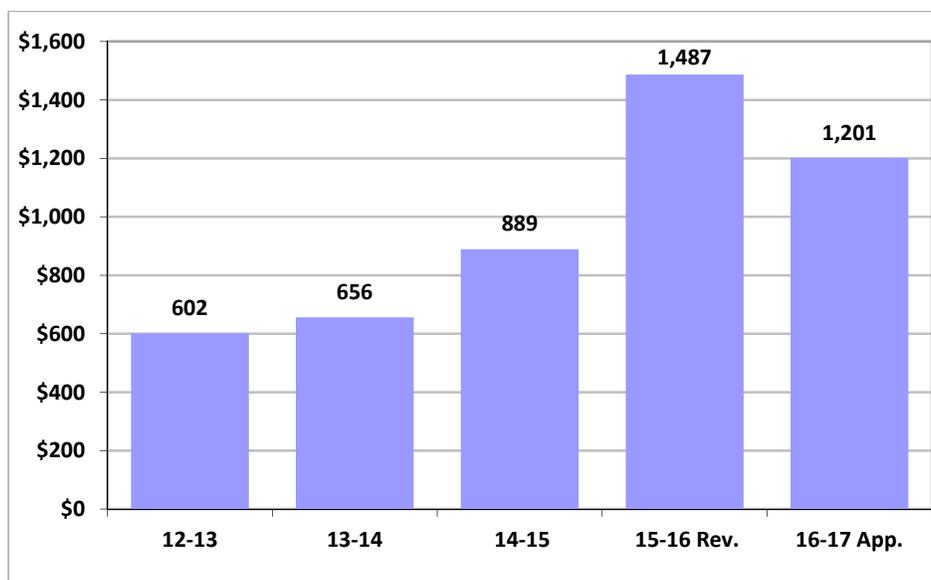
General & Administrative Charges - \$9,316,444

The General Fund provides administrative support to all City departments and funds. Administrative support includes the services provided by Financial Services, Budget and Research, Purchasing, Human Resources, and the City Attorney’s Office, as well as others. Proprietary Funds are assessed a G&A charge equivalent to 13.57% of each fund’s salary and benefits costs in order to recapture a portion of the costs associated with these services. Total G&A charges in the FY 2016-17 Adopted Budget are \$9.3 million, representing an increase of \$456,000 (5.2%) from last year’s budgeted levels.

Building Permit Fees - \$1,200,646

Building Permit Fees cover the costs associated with the City inspection of structural, plumbing, electrical, and mechanical work performed on new and existing structures. The FY 2016-17 Adopted Budget anticipates \$1.2 million in Building Inspection Fees, an increase of \$463,000 (62.8%) from last year’s approved budget levels. The approved budget includes an increase for apartment and commercial inspection fees by an average of 12% to 14% and an increase for residential inspection fees by an average of 3% to 4% effective October 1, 2016. The approved fee increases are based on comparisons with other Metroplex cities.

Building Permits
(In Thousands)



Municipal Court - \$4,891,276

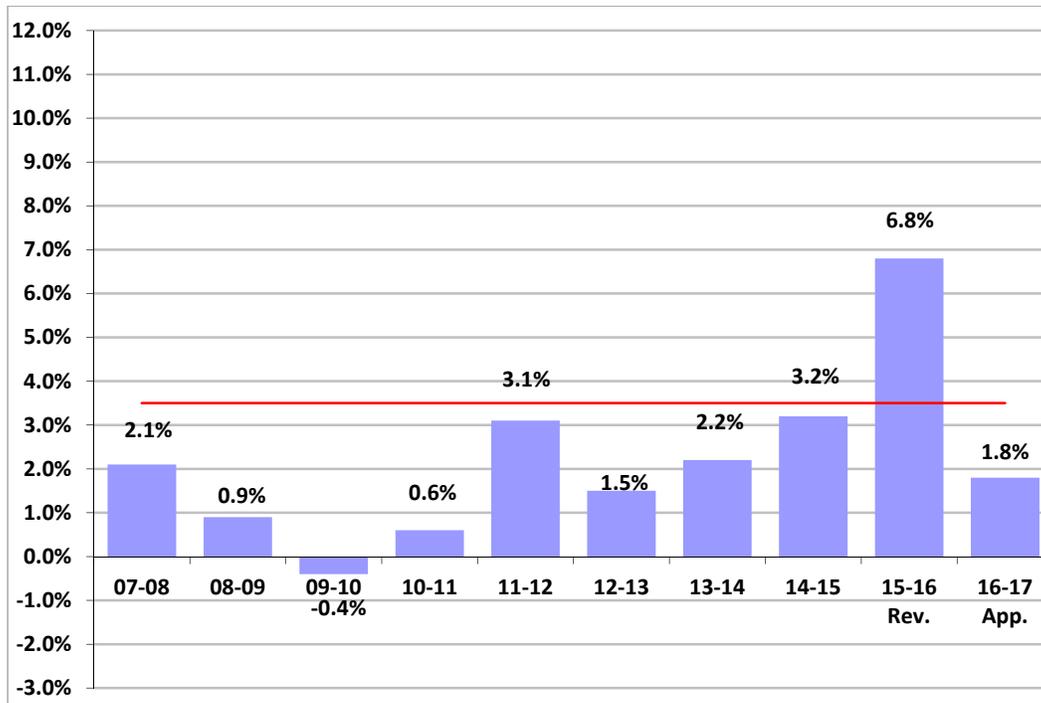
Municipal Court revenue consists of fines and penalties issued for the violation of traffic laws and other City codes and ordinances. In addition, a large component of Court revenues is the collection of Warrant Fees. Municipal Court revenues are projected to be \$4.9 million in FY 2016-17, a decrease of \$133,000 (2.6%) from last year’s Adopted Budget.

Citations assessed by the Court include a Technology Fee that has been designated by State law for Court technology-related expenditures. These funds are escrowed until used for approved purposes. Included in Municipal Court revenue is a transfer of \$23,000 from escrow for technology equipment and services for the Court.

General Fund – Current Year Revenue Trends

Shown in the graph below is the annual percentage change in General Fund revenues. It is important to note that revenue growth of 3.5% is generally required to maintain current service levels and provide for modest pay increases for employees. The General Fund revenue is projected to increase by 1.8% in FY 2016-17 from the FY 2015-16 Revised Budget. However, the projected increase for FY 2016-17 is lower due to the 6.8% increase in FY 2015-16 projected revenues. The violent storms in Garland and neighboring cities during this past winter and spring have provided unexpected revenue in the Revised Budget.

**General Fund – Current Year Revenue Trends
Percentage Change in Revenues**



(Based on year-end actuals adjusted for the Economic Development Department move to a separate fund in FY 2015-16 and the conversion to GP&L ROI methodology.)

GENERAL FUND RESOURCES SUMMARY OF CHANGES

Current year revenue combined with the use of excess fund balance constitutes Total General Fund Resources. A total listing of revenues can be found in the Fund Summaries section of the Adopted Budget. A recap of changes within the major revenue categories and the use of fund balance is shown below:

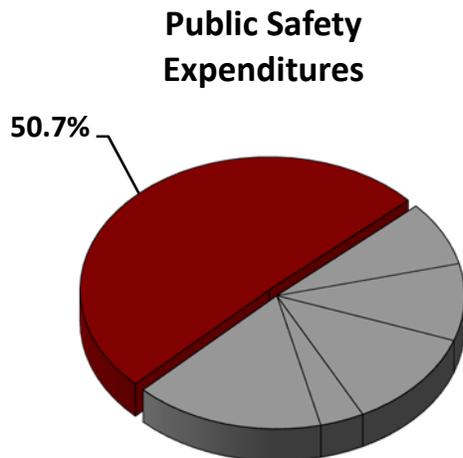
	Change from Prior Year Adopted	Percent Change
Taxes:		
Ad Valorem Taxes	\$ 4,427,000	10.2%
Sales Tax	2,315,000	8.7%
Sales Tax Incentive Rebates	48,000	3.7%
All Other	21,000	4.4%
Sub-Total	<u>6,811,000</u>	<u>9.8%</u>
Franchise Fees	(595,000)	-7.2%
Landfill Revenue	323,000	3.1%
Service Charges:		
EMS Fees	586,000	14.4%
E-911 Fees	58,000	3.4%
Police Services	288,000	13.3%
All Other	(32,000)	-1.3%
Sub-Total	<u>900,000</u>	<u>8.7%</u>
Investment Earnings	(20,000)	-9.4%
Intergovernmental – Grants	440,000	154.5%
Intragovernmental:		
In-Lieu Charges from Utilities	288,000	2.6%
GP&L Return on Investment	0	0.0%
General & Administrative Charges	456,000	5.2%
Interfund Transfers	38,000	6.6%
Sub-Total	<u>782,000</u>	<u>2.0%</u>
Licenses and Permits:		
Building Permits	463,000	62.8%
All Other	32,000	1.0%
Sub-Total	<u>495,000</u>	<u>11.9%</u>
Municipal Court and Library Fines	(155,000)	-3.0%
Rents and Concessions	3,000	0.3%
Total Change in Revenue	<u>\$ 8,984,000</u>	<u>6.0%</u>
Change in Use of Fund Balance	<u>2,790,000</u>	
Total Change in Resources	<u>\$11,774,000</u>	<u>7.8%</u>

GENERAL FUND EXPENDITURES

The Adopted General Fund Budget for FY 2016-17 is \$162.2 million, representing an increase of \$11.8 million (7.8%) from the FY 2015-16 Adopted Budget. The following narrative describes the responsibilities, total budget, and significant changes for each department within the General Fund.

PUBLIC SAFETY

Public Safety departments include Police, Fire, Health, and the Office of Emergency Management. Combined, these departments represent \$82.2 million or 50.7% of total General Fund Expenditures.



Police - \$48,658,482

The Police Department protects the lives and property of Garland citizens through the enforcement of State and local laws.

In 2015, the Police Department began an extensive review process of body-worn camera solutions while also reevaluating the current aging in-car video and interview recording systems. The results of this analysis found that the City’s current Conducted Electrical Weapons (CEW) vendor provides a five-year cost-effective package that would provide every Officer with CEW equipment, body-worn cameras (with one replacement), and ancillary equipment while also providing reliable

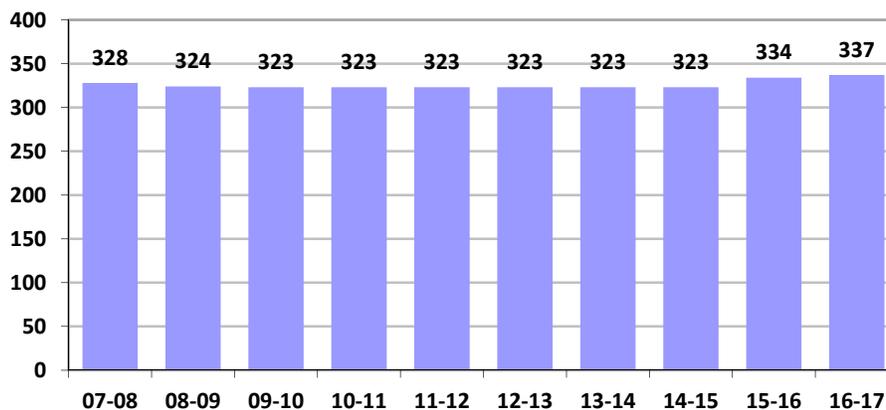
in-car video and interview recording system equipment. In addition, this package would include state-of-the-art video retrieval, storage, and maintenance solutions to manage the vast amount of digital media the Police Department must maintain to comply with State Open Records requirements and legal evidence mandates. It is anticipated that the annual cost of this five-year program will be \$539,800, which will be partially offset by reductions in current service contracts and the Narcotic Seizure Fund’s contribution to pay for the CEW equipment. As a result, the Police Department’s approved budget includes additional funding of \$392,700 to purchase this package solution with an additional \$180,100 of funding coming from the Narcotic Seizure Fund. Also, this plan will eliminate approximately \$155,000 from the Information Technology Fund related to service contracts required to maintain the current in-car video system.

The FY 2016-17 Adopted Budget also includes \$573,300 for three (3) new School Resource Officers (SROs) with three (3) new Police vehicles. The Garland Independent School District has agreed to pay 100% of the costs for both personnel and equipment for these additional SROs. The three SROs will complete the two-year staffing plan of adding eight (8) new SRO Officers and eight (8) vehicles. In addition, SRO Officer staffing will increase in FY 2016-17 from 28 to 31 with three (3) SRO Supervisors.

The approved budget also includes additional Police overtime of \$120,000 funded by a transfer from the SafeLight Fund. This overtime will be utilized for traffic enforcement issues within school zones and against aggressive driving.

It also should be noted that the FY 2015-16 Revised Budget includes \$299,100 for the purchase of ballistic plates, helmets, and heavy-duty bags for all Sworn Police personnel. The ballistic safety equipment is essential to ensuring all Sworn Police personnel are protected.

Police Sworn Positions
10-Year History

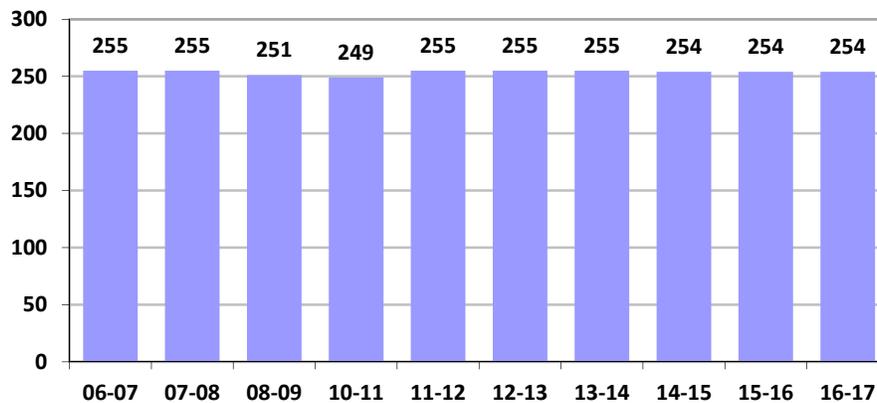


Fire - \$30,494,725

The mission of the Garland Fire Department is to protect the lives and property of Garland citizens by providing fire suppression, rescue operations, hazard mitigation, emergency medical services (EMS), fire inspections, and educational programs.

The Fire Department’s approved budget of \$30,494,700 for FY 2016-17 includes \$288,000 in additional funding to address several areas within the Fire Department. Additional items approved include a Multi-Gas Detector; equipment designed specifically to clean Personal Protective Equipment (PPE) that has been exposed to fire, chemicals, and other types of contaminants; and upgrades to the Knox Box system carried on Fire apparatus that is used to secure after-hours access to commercial and other structures during emergency responses. These items replace those that have aged beyond their useful lives and/or will no longer be supported or serviced by the manufacturer. The additional funding provides for the purchase of updated face masks that comply with new Federal/State requirements for such equipment and an Advanced Life Support (ALS) training mannequin that will provide personnel with significantly enhanced, hands-on training opportunities related to Emergency Medical Services (EMS). Also included in the additional funding are provisions to acquire technical rescue equipment, PPE, and fire hose that will be available to substitute for similar items that must be replaced at specified intervals or to replace those items that have been damaged and must be removed from service. Funding was approved to acquire additional computer hardware to integrate the Fire Department’s inspection activities with those conducted by Engineering and Building Inspection and additional software licenses required to support the Department’s Electronic Patient Care Reporting (ePCR) system. Finally, the additional funding includes provisions for specialty items required to outfit a replacement Command Vehicle.

**Fire Sworn Positions
10-Year History**



Health - \$2,919,318

The Health Department provides basic public health services, such as inspections of food establishments, environmental investigations, and Animal Shelter operations.

The FY 2016-17 approved budget for Health totals \$2,919,300 and includes no material changes from the budget adopted for FY 2015-16.

Office of Emergency Management - \$199,924

The Office of Emergency Management is responsible for ensuring the City’s operational readiness to respond to and mitigate the effects of emergency situations such as natural or manmade disasters, including terrorist attacks. The Department is also responsible for the management of several Emergency Management Grants that are included in the Public Safety Grant Fund.

The approved budget for FY 2016-17 totals \$199,900 and is \$7,130 less than the amount approved for FY 2015-16 with no material changes to anticipated Operations costs. The FY 2015-16 Revised Budget did, however, see a significant increase of \$702,200 during the year due primarily to the City’s response to the EF4 tornado that struck South Garland in late December, 2015. It was decided to house the expenses associated with the recovery and mitigation efforts in OEM as a means to facilitate tracking and Federal reimbursement efforts. Most of these expenditures are related to the post-disaster debris removal. Also included in the revised budget is funding to complete installation of the CASA weather radar project carried over from FY 2014-15.

CULTURE AND RECREATION

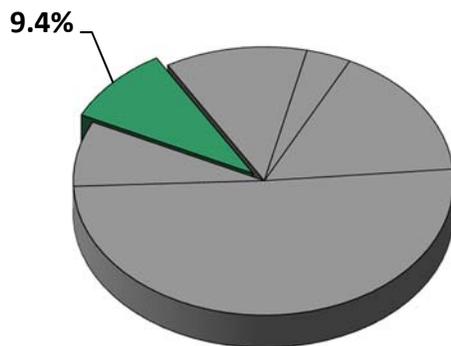
Culture and Recreation departments include Library and Parks, Recreation and Cultural Arts. Combined, these departments represent \$15.2 million or 9.4% of total General Fund Expenditures.

Library - \$5,185,719

The Library Department operates four facilities in Garland, providing citizens with a variety of information, materials, and learning opportunities.

In keeping with the City Council Financial Vision and goals to eliminate certain items traditionally debt-financed in the Capital Improvement Program (CIP), the FY 2016-17 Adopted Budget includes an additional \$150,000 of funding for various Library materials that were previously financed in the CIP. In addition, the approved budget continues the \$75,000 annual contribution to the IT Project Fund to build a Library IT sinking fund. The sinking fund will be used to fund the implementation of new technologies within the Library system that are too costly to fund in any one year. Additionally, the approved budget includes \$11,700 for the public printing program to maintain current service levels.

Culture and Recreation Expenditures



Parks, Recreation and Cultural Arts - \$9,991,639

The Parks, Recreation and Cultural Arts Department is responsible for management and maintenance of all City parks and recreation facilities, the Granville Arts Center, and medians and rights-of-way for all City streets.

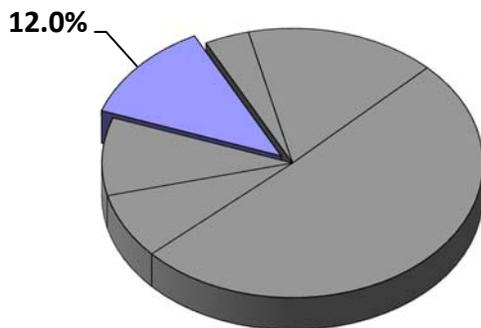
The approved budget includes \$72,000 for maintenance at the Granville Arts Center, \$27,000 for maintenance at Bradfield Pool and Surf & Swim, and \$200,000 for replacement of various equipment averaging 20 years in service and past its useful life.

The approved budget continues charge-outs of approximately \$341,000 from the Parks Department to the Stormwater Management Fund to partially cover costs related to litter collection and control.

PUBLIC WORKS

Public Works departments and transfers include Engineering, EWS - Disposal (Landfill), Transfers to Landfill Sinking Fund, Transfers to Infrastructure Repair & Replacement Fund, and Transportation. Combined, these departments and transfers represent \$19.5 million or 12.0% of total General Fund Expenditures.

Public Works Expenditures



Engineering - \$1,151,331

The primary responsibility of the Engineering Department is the design and construction of major infrastructure projects within the city.

Engineering’s approved expenditures for FY 2016-17 include \$151,330 in additional funding in order to update the City’s aerial, topographic, and planimetric maps. It has been approximately 10 years since the last aerial mapping was completed, and they do not reflect the improvements to the Firewheel Town Center, the Bass Pro area, the PGBT Extension, the DART Blue Line Extension, and other areas in the city. Several other City departments utilize the comprehensive aerial maps for various projects and planning.

EWS - Disposal (Landfill) - \$4,738,771

The EWS - Disposal (Landfill) Department maintains and operates the City’s solid waste disposal facilities, including the Charles M. Hinton Landfill and Wood Recycling Facility, the Castle Drive Landfill (in closure), and the City’s Transfer Station.

Tonnage collected from private waste haulers grew, on average, 11.5% per year from FY 2013 to FY 2015. This increase is attributable to a large commercial contract hauler with the Charles M. Hinton Landfill and increased construction activity in the Metroplex area. Due to this increased tonnage, the cost per ton rate charged to Environmental Waste Services (EWS) - Delivery and other City departments is decreasing \$2.06 (8.9%) to \$20.94 in FY 2016-17.

The FY 2016-17 Adopted Budget includes \$34,000 of funding for additional litter control fencing required by TCEQ regulations and \$35,700 for a market rate study. In addition, \$412,000 is approved to be transferred to the Capital Improvement Program to provide cash-funding to renovate and improve the Transfer Station facility.

It should be noted that the Landfill is a profit center for the General Fund. Revenues associated with fees collected from private waste haulers and charges to the City’s EWS - Delivery Department more than offset the costs associated with operating the Landfill.

Transfers to Landfill Sinking Fund - \$1,301,559

A sinking fund is maintained to fund cell development and closure costs. This transfer is carried in Non-Departmental expenditures.

Transfers to Infrastructure Repair & Replacement Fund - \$9,924,026

The Infrastructure Repair & Replacement Fund is primarily funded each year by a transfer from the General Fund, Water Utility Fund, and Wastewater Utility Fund. The General Fund's ongoing contribution is increasing by \$766,400 in FY 2016-17. In addition, a one-time transfer of \$3.6 million is budgeted primarily to provide additional resources for contracted concrete street replacement plus \$600,000 for the replacement of capital equipment that has exceeded its useful life.

Transportation - \$2,358,834

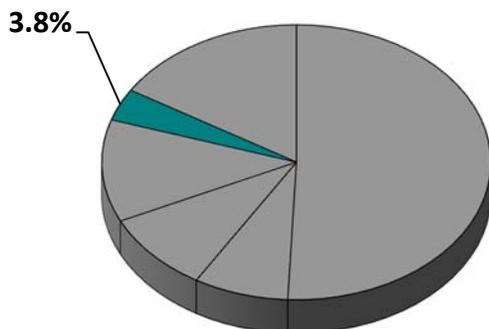
The Transportation Department designs, installs, and maintains traffic signals, signs, and pavement markings; plans thoroughfares; and reviews subdivisions and site plans to ensure traffic and parking needs are accommodated. Transportation's approved expenditures for FY 2016-17 reflect an additional \$75,000 to purchase a thermoplastic marking machine that is funded from a transfer from the SafeLight Fund.

NEIGHBORHOODS AND DEVELOPMENT

Neighborhoods and Development departments include Building Inspection, Code Compliance, and Planning and Community Development. Combined, these departments represent \$6.1 million or 3.8% of total General Fund Expenditures. To improve transparency of the City's Economic Development efforts, the Economic Development Department was moved to a separate fund in FY 2015-16.

Building Inspection - \$1,504,028

Neighborhoods & Development Expenditures



The Building Inspection Department is responsible for creating and maintaining a safe and healthy environment by ensuring compliance with all local construction and zoning codes, reviewing permit requests, and inspecting new and existing structures. In order to keep up with increased building inspection demands, two Inspector positions will be moved from Code Compliance to the Building Inspection Department in the FY 2015-16 Revised Budget. In addition, funding for another Building Inspector position totaling \$103,400 is included in the FY 2016-17 Adopted Budget. Also included in the FY 2016-17 Budget is \$20,000 to replace furniture in the Main Street Municipal Building that is past its useful life and in poor condition.

Code Compliance - \$2,999,602

The Code Compliance Department is responsible for enforcing various ordinances governing the appearance and condition of single-family, multi-family, and other properties located within the city. Personnel perform on-site property inspections and address a wide range of concerns associated with neighborhood vitality and integrity.

The FY 2015-16 Revised Budget returns to Building Inspection two of five positions that were transferred to Code Compliance in FY 2102-13 to assist with Commercial Property Standards enforcement. Changing conditions within Garland have increased the workload in Building Inspection to warrant this change, so arrangements have been made to move these positions late in the fiscal year. The full effect of these position transfers is revealed in the FY 2016-17 Budget.

The FY 2016-17 Adopted Budget totals \$2,999,600, an increase of approximately \$125,600 from the amount approved for FY 2015-16, and includes one additional Code Inspector position that will return Neighborhood Standards to its FY 2012-13 staffing level. This additional position will be primarily assigned weekend responsibilities for various neighborhood violations not ordinarily encountered on weekdays. In addition, \$87,000 is included in the FY 2016-17 Adopted Budget for demolition and hazardous waste disposal work resulting from damage sustained during the EF4 tornado that struck South Garland on December 26, 2015. Approved funding also includes an increase of \$5,000 to more adequately match anticipated postage needs related to the Department's outreach and notification efforts.

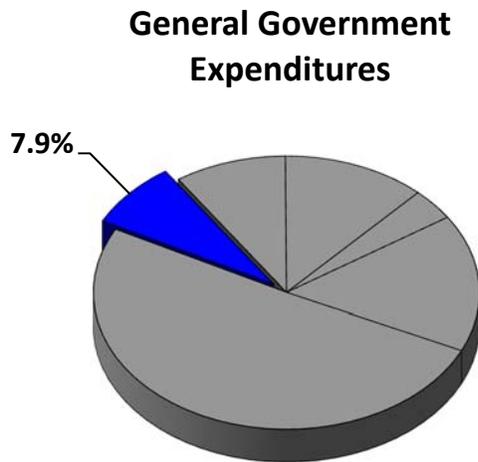
Planning and Community Development - \$1,625,073

The Planning and Community Development Department's primary function is to review and recommend development plans, standards, and activities within the city. In addition to Planning and Community Development, the Managing Director oversees the Housing Funds (CASA, Housing Opportunities Made Equal [HOME] Grant, Community Development Block Grant [CDBG], Housing Assistance, and the newly-created Housing Reinvestment Fund) as well as Building Inspection and the Convention and Visitors Bureau.

Planning and Community Development's approved expenditures for FY 2016-17 do not reflect material changes in funding levels from the prior year.

GENERAL GOVERNMENT

General Government departments include Budget and Research, City Administration, Office of the City Attorney, City Council, City Secretary, Financial Services, Human Resources, Internal Audit, Municipal Court, Public and Media Relations, Purchasing, and Tax. Combined, these departments represent \$12.8 million or 7.9% of total General Fund Expenditures. They primarily provide traditional administrative support for other City departments and funds.



Budget and Research - \$622,018

The Budget and Research Department provides financial planning, strategy development, and information and analysis necessary for the compilation, implementation, and effective administration of the City’s Operating and Capital Improvement Budgets.

Approved operating expenditures do not reflect a material change in funding levels from the prior year.

City Administration - \$1,050,373

The City Administration Department includes the City Manager, Deputy City Manager, Assistant City Manager, and associated support staff responsible for the supervision of all operations and activities within the City of Garland. City Administration is also responsible for coordinating City Council agenda items, interfacing with the public, and providing assistance to Council members as needed.

The FY 2016-17 Adopted Budget totals \$1,050,400 and includes no material changes in Operations costs from FY 2015-16.

City Attorney (Office of) - \$2,480,822

The Office of the City Attorney (OCA) protects the interests of the City by providing legal representation and counsel to paid and elected City officials at all levels and by prosecuting offenses in Municipal Court. The Garland City Marshals Office (GCMO), created within the Office of the City Attorney, provides security services at various City facilities, including City Hall and the Duckworth Utility Services Building, and processes warrants issued by Garland Municipal Court Judges.

During FY 2015-16, in a continuing effort to more closely match available personnel to security needs identified at City-owned facilities and within the Downtown area, one full-time Deputy Marshal position was converted to three part-time Deputy Marshal positions. In addition, the FY 2016-17 Adopted Budget includes \$25,500 of funding to add one more part-time Deputy

Marshal position to the GCMO to further enhance security services to City facilities, specifically in the Downtown Garland area as well as at the Carver Center. Otherwise, no material changes to Operations costs from FY 2015-16 are included in next year's request. Funding responsibilities for the GCMO are shared with the Customer Service Fund through an additional assessment to its annual General & Administrative transfer to the General Fund.

City Council - \$293,898

City Council is comprised of a Mayor and eight Council Members who serve as the policy-making and legislative body for the City of Garland. Its responsibilities include adopting ordinances, establishing City policies, approving major expenditure items, and adopting the Annual Operating and Capital Improvement Budgets.

No material changes from the FY 2015-16 Approved Budget are included in the approved budget for FY 2016-17.

City Secretary (Office of) - \$287,409

The Office of the City Secretary is responsible for recording, preserving, and exercising custodial authority over the City's official records and legislative activities. In addition to coordinating City-held elections, the City Secretary's Office also coordinates the City's various Boards and Commissions, provides timely updates to the Code of Ordinances, and processes various permits.

Approved expenditures for FY 2016-17 for the Office of the City Secretary do not reflect material changes in funding levels from the prior year.

Financial Services - \$1,621,122

The Financial Services Department is responsible for providing accounting, payroll, debt issuance, and cash management services for the City.

The approved budget for FY 2016-17 includes \$5,000 for a banking services consultation to prepare a comprehensive Request for Proposal for banking services, as required by the financial policies every five years, and to evaluate the banking services proposed by each institution.

Human Resources - \$ 1,709,212

Human Resources is responsible for personnel functions such as compensation, job classification, benefits, training, and internal communication. Human Resources also administers the Civil Service program for the City's Police and Fire Departments.

The FY 2015-16 Revised Budget includes the addition of one Department Representative position. The approved budget for FY 2016-17 totals \$1,709,200 and includes \$5,100 in additional funding to provide much-needed computer hardware and software to the Department.

Internal Audit - \$488,086

The Internal Audit Department provides financial and operational audits and is responsible for ensuring adequate levels of internal controls.

Approved operating expenditures do not reflect a material change in funding levels from the prior year.

Municipal Court - \$2,155,348

Municipal Court provides administrative and judicial functions as defined within the City's Charter. The administrative functions include clerical and other administrative activities associated with processing all Class C misdemeanor violations, violations of City ordinances, case management, and fine and penalty collections. The judicial function includes both full-time and part-time Judges and a Department Representative. The Judges have jurisdiction to interpret and apply State laws and municipal ordinances within the city and have the authority to issue search and seizure warrants.

Municipal Court's approved expenditures for FY 2016-17 do not reflect material changes in funding levels from the prior year.

Public and Media Relations - \$628,551

The Public and Media Relations function handles media relations, press releases, and Channel 16 programming and broadcasts, as well as producing the content for the *Garland City Press*.

The approved budget for FY 2016-17 includes \$6,000 for the Garland Youth Council to increase participation and travel to the National League of Cities programs and conferences.

Purchasing - \$653,948

The Purchasing Department acquires goods and services for City departments in a manner consistent with State law.

Approved expenditures do not reflect material changes in funding levels from the prior year.

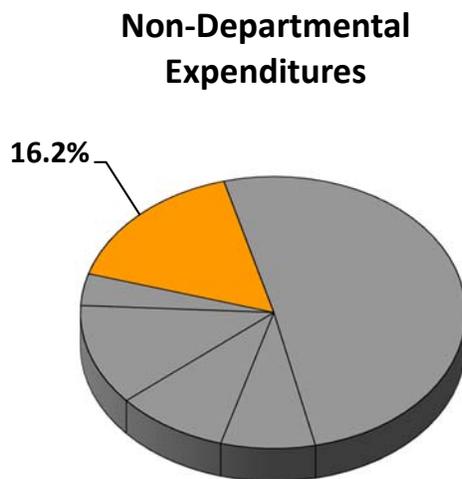
Tax - \$798,211

The Tax Department collects City Ad Valorem Taxes and maintains ownership and plat map records.

The approved budget for FY 2016-17 does not include any additional funding from the prior year.

NON-DEPARTMENT

Non-Departmental expenditures include a variety of items that are generally not exclusive to one department. Excluding transfers to other funds, these expenditures total \$26.3 million or 16.2% of total General Fund Expenditures.



Approved Non-Departmental expenditures include the following:

- (1) Performance/Merit Increase - \$932,000
- (2) Non-Civil Service Market Adjustment - \$13,900
- (3) Civil Service Structure Adjustment - \$1,670,100
- (4) Retiree Health Insurance - \$2,197,900
- (5) Employee Health Increase - \$1,235,900
- (6) Unemployment Claims - \$49,300
- (7) Dues and Memberships - \$130,800
- (8) Professional Fees - \$98,000
- (9) Economic Development Incentives - \$88,000
- (10) Street Lighting - \$228,300
- (11) Employee Tuition Reimbursement - \$60,000
- (12) Legislative Consultant - \$30,000
- (13) Transfer to Garland Healthcare Facilities Development Corporation (GHFDC) - \$20,000

Transfers to Other Funds and Support Services

The FY 2016-17 Adopted Budget includes transfers to other funds totaling \$3.7 million, which is an increase of \$75,600 (2.1%) from the FY 2015-16 Adopted Budget. Included in this figure are transfers to the Self Insurance Fund, Long Term Disability Fund, Fair Housing Fund, and Summer Nutrition Fund. In addition, there is a \$412,000 transfer to the Capital Improvement Program for Transfer Station improvements. Charges from Support Service departments total \$14.3 million in the FY 2016-17 Adopted Budget, representing an increase of \$955,300 (7.2%). Included in Support Service charges are a \$900,000 transfer to the IT Replacement Fund and a \$721,900 transfer to the IT Project Fund including \$75,000 for the Library IT sinking fund.

ENDING FUND BALANCE

The General Fund is projected to end FY 2016-17 with an Unassigned Fund Balance of \$12.1 million, \$5,800 over the 30 days requirement. A total of \$3.5 million is also in the Assigned Fund Balance which is a reserve to offset the impact of incentive payments to the developer of the Firewheel Town Center and to help maintain the City's tax-supported AAA Bond Rating.

**MAJOR CHANGES IN GENERAL FUND
FOR 2016-17**

	Change from 2015-16 Adopted
Changes in Resources	
Revenue	\$ 8,984,000
Utilized Fund Balance Reserves	3,436,000
Total Change in Resources	\$12,420,000
 Changes in Expenditures	
Civil Service Compensation Increase	\$ 1,670,000
Civil Service Step Adjustments	276,000
General Employee Compensation Increase	932,000
General Employee Market Adjustments	14,000
Prior Year Compensation Adjustments	158,000
Impact of Additional Positions	433,000
TMRS Contribution Rate Adjustment	379,000
Employee/Retiree Health Insurance Increase	1,306,000
Increase in Salary Charge-Outs	(72,000)
Additional Capital and Operating Expenditures	2,049,000
Prior Year Capital and Operating Expenditures	(746,000)
Infrastructure Repair & Replacement Transfer	3,866,000
Support Service Charges and Other Transfers	1,509,000
Net Change in Expenditures	\$11,774,000
Change in Fund Balance Requirements	640,000
Available Fund Balance	\$ 6,000
 <u>Expenditure Recap:</u>	
Compensation	\$ 2,978,000
Benefits	1,685,000
Additional Positions	433,000
Street Infrastructure Transfer	3,866,000
Operating & Capital Expenditures	1,303,000
Support Service Charges and Other Transfers	1,509,000
Net Change in Expenditures	\$11,774,000

(THIS PAGE INTENTIONALLY LEFT BLANK)

GENERAL OBLIGATION (GO) DEBT SERVICE FUND

The General Obligation (GO) Debt Service Fund accounts for the payment of General Obligation long-term debt, Certificates of Obligation (COs), and Revenue Bonds for all City funds. The funding for Tax-Supported Debt comes from the Debt Service portion of the Ad Valorem Tax rate. The Fund also receives transfers from other City funds in amounts sufficient to cover their respective Debt Service payments.

In 1997, a \$126 million Bond Program was passed with a projected impact of 4.14 cents on the Debt Service Tax rate. In 2004, Garland voters approved a \$223.7 million Bond Program with a projected impact of 11.5 cents, assuming a seven-year implementation. Due to the elongation of the programs and debt refinancing opportunities, the net change in the Debt Service Tax rate has been held to 5.6 cents since FY 1998-99. In addition to covering GO Bond projects, the 5.6-cent increase has also covered the Debt Service related to tax-supported CO projects.

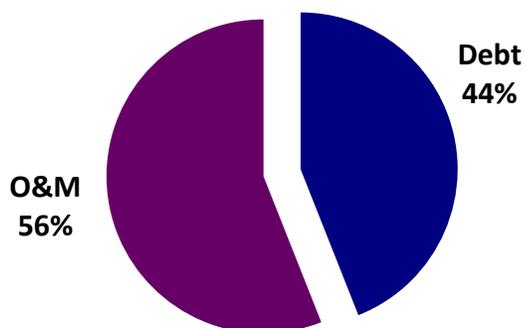
Commercial Paper Program and Short-Term Tax Note

Commercial Paper is issued as funds are required for 1997 and 2004 Bond projects. Commercial Paper carries a low interest rate, and principal payments are not made until the debt is rolled over into GO Bonds – which occurs approximately every three years. In most years, the Commercial Paper Program provides the City with the ability to issue an annual Short-Term Tax Anticipation Note (TAN) that is used to supplement street and infrastructure funding and provide short-term funding for other capital projects. The City has the capacity to issue a TAN in 2016-17 in the amount of \$7.2 million. The note will be paid off within one year.

Total Debt Service and Tax Rate

Total approved Tax-Supported Debt Service for FY 2016-17 equals \$76.0 million, representing an increase of approximately \$2.6 million (3.5%) from the FY 2015-16 Adopted Budget. This increase is attributed to the issuance of a \$7.4 million TAN that will be used to fund street and infrastructure improvements. The approved Debt Service Tax rate remains at 31.06 cents per \$100 of valuation. Details regarding the annual Debt Service requirements can be found in the Debt Service section of this document.

**Property Tax Revenue
Allocation**



Ending Fund Balance

The General Obligation Debt Service Fund is projected to end FY 2016-17 with an adequate fund balance of approximately \$5.1 million.

(THIS PAGE INTENTIONALLY LEFT BLANK)

ELECTRIC UTILITY FUND

Garland Power & Light (GP&L) provides residential and commercial electric service to approximately 85% of Garland households and more than 6,300 commercial and industrial customers.

The Texas Electric Deregulation Bill passed during the 1999 Legislative Session opened the state's utility market to retail competition on January 1, 2002. GP&L had the option to participate in a deregulated market but declined, a decision that was consistent with all other municipally-owned utilities in the state. GP&L has, however, worked continually to ensure that it is able to offer competitive market prices and reliable services in the deregulated market environment.

The City of Garland wholly owns electric generation facilities and additionally receives 47% of the electric output of Texas Municipal Power Agency's (TMPA) 470-megawatt coal-fired generation plant located at the Gibbons Creek Reservoir. The TMPA-operated facility supports GP&L's electric load obligation with remaining energy requirements purchased through the energy market. GP&L's generation units are used primarily to sell power into the market when prices exceed the Utility's cost of production.

Revenue

Revenue for FY 2016-17 is expected to total \$285 million and be approximately \$14.1 million (4.7%) less than the figure adopted for FY 2015-16. The primary factors contributing to this decline are reduced Off-System Sales of electricity and anticipated reductions in retail consumption. GP&L anticipates a reduction in wholesale customer consumption in the coming year and expects Off-System Sales to be reduced by \$12.9 million accordingly. Lower consumption estimated at the retail level is expected to result in a further reduction to revenue of \$3.8 million. The anticipated transfer from the Rate Mitigation Fund to GP&L is \$10.0 million, an increase of \$2.5 million (33.3%) from FY 2015-16.

Adjustments for FY 2015-16 in the revised budget total \$10.9 million and reduce the approved amount from \$299.2 million to \$288.3 million for the year. Reductions in wholesale customer consumption during the year account for \$4.5 million of the total reduction, while reduced retail consumption associated with milder-than-expected weather conditions totals an additional \$6.5 million. Better-than-expected results from other revenue sources contribute an additional \$100,000 to the total. No change to the approved Rate Mitigation transfer – \$7.5 million – is included in revised revenue.

While GP&L rates are not set with the adoption of the Budget, the Recovery Adjustment Factor (RAF) may be modified as appropriate throughout the year to address changes in market conditions and the Utility's revenue requirement needs. No change to the current residential rate is planned at this time, so the average monthly cost for a residential GP&L customer using 1,300 kWh of electricity will remain at \$130.29.

Average Residential Monthly Bill**Expenditures**

Total expenditures for FY 2016-17 are projected at \$305.7 million for the year, a net reduction of \$18.6 million (5.7%) from the amount adopted for FY 2015-16. Energy costs are the primary area responsible for this change and are anticipated to decrease \$18.2 million to \$96.0 million in response to forecasted reductions in Off-System Sales activity, retail consumption, and lower energy prices. While TMPA Fuel costs are projected to increase \$1.5 million, TMPA Demand costs will decrease by \$4.2 million due to TMPA moving its plant outage and overhaul to the autumn of 2017. Transfers to the Support Service funds will increase \$563,000 in response to additional Information Technology needs. Included in the FY 2016-17 Adopted Budget is an increase of \$725,000 to GP&L's transfer to its CIP as well as an increase to the General & Administrative transfer of \$225,800. Other changes to personnel and other operations costs total approximately \$800,000 and account for the balance of the changes for next year.

The FY 2015-16 Revised Budget reflects a reduction to expenditures of \$12.4 million (3.8%) and reduces the approved amount from \$324.2 million to \$311.8 million. Consistent with reductions to revenue changes, Energy purchases and TMPA Fuel costs are expected to be down \$13.4 million. Changes to benefits costs and in other operating areas, including purchase orders rolled forward from FY 2014-15, total \$1.0 million.

GP&L's Return on Investment (ROI) transfer to the General Fund, discussed in the General Fund - Resources section, is approved to remain unchanged at \$19.5 million. Although the ROI dollar amount has not changed, the ROI percentage will decrease from 8.1% to 8.0%. The Electric Utility provides several additional subsidies to the General Fund, the largest being a subsidized electric rate and street light maintenance.

Fund Balance – Operating Fund

Electric's Fund Balance goal is 75 days of operating expenditures in order to ensure an adequate cash flow throughout the fiscal year. The Electric Utility Fund is projected to end FY 2016-17 with a fund balance of approximately \$40.2 million or 75 days of working capital.

Fund Balance – Rate Mitigation Fund

The Rate Mitigation Fund is restricted by City Charter, and accumulated funds may only be used by GP&L to pay down debt or mitigate anticipated rate increases. The transfer amount to GP&L from the Rate Mitigation Fund originally adopted for FY 2015-16 was \$7.5 million and remains unchanged for the revised budget. For FY 2016-17, the approved transfer amount is \$10.0 million and will leave an estimated reserve balance of \$161.6 million at fiscal year’s end.

WATER UTILITY FUND

The Water Utility purchases wholesale treated water from the North Texas Municipal Water District (NTMWD) which draws raw water from Lake Lavon, Lake Cooper, Lake Tawakoni, Lake Texoma, and the wetland project located near Kauffman. Garland's water system is capable of storing 46.9 million gallons of treated water with a pumping capacity of 225.05 million gallons per day. The Water Distribution System includes over 1,100 miles of water mains, 8,244 fire hydrants, and 68,671 metered service connections.

Revenue

Projected Water revenues for FY 2016-17 are \$69.1 million, reflecting an increase of approximately \$6.2 million (9.8%) from the FY 2015-16 Adopted Budget. The increase is due to an approved residential, commercial, and industrial rate increase. The rate increase will have an impact of \$2.07 per month on the average residential account.

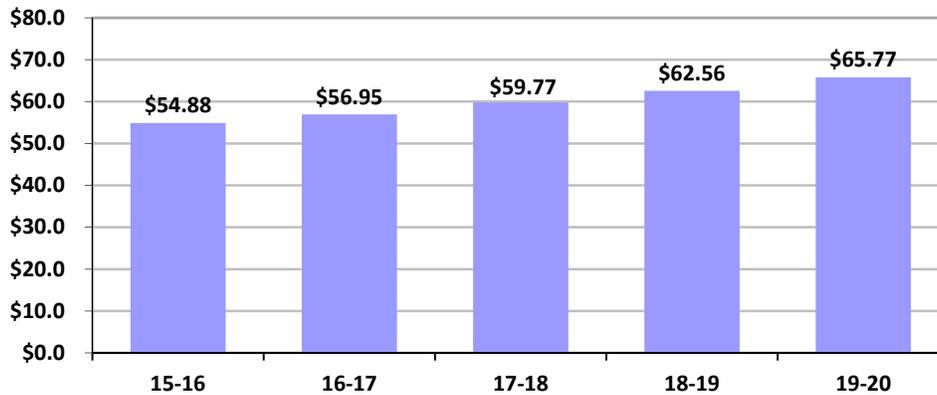
**Residential Base & Volume Charges
(Per Thousand Gallons)**

Gallons Used	2015-16 Adopted	2016-17 Adopted
Base Charge 5/8"	\$16.30	\$16.45
1 – 3,000	4.11	4.35
3,001 – 15,000	5.25	5.49
15,001 +	8.42	8.78

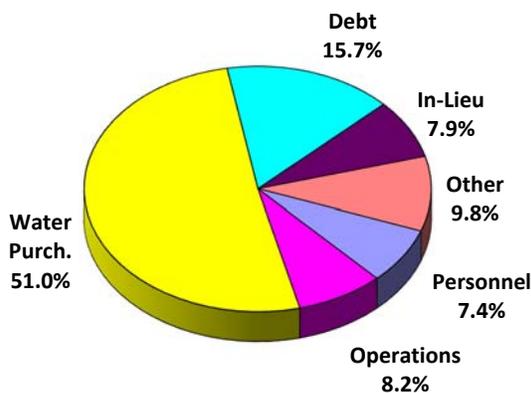
Rate adjustments are anticipated for the next several years primarily due to significant increases scheduled for wholesale water by the NTMWD. Garland’s water rates are based on a three-tiered rate structure designed to encourage water conservation. Under the tiered rate structure, the cost per thousand gallons of water increases with increased usage. Changes to the base and volume charges are shown at the left.

It should be noted that FY 2015-16 revenues were revised up by \$3.1 million (5.0%) mostly due to a projected 9.9% increase in water consumption from FY 2014-15 levels. Water consumption projections have increased due to the additional rainfall which has provided for sufficient water supply reservoirs and allowed the City to ease watering restrictions implemented during the severe drought.

**Forecasted Long-Term Water Rate Plan
Residential Monthly Charges – 8,000 Gallons**



**Water Utility Fund
Expenditures**



Expenditures

Approved expenditures for FY 2016-17 are \$67.0 million, an increase of \$5.2 million (8.3%) from FY 2015-16 approved levels. Expenditures include an additional \$4.2 million to cover a 10.5% rate increase imposed by the NTMWD for wholesale water purchases. The NTMWD rate will increase from \$2.29 per thousand gallons to \$2.53. Wholesale water purchases represent 51% of the total FY 2016-17 Adopted Budget.

It should be noted that the City’s annual cost of water is based on historical consumption, with the minimum volume charge tied to the highest usage in any given year. This minimum volume is referred to as the demand charge or “take or pay.” As a result, the Water Utility anticipates having to pay for more water than it will be able to sell during FY 2016-17.

In addition, \$250,000 is approved to fund an outside contractor to aid in surveying the condition and maintain the 8,000 fire hydrants and 23,000 valves throughout the city. Also approved in FY 2016-17 is an additional Water Quality Technician totaling \$103,100 and two (2) Backflow Inspectors totaling \$218,600 who will be utilized to meet water quality testing and backflow prevention regulations mandated by the Federal and State government. It should be noted that the cost of the two (2) Backflow Inspectors will be partially offset by a reduction of \$162,500 in contract services.

Also, the FY 2016-17 Adopted Budget includes \$34,800 for an additional vehicle for the Backflow Prevention Division and the replacement of three (3) digital message boards totaling \$18,000.

The Water Utility Fund has historically provided several subsidies to the General Fund. In FY 2015-16, a four-year plan was developed to phase these subsidies out of the Water Utility Fund, and this plan is approved to continue in FY 2016-17. In the FY 2016-17 Adopted Budget, these include \$152,500 toward IT capital purchases and approximately \$110,200 for the maintenance and construction activities of Facilities Management. The Water Utility Fund also contributes \$465,000 to the Garland Chamber of Commerce for economic development activities as well as making a yearly transfer of \$768,300 to the Infrastructure Repair & Replacement Fund.

Fund Balance

The Water Utility Fund is projected to end the year with a fund balance of \$17.0 million (105 days) of working capital. Due to the volatility in weather patterns that results in significant fluctuations in revenue collection, a 90-day fund balance goal is included – along with a 45-day requirement. Previously, this goal was set at 60 days, and this change will allow for the Utility to better deal with extreme weather conditions without having to place a surcharge on water rates while providing additional security necessary to maintain bond rating requirements. Fund balance amounts that exceed the 90 days are used to cushion future rate increases.

WASTEWATER UTILITY FUND

The Wastewater Utility collects, transports, and processes wastewater for Garland and its customer cities of Richardson, Dallas, Sachse, Rowlett, and Sunnyvale. The Wastewater Treatment System consists of 1,100 miles of sewer mains, two state-of-the-art advanced biological wastewater treatment facilities with a combined capacity of 64 million gallons per day, and a central laboratory.

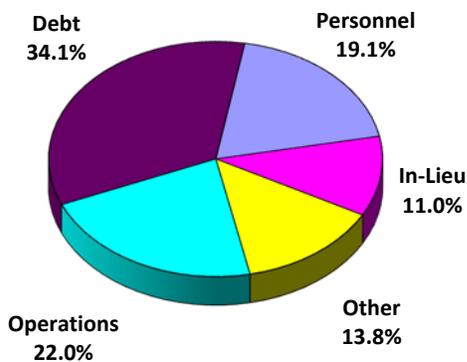
Revenue

Projected Wastewater revenues for FY 2016-17 are \$45.4 million, an increase of \$758,200 (1.7%) from the FY 2015-16 Adopted Budget primarily due to a 35-cent increase to the monthly residential and commercial base rate which will bring the total base rate charge to \$6.55 per month. As presented below, the volume charge per 1,000 gallons will remain the same for both residential and commercial customers in FY 2016-17. Based on these approved rates, a typical Garland resident will pay \$41.83 per month.

**Adopted Wastewater Rate Plan
(Per Thousand Gallons)**

Volume Charge per 1,000 Gallons	2015-16 Adopted	2016-17 Adopted
Residential	\$4.50	\$4.50
Commercial	4.66	4.66

Wastewater Utility Fund Expenditures



Expenditures

Total approved expenditures for FY 2016-17 are \$45 million, an increase of \$152,100 (0.3%) from FY 2015-16 approved levels. Approved funding includes \$350,000 to complete a Wastewater Management Plan required as a part of the Sanitary Sewer Overflow Initiative agreement with the Texas Commission on Environmental Quality (TCEQ) and \$300,000 for engineering services to perform a condition assessment of a major conveyance pipeline that is a critical component of the Duck Creek drainage basin sewer service area.

In addition, The FY 2016-17 Adopted Budget includes funding for a Business Process Analyst position totaling \$83,100 to help support and maintain the Asset Management System, \$40,000 for an outside contractor to assist with the scanning and storage of critical regulatory and engineering documents, \$13,900 for two additional treatment plant software licenses, \$20,000 of funding to repair and maintain customer cities meters, and \$66,300 to replace a Gas Chromatograph machine used in the Technical Services Division for laboratory analysis required by the EPA.

Also, the FY 2016-17 Adopted Budget includes additional funding of \$66,200 to upgrade equipment scheduled for replacement in the Equipment Replacement Fund. The upgraded equipment will consist of a TV van and mid-sized excavator to allow for more accurate and effective excavations during sewer line repairs.

The Wastewater Utility Fund has historically provided several subsidies to the General Fund. In FY 2015-16, a four-year plan was developed to phase these subsidies out of the Wastewater Utility Fund, and this plan will continue in FY 2016-17. In the FY 2016-17 Adopted Budget, subsidies to be continued include \$152,500 toward IT capital purchases and approximately \$110,183 for the maintenance and construction activities of Facilities Management. The Wastewater Utility Fund also makes a yearly transfer of \$768,300 to the Infrastructure Repair & Replacement Fund.

Fund Balance

The Wastewater Utility Fund is projected to end the year with a fund balance of \$11.2 million (109 days) of working capital. As in the Water Utility Fund, a 90-day fund balance goal is included – along with a 45-day requirement. This change will provide a cushion for future rate increases and spikes in regulatory costs while providing security necessary to maintain bond rating requirements.

ENVIRONMENTAL WASTE SERVICES FUND

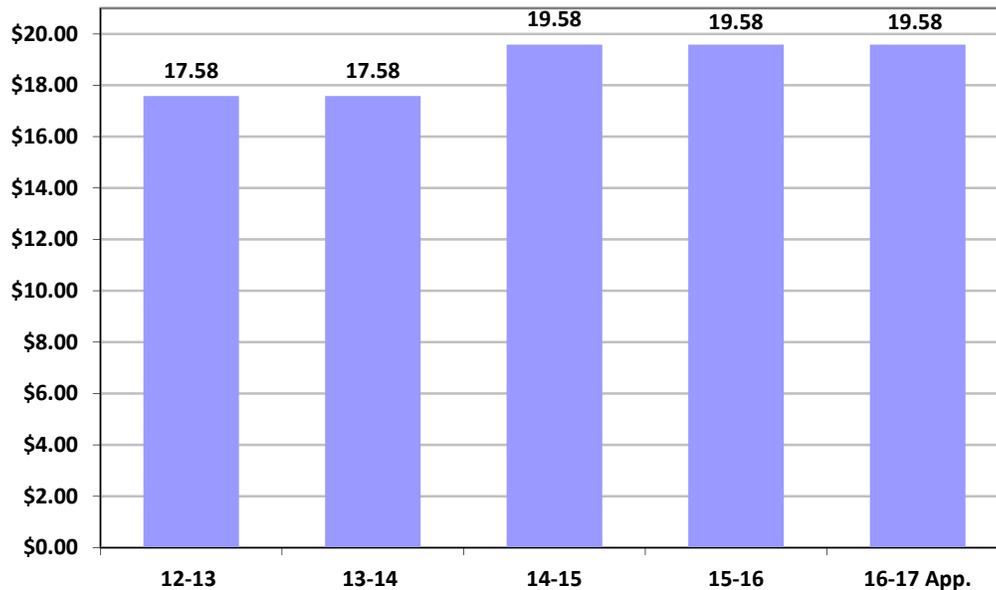
The Environmental Waste Services (EWS) - Delivery Department is responsible for the collection of trash, recyclables, and brush from Garland households. The department also competes with private haulers to provide trash collection for local businesses in the form of front-load and roll-off container services.

In FY 2011-12, The EWS - Delivery Department implemented a Single Stream Recycling Program. This program allows residents to recycle a wider range of commodities. Also, a six-phase implementation of automated collection for recyclables began in 2011. Under this program, residents are given a 95-gallon recycling container to replace the 18-gallon recycling bin previously used. The fifth phase of the program is projected to start in early FY 2016-17 and will add approximately 10,449 homes to the 41,675 already participating.

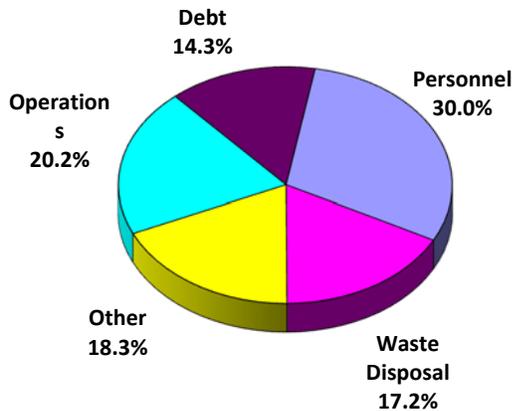
Revenue

Projected EWS revenues for FY 2016-17 are \$19.5 million, which is unchanged from the FY 2015-16 Adopted Budget. Monthly rates for collection of residential solid waste, bulky goods, and recycling will remain the same at \$19.58.

**Environmental Waste Services
Monthly Residential Base Rates**



Environmental Waste Services Fund Expenditures



Expenditures

Total approved EWS expenditures for FY 2016-17 are \$19.7 million, approximately \$657,800 (3.4%) higher than FY 2015-16 approved levels. Contributing to this change is an increase of \$615,600 (27.9%) in Debt Service transfers associated with the replacement of equipment and the expansion of the Single Stream Recycling Program funded in the 2016 Capital Improvement Program (CIP). Also, a \$200,000 transfer to the Multi-Year Capital Fund is included to cash-fund a portion of the equipment scheduled to be replaced in the 2017 CIP. This transfer is being made possible due to a \$330,400 reduction in disposal costs charged by the Hinton Landfill.

In addition, the FY 2016-17 Adopted Budget includes \$45,000 to replace a modular building utilized by EWS staff and \$37,500 to update the Disaster Debris Management Plan.

Fund Balance

The Environmental Waste Services Fund is projected to end the year with a fund balance of \$3.0 million (80 days) of working capital. The Environmental Waste Services Fund has a fund balance requirement of 45 days, and the excess fund balance will be used to offset the impact of future rate increases.

STORMWATER MANAGEMENT FUND

Stormwater Management is responsible for maintaining natural and manmade drainageways, thereby reducing the risk of stormwater flooding and pollution.

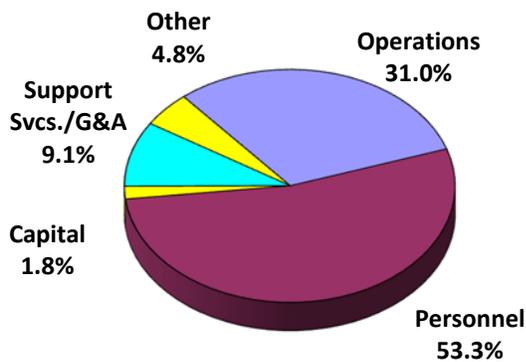
Revenue

Stormwater Management anticipates revenue of \$3.9 million for FY 2016-17, with rates remaining at their current levels. Mid-sized residential lots and commercial customers will continue to be billed at \$2.88 and \$0.072 per 100 square feet, respectively. These rates compare favorably to other area cities. Garland’s rates are 39% below the Metroplex comparison group average for mid-sized residential lots and 46% less than the Metroplex comparison group average for commercial customers. Garland also has the lowest rates in both categories among the comparison group.

Stormwater Rates

	2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
Small Residential	\$1.44	\$1.44	\$1.44
Medium Residential	2.88	2.88	2.88
Large Residential	4.32	4.32	4.32
Commercial per 100 sq. ft.	0.072	0.072	0.072

**Stormwater Management Fund
Expenditures**



Expenditures

Approved Stormwater Management expenditures are \$4.2 million for FY 2016-17, an increase of \$162,300 (4.0%) from the amount adopted for FY 2015-16. This increase is primarily related to the replacement of a skid steer loader for \$75,000 that is used to clear drainage channels. The current piece of equipment is past its useful life and requires extensive maintenance to remain operational.

Fund Balance

The Stormwater Management Fund is projected to end the year with a fund balance of \$141,100.

**COMBINED MONTHLY UTILITY COSTS
TYPICAL GARLAND RESIDENT**

	2015-16 Adopted	Change	2016-17 Adopted
Electric	\$130.29	\$0.00	\$130.29
Water	54.88	2.07	56.95
Wastewater Service	41.48	0.35	41.83
Trash Collection	19.58	0.00	19.58
Stormwater Fee	2.88	0.00	2.88
Totals	\$249.11	\$2.42	\$251.53

(THIS PAGE INTENTIONALLY LEFT BLANK)

INFRASTRUCTURE REPAIR & REPLACEMENT FUND

The Street Department is responsible for maintaining, repairing, and/or replacing streets, alleys, and other related infrastructure. Bond projects related to infrastructure are included in the City's annual Capital Improvement Program (CIP) and are funded by General Obligation Debt. These CIP projects include the expansion of road capacity (such as adding lanes), the reconstruction of asphalt to concrete, and the refurbishment of major thoroughfares. Projects funded in the Infrastructure Repair & Replacement Fund include the rehabilitation of residential streets and asphalt crack-sealing and leveling. In addition, the refurbishment of major thoroughfares that do not have Bond funding has been accomplished through the Infrastructure Repair & Replacement Fund.

Funding for the Infrastructure Repair & Replacement Fund comes primarily from transfers from the General Fund, Water Utility Fund, and Wastewater Utility Fund. In addition, funding is also provided each year by a transfer from a pool of funds maintained by the annual issuance of a Short-Term Tax Note. Information regarding Short-Term Tax Notes, as well as the City's Commercial Paper Program, can be found in the Debt Service section of this Adopted Budget.

In the FY 2016-17 Adopted Budget, these transfers total \$16.9 million, reflecting a significant increase of \$5.9 million or 53.9% from the FY 2015-16 Adopted Budget. This increased transfer consists of a \$766,400 ongoing transfer from the General Fund based on a long-term financial strategy implemented in FY 2014-15, a one-time transfer from excess fund balance reserves of \$3.0 million from the General Fund, and an additional \$2.0 million to be transferred from Tax Note funds that are available as a result of the significant improvement in the tax base in FY 2016-17.

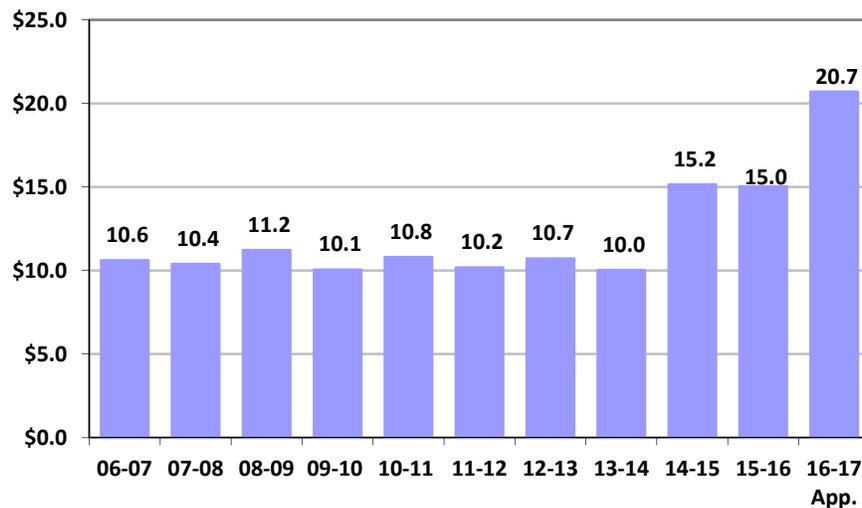
This requested increase in funding will be used to further enhance the condition of Garland's transportation infrastructure by providing an additional \$4.0 million toward concrete street replacement services and \$1.8 million to establish an asphalt overlay crew. This approved asphalt overlay crew will consist of three (3) Heavy Equipment Operator II positions, two (2) Equipment Operator I positions, and one (1) Maintenance Worker position. In addition to the positions, \$1.5 million in direct materials is also being funded. This additional personnel and material is projected to allow the Street Department to overlay 30 additional lane-miles per year. The General Fund transfer also includes one-time funding of \$600,000 for the replacement of two (2) fuel/lube trucks and three (3) heavy platform trucks that are beyond their useful lives.

Infrastructure Repair & Replacement Fund Transfers

	2015-16 Adopted	Change	2016-17 Adopted
General Fund	\$ 6,057,587	\$3,866,439	\$ 9,924,026
Water Utility Fund	749,609	18,740	768,349
Wastewater Utility Fund	749,609	18,740	768,349
Tax Note Funds	3,400,000	2,000,000	5,400,000
Totals	\$10,956,805	\$5,903,919	\$16,934,524

It should be noted that while not presented in the Infrastructure Repair & Replacement Fund, a Street Reconstruction and Improvements Program was established in the 2015 CIP to provide additional resources each year to rehabilitate city streets through the issuing of Certificates of Obligation without requiring a tax rate increase or additional fees to citizens. Based on this financial strategy, an additional \$3.7 million of funding is scheduled for inclusion in the 2017 CIP.

**Infrastructure Repair & Replacement Program
Fund History – Includes FY 2016-17 Adopted Budget and 2016 CIP
(In Millions)**



*Net of transfers for capital equipment replacement

The Infrastructure Repair & Replacement Fund is projected to end the year with a fund balance of \$12,800.

FIREWHEEL FUND

The Firewheel Golf Course is a premier facility that originally offered two 18-hole courses. In September 2001, 27 holes were added along with a second clubhouse, pro shop, driving range, and practice facility. Currently, the facility offers 63 holes of golf consisting of the Old Course (18 holes), Lakes Course (18 holes), Bridges Traditions (9 holes), Champions (9 holes), and Bridges Masters (9 holes).

Prior to the 2001 expansion, Firewheel was generally self-supporting through green fees and other revenues generated at the complex. Since the expansion, however, the Course has incurred an operating deficit primarily due to a dramatic increase in the number of competing courses in the area. To address the growing deficit in the Firewheel Fund, the Debt Service related to the facility was absorbed within the Debt Service Tax rate, and Intra-City Utility and Support Service charges were reduced or eliminated. To begin reducing the accumulated fund deficit and help maintain the City’s bond ratings, a transfer from the General Fund is included in each year’s Revised Budget, provided the General Fund ends the year with excess reserves.

Up until 2011, operation of Firewheel was overseen through a contract with a Golf Professional. In 2011, the City assumed complete financial and operational responsibility for all aspects of the Golf Park, including the Branding Iron restaurant and Grill 64 snack bar which serve alcoholic beverages. To provide liability protection to the City, the Mixed Beverage Permits from the Texas Alcoholic Beverage Commission (TABC) were acquired by the Garland Foundation for Development Corporation (GFDC). To meet the TABC's permit requirements, all food and beverage services at the Golf Park must be provided under the GFDC.

As a result of operations being split between the City and GFDC, a Firewheel Golf Park Combined Fund Summary is included in *Appendix (G)*. This summary shows a complete financial picture of the Golf Park by combining both the City's and the GFDC's revenues and expenditures related to Firewheel.

Since taking full responsibility for operations at Firewheel in July 2011, there have been aggressive efforts to improve the Course's financial results. The efforts have included significant improvements in general playing conditions, replacement of equipment that was past its useful life, as well as management changes. Additional efforts have included outsourcing of Course maintenance staffing, restructuring of green fees and promotional programs, and the use of a web-based golf marketer to increase the rounds per day and sell unused tee times. As a result of these efforts, the fund balance deficit has been reduced from \$1.5 million in FY 2009-10 to a projected \$191,400 at FY 2015-16 year-end. In addition, the Firewheel Golf Park is now one of the highest ranking golf courses in its category.

It should be noted that while the Firewheel Golf Course has struggled to fully fund its operating costs, the development of the Golf Complex has been the catalyst for bringing high-end residential development to North Garland. It has been conservatively estimated that the courses are responsible for adding over \$601 million to the City's residential tax base, equating to approximately \$4.4 million in annual tax revenues.

The FY 2016-17 Adopted Budget includes additional funding of \$32,000 for the replacement of a 15-year-old greens sprayer and \$20,000 to enter into a contract with a landscaping professional to maintain the clubhouse grounds, entryways, flower beds, and various rights-of-way around the Firewheel Golf Courses.

RECREATION PERFORMANCE FUND

The Recreation Performance Fund is comprised of various self-supporting recreation center programs and activities conducted by the Parks, Recreation and Cultural Arts Department.

Projected Recreation Performance Fund revenues for FY 2016-17 are \$1.3 million, representing a \$36,100 (3%) increase from FY 2015-16 approved levels. This increase is due to additional revenue in recreation activities, senior events, reservations, and membership ID cards. Approved expenditures for FY 2016-17 are approximately \$1.4 million, representing a \$179,200 (14%) increase from FY 2015-16 approved levels. A transfer to the General Fund of \$100,000 is included in approved expenditures and is funded from excess fund balance. Additional funding is also

included in the FY 2016-17 Adopted Budget totaling \$83,000 for maintenance and repairs at the Audubon, Bradfield, Gale Fields, and Holford Recreation Centers. Also, funding of \$20,000 is included for the resurfacing of tennis courts at the Jack Coleman Center. This is the final phase of a plan to resurface all 13 City-owned tennis courts.

The Recreation Performance Fund is projected to end FY 2016-17 with a fund balance of approximately \$6,100 of working capital.

HOTEL/MOTEL TAX FUND

The Hotel/Motel Tax Fund receives revenue from the 7% room tax levied on hotel and motel stays in Garland. The use of these tax funds is restricted by the State and must be used primarily to attract visitors and promote tourism to the area.

The FY 2016-17 Adopted Budget includes estimated Hotel/Motel Tax receipts of \$1,205,200, a \$200,900 increase (20.0%) from FY 2015-16 approved levels.

Approved Hotel/Motel Tax expenditures for FY 2016-17 are \$1,411,500 which is a \$306,100 increase (27.7%) from FY 2015-16 approved levels. Marketing, business development, and advertising expenses account for approximately \$201,300 (14.3%) of the total budget. Business development efforts include trade shows and marketing opportunities geared toward tourism professionals. Advertising efforts are focused on regional and statewide publications including the *Dallas Morning News*, *Texas State Travel Guide*, *Texas Bound for Golf*, *Texas Monthly Tour & Meeting Guide*, and others.

For FY 2016-17, funding to the Garland Cultural Arts Commission (GCAC) remains at 15% of the prior year's actual Hotel/Motel Tax revenue, which amounts to \$115,900. In addition, an economic development incentive agreement with the Hyatt Place Hotel on S.H. 190 and the Holiday Inn Express on Lake Ray Hubbard stipulates a refund of the Hotel/Motel Tax generated at both facilities. During FY 2016-17, approximately \$400,000 will be refunded.

Also during FY 2016-17, \$175,000 of the Hotel/Motel Tax Fund balance is approved to be transferred to the Economic Development Fund to implement an Image Management project. These funds will be used to focus on media management, creative/production work, promotional events, and other activities related to promoting Garland as a visitor destination.

In addition, excess fund balance reserves totaling \$34,000 will be transferred to the Economic Development Fund to enter the National Historic Registry (NHR), which brings benefits such as eligibility for certain economic incentives and inclusion into the Texas Historical Commission's Atlas. A dedication event, promotional items, gateway signage, and building plaques make up the related expenditures for acceptance to the NHR, which are eligible for Hotel/Motel Tax funding. In addition, recognition in the NHR will have a positive impact on the city as a visitor destination as well as promote the development of the Downtown area.

The Hotel/Motel Tax Fund is projected to end FY 2016-17 with a fund balance of approximately \$1.8 million.

GARLAND HELIPORT FUND

The Garland Heliport facility includes a helicopter landing pad, refueling system, hangar, and office space. The City of Garland does not operate the Heliport but rather leases the facility to a private company.

Projected Heliport revenues for FY 2016-17 are approximately \$7,700 in lease and interest income with expenditures projected to be \$7,700.

The Garland Heliport Fund is projected to end FY 2016-17 with a fund balance of approximately \$168,000 of working capital.

SAFELIGHT FUND

The SafeLight Garland Program began in 2003 as part of a traffic safety initiative to reduce the incidents of red light running. Violators who pass through the sensors after the lights turn red receive a notice of violation along with a photograph documenting the date and time the violation occurred. A "right turn on red" violation was added during 2009. The owner of the vehicle is liable for a \$75 civil penalty. The City's policy is that the use of SafeLight penalty fees be restricted to covering direct program expenditures and one-time expenditures related to traffic control enhancements and public safety.

Based on anticipated trends, SafeLight revenues are projected at \$1.8 million in FY 2016-17.

Approved expenditures for FY 2016-17 are \$1.8 million. Net program income (before transfers out) of approximately \$856,100 is projected for FY 2016-17 of which one-half must be sent to the State of Texas.

The SafeLight Program continues to fund a portion of LED lighting for the Transportation Department with \$100,000 in the approved budget. Additional approved funding includes \$120,000 for Police overtime to supplement traffic enforcement efforts in school zones and against aggressive driving; \$120,000 for Transportation's Stop Sign Replacement program, traffic signals, and other traffic signs; and \$75,000 to fund the one-time costs related to the purchase of a Thermoplastic Markings Machine, which will allow Transportation to replace stop bars and crosswalks.

The SafeLight Fund is projected to end FY 2016-17 with a fund balance of approximately \$943,200 of working capital, after estimated payments to the State.

ECONOMIC DEVELOPMENT FUND

The Economic Development Department focuses on attracting new development and redevelopment by implementing initiatives that capitalize on Garland's unique competitive advantages, seize market opportunities, and remove barriers to investment, all aimed at creating jobs and enhancing the tax base.

Starting in FY 2015-16, the Economic Development Department was moved out of the General Fund and into the newly-created Economic Development Fund to provide for better financial transparency and easier, more effective tracking of transferred funds specifically designated for economic development purposes.

Total projected revenues for the Economic Development Fund in FY 2016-17 are approximately \$1.9 million, consisting of transfers from the Electric, Water, and Hotel/Motel Tax Funds.

Approved expenditures for FY 2016-17 are \$2.4 million, which include \$225,000 for Catalyst Area consultant services, \$250,000 for implementation of an Image Management project, and \$34,000 in spending related to the National Historic Registry. The Image Management and National Historic Registry projects are being housed in the Economic Development Fund but managed by the Office of Strategic Initiatives and partially funded by a \$175,000 transfer from the Hotel/Motel Tax Fund. The \$465,000 annual transfer to the Garland Chamber of Commerce is also included in the Economic Development Fund.

HOUSING REINVESTMENT FUND

The goal of the Housing Reinvestment Program is to reduce the inventory of City-owned foreclosed properties and to enhance Garland's housing stock. This program focuses on rebuilding or repairing properties in order to make them available for purchase by moderate income homebuyers. These previously foreclosed homes would then return to the City's tax base, providing ad valorem revenue where none existed before.

During FY 2016-17, the Housing Reinvestment Program plans to spend \$375,000 on the acquisition and construction of two (2) properties and \$40,000 on program administration. Projected revenue for FY 2016-17 includes \$526,200 generated from the projected sale of three (3) properties.

The Housing Reinvestment Fund is projected to end FY 2016-17 with a fund balance of approximately \$361,200.

COMMUNITY AND NEIGHBORHOOD GRANTS

To provide a comprehensive approach to community development and redevelopment within Garland and to reinforce the City's efforts to address the needs of aging neighborhoods, the City-operated CASA (Affordable Housing) Program, the Community Development Block Grant (CDBG), the Housing Opportunities Made Equal (HOME) Grant, and the Housing Agency (Housing Assistance Fund) are under the umbrella of the Planning and Community Development Department.

Community and Neighborhood Development**CASA Fund**

The CASA Program anticipates program income of approximately \$20,000 from the sale of rehabilitated properties and expenditures of \$110,000. The Program is expected to end FY 2016-17 with a fund balance of approximately \$3,600.

CDBG Fund

In FY 2016-17, the City expects to receive an additional \$1.9 million in Federal funding for the CDBG, with an additional \$180,700 of reprogrammed CDBG funds. The CDBG Program will again concentrate on infrastructure projects with \$693,000 of new funding dedicated to street improvements. The CDBG Fund is expected to end FY 2016-17 with a fund balance of approximately \$121,000.

HOME Grant Fund

During FY 2016-17, the City expects to receive approximately \$515,200 in additional HOME Grant funds to construct affordable new housing within Garland neighborhoods, with an additional \$225,000 coming in from program income. The HOME Grant is expected to end FY 2016-17 with a fund balance of \$813,000 which will be used in future operating budgets to continue this program.

Housing Assistance Fund

The Garland Housing Agency is projected to receive approximately \$10.4 million from HUD to administer and operate the Section 8 Housing Voucher Programs and the Disaster Housing Assistance Program. Total approved expenditures in FY 2016-17 are approximately \$10.8 million with the majority (85.8%) being allocated to Housing Voucher payments.

Housing Assistance Fund

- (1) HUD Section 8 Housing Vouchers
- (2) Section 8 Inspections
- (3) Disaster Housing Assistance Program (DHAP)
- (4) Disaster Voucher Program (DVP)

Fair Housing Grants

The Fair Housing Program promotes educational programs and services to increase awareness of laws designed to prevent discrimination in housing. The Office of Fair Housing also accepts and investigates complaints to determine if discrimination has occurred. HUD Fair Housing Grants of \$133,500 are anticipated in FY 2016-17 along with approximately \$165,700 from the Emergency Solutions Grant (ESG) Program. In addition, due to a decrease in Fair Housing grant revenue and the desire to maintain the current level of service in this important program, the FY 2016-17 Approved Budget includes a transfer from the General Fund totaling \$49,600.

Summer Nutrition Program

The Summer Nutrition Program is projected to receive funding of approximately \$323,700 to provide breakfasts, lunches, and snacks for school-age children at approximately 36 sites throughout Garland. In addition, \$30,000 will be transferred from the General Fund to reduce the deficit created by high food prices. This is a \$10,000 increase from the FY 2015-16 Adopted Budget General Fund transfer of \$20,000. The FY 2015-16 Revised Budget shows a General Fund transfer of \$64,500 to resolve a deficit created in previous years by high food prices, fuel prices, and increased cost of site supervision.

PUBLIC HEALTH / IMMUNIZATION GRANT FUND

Through a combination of resources, including State and other miscellaneous health-related grant programs, the Public Health / Immunization Grant Fund provides public health services, immunizations, well-child examinations, and communicable disease control services to citizens and the community.

While grant revenue received directly from the Texas Department of State Health Services (TDSHS) will remain flat at \$481,900, the FY 2016-17 Adopted Budget reflects a decrease in associated miscellaneous program income due to anticipated fluctuations in the number of customers eligible for vaccines funded through the State. A small reduction is also anticipated related to services provided to patients who pay for those services themselves or who may use private insurance to pay the costs. Overall, Public Health expects to see a decrease in revenue of \$20,100, or 2.0%, to \$982,800 for FY 2016-17 from \$1,002,900 approved for FY 2015-16.

Total expenditures in the FY 2016-17 Adopted Budget are anticipated to rise slightly from \$952,400 approved for FY 2015-16 to \$972,400 requested for FY 2016-17, an increase of \$20,000 (2.1%) in an effort to more closely match resources to expenditures. It should be pointed out that programs within the Public Health / Immunization Grant Fund are often dynamic, and staff is able to respond to changing or emerging circumstances and situations within many areas of public health concerns.

PUBLIC SAFETY GRANT FUND

The Public Safety Grant Fund includes funding received through various competitive Federal and State programs related to Law Enforcement, Emergency Management, and Homeland Security. Through these grants, the City is able to provide its Public Safety personnel with additional training and acquire specialized equipment that would not otherwise be available through annual operating budgets.

Projected revenue for the Public Safety Grant Fund in FY 2016-17 totals \$251,300 and includes funding in the following areas:

Public Safety Grants

Justice Assistance Grant (JAG)	\$ 29,587
State Training Grant	20,400
Internet Crimes Against Children (ICAC) Grant	10,000
Youth Programs	5,000
Urban Areas Security Initiative (UASI)	108,011
Urban Areas Security Initiative - Law Enforcement Assistance Partnership (UASI-LEAP)	48,273
State Homeland Security Program (SHSP)	30,000
Total	<u>\$251,271</u>

Approved expenditures for the Public Safety Grant Fund are \$251,300, and the Fund is expected to end FY 2016-17 with a balance of approximately \$275,500.

COMBINED GRANT FUND BALANCE

The grant funds are projected to end FY 2016-17 with a total combined fund balance of approximately \$1,692,200.

NARCOTIC SEIZURE FUND

The Police Department seizes property used during the commission of felonies involving controlled substances. Seized property may be real or personal property; often it is cash. Proceeds from forfeited property can only be used for law enforcement activities.

Narcotic Seizure Fund expenditures for the FY 2016-17 Adopted Budget total \$545,100 and include \$28,000 for a part-time position for the Civilian Youth Boxing Program, a reoccurring expenditure of \$80,000 for the next five years to purchase Taser CEW devices, one-time funding of \$100,000 toward the Police Department’s purchase of body-worn cameras, and \$205,000 for various operating expenses.

The Narcotic Seizure Fund is expected to end FY 2016-17 with a balance on hand of \$54,000.

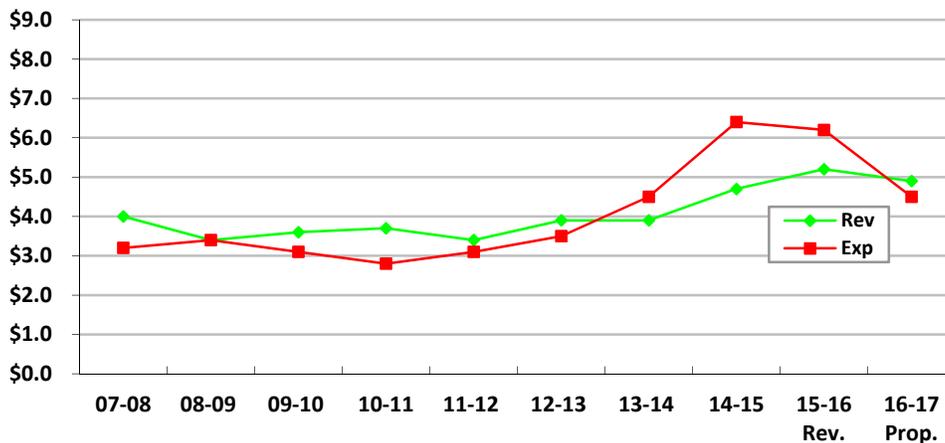
(THIS PAGE INTENTIONALLY LEFT BLANK)

EQUIPMENT REPLACEMENT FUND

The Equipment Replacement Fund (ERF) provides a financial mechanism for funding the replacement of City equipment with minimal impact on each year’s Operating Budget. The Fund collects annual replacement charges from user departments based on the useful life and replacement costs of selected vehicle classes. These replacement funds are deposited into the Equipment Replacement Fund reserve and provide the resources to replace equipment at the end of its useful life. The ERF provides replacement funding for most vehicles in the Electric, Water, and Wastewater Utilities, as well as pickups, sedans, and vans in the other City funds.

Total projected revenues for the ERF in FY 2016-17 are approximately \$4.9 million, consisting mostly of transfers from the major operating funds. Approved expenditures for FY 2016-17 are \$4.5 million for the replacement of vehicles, an additional \$250,000 for unplanned emergency vehicle replacements, and a transfer of approximately \$99,400 to the Self Insurance Fund to pay the annual premium on the City’s catastrophic vehicle and equipment loss insurance policy. The City’s average vehicle age at the time of replacement is 10 years, excluding Police Patrol units.

**Equipment Replacement Fund
Revenue and Expenditures
(In Millions)**



The FY 2014-15 expenditures reflect a spike due to resolving a backlog in vehicle replacements. A normal level of annual purchases is anticipated in future years.

The ERF is expected to have \$7.5 million in reserves for future vehicle replacements by the end of FY 2016-17. This represents a decrease of approximately \$1.8 million (19%) from FY 2015-16 approved levels. The cost of vehicle replacements is projected to exceed annual contributions in certain years, which will lower future fund balance reserves.

SELF INSURANCE FUND

The Self Insurance Fund provides a means for funding property and casualty insurance, City property losses, and liability claims against the City. The Fund also includes the Risk Management Department and its related programs.

Revenue in the Self Insurance Fund is comprised of transfers from other City funds and from Interest Income. Total approved revenues for FY 2016-17 are \$5.9 million and include a decrease of \$697,300 (10.5%) from the FY 2015-16 Approved Budget due to better-than-expected results both seen in FY 2014-15 and anticipated for FY 2015-16.

Approved expenditures for FY 2016-17 are approximately \$6.8 million and represent an increase of \$158,900 (2.4%) from FY 2015-16. The primary factors responsible for this increase are the addition of \$50,000 for temporary labor to assist the City with insurance claims recoveries as well as increased liability insurance, property insurance, and Workers Compensation premiums anticipated for the coming year.

The Self Insurance Fund is projected to end FY 2016-17 with a fund balance of \$3.0 million, a figure that represents 75.7% of the actuarially determined claims liability.

GROUP HEALTH INSURANCE FUND

The City's Group Health Insurance Fund was established as a mechanism for funding health and dental coverage for employees and retirees. The Fund also includes the City-operated CityCare Clinic for employees, retirees, and dependents. The City's Group Health Insurance is self-funded by contributions from other City funds and premiums from employees and retirees.

The City has responded over the past several years to a series of challenges to maintain the integrity of its Group Health Insurance Fund. Employee, retiree, and dependent medical claims, including those for prescriptions, have continued to exceed expectations and have drawn down the Fund's reserves such that additional mid-year transfers into the Group Health Insurance Fund have been required to maintain its integrity. The FY 2015-16 Revised Budget includes additional transfers totaling \$5.4 million from other City funds in an effort to keep the Fund whole and prevent extreme changes to benefits and monthly premiums. To help manage the ongoing challenges in this vitally important area, the FY 2015-16 Revised Budget includes the addition of a Benefits Manager position.

Despite an additional transfer in FY 2015-16, however, the FY 2016-17 Adopted Budget raises the City's contributions on behalf of employees and retirees in anticipation of expected increases to claims costs. The approved increase to City contributions for employee health insurance is \$88.18 (11.6%) and brings the new monthly total to \$848.64. Monthly City contributions for retirees will increase 3.0% from \$432.85 to \$445.84. No changes to the City's contributions for dental coverage are required at this time, so the monthly cost will remain at \$27.30. In total, the approved increase to City contributions for employees and retirees in FY 2016-17 is \$2.5 million (10.6%) above the adopted amount for FY 2015-16.

The City plans to incorporate a number of medical and prescription benefits changes for employees and retirees in FY 2016-17 that are expected to generate claims savings to the City of approximately \$1.9 million. While there are some changes that are scheduled to be implemented October 1, 2016, the majority of these changes will take effect January 1, 2017, with the beginning of the new plan year. The approved benefits changes include a transition to a multi-level pharmacy plan; increased deductibles for the City’s Premium plan participants; increases to maximum out-of-pocket amounts consistent with Federal Affordable Care Act provisions; changes to elective surgery, diagnostic, and chiropractic care coverage; and changes to other areas that will more closely match the City’s benefits with those offered by other municipal employers in the area.

The City’s Commit to Wellness (C2W) Program was initiated in 2012 in an effort to encourage employees to embrace and adopt healthier lifestyles. In addition to the physical benefits of participation in the program, employees who successfully completed several specific activities earned a monthly reduction of \$20 to their health insurance premiums. The program was expanded in 2015 to offer motivated employees a more involved and committed set of challenges, and successful completion of the C2W Plus Program earned employees an additional \$10 reduction to monthly health insurance premiums.

The following tables summarize the approved monthly employee premiums for medical insurance based upon the chosen plan, coverage level, and choice to participate in the City’s C2W Program:

**Monthly Health Insurance Premiums
Blue Choice Base**

	C2W Plus		C2W		Standard		No C2W	
	2016	2017	2016	2017	2016	2017	2016	2017
Employee Only	\$ 12.00	\$ 15.00	\$ 22.00	\$ 25.00	\$ 42.00	\$ 45.00	\$ 62.00	\$ 65.00
Employee + Child	134.00	145.00	144.00	155.00	164.00	175.00	184.00	195.00
Employee + Spouse	203.00	220.00	213.00	230.00	233.00	250.00	253.00	270.00
Employee + Family	276.00	300.00	286.00	310.00	306.00	330.00	326.00	350.00

**Monthly Health Insurance Premiums
Blue Choice Premium**

	C2W Plus		C2W		Standard		No C2W	
	2016	2017	2016	2017	2016	2017	2016	2017
Employee Only	\$ 41.50	\$ 55.00	\$ 51.50	\$ 65.00	\$ 71.50	\$ 85.00	\$ 91.50	\$105.00
Employee + Child	214.00	255.00	224.00	265.00	244.00	285.00	264.00	305.00
Employee + Spouse	251.00	310.00	261.00	320.00	281.00	340.00	301.00	360.00
Employee + Family	368.00	435.00	378.00	445.00	398.00	465.00	418.00	485.00

Also included in the FY 2016-17 Adopted Budget is an average rate increase of 9.0% to pre-65 retirees and those retirees eligible for Medicare.

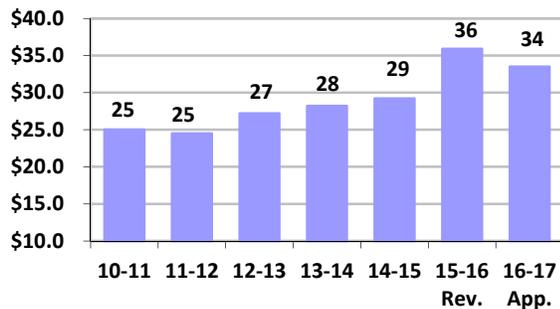
No rate increase to the City’s dental plan is projected for FY 2016-17, and a breakdown of monthly plan costs by plan and coverage level is shown below:

Monthly Dental Insurance Premiums

	Scheduled Plan		Basic Plan		Premium Plan	
	2016	2017	2016	2017	2016	2017
Employee Only	\$ 2.00	\$ 2.00	\$ 9.00	\$ 9.00	\$15.00	\$15.00
Employee + Family	18.50	18.50	38.00	38.00	57.50	57.50

The impact of the Affordable Care Act (ACA) to City health-care costs for FY 2016-17 is estimated at \$140,400, and the annual ACA limit placed on total out-of-pocket expenses paid for insurance copayments, deductibles, and coinsurance will increase to \$7,150 for self-only coverage and \$14,300 for families. Medical and prescription claims are expected to increase in FY 2016-17 by approximately \$4.0 million (16.8%) based on current trends, while dental claims are expected to increase a relatively small amount of \$95,600 (5.7%). Very little or no changes are expected for third party administrative fees; stop-loss, retiree vision, and supplemental Medicare premiums; and C2W programming costs.

**Group Health Insurance Fund
Net Health Cost
(In Millions)**



Including approved changes to the City’s health insurance plans and expected claims increases, the City’s annual cost of providing health-care benefits has increased \$8.5 million (34%) over the past seven years. While health care continues to place stress on the City’s resources, a variety of measures, such as the City’s in-house Clinic, have held the seven-year average annual increase to 5.4% a year, which is less than the current medical inflation rate of approximately 8.0% a year.

The Group Health Insurance Fund is projected to end the year with a fund balance reserve of just over \$1.0 million.

LONG TERM DISABILITY FUND

The Long Term Disability Fund was established to track revenues and expenditures associated with extended long-term disability coverage for employees. The City’s cost of providing this benefit is partially offset by a charge to participating employees of \$4.00 per pay period. The remaining contributions to the Fund are paid by other City funds.

The Long Term Disability Fund is projected to end FY 2016-17 with a fund balance of \$1,403,700.

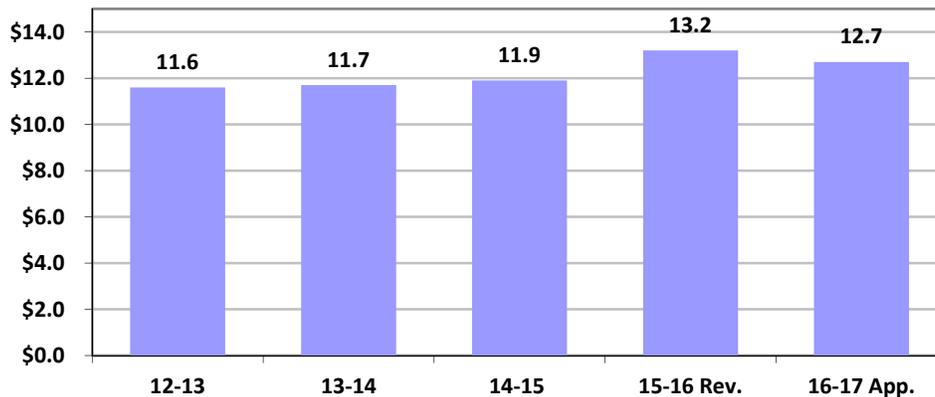
CUSTOMER SERVICE FUND

The Customer Service Fund is responsible for the collection of all revenues due the City for utilities and certain other services. Costs related to the Fund are allocated to other City departments – primarily the City’s Utilities.

Anticipated revenue for Customer Service in FY 2016-17 is \$12.4 million and reflects a decrease of \$358,000 (2.8%) from the amount approved for FY 2015-16. Of the \$12.4 million, \$10.9 million is from transfers out of the City’s Utilities and other operating funds. The remaining funds come primarily from fees and reconnect charges.

Approved expenditures for Customer Service in FY 2016-17 are \$12.7 million, approximately \$217,700 (1.7%) lower than those adopted for FY 2015-16. In FY 2016-17, the Customer Service Department will implement a new revenue assurance solution in order to analyze utility usage to identify possible tampering and/or theft of service. This program is expected to generate a positive return on investment in as little as six months due to increased utility revenue and tampering fees, though most of the gains will be seen in each Utility Fund’s revenues rather than in the Customer Service Fund.

**Customer Service Department
Total Expenditures
(In Millions)**



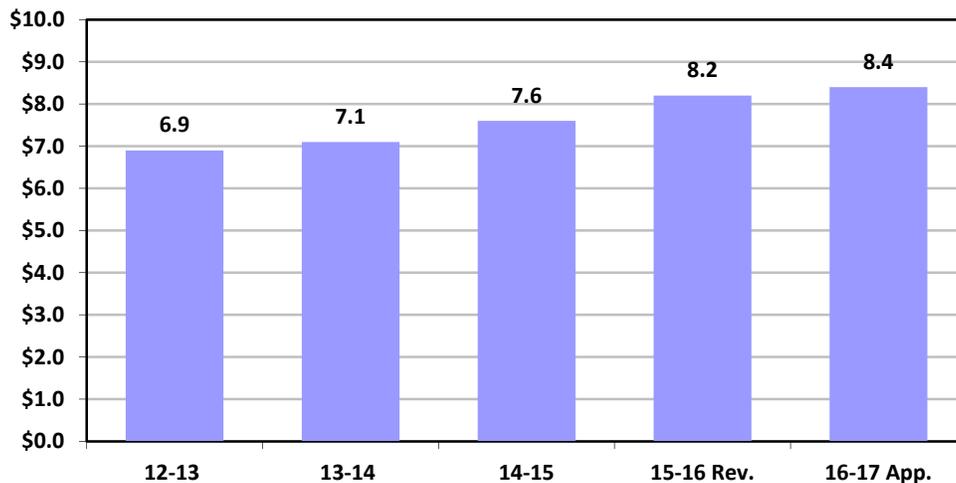
The Customer Service Fund is expected to end FY 2016-17 with a fund balance of approximately \$210,000.

FACILITIES MANAGEMENT FUND

The Facilities Management Department is responsible for the maintenance and management of all construction activities related to City facilities. The department also pays for the Electric, Water, Wastewater, Solid Waste Collection, and Stormwater costs for General Fund and mixed-occupant facilities. As an Internal Service fund, Facilities Management recovers its costs through allocations to user departments.

The FY 2016-17 approved expenditures for Facilities Management are \$8.4 million, a \$342,500 (4.3%) increase from FY 2015-16 approved levels. This increase is due primarily to higher costs for custodial, building maintenance supplies, outside services, and facilities maintenance issues. Facilities Management costs have increased over the past several years due to the opening of several new City facilities and additional cash-funding of renovation projects that previously had been debt-funded.

**Facilities Management Fund
Total Expenditures
(In Millions)**



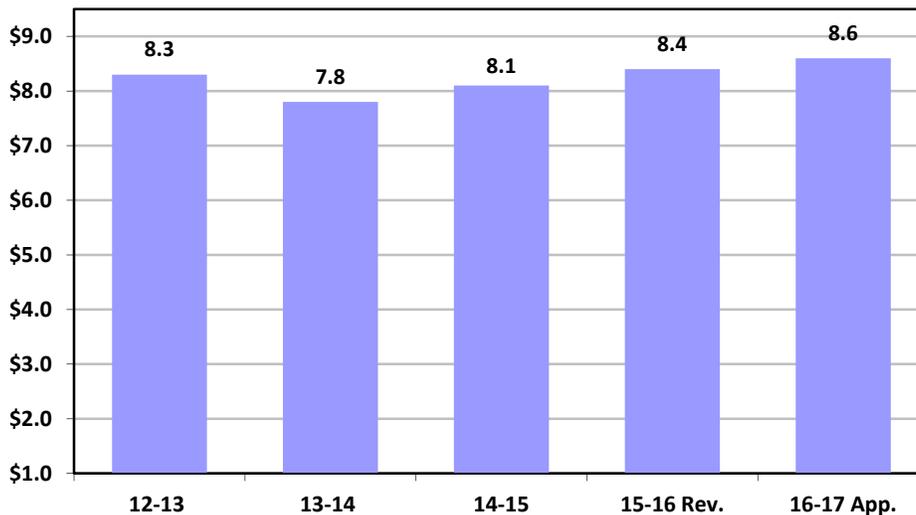
The Facilities Management Fund is projected to end FY 2016-17 with a \$9,000 fund balance.

FLEET SERVICES FUND

The Fleet Services Department is responsible for the acquisition, maintenance, and disposal of City vehicles and heavy equipment. As an Internal Service fund, Fleet Services recovers its costs through charges to other City departments. Fleet Services bills user departments based on an annual billing structure that is, in part, tied to actual maintenance costs incurred during the previous year.

FY 2016-17 approved expenditures are \$8.6 million, an increase of \$273,100 (3.3%) from the FY 2015-16 Adopted Budget. The approved budget includes the funding of \$53,900 to purchase diagnostic software and replace aged shop equipment that is in poor working condition. The diagnostic software is necessary to assess the equipment serviced in an efficient and effective manner, while the shop equipment will replace a floor scrubber, assorted jacks, socket sets, and hand tools.

Fleet Services Department
Total Expenditures
(In Millions)



The Fleet Services Fund is projected to end FY 2016-17 with a fund balance of approximately \$74,400.

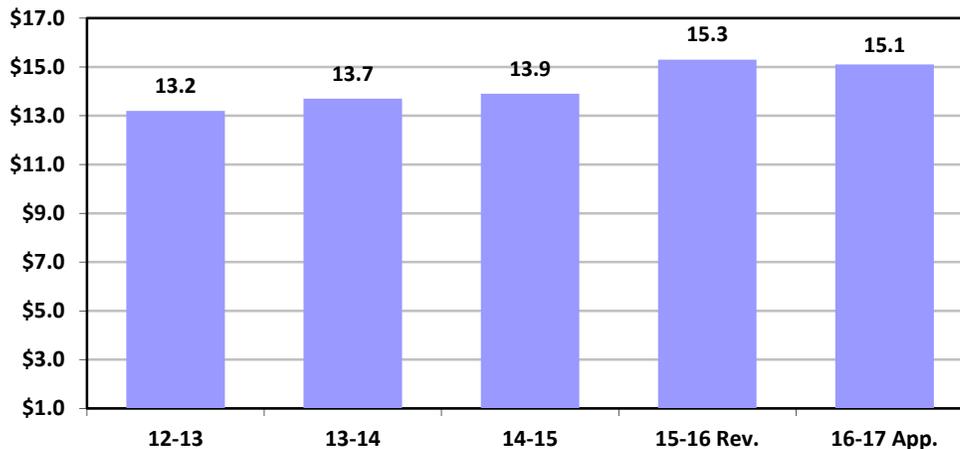
INFORMATION TECHNOLOGY FUND

The Information Technology (IT) Fund is an Internal Service fund supported through cost allocations to other City funds. The IT Fund includes Information Technology (IT), the Geographical Information System (GIS), Communications, and the Office of Strategic Initiatives (OSI). The IT Division provides development of computer software, hardware support, and network administration to City departments. GIS provides the employees and citizens with a wide variety of information and reports using digital data that is tied to geographic locations throughout the city. Communications consolidates all of the City’s communications functions into one area, including telephone and radio systems, line and long distance charges, system maintenance contracts, and operating and repair costs. And finally, OSI provides internal consulting services such as management studies, facilitation, software design, and project management.

Approved expenditures for FY 2016-17 are \$15.1 million, which is a \$431,900 (2.9%) increase from FY 2015-16 approved levels. This increase is mostly attributed to an increase in the Office of Strategic Initiatives funding of \$124,200 for a contract employee to assist with process improvement in various areas of the City such as economic development, onboarding employees, purchasing, and electronic plan review.

In addition, the approved budget includes an additional \$59,300 in funding to hire an additional PC Technician I position to assist the Help Desk Division with the increasing number of support calls each year and provide special IT support to the Garland Fire Department. The cost of this position will be offset by a reduction in contract labor.

**Information Technology Fund
Total Expenditures
(In Millions)**



The Information Technology Fund is projected to end FY 2016-17 with a fund balance of approximately \$68,800.

IT PROJECT FUND

The Information Technology (IT) Project Fund was created to provide more effective financial oversight for technology-related project costs. All projects included in the Fund have successfully undergone completion of a comprehensive review, cost analysis, and approval process administered by the internal Information Technology Board (ITB).

Mid-year revisions approved by the ITB for FY 2015-16 total \$37,000 and include a design software system for Engineering for \$22,000 and a GolfNow reservation system for Firewheel Golf Park totaling \$15,000.

Approved expenditures for FY 2016-17 total approximately \$2.9 million and include \$1.4 million in new projects, \$1.3 million in continuation projects approved in the prior year by the ITB but not yet completed, and a \$233,000 transfer to the Multi-Year Capital Fund to provide funding for the Library's RFID system approved in the 2016 CIP.

New Projects Approved for FY 2016-17

Projects	Costs
Data Center Disaster Recovery (IT)	\$ 260,700
Email Security Gateway (IT)	14,000
Fire RMS 5 Upgrade (IT/Fire)	0
ITSM System (IT)	150,000
Project Server Upgrade (IT)	75,000
Project Infrastructure Request (IT/Various Departments)	88,700
Vesta 6 Upgrade (IT/Police)	0
Windows 10 Migration (IT)	86,000
HR/Finance/Payroll Upgrade (HR/Finance)	525,000
BRASS into Cayenta (Budget)	151,888
Research of Utility Billing Systems (Customer Service)	0
Adoption Center Computer/Phone (Animal Services)	11,650
Residential Information Portal (Planning)	700
Fire Mobile Inspections	59,278
Total Project Funding	\$1,422,916

IT REPLACEMENT FUND

The IT Replacement Fund is designed to facilitate the planning and funding of technology infrastructure replacement and enhancement. Replacement estimates are calculated based on an inventory of the City's desktop PCs, servers, and other core components. The Fund operates in a manner similar to that of the Equipment Replacement Fund in which annual transfers from the various funds accumulate to finance future technology replacements, enhancements, and upgrades.

The approved transfer from the General Fund is \$900,000 for FY 2016-17, which reflects no change from the prior year. Approved funding for FY 2016-17, received through transfers from other City funds, is \$955,000, and approved expenditures total \$2.9 million.

The IT Replacement Fund is expected to end FY 2016-17 with a fund balance of approximately \$702,400.

WAREHOUSE FUND

The Warehouse stocks and supplies materials needed by City departments for day-to-day operations and maintenance. All expenditures associated with management of the Warehouse are recaptured through a cost allocation to user departments. The City's Utility departments are the biggest users of the Warehouse. This Fund also includes certain Mail Service Operations and the City's Day Labor Center.

Approved Warehouse expenditures for FY 2016-17 are approximately \$944,300, an increase of \$17,000 (1.8%) from FY 2015-16 approved levels. The Warehouse budget includes \$75,800 for operation of the Day Labor Center which is charged to the General Fund through Support Service allocations.

The Warehouse Fund is projected to end FY 2016-17 with a fund balance of approximately \$20,300.

Fund Summaries

**CITY OF GARLAND
COMBINED FUND SUMMARY
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE & TRANSFERS IN					
General Fund	\$146,326,654	\$149,078,228	\$155,234,936	\$158,061,965	6.0%
Electric Utility Fund	338,649,381	299,159,809	288,255,302	285,022,990	-4.7%
Rate Mitigation Fund	830,664	810,000	876,027	849,800	4.9%
Water Utility Fund	57,564,967	62,888,253	66,008,024	69,081,183	9.8%
Wastewater Utility Fund	43,734,668	44,637,922	44,524,604	45,396,138	1.7%
Environmental Waste Services Fund	19,612,110	19,528,914	19,492,116	19,530,242	0.0%
All Other Funds	74,694,659	73,215,715	82,295,104	83,679,618	14.3%
Sub-Total	\$681,413,103	\$649,318,841	\$656,686,113	\$661,621,936	1.9%
G.O. Debt Service Fund	\$57,716,138	\$72,676,064	\$72,844,436	\$75,765,097	25.2%
TOTAL REVENUE & TRANSFERS IN	\$739,129,241	\$721,994,905	\$729,530,549	\$737,387,033	2.1%
Less Interfund Transfers	(\$63,113,837)	(\$81,265,058)	(\$87,579,542)	(\$90,333,633)	-11.2%
NET BUDGET REVENUE	\$676,015,404	\$640,729,847	\$641,951,007	\$647,053,400	1.0%
APPROPRIATIONS & TRANSFERS OUT					
General Fund	\$147,544,535	\$150,400,339	\$155,836,480	\$162,174,395	7.8%
Electric Utility Fund	342,361,172	324,249,220	311,812,000	305,668,552	-5.7%
Rate Mitigation Fund	0	7,500,000	7,500,000	10,000,000	33.3%
Water Utility Fund	56,576,430	61,887,095	62,066,229	67,048,640	8.3%
Wastewater Utility Fund	42,257,281	44,876,935	45,925,714	45,029,002	0.3%
Environmental Waste Services Fund	18,501,176	19,091,238	18,978,175	19,749,041	3.4%
All Other Funds	70,365,707	75,109,028	84,289,024	85,858,103	14.3%
Sub-Total	\$677,606,301	\$683,113,855	\$686,407,622	\$695,527,733	1.8%
G.O. Debt Service Fund	\$59,324,188	\$73,371,295	\$73,771,469	\$75,953,115	3.5%
TOTAL APPROPRIATIONS & TRANSFERS OUT	\$736,930,489	\$756,485,150	\$760,179,091	\$771,480,848	2.0%
Less Interfund Transfers Out	(\$63,113,837)	(\$81,265,058)	(\$87,579,542)	(\$90,333,633)	-11.2%
NET BUDGET APPROPRIATIONS	\$673,816,652	\$675,220,092	\$672,599,549	\$681,147,215	0.9%
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$2,198,752	(\$34,490,245)	(\$30,648,542)	(\$34,093,816)	1.1%
BEGINNING BALANCE	\$318,502,109	\$280,955,578	\$320,700,861	\$290,052,319	3.2%
Change in Fund Balance	2,198,752	(34,490,245)	(30,648,542)	(34,093,816)	1.1%
ENDING BALANCE	\$320,700,861	\$246,465,333	\$290,052,319	\$255,958,503	3.9%
Assigned General Fund Balance	\$3,980,000	\$3,730,000	\$3,730,000	\$3,480,000	-6.7%
TOTAL FUND BALANCE	\$324,680,861	\$250,195,333	\$293,782,319	\$259,438,503	3.7%

**CITY OF GARLAND
COMBINED FUND SUMMARY
2016-17**

DETAIL SCHEDULES:

	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED	% CHG APPRV
REVENUE - ALL OTHER FUNDS					
Infrastructure Repair & Replcmt. Fund	\$12,563,938	\$10,978,805	\$11,056,728	\$16,934,524	54.2%
Stormwater Management Fund	3,855,549	3,861,634	3,942,690	3,865,923	0.1%
Firewheel Fund	3,771,144	3,176,444	3,678,875	3,213,302	1.2%
Recreation Performance Fund	1,195,966	1,222,650	1,308,479	1,258,750	3.0%
Hotel/Motel Tax Fund	1,079,170	1,004,291	1,188,450	1,205,200	20.0%
Garland Heliport Fund	7,571	7,482	7,732	7,712	3.1%
SafeLight Fund	1,879,135	1,520,000	1,950,000	1,800,000	18.4%
Economic Development Fund	422,831	1,813,588	2,266,188	1,921,338	5.9%
Housing Reinvestment Fund	0	803,066	650,000	526,200	-34.5%
Combined Grant Funds	14,915,215	15,908,220	15,955,916	15,424,959	-3.0%
Narcotic Seizure Funds	338,448	0	88,049	3,570	
Group Health Insurance Fund	34,665,692	32,919,535	40,201,997	37,518,140	14.0%
TOTAL REVENUE	\$74,694,659	\$73,215,715	\$82,295,104	\$83,679,618	14.3%
APPROPRIATIONS - ALL OTHER FUNDS					
Infrastructure Repair & Replcmt. Fund	\$11,324,383	\$11,230,589	\$13,621,703	\$16,995,455	51.3%
Stormwater Management Fund	3,797,145	4,080,556	4,103,601	4,242,900	4.0%
Firewheel Fund	3,310,434	3,476,461	3,394,714	3,526,740	1.4%
Recreation Performance Fund	1,182,053	1,245,025	1,413,646	1,424,240	14.4%
Hotel/Motel Tax Fund	1,260,070	1,105,407	1,115,985	1,411,491	27.7%
Garland Heliport Fund	0	7,700	7,700	7,700	0.0%
SafeLight Fund	1,536,326	1,602,285	1,831,399	1,787,111	23.3%
Economic Development Fund	289	2,235,325	2,253,499	2,356,471	5.4%
Housing Reinvestment Fund	0	415,000	400,022	415,000	0.0%
Combined Grant Funds	14,991,168	16,069,846	15,733,409	15,655,818	-2.6%
Narcotic Seizure Funds	121,569	302,000	229,364	545,144	80.5%
Group Health Insurance Fund	32,842,270	33,338,834	40,183,982	37,490,033	12.5%
TOTAL APPROPRIATIONS	\$70,365,707	\$75,109,028	\$84,289,024	\$85,858,103	14.3%

**CITY OF GARLAND
COMBINED FUND SUMMARY
2016-17**

DETAIL SCHEDULES:

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance					
General Fund	(\$1,217,881)	(\$1,322,111)	(\$601,544)	(\$4,112,430)	-211.1%
Electric Utility Fund	(3,711,791)	(25,089,411)	(23,556,698)	(20,645,562)	17.7%
Rate Mitigation Fund	830,664	(6,690,000)	(6,623,973)	(9,150,200)	-36.8%
Water Utility Fund	988,537	1,001,158	3,941,795	2,032,543	103.0%
Wastewater Utility Fund	1,477,387	(239,013)	(1,401,110)	367,136	
Environmental Waste Services Fund	1,110,934	437,676	513,941	(218,799)	0.0%
Infrastructure Repair & Replcmt. Fund	1,239,555	(251,784)	(2,564,975)	(60,931)	75.8%
Stormwater Management Fund	58,404	(218,922)	(160,911)	(376,977)	-72.2%
Firewheel Fund	460,710	(300,017)	284,161	(313,438)	-4.5%
Recreation Performance Fund	13,913	(22,375)	(105,167)	(165,490)	-639.6%
Hotel/Motel Tax Fund	(180,900)	(101,116)	72,465	(206,291)	-104.0%
Garland Heliport Fund	7,571	(218)	32	12	
SafeLight Fund	342,809	(82,285)	118,601	12,889	
Economic Development Fund	422,542	(421,737)	12,689	(435,133)	-3.2%
Housing Reinvestment Fund	0	388,066	249,978	111,200	-71.3%
Combined Grant Funds	(75,953)	(161,626)	222,507	(230,860)	-42.8%
Narcotic Seizure Funds	216,879	(302,000)	(141,315)	(541,574)	-79.3%
Group Health Insurance Fund	1,823,422	(419,299)	18,015	28,107	
Sub-Total	<u>\$3,806,802</u>	<u>(\$33,795,014)</u>	<u>(\$29,721,507)</u>	<u>(\$33,905,798)</u>	<u>-0.3%</u>
G.O. Debt Service Fund	(\$1,608,050)	(\$695,232)	(\$927,034)	(\$188,018)	73.0%
TOTAL CHANGE IN FUND BALANCE	<u>\$2,198,752</u>	<u>(\$34,490,246)</u>	<u>(\$30,648,541)</u>	<u>(\$34,093,816)</u>	<u>1.1%</u>

**CITY OF GARLAND
COMBINED FUND SUMMARY
2016-17**

DETAIL SCHEDULES:

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
BEGINNING BALANCE					
General Fund	\$18,041,949	\$12,796,728	\$16,824,068	\$16,222,524	26.8%
Electric Utility Fund	88,073,208	74,770,516	84,361,417	60,804,719	-18.7%
Rate Mitigation Fund	176,545,082	162,395,082	177,375,746	170,751,773	5.1%
Water Utility Fund	10,023,976	6,393,567	11,012,513	14,954,308	133.9%
Wastewater Utility Fund	10,771,073	10,122,641	12,248,460	10,847,350	7.2%
Environmental Waste Services Fund	1,623,982	2,440,980	2,734,916	3,248,857	33.1%
Infrastructure Repair & Replcmt. Fund	1,399,179	337,412	2,638,734	73,759	-78.1%
Stormwater Management Fund	620,591	472,892	678,995	518,084	9.6%
Firewheel Fund	(937,250)	(720,430)	(476,540)	(192,379)	73.3%
Recreation Performance Fund	262,839	55,241	276,752	171,585	210.6%
Hotel/Motel Tax Fund	2,152,080	1,879,977	1,971,180	2,043,645	8.7%
Garland Heliport Fund	160,433	160,175	168,004	168,036	4.9%
SafeLight Fund	468,863	728,368	811,672	930,273	27.7%
Economic Development Fund	0	422,831	422,542	435,231	2.9%
Housing Reinvestment Fund	0	0	0	249,978	
Combined Grant Funds	1,776,484	906,430	1,700,531	1,923,038	112.2%
Narcotic Seizure Funds	519,990	568,479	736,869	595,554	4.8%
Group Health Insurance Fund	(844,084)	1,417,763	979,338	997,353	-29.7%
Sub-Total	<u>\$310,658,395</u>	<u>\$275,148,652</u>	<u>\$314,465,197</u>	<u>\$284,743,688</u>	<u>3.5%</u>
G.O. Debt Service Fund	\$7,843,714	\$5,806,926	\$6,235,664	\$5,308,631	-8.6%
TOTAL BEGINNING BALANCE	<u>\$318,502,109</u>	<u>\$280,955,578</u>	<u>\$320,700,861</u>	<u>\$290,052,319</u>	<u>3.2%</u>
ENDING BALANCE					
General Fund	\$16,824,068	\$11,474,617	\$16,222,524	\$12,110,094	5.5%
Electric Utility Fund	84,361,417	49,681,105	60,804,719	40,159,157	-19.2%
Rate Mitigation Fund	177,375,746	155,705,082	170,751,773	161,601,573	3.8%
Water Utility Fund	11,012,513	7,394,725	14,954,308	16,986,851	129.7%
Wastewater Utility Fund	12,248,460	9,883,628	10,847,350	11,214,486	13.5%
Environmental Waste Services Fund	2,734,916	2,878,656	3,248,857	3,030,058	5.3%
Infrastructure Repair & Replcmt. Fund	2,638,734	85,628	73,759	12,828	-85.0%
Stormwater Management Fund	678,995	253,970	518,084	141,107	-44.4%
Firewheel Fund	(476,540)	(1,020,447)	(192,379)	(505,817)	50.4%
Recreation Performance Fund	276,752	32,866	171,585	6,095	-81.5%
Hotel/Motel Tax Fund	1,971,180	1,778,861	2,043,645	1,837,354	3.3%
Garland Heliport Fund	168,004	159,957	168,036	168,048	5.1%
SafeLight Fund	811,672	646,083	930,273	943,162	46.0%
Economic Development Fund	422,542	1,094	435,231	98	-91.0%
Housing Reinvestment Fund	0	388,066	249,978	361,178	-6.9%
Combined Grant Funds	1,700,531	744,804	1,923,038	1,692,179	127.2%
Narcotic Seizure Funds	736,869	266,479	595,554	53,980	-79.7%
Group Health Insurance Fund	979,338	998,464	997,353	1,025,459	2.7%
Sub-Total	<u>\$314,465,197</u>	<u>\$241,353,638</u>	<u>\$284,743,688</u>	<u>\$250,837,890</u>	<u>3.9%</u>
G.O. Debt Service Fund	\$6,235,664	\$5,111,695	\$5,308,631	\$5,120,613	0.2%
TOTAL ENDING BALANCE	<u>\$320,700,861</u>	<u>\$246,465,333</u>	<u>\$290,052,319</u>	<u>\$255,958,503</u>	<u>3.9%</u>

**CITY OF GARLAND
GENERAL FUND SUMMARY
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Taxes	\$66,848,442	\$69,587,752	\$72,435,895	\$76,399,027	9.8%
Franchise Fees	8,113,491	8,229,874	7,298,061	7,634,809	-7.2%
Sanitation Services	10,845,436	10,445,582	13,420,256	10,768,523	3.1%
Service Charges	10,386,759	10,344,149	10,720,225	11,244,000	8.7%
Earnings on Investments	218,846	213,331	201,320	193,331	-9.4%
Intergovernmental	299,002	284,617	312,444	724,262	154.5%
Intragovernmental	29,956,029	30,409,998	30,456,585	30,697,897	0.9%
Licenses & Permits	4,178,021	4,152,352	5,120,911	4,647,896	11.9%
Fines & Forfeitures	4,931,919	5,163,418	5,065,589	5,007,990	-3.0%
Rents & Concessions	829,435	812,057	769,552	814,786	0.3%
Sub-Total	<u>\$136,607,380</u>	<u>\$139,643,130</u>	<u>\$145,800,838</u>	<u>\$148,132,521</u>	<u>6.1%</u>
Intragovernmental Transfers	\$1,252,340	\$575,013	\$574,013	\$613,000	6.6%
General & Administrative Revenue	8,466,934	8,860,085	8,860,085	9,316,444	5.2%
TOTAL REVENUE & TRANSFERS	<u>\$146,326,654</u>	<u>\$149,078,228</u>	<u>\$155,234,936</u>	<u>\$158,061,965</u>	<u>6.0%</u>
EXPENDITURES					
Personnel	\$103,766,082	\$109,412,362	\$112,492,775	\$114,580,356	4.7%
Salary Charge-Outs	0	(1,754,817)	(1,766,817)	(1,826,656)	-4.1%
Operations	16,006,542	16,681,198	17,276,442	17,108,322	2.6%
Capital	368,235	632,856	1,474,720	1,508,663	138.4%
Sub-Total	<u>\$120,140,859</u>	<u>\$124,971,599</u>	<u>\$129,477,120</u>	<u>\$131,370,685</u>	<u>5.1%</u>
Support Services	\$14,415,462	\$14,558,490	\$14,572,039	\$15,898,057	9.2%
Total Operating Expenditures	<u>\$134,556,321</u>	<u>\$139,530,089</u>	<u>\$144,049,159</u>	<u>\$147,268,742</u>	<u>5.5%</u>
Transfers to Other Funds	\$12,988,214	\$10,870,250	\$11,787,321	\$14,905,653	37.1%
TOTAL EXPENDITURES	<u>\$147,544,535</u>	<u>\$150,400,339</u>	<u>\$155,836,480</u>	<u>\$162,174,395</u>	<u>7.8%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$1,217,881)	(\$1,322,111)	(\$601,544)	(\$4,112,430)	-211.1%
UNASSIGNED BEGINNING BALANCE	\$18,041,949	\$12,796,728	\$16,824,068	\$16,222,524	26.8%
Change in Unassigned Fund Balance	(1,217,881)	(1,322,111)	(601,544)	(4,112,430)	-211.1%
UNASSIGNED ENDING BALANCE	<u>\$16,824,068</u>	<u>\$11,474,617</u>	<u>\$16,222,524</u>	<u>\$12,110,094</u>	<u>5.5%</u>
Assigned Fund Balance	\$3,980,000	\$3,730,000	\$3,730,000	\$3,480,000	-6.7%
TOTAL FUND BALANCE	<u>\$20,804,068</u>	<u>\$15,204,617</u>	<u>\$19,952,524</u>	<u>\$15,590,094</u>	<u>2.5%</u>
Days of Operating Expenditures	46	30	41	30	0.0%
30-Day Fund Balance Requirement	\$11,059,424	\$11,468,226	\$11,839,657	\$12,104,280	5.5%
Over (Short of) Requirement	\$5,764,644	\$6,390	\$4,382,867	\$5,814	-9.0%

**CITY OF GARLAND
GENERAL FUND
REVENUE BY SOURCE
2016-17**

SOURCE OF INCOME	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED	% CHG APPRV
<u>Taxes</u>					
Ad Valorem - Current Year	\$40,622,643	\$42,985,068	\$43,261,041	\$47,440,167	10.4%
Ad Valorem - Prior Year / Int. & Penalty	506,256	552,062	505,593	524,251	-5.0%
Sales Tax	26,251,883	26,605,476	29,066,557	28,920,708	8.7%
FTC Sales Tax Reserve Transfer	250,000	250,000	250,000	250,000	0.0%
Sales Tax Incentive	(1,239,417)	(1,281,148)	(1,136,592)	(1,233,203)	3.7%
Mixed Drink Tax	351,879	365,620	366,454	372,960	2.0%
Bingo Gross Receipts Tax	105,198	110,674	122,842	124,144	12.2%
TOTAL TAXES	\$66,848,442	\$69,587,752	\$72,435,895	\$76,399,027	9.8%
<u>Franchise Fees</u>					
TXU Electric Franchise Fee	\$1,163,192	\$1,131,837	\$1,151,683	\$1,147,559	1.4%
Atmos Gas Franchise Fee	2,074,307	2,251,912	1,616,459	1,945,475	-13.6%
Telecom/Cable Franchise Fees	4,606,188	4,598,320	4,256,166	4,257,168	-7.4%
Commercial Sanitation Franchise Fee	269,804	247,805	273,752	284,608	14.9%
TOTAL FRANCHISE FEES	\$8,113,491	\$8,229,874	\$7,298,061	\$7,634,809	-7.2%
<u>Sanitation Services</u>					
Landfill Fees / Transfer Station	\$7,050,845	\$6,715,651	\$9,728,729	\$7,370,247	9.7%
Disposal Fees	3,794,591	3,729,931	3,691,527	3,398,276	-8.9%
TOTAL SANITATION SERVICES	\$10,845,436	\$10,445,582	\$13,420,256	\$10,768,523	3.1%
<u>Service Charges</u>					
EMS - Ambulance Fees	\$3,235,696	\$2,563,607	\$2,635,278	\$3,147,581	22.8%
EMS - Monthly Fee	1,498,625	1,504,201	1,515,282	1,505,915	0.1%
Impound Vehicles	200,280	166,044	259,883	256,621	54.6%
E-911 Fees	1,668,049	1,689,095	1,825,494	1,746,730	3.4%
False Alarm Fees	142,903	140,170	164,768	148,448	5.9%
Police Services	1,331,773	2,165,935	2,288,713	2,454,205	13.3%
Swimming Pool Fees	496,067	483,000	491,500	491,500	1.8%
Mowing Liens	371,192	381,316	349,461	371,972	-2.5%
Salvage	649,253	619,451	479,297	503,375	-18.7%
Other Service Charges	792,921	631,330	710,549	617,653	-2.2%
TOTAL SERVICE CHARGES	\$10,386,759	\$10,344,149	\$10,720,225	\$11,244,000	8.7%
<u>Earnings on Investments</u>					
Interest Income	\$218,846	\$213,331	\$201,320	\$193,331	-9.4%
TOTAL EARNINGS ON INVESTMENTS	\$218,846	\$213,331	\$201,320	\$193,331	-9.4%

**CITY OF GARLAND
GENERAL FUND
REVENUE BY SOURCE
2016-17**

SOURCE OF INCOME	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED	% CHG APPRV
<u>Intergovernmental</u>					
State Grants	\$24,976	\$22,617	\$23,500	\$0	-100.0%
Federal Grants	274,026	262,000	288,944	724,262	176.4%
TOTAL INTERGOVERNMENTAL	\$299,002	\$284,617	\$312,444	\$724,262	154.5%
<u>Intragovernmental</u>					
GP&L Return on Investment	\$19,451,298	\$19,451,298	\$19,451,298	\$19,451,298	0.0%
Water Ad Valorem	1,941,072	1,992,019	1,992,019	2,020,898	1.4%
Wastewater Ad Valorem	3,253,068	3,232,181	3,232,181	3,213,311	-0.6%
Environmental Waste Svcs. Ad Valorem	62,076	83,593	83,593	75,893	-9.2%
Water Franchise Fee	2,629,629	2,955,420	3,087,622	3,236,317	9.5%
Wastewater Franchise Fee	1,672,763	1,740,405	1,662,369	1,749,279	0.5%
Env. Waste Svcs. Franchise Fee	946,123	955,082	947,503	950,901	-0.4%
General & Administrative	8,466,934	8,860,085	8,860,085	9,316,444	5.2%
Indirect Cost / Transfers In	1,252,340	575,013	574,013	613,000	6.6%
TOTAL INTRAGOVERNMENTAL	\$39,675,303	\$39,845,096	\$39,890,683	\$40,627,341	2.0%
<u>Licenses & Permits</u>					
Building Permits	\$889,308	\$737,718	\$1,486,844	\$1,200,646	62.8%
Rezoning Fees	112,205	78,204	138,797	125,501	60.5%
Public Works Inspection Fee	148,579	106,524	254,524	188,953	77.4%
Electric & Plumbing Permits	574,977	549,241	615,921	585,543	6.6%
Sign Permits	115,062	119,053	96,019	101,075	-15.1%
Animal License	60,296	68,080	60,471	60,435	-11.2%
Animal Pound	262,303	271,857	285,013	273,100	0.5%
Inspection Fees	256,870	252,933	264,198	273,669	8.2%
Rental Registration Fees	313,166	341,000	342,550	302,800	-11.2%
Other Permits and Licenses	1,445,256	1,627,742	1,576,574	1,536,174	-5.6%
TOTAL LICENSES & PERMITS	\$4,178,021	\$4,152,352	\$5,120,911	\$4,647,896	11.9%
<u>Fines & Forfeitures</u>					
Court Fines and Fees	\$4,375,998	\$4,673,318	\$4,628,772	\$4,588,278	-1.8%
Warrant Fees	287,862	328,291	281,904	280,498	-14.6%
Technology Fee Transfer	130,739	22,500	31,500	22,500	0.0%
Library Fines	137,320	139,309	123,413	116,714	-16.2%
TOTAL FINES & FORFEITURES	\$4,931,919	\$5,163,418	\$5,065,589	\$5,007,990	-3.0%
<u>Rents & Concessions</u>					
Surf & Swim Concessions	\$85,693	\$78,000	\$82,500	\$82,500	5.8%
Park Concessions	177,627	170,000	144,671	179,000	5.3%
Granville Arts Center Fees	150,728	140,833	149,916	155,871	10.7%
Other Rentals	415,387	423,224	392,465	397,415	-6.1%
TOTAL RENTS & CONCESSIONS	\$829,435	\$812,057	\$769,552	\$814,786	0.3%
TOTAL GENERAL FUND REVENUE	\$146,326,654	\$149,078,228	\$155,234,936	\$158,061,965	6.0%

**CITY OF GARLAND
GENERAL FUND
EXPENDITURES BY AREA
2016-17**

AREA	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED	% CHG APPRV
Budget & Research	\$614,618	\$628,696	\$628,696	\$622,018	-1.1%
Building Inspection	1,204,966	1,203,856	1,217,266	1,504,028	24.9%
City Administration	1,229,448	998,363	995,991	1,050,373	5.2%
City Attorney	2,222,288	2,244,354	2,252,226	2,480,822	10.5%
City Council	196,389	289,948	289,948	293,898	1.4%
City Secretary	217,192	271,504	192,004	287,409	5.9%
Code Compliance	2,794,727	2,874,037	2,839,881	2,999,602	4.4%
Economic Development	868,055	0	18,874	0	0.0%
Engineering	994,452	937,228	926,439	1,151,331	22.8%
Financial Services	1,440,748	1,567,017	1,567,017	1,621,122	3.5%
Fire	29,329,408	28,835,379	29,312,002	30,494,725	5.8%
Health	2,797,627	2,773,048	2,803,830	2,919,318	5.3%
Human Resources	1,407,575	1,638,791	1,648,116	1,709,212	4.3%
Internal Audit	396,615	469,063	469,063	488,086	4.1%
EWS - Disposal (<i>formerly Landfill</i>)	4,189,875	4,628,304	4,677,142	4,738,771	2.4%
Library	4,453,306	4,821,340	4,849,241	5,185,719	7.6%
Municipal Court	2,080,631	2,087,953	2,096,987	2,155,348	3.2%
Office of Emergency Management	205,128	207,054	909,275	199,924	-3.4%
Parks, Recreation and Cultural Arts	9,140,482	9,549,683	9,758,256	9,991,639	4.6%
Planning and Community Development	1,232,968	1,719,428	1,720,053	1,625,073	-5.5%
Police	44,613,421	46,905,893	46,519,481	48,658,482	3.7%
Public and Media Relations	575,584	576,273	585,494	628,551	9.1%
Purchasing	607,380	617,720	620,929	653,948	5.9%
Tax	811,340	769,430	769,430	798,211	3.7%
Transportation	2,183,883	2,157,276	2,439,071	2,358,834	9.3%
Non-Departmental	4,332,753	6,199,961	9,370,408	6,754,241	8.9%
Department Totals	\$120,140,859	\$124,971,599	\$129,477,120	\$131,370,685	5.1%
Support Services					
Customer Service	\$207,768	\$205,274	\$205,274	\$223,137	8.7%
Facilities Management	4,378,410	4,544,022	4,544,022	4,818,807	6.0%
Information Technology	7,967,315	8,304,912	8,304,912	8,978,659	8.1%
IT Replacement Fund	900,000	900,000	900,000	900,000	0.0%
IT Project Fund	717,679	337,610	351,159	721,906	113.8%
Warehouse	244,290	266,672	266,672	255,548	-4.2%
Sub-Total	\$14,415,462	\$14,558,490	\$14,572,039	\$15,898,057	9.2%
Transfers to Other Funds	\$12,988,214	\$10,870,250	\$11,787,321	\$14,905,653	37.1%
TOTAL EXPENDITURES	\$147,544,535	\$150,400,339	\$155,836,480	\$162,174,395	7.8%

**CITY OF GARLAND
GENERAL FUND
2016-17**

NON-DEPARTMENTAL EXPENDITURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Incr. - Non-Civil Svc.	\$0	\$1,068,964	\$1,068,964	\$931,993	-12.8%
Market Adjustment - Non-Civil Service	0	19,715	19,715	13,894	-29.5%
Civil Service Adjustment - Police	0	766,970	766,970	1,003,175	30.8%
Civil Service Adjustment - Fire	0	636,784	636,784	666,908	4.7%
Retiree Insurance	2,074,271	2,127,817	2,127,817	2,197,928	3.3%
City Insurance Adjustment	1,553,231	963,403	4,040,294	1,235,931	28.3%
Unemployment Claims	68,738	53,241	53,241	49,339	-7.3%
Sub-Total Personnel Costs	<u>\$3,696,240</u>	<u>\$5,636,894</u>	<u>\$8,713,785</u>	<u>\$6,099,168</u>	<u>8.2%</u>
Dues & Memberships	\$128,420	\$114,096	\$114,096	\$130,790	14.6%
Professional Services	152,090	110,720	115,276	98,032	-11.5%
Economic Development Incentives	55,000	0	89,000	88,000	
Tuition Reimbursement / Training	34,264	60,000	60,000	60,000	0.0%
Legislative Lobbyist	0	30,000	30,000	30,000	0.0%
Transfer to GHFDC	20,000	20,000	20,000	20,000	0.0%
Other (Prior Period Adjustmt., Bad Debt)	18,488	0	0	0	0.0%
Street Lighting	228,251	228,251	228,251	228,251	0.0%
Sub-Total Operations Costs	<u>\$636,513</u>	<u>\$563,067</u>	<u>\$656,623</u>	<u>\$655,073</u>	<u>16.3%</u>
Total Non-Departmental	<u>\$4,332,753</u>	<u>\$6,199,961</u>	<u>\$9,370,408</u>	<u>\$6,754,241</u>	<u>8.9%</u>

TRANSFERS TO OTHER FUNDS

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Long Term Disability Fund	\$174,110	\$173,369	\$173,369	\$173,938	0.3%
Infrastructure Repair & Replcmt. Fund	7,296,183	6,057,587	6,057,587	9,924,026	63.8%
Self Insurance Fund	3,185,250	3,411,064	3,411,064	3,014,484	-11.6%
Landfill Interest & Sinking Fund	1,139,840	1,208,230	1,208,230	1,301,559	7.7%
Firewheel Fund	750,000	0	500,000	0	0.0%
Summer Nutrition Fund	20,000	20,000	84,471	30,000	50.0%
Capital Improvement Program (CIP)	0	0	0	412,000	
Fair Housing Fund	0	0	0	49,646	
Economic Development Fund	422,831	0	352,600	0	0.0%
Total Transfers to Other Funds	<u>\$12,988,214</u>	<u>\$10,870,250</u>	<u>\$11,787,321</u>	<u>\$14,905,653</u>	<u>37.1%</u>

**CITY OF GARLAND
ELECTRIC UTILITY FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Sales of Electricity	\$335,188,610	\$289,070,020	\$278,047,312	\$272,369,115	-5.8%
Transfer from Rate Mitigation Fund	0	7,500,000	7,500,000	10,000,000	33.3%
Miscellaneous Revenue	3,868,824	3,168,502	3,111,776	3,145,257	-0.7%
Interest Income	93,245	110,000	122,576	118,900	8.1%
Bad Debt	(501,298)	(688,713)	(526,362)	(610,282)	11.4%
TOTAL REVENUE	<u>\$338,649,381</u>	<u>\$299,159,809</u>	<u>\$288,255,302</u>	<u>\$285,022,990</u>	<u>-4.7%</u>
EXPENDITURES					
Personnel	\$24,793,938	\$29,536,556	\$30,205,214	\$30,923,457	4.7%
Operations	243,342,596	204,008,140	191,023,509	182,625,089	-10.5%
Capital	39,634	174,424	203,385	200,842	15.1%
Sub-Total	<u>\$268,176,168</u>	<u>\$233,719,120</u>	<u>\$221,432,108</u>	<u>\$213,749,388</u>	<u>-8.5%</u>
Support Services	\$8,451,895	\$9,380,027	\$9,380,027	\$9,424,674	0.5%
IT Replacement Fund	200,000	150,000	150,000	305,000	103.3%
IT Project Fund	34,514	0	0	363,409	
Debt Service Transfer	14,494,972	26,787,420	26,637,212	26,713,024	-0.3%
Revenue Bonds	15,534,554	15,969,726	15,969,726	15,974,929	0.0%
Total Operating Expenditures	<u>\$306,892,103</u>	<u>\$286,006,293</u>	<u>\$273,569,073</u>	<u>\$266,530,424</u>	<u>-6.8%</u>
General & Administrative	\$3,470,747	\$3,579,483	\$3,579,483	\$3,805,306	6.3%
Return on Investment	19,451,298	19,451,298	19,451,298	19,451,298	0.0%
Inventory Adjustment	44,062	0	0	0	0.0%
Transfer to Multi-Year Capital Fund	8,537,073	11,000,000	11,000,000	11,725,000	6.6%
Transfers to Other Funds	3,965,889	4,212,146	4,212,146	4,156,524	-1.3%
TOTAL EXPENDITURES	<u>\$342,361,172</u>	<u>\$324,249,220</u>	<u>\$311,812,000</u>	<u>\$305,668,552</u>	<u>-5.7%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$3,711,791)	(\$25,089,411)	(\$23,556,698)	(\$20,645,562)	17.7%
BEGINNING FUND BALANCE	\$88,073,208	\$74,770,516	\$84,361,417	\$60,804,719	-18.7%
Change in Fund Balance	(3,711,791)	(25,089,411)	(23,556,698)	(20,645,562)	17.7%
ENDING FUND BALANCE	<u>\$84,361,417</u>	<u>\$49,681,105</u>	<u>\$60,804,719</u>	<u>\$40,159,157</u>	<u>-19.2%</u>
Days of Operating Expenditures	148	90	106	75	-16.1%
45-Day Fund Balance Requirement	\$25,620,091	\$24,950,157	\$25,775,917	\$24,041,286	-3.6%
Over (Short of) Requirement	\$58,741,326	\$24,730,948	\$35,028,802	\$16,117,871	-34.8%

**CITY OF GARLAND
RATE MITIGATION FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
<u>REVENUE</u>					
Interest and Amortization	\$830,664	\$810,000	\$876,027	\$849,800	4.9%
TOTAL REVENUE	<u>\$830,664</u>	<u>\$810,000</u>	<u>\$876,027</u>	<u>\$849,800</u>	<u>4.9%</u>
<u>EXPENDITURES</u>					
Transfer to Electric Utility Fund	\$0	\$7,500,000	\$7,500,000	\$10,000,000	33.3%
TOTAL EXPENDITURES	<u>\$0</u>	<u>\$7,500,000</u>	<u>\$7,500,000</u>	<u>\$10,000,000</u>	<u>33.3%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$830,664	(\$6,690,000)	(\$6,623,973)	(\$9,150,200)	-36.8%
BEGINNING FUND BALANCE	\$176,545,082	\$162,395,082	\$177,375,746	\$170,751,773	5.1%
Change in Fund Balance	<u>830,664</u>	<u>(6,690,000)</u>	<u>(6,623,973)</u>	<u>(9,150,200)</u>	<u>-36.8%</u>
ENDING FUND BALANCE	<u><u>\$177,375,746</u></u>	<u><u>\$155,705,082</u></u>	<u><u>\$170,751,773</u></u>	<u><u>\$161,601,573</u></u>	<u><u>3.8%</u></u>

**CITY OF GARLAND
WATER UTILITY FUND
2016-17**

	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED	% CHG APPRV
REVENUE					
Residential Water Service	\$34,773,709	\$38,515,717	\$40,162,536	\$43,247,962	12.3%
Commercial Water Service	18,527,005	20,360,338	21,344,905	21,233,382	4.3%
Intra-City Water Service	1,343,202	1,337,119	1,405,224	1,521,385	13.8%
Water Pro Rata	4,846	0	5,000	5,000	
Construction Water Service	188,849	201,355	190,000	190,000	-5.6%
Water Taps	65,342	30,981	50,000	50,000	61.4%
Penalty	387,995	386,250	386,250	386,250	0.0%
Interest Income	11,973	13,000	23,802	23,100	77.7%
Bad Debt	(122,152)	(129,270)	(129,270)	(138,109)	-6.8%
Effluent Sales	2,020,636	1,840,000	2,102,539	2,155,103	17.1%
Miscellaneous	363,562	332,763	467,038	407,110	22.3%
TOTAL REVENUE	\$57,564,967	\$62,888,253	\$66,008,024	\$69,081,183	9.8%
EXPENDITURES					
Personnel	\$4,893,212	\$5,132,901	\$5,300,731	\$5,562,973	8.4%
Salary Charge-Outs	0	(779,070)	(779,070)	(592,808)	23.9%
Operations	4,800,863	4,904,264	4,866,099	5,466,478	11.5%
Capital	166,581	80,000	101,319	125,800	57.3%
Sub-Total	\$9,860,656	\$9,338,095	\$9,489,079	\$10,562,443	13.1%
Purchased Water	\$25,901,319	\$30,018,451	\$30,184,275	\$34,216,544	14.0%
Support Services	3,811,446	4,104,087	4,110,082	3,888,236	-5.3%
Debt Service Transfer	1,459,834	1,452,914	1,452,914	1,074,477	-26.0%
Revenue Bond / Comm. Paper Debt	8,951,461	9,466,940	9,191,069	9,481,129	0.1%
Total Operating Expenditures	\$49,984,716	\$54,380,487	\$54,427,419	\$59,222,829	8.9%
General & Administrative	\$612,798	\$656,405	\$656,405	\$670,041	2.1%
In-Lieu-of Ad Valorem Taxes	1,941,072	1,992,019	1,992,019	2,020,898	1.4%
In-Lieu-of Franchise Fees	2,629,629	2,955,420	3,087,622	3,236,317	9.5%
Transfers to Other Funds	1,408,215	1,902,764	1,902,764	1,898,555	-0.2%
TOTAL EXPENDITURES	\$56,576,430	\$61,887,095	\$62,066,229	\$67,048,640	8.3%
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$988,537	\$1,001,158	\$3,941,795	\$2,032,543	103.0%
BEGINNING FUND BALANCE	\$10,023,976	\$6,393,567	\$11,012,513	\$14,954,308	133.9%
Change in Fund Balance	988,537	1,001,158	3,941,795	2,032,543	103.0%
ENDING FUND BALANCE	\$11,012,513	\$7,394,725	\$14,954,308	\$16,986,851	129.7%
Days of Operating Expenditures	80	50	100	105	110.9%
45-Day Fund Balance Requirement	\$6,162,499	\$6,704,444	\$6,710,230	\$7,301,445	8.9%
Over (Short of) Requirement	\$4,850,014	\$690,281	\$8,244,078	\$9,685,406	1303.1%
90-Day Fund Balance Goal	\$12,324,998	\$13,408,887	\$13,420,459	\$14,602,889	8.9%
Over (Short of) Goal	(\$1,312,485)	(\$6,014,162)	\$1,533,849	\$2,383,962	

**CITY OF GARLAND
WATER UTILITY FUND
2016-17**

NON-DEPARTMENTAL EXPENDITURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$130,539	\$130,539	\$99,412	-23.8%
Step Adjustments	0	49,576	49,576	53,332	7.6%
Retiree Insurance	115,038	117,905	117,905	118,553	0.5%
City Insurance Adjustment	86,141	53,383	221,213	66,664	24.9%
Unemployment Claims	0	2,588	2,588	3,959	53.0%
Sub-Total Personnel Costs	<u>\$201,179</u>	<u>\$353,991</u>	<u>\$521,821</u>	<u>\$341,920</u>	<u>-3.4%</u>
Employee Assistance Program	\$1,855	\$1,536	\$1,536	\$1,512	-1.6%
Economic Development Partnership	465,000	0	0	0	0.0%
Economic Development Incentives	50,845	48,144	59,079	63,509	31.9%
Other Outside Services	150,179	144,950	144,950	147,050	1.4%
Sub-Total Operations Costs	<u>\$667,879</u>	<u>\$194,630</u>	<u>\$205,565</u>	<u>\$212,071</u>	<u>9.0%</u>
Total Non-Departmental	<u>\$869,058</u>	<u>\$548,621</u>	<u>\$727,386</u>	<u>\$553,991</u>	<u>1.0%</u>

TRANSFERS TO OTHER FUNDS

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Infrastructure Repair & Replcmt. Fund	\$731,326	\$749,609	\$749,609	\$768,349	2.5%
Long Term Disability Fund	9,656	9,623	9,623	9,382	-2.5%
Water Debt Reserve	414,940	414,936	414,936	414,936	0.0%
Economic Development Fund	0	465,000	465,000	465,000	0.0%
OPEB Trust	92,857	92,857	92,857	90,000	-3.1%
Self Insurance Fund	159,436	170,739	170,739	150,888	-11.6%
Total Transfers to Other Funds	<u>\$1,408,215</u>	<u>\$1,902,764</u>	<u>\$1,902,764</u>	<u>\$1,898,555</u>	<u>-0.2%</u>

SUPPORT SERVICES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Customer Service	\$2,029,611	\$2,162,584	\$2,162,584	\$2,116,027	-2.2%
Facilities Management	167,873	191,103	191,103	196,340	2.7%
Facilities Mgmt. - Maint. & Construction	220,365	165,274	165,274	110,183	-33.3%
Information Technology	876,570	956,947	956,947	994,364	3.9%
IT Capital	305,000	228,750	228,750	152,500	-33.3%
IT Replacement Fund	127,473	122,311	122,311	127,786	4.5%
IT Project Fund	0	171,030	177,025	107,335	-37.2%
Warehouse	84,554	106,088	106,088	83,701	-21.1%
Total Support Services	<u>\$3,811,446</u>	<u>\$4,104,087</u>	<u>\$4,110,082</u>	<u>\$3,888,236</u>	<u>-5.3%</u>

**CITY OF GARLAND
WASTEWATER UTILITY FUND
2016-17**

	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED	% CHG APPRV
<u>REVENUE</u>					
Residential Sewer Service	\$20,237,453	\$21,670,106	\$20,771,824	\$21,939,768	1.2%
Customer Cities	10,030,930	9,614,650	10,902,108	10,037,989	4.4%
Commercial Sewer Service	4,913,533	5,050,895	4,570,632	5,040,983	-0.2%
Major Industrial Sewer Service	4,050,320	3,529,416	3,542,874	3,416,197	-3.2%
Apartment Sewer Service	4,092,338	4,436,181	4,311,005	4,537,566	2.3%
Sewer Pro Rata	33,456	0	33,000	33,000	
Intra-City Sewer Service	93,012	105,805	107,817	103,733	-2.0%
Duplex Sewer Service	17,467	18,050	18,050	18,067	0.1%
Sub-Total Operating Revenue	\$43,468,509	\$44,425,103	\$44,257,310	\$45,127,303	1.6%
Penalty	\$223,090	\$206,000	\$220,000	\$220,000	6.8%
Interest Income	23,217	20,119	28,543	27,700	37.7%
Miscellaneous	95,124	100,000	102,924	107,000	7.0%
Bad Debt	(75,272)	(113,300)	(84,173)	(85,865)	24.2%
Sub-Total Other Revenue	\$266,159	\$212,819	\$267,294	\$268,835	26.3%
TOTAL REVENUE	\$43,734,668	\$44,637,922	\$44,524,604	\$45,396,138	1.7%
<u>EXPENDITURES</u>					
Personnel	\$7,379,196	\$8,348,807	\$8,615,205	\$8,737,573	4.7%
Salary Charge-Outs	0	(128,601)	(128,601)	(107,232)	16.6%
Operations	8,448,699	9,279,672	10,302,198	9,865,867	6.3%
Capital	99,720	207,793	330,789	126,539	-39.1%
Sub-Total	\$15,927,615	\$17,707,671	\$19,119,591	\$18,622,747	5.2%
Support Services	\$3,319,856	\$3,391,108	\$3,393,971	\$3,414,252	0.7%
Debt Service Transfer	3,862,495	3,836,029	3,836,029	3,051,582	-20.4%
Revenue Bond / Comm. Paper Debt	11,707,136	12,343,942	12,055,974	12,310,162	-0.3%
Total Operating Expenditures	\$34,817,102	\$37,278,750	\$38,405,565	\$37,398,743	0.3%
General & Administrative	\$929,903	\$1,003,618	\$1,003,618	\$1,057,458	5.4%
In-Lieu-of Ad Valorem Taxes	3,253,068	3,232,181	3,232,181	3,213,311	-0.6%
In-Lieu-of Franchise Fees	1,672,763	1,740,405	1,662,369	1,749,279	0.5%
Transfers to Other Funds	1,584,445	1,621,981	1,621,981	1,610,211	-0.7%
TOTAL EXPENDITURES	\$42,257,281	\$44,876,935	\$45,925,714	\$45,029,002	0.3%
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$1,477,387	(\$239,013)	(\$1,401,110)	\$367,136	
BEGINNING FUND BALANCE	\$10,771,073	\$10,122,641	\$12,248,460	\$10,847,350	7.2%
Change in Fund Balance	1,477,387	(239,013)	(1,401,110)	367,136	
ENDING FUND BALANCE	\$12,248,460	\$9,883,628	\$10,847,350	\$11,214,486	13.5%
Days of Operating Expenditures	128	97	103	109	13.1%
45-Day Fund Balance Requirement	\$4,292,519	\$4,596,010	\$4,734,933	\$4,610,804	0.3%
Over (Short of) Requirement	\$7,955,941	\$5,287,618	\$6,112,417	\$6,603,682	24.9%
90-Day Fund Balance Goal	\$8,585,039	\$9,192,021	\$9,469,865	\$9,221,608	0.3%
Over (Short of) Goal	\$3,663,421	\$691,607	\$1,377,485	\$1,992,878	188.2%

**CITY OF GARLAND
WASTEWATER UTILITY FUND
2016-17**

NON-DEPARTMENTAL EXPENDITURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$188,444	\$188,444	\$152,714	-19.0%
Market Adjustment	0	2,107	2,107	0	-100.0%
Step Adjustments	0	114,170	114,170	118,706	4.0%
Retiree Insurance	174,354	182,384	182,384	188,179	3.2%
City Insurance Adjustment	133,249	82,577	348,975	105,816	28.1%
Unemployment Claims	13,664	9,217	9,217	11,872	28.8%
Sub-Total Personnel Costs	<u>\$321,267</u>	<u>\$578,899</u>	<u>\$845,297</u>	<u>\$577,287</u>	<u>-0.3%</u>
Employee Assistance Program	\$1,847	\$2,376	\$2,376	\$2,400	1.0%
Economic Development Incentives	73,928	54,460	75,468	78,652	44.4%
Legal and Professional	126,261	120,000	120,000	120,000	0.0%
Sub-Total Operations Costs	<u>\$202,036</u>	<u>\$176,836</u>	<u>\$197,844</u>	<u>\$201,052</u>	<u>13.7%</u>
Total Non-Departmental	<u><u>\$523,303</u></u>	<u><u>\$755,735</u></u>	<u><u>\$1,043,141</u></u>	<u><u>\$778,339</u></u>	<u><u>3.0%</u></u>

TRANSFERS TO OTHER FUNDS

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Infrastructure Repair & Replcmt. Fund	\$731,326	\$749,609	\$749,609	\$768,349	2.5%
Long Term Disability Fund	14,635	14,886	14,886	14,892	0.0%
Wastewater Debt Reserve	430,440	430,440	430,440	430,440	0.0%
OPEB Trust	140,000	140,000	140,000	142,857	2.0%
Self Insurance Fund	268,044	287,046	287,046	253,673	-11.6%
Total Transfers to Other Funds	<u>\$1,584,445</u>	<u>\$1,621,981</u>	<u>\$1,621,981</u>	<u>\$1,610,211</u>	<u>-0.7%</u>

SUPPORT SERVICES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Customer Service	\$1,912,186	\$2,024,406	\$2,024,406	\$1,987,862	-1.8%
Facilities Management	272,203	309,714	309,714	318,247	2.8%
Facilities Mgmt. - Maint. & Construction	220,365	165,274	165,274	110,183	-33.3%
Information Technology	516,102	528,226	528,226	607,721	15.0%
IT Capital	305,000	228,750	228,750	152,500	-33.3%
IT Replacement Fund	47,252	52,970	52,970	70,434	33.0%
IT Project Fund	0	43,872	46,735	138,873	216.5%
Warehouse	46,748	37,896	37,896	28,432	-25.0%
Total Support Services	<u>\$3,319,856</u>	<u>\$3,391,108</u>	<u>\$3,393,971</u>	<u>\$3,414,252</u>	<u>0.7%</u>

**CITY OF GARLAND
ENVIRONMENTAL WASTE SERVICES FUND
2016-17**

	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED	% CHG APPRV
REVENUE					
Residential Collection	\$14,439,572	\$14,437,975	\$14,485,049	\$14,521,262	0.6%
Commercial Collection	2,952,006	2,976,091	2,951,553	2,999,754	0.8%
Roll-Off Containers	658,739	655,700	650,808	668,869	2.0%
Premium Brush Collection	15,431	12,340	10,517	12,000	-2.8%
Recycling	123,286	100,000	118,286	50,000	-50.0%
Intra-City Collection	129,547	129,500	128,266	130,422	0.7%
Penalty Charges	143,874	142,000	144,000	145,000	2.1%
Extra Containers	1,013,100	1,016,748	1,003,206	1,002,840	-1.4%
Bad Debt	(67,186)	(82,210)	(73,598)	(75,405)	8.3%
Miscellaneous	47,207	50,000	50,000	50,000	0.0%
Auction Revenue	154,768	90,000	18,179	20,000	-77.8%
Interest	1,766	770	5,850	5,500	614.3%
TOTAL REVENUE	\$19,612,110	\$19,528,914	\$19,492,116	\$19,530,242	0.0%
EXPENDITURES					
Personnel	\$5,580,965	\$5,775,738	\$6,001,032	\$5,942,629	2.9%
Salary Charge-Outs	0	(31,411)	(31,411)	(31,411)	0.0%
Operations	4,070,939	4,042,462	3,750,088	3,994,243	-1.2%
Capital	0	0	0	45,000	
Sub-Total	\$9,651,904	\$9,786,789	\$9,719,709	\$9,950,461	1.7%
Support Services	\$1,087,367	\$1,108,547	\$1,108,547	\$1,130,095	1.9%
Debt Service Transfer	1,799,562	2,205,365	2,205,365	2,820,967	27.9%
Total Operating Expenditures	\$12,538,833	\$13,100,701	\$13,033,621	\$13,901,523	6.1%
General & Administrative	\$694,288	\$733,464	\$733,464	\$773,683	5.5%
In-Lieu-of Ad Valorem Taxes	62,074	83,593	83,593	75,893	-9.2%
In-Lieu-of Franchise Fees	946,123	955,082	947,503	950,901	-0.4%
Transfers to Other Funds	465,268	488,467	488,467	647,521	32.6%
Disposal Transfer	3,794,590	3,729,931	3,691,527	3,399,520	-8.9%
TOTAL EXPENDITURES	\$18,501,176	\$19,091,238	\$18,978,175	\$19,749,041	3.4%
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$1,110,934	\$437,676	\$513,941	(\$218,799)	
BEGINNING FUND BALANCE	\$1,623,982	\$2,440,980	\$2,734,916	\$3,248,857	33.1%
Change in Fund Balance	1,110,934	437,676	513,941	(218,799)	
ENDING FUND BALANCE	\$2,734,916	\$2,878,656	\$3,248,857	\$3,030,058	5.3%
Days of Operating Expenditures	80	80	91	80	-0.8%
45-Day Fund Balance Requirement	\$1,545,884	\$1,615,155	\$1,606,885	\$1,713,886	6.1%
Over (Short of) Requirement	\$1,189,032	\$1,263,501	\$1,641,972	\$1,316,172	4.2%

**CITY OF GARLAND
ENVIRONMENTAL WASTE SERVICES FUND
2016-17**

NON-DEPARTMENTAL EXPENDITURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$104,786	\$104,786	\$93,179	-11.1%
Market Adjustment	0	6,425	6,425	4,318	-32.8%
Retiree Insurance	156,379	160,277	160,277	163,716	2.1%
City Insurance Adjustment	117,098	72,568	304,334	92,060	26.9%
Unemployment Claims	4,397	10,972	4,500	4,500	-59.0%
Sub-Total Personnel Costs	<u>\$277,874</u>	<u>\$355,028</u>	<u>\$580,322</u>	<u>\$357,773</u>	<u>0.8%</u>
Employee Assistance Program	\$2,300	\$2,088	\$2,088	\$2,088	0.0%
Sub-Total Operations Costs	<u>\$2,300</u>	<u>\$2,088</u>	<u>\$2,088</u>	<u>\$2,088</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$280,174</u></u>	<u><u>\$357,116</u></u>	<u><u>\$582,410</u></u>	<u><u>\$359,861</u></u>	<u><u>0.8%</u></u>

TRANSFERS TO OTHER FUNDS

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Long Term Disability Fund	\$13,126	\$13,082	\$13,082	\$12,956	-1.0%
Self Insurance Fund	327,856	351,099	351,099	310,279	-11.6%
Transfer to Multi-Capital Fund	0	0	0	200,000	
OPEB Trust	124,286	124,286	124,286	124,286	0.0%
Total Transfers to Other Funds	<u>\$465,268</u>	<u>\$488,467</u>	<u>\$488,467</u>	<u>\$647,521</u>	<u>32.6%</u>

SUPPORT SERVICES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Customer Service	\$176,011	\$180,879	\$180,879	\$192,109	6.2%
Facilities Management	89,478	109,161	109,161	110,057	0.8%
Information Technology	723,381	768,522	768,522	730,617	-4.9%
IT Replacement Fund	34,066	28,892	28,892	30,186	4.5%
IT Project Fund	43,534	0	0	45,035	
Warehouse	20,897	21,093	21,093	22,091	4.7%
Total Support Services	<u>\$1,087,367</u>	<u>\$1,108,547</u>	<u>\$1,108,547</u>	<u>\$1,130,095</u>	<u>1.9%</u>

**CITY OF GARLAND
INFRASTRUCTURE REPAIR & REPLACEMENT FUND
2016-17**

	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED	% CHG APPRV
REVENUE					
Transfer from General Fund	\$7,296,183	\$6,057,587	\$6,057,587	\$9,924,026	63.8%
Transfer from Water Utility Fund	731,326	749,609	749,609	768,349	2.5%
Transfer from Wastewater Utility Fund	731,326	749,609	749,609	768,349	2.5%
Transfer from CIP (Tax Note Proceeds)	3,400,000	3,400,000	3,400,000	5,400,000	58.8%
Street Assessment	0	0	0	0	0.0%
Recovery of Expenditures	374,650	0	11,651	0	0.0%
Recycling - Concrete	7,858	0	63,729	50,000	
Auction Proceeds	0	0	0	0	0.0%
Interest Income	22,595	22,000	24,543	23,800	8.2%
TOTAL REVENUE	\$12,563,938	\$10,978,805	\$11,056,728	\$16,934,524	54.2%
EXPENDITURES					
Personnel	\$4,637,191	\$5,415,614	\$5,618,076	\$5,918,018	9.3%
Salary Charge-Outs	0	(319,044)	(319,044)	(382,118)	-19.8%
Operations	5,930,060	5,412,821	7,130,739	10,831,132	100.1%
Capital	728,687	694,000	1,164,734	600,000	-13.5%
Sub-Total	\$11,295,938	\$11,203,391	\$13,594,505	\$16,967,032	51.4%
IT Replacement Fund	\$17,582	\$16,372	\$16,372	\$17,105	4.5%
Total Operating Expenditures	\$11,313,520	\$11,219,763	\$13,610,877	\$16,984,137	51.4%
Transfer to Long Term Disability Fund	\$10,863	\$10,826	\$10,826	\$11,318	4.5%
TOTAL EXPENDITURES	\$11,324,383	\$11,230,589	\$13,621,703	\$16,995,455	51.3%
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$1,239,555	(\$251,784)	(\$2,564,975)	(\$60,931)	75.8%
BEGINNING FUND BALANCE	\$1,399,179	\$337,412	\$2,638,734	\$73,759	-78.1%
Change in Fund Balance	1,239,555	(251,784)	(2,564,975)	(60,931)	75.8%
ENDING FUND BALANCE	\$2,638,734	\$85,628	\$73,759	\$12,828	-85.0%

**CITY OF GARLAND
INFRASTRUCTURE REPAIR & REPLACEMENT FUND
2016-17**

NON-DEPARTMENTAL EXPENDITURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$99,726	\$99,726	\$96,752	-3.0%
Market Adjustment	0	1,271	1,271	821	-35.4%
Retiree Insurance	129,417	132,643	132,643	143,016	7.8%
City Insurance Adjustment	96,909	60,056	262,518	80,420	33.9%
Unemployment Claims	10,684	4,500	4,500	12,000	166.7%
Sub-Total Personnel Costs	<u>\$237,010</u>	<u>\$298,196</u>	<u>\$500,658</u>	<u>\$333,009</u>	<u>11.7%</u>
Employee Assistance Program	\$1,212	\$1,728	\$1,728	\$1,824	5.6%
Sub-Total Operations Costs	<u>\$1,212</u>	<u>\$1,728</u>	<u>\$1,728</u>	<u>\$1,824</u>	<u>5.6%</u>
Total Non-Departmental	<u><u>\$238,222</u></u>	<u><u>\$299,924</u></u>	<u><u>\$502,386</u></u>	<u><u>\$334,833</u></u>	<u><u>11.6%</u></u>

**CITY OF GARLAND
STORMWATER MANAGEMENT FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Residential	\$2,102,872	\$2,110,018	\$2,110,018	\$2,123,900	0.7%
Commercial/Industrial	1,627,251	1,626,298	1,626,298	1,643,523	1.1%
Intra-City	79,095	80,580	79,095	80,000	-0.7%
Bad Debt	(9,660)	(13,000)	(12,000)	(12,000)	7.7%
Auction Proceeds	21,578	24,738	24,738	0	-100.0%
FEMA Grant	0	0	84,000	0	0.0%
Miscellaneous Income	34,413	33,000	30,541	30,500	-7.6%
TOTAL REVENUE	<u>\$3,855,549</u>	<u>\$3,861,634</u>	<u>\$3,942,690</u>	<u>\$3,865,923</u>	<u>0.1%</u>
EXPENDITURES					
Personnel	\$2,017,968	\$2,199,923	\$2,263,858	\$2,261,717	2.8%
Operations	1,316,006	1,350,204	1,309,314	1,314,143	-2.7%
Capital	0	0	0	75,000	
Sub-Total	<u>\$3,333,974</u>	<u>\$3,550,127</u>	<u>\$3,573,172</u>	<u>\$3,650,860</u>	<u>2.8%</u>
Support Services	\$153,182	\$150,929	\$150,929	\$166,979	10.6%
Debt Service Transfer	19,772	79,697	79,697	124,440	56.1%
Total Operating Expenditures	<u>\$3,506,928</u>	<u>\$3,780,753</u>	<u>\$3,803,798</u>	<u>\$3,942,279</u>	<u>4.3%</u>
General & Administrative	\$204,169	\$210,354	\$210,354	\$217,201	3.3%
Transfers to Other Funds	86,048	89,449	89,449	83,420	-6.7%
TOTAL EXPENDITURES	<u>\$3,797,145</u>	<u>\$4,080,556</u>	<u>\$4,103,601</u>	<u>\$4,242,900</u>	<u>4.0%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$58,404	(\$218,922)	(\$160,911)	(\$376,977)	-72.2%
BEGINNING FUND BALANCE	\$620,591	\$472,892	\$678,995	\$518,084	9.6%
Change in Fund Balance	58,404	(218,922)	(160,911)	(376,977)	-72.2%
ENDING FUND BALANCE	<u>\$678,995</u>	<u>\$253,970</u>	<u>\$518,084</u>	<u>\$141,107</u>	<u>-44.4%</u>

**CITY OF GARLAND
STORMWATER MANAGEMENT FUND
2016-17**

NON-DEPARTMENTAL EXPENDITURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$37,570	\$37,570	\$33,658	-10.4%
Market Adjustment	0	354	354	1,176	232.2%
Retiree Insurance	43,139	44,214	44,214	45,163	2.1%
City Insurance Adjustment	42,224	20,019	83,954	25,396	26.9%
Sub-Total Personnel Costs	<u>\$85,363</u>	<u>\$102,157</u>	<u>\$166,092</u>	<u>\$105,393</u>	<u>3.2%</u>
Employee Assistance Program	\$428	\$576	\$576	\$576	0.0%
Sub-Total Operations Costs	<u>\$428</u>	<u>\$576</u>	<u>\$576</u>	<u>\$576</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$85,791</u></u>	<u><u>\$102,733</u></u>	<u><u>\$166,668</u></u>	<u><u>\$105,969</u></u>	<u><u>3.1%</u></u>

TRANSFERS TO OTHER FUNDS

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Long Term Disability Fund	\$3,621	\$3,609	\$3,609	\$3,574	-1.0%
Self Insurance Fund	48,141	51,554	51,554	45,560	-11.6%
OPEB Trust	34,286	34,286	34,286	34,286	0.0%
Total Transfers to Other Funds	<u>\$86,048</u>	<u>\$89,449</u>	<u>\$89,449</u>	<u>\$83,420</u>	<u>-6.7%</u>

SUPPORT SERVICES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Customer Service	\$38,028	\$36,163	\$36,163	\$41,506	14.8%
Facilities Management	16,621	17,605	17,605	18,042	2.5%
Information Technology	93,987	84,708	84,708	79,818	-5.8%
IT Replacement Fund	1,099	8,668	8,668	9,056	4.5%
IT Project Fund	0	0	0	14,476	
Warehouse	3,447	3,785	3,785	4,081	7.8%
Total Support Services	<u>\$153,182</u>	<u>\$150,929</u>	<u>\$150,929</u>	<u>\$166,979</u>	<u>10.6%</u>

**CITY OF GARLAND
FIREWHEEL FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Green Fees	\$1,784,685	\$1,879,633	\$1,889,258	\$1,898,944	1.0%
Golf Carts	908,572	936,646	926,641	954,741	1.9%
Range	110,503	130,710	126,698	128,485	-1.7%
Merchandise	214,254	221,955	228,778	223,632	0.8%
Miscellaneous Revenue	3,130	7,500	7,500	7,500	0.0%
Transfer from General Fund	750,000	0	500,000	0	0.0%
TOTAL REVENUE	<u>\$3,771,144</u>	<u>\$3,176,444</u>	<u>\$3,678,875</u>	<u>\$3,213,302</u>	<u>1.2%</u>
EXPENDITURES					
Personnel	\$1,068,267	\$1,085,815	\$985,815	\$1,123,243	3.4%
Operations	1,323,429	1,464,435	1,466,515	1,472,010	0.5%
Capital	32,034	43,396	49,569	31,999	-26.3%
Sub-Total	<u>\$2,423,730</u>	<u>\$2,593,646</u>	<u>\$2,501,899</u>	<u>\$2,627,252</u>	<u>1.3%</u>
Transfer to GFDC	\$870,004	\$865,000	\$875,000	\$880,000	1.7%
IT Replacement Fund	14,286	15,409	15,409	17,105	11.0%
Total Operating Expenditures	<u>\$3,308,020</u>	<u>\$3,474,055</u>	<u>\$3,392,308</u>	<u>\$3,524,357</u>	<u>1.4%</u>
Transfer to Long Term Disability Fund	\$2,414	\$2,406	\$2,406	\$2,383	-1.0%
TOTAL EXPENDITURES	<u>\$3,310,434</u>	<u>\$3,476,461</u>	<u>\$3,394,714</u>	<u>\$3,526,740</u>	<u>1.4%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$460,710	(\$300,017)	\$284,161	(\$313,438)	-4.5%
BEGINNING FUND BALANCE	(\$937,250)	(\$720,430)	(\$476,540)	(\$192,379)	73.3%
Change in Fund Balance	460,710	(300,017)	284,161	(313,438)	-4.5%
ENDING FUND BALANCE	<u>(\$476,540)</u>	<u>(\$1,020,447)</u>	<u>(\$192,379)</u>	<u>(\$505,817)</u>	<u>50.4%</u>

*Complete Firewheel/GFDC Fund Summary is available in Appendix (G).

**CITY OF GARLAND
FIREWHEEL FUND
2016-17**

NON-DEPARTMENTAL EXPENDITURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$18,417	\$18,417	\$21,895	18.9%
Market Adjustment	0	1,436	1,436	0	-100.0%
Salary Savings	0	0	(100,000)	0	0.0%
Retiree Insurance	28,759	29,476	29,476	30,109	2.1%
City Insurance Adjustment	0	13,346	13,346	16,931	26.9%
Sub-Total Personnel Costs	<u>\$28,759</u>	<u>\$62,675</u>	<u>(\$37,325)</u>	<u>\$68,935</u>	<u>10.0%</u>
Employee Assistance Program	\$481	\$384	\$384	\$384	0.0%
Sub-Total Operations Costs	<u>\$481</u>	<u>\$384</u>	<u>\$384</u>	<u>\$384</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$29,240</u></u>	<u><u>\$63,059</u></u>	<u><u>(\$36,941)</u></u>	<u><u>\$69,319</u></u>	<u><u>9.9%</u></u>

**CITY OF GARLAND
RECREATION PERFORMANCE FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Recreation Center Programs	\$213,536	\$200,400	\$207,389	\$202,900	1.2%
Recreation Activities	81,506	72,500	76,700	66,500	-8.3%
Senior Events	238,577	291,000	410,040	376,000	29.2%
Garland Swim Program	175,615	147,500	157,500	157,500	6.8%
Tennis Program	19,853	23,000	21,500	21,500	-6.5%
Reservations	394,117	384,600	348,700	351,400	-8.6%
Membership ID Cards	68,806	92,650	72,000	72,000	-22.3%
Other	3,956	11,000	14,650	10,950	-0.5%
TOTAL REVENUE	<u>\$1,195,966</u>	<u>\$1,222,650</u>	<u>\$1,308,479</u>	<u>\$1,258,750</u>	<u>3.0%</u>
EXPENDITURES					
Personnel	\$187,652	\$208,242	\$208,242	\$228,506	9.7%
Operations	879,061	915,293	1,083,914	1,075,777	17.5%
Capital	0	0	0	0	0.0%
Sub-Total	<u>\$1,066,713</u>	<u>\$1,123,535</u>	<u>\$1,292,156</u>	<u>\$1,304,283</u>	<u>16.1%</u>
Support Services - Warehouse	\$500	\$296	\$296	\$652	120.3%
Total Operating Expenditures	<u>\$1,067,213</u>	<u>\$1,123,831</u>	<u>\$1,292,452</u>	<u>\$1,304,935</u>	<u>16.1%</u>
General & Administrative	\$14,840	\$21,194	\$21,194	\$19,305	-8.9%
Transfer to General Fund	100,000	100,000	100,000	100,000	0.0%
TOTAL EXPENDITURES	<u>\$1,182,053</u>	<u>\$1,245,025</u>	<u>\$1,413,646</u>	<u>\$1,424,240</u>	<u>14.4%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	<u>\$13,913</u>	<u>(\$22,375)</u>	<u>(\$105,167)</u>	<u>(\$165,490)</u>	<u>-639.6%</u>
BEGINNING FUND BALANCE	\$262,839	\$55,241	\$276,752	\$171,585	210.6%
Change in Fund Balance	<u>13,913</u>	<u>(22,375)</u>	<u>(105,167)</u>	<u>(165,490)</u>	<u>-639.6%</u>
ENDING FUND BALANCE	<u><u>\$276,752</u></u>	<u><u>\$32,866</u></u>	<u><u>\$171,585</u></u>	<u><u>\$6,095</u></u>	<u><u>-81.5%</u></u>

**CITY OF GARLAND
HOTEL/MOTEL TAX FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Hotel/Motel Tax	\$1,071,660	\$995,791	\$1,180,000	\$1,197,000	20.2%
Recovery of Expenditures	0	0	0	0	0.0%
Miscellaneous	7,510	8,500	8,450	8,200	-3.5%
TOTAL REVENUE	<u>\$1,079,170</u>	<u>\$1,004,291</u>	<u>\$1,188,450</u>	<u>\$1,205,200</u>	<u>20.0%</u>
EXPENDITURES					
Personnel	\$291,077	\$354,880	\$365,536	\$370,611	4.4%
Operations	266,272	379,127	379,049	382,812	1.0%
Capital	0	0	0	0	0.0%
Sub-Total	<u>\$557,349</u>	<u>\$734,007</u>	<u>\$744,585</u>	<u>\$753,423</u>	<u>2.6%</u>
Incentive Agreements	\$410,101	\$275,000	\$275,000	\$400,000	45.5%
Total Operating Expenditures	<u>\$967,450</u>	<u>\$1,009,007</u>	<u>\$1,019,585</u>	<u>\$1,153,423</u>	<u>14.3%</u>
General & Administrative	\$42,016	\$45,799	\$45,799	\$48,472	5.8%
Transfers to Other Funds	250,604	50,601	50,601	209,596	314.2%
TOTAL EXPENDITURES	<u>\$1,260,070</u>	<u>\$1,105,407</u>	<u>\$1,115,985</u>	<u>\$1,411,491</u>	<u>27.7%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$180,900)	(\$101,116)	\$72,465	(\$206,291)	-104.0%
BEGINNING FUND BALANCE	\$2,152,080	\$1,879,977	\$1,971,180	\$2,043,645	8.7%
Change in Fund Balance	(180,900)	(101,116)	72,465	(206,291)	-104.0%
ENDING FUND BALANCE	<u>\$1,971,180</u>	<u>\$1,778,861</u>	<u>\$2,043,645</u>	<u>\$1,837,354</u>	<u>3.3%</u>

**CITY OF GARLAND
HOTEL/MOTEL TAX FUND
2016-17**

NON-DEPARTMENTAL EXPENDITURES

	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$8,807	\$8,807	\$7,167	-18.6%
Market Adjustment	0	0	0	0	0.0%
Retiree Insurance	7,190	7,369	7,369	7,527	2.1%
City Insurance Adjustment	5,384	3,336	13,992	4,233	26.9%
Sub-Total Personnel Costs	<u>\$12,574</u>	<u>\$19,512</u>	<u>\$30,168</u>	<u>\$18,927</u>	<u>-3.0%</u>
Employee Assistance Program	\$18	\$96	\$96	\$96	0.0%
Sub-Total Operations Costs	<u>\$18</u>	<u>\$96</u>	<u>\$96</u>	<u>\$96</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$12,592</u></u>	<u><u>\$19,608</u></u>	<u><u>\$30,264</u></u>	<u><u>\$19,023</u></u>	<u><u>-3.0%</u></u>

TRANSFERS TO OTHER FUNDS

	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED	% CHG APPRV
Transfer to Long Term Disability Fund	\$604	\$601	\$601	\$596	-0.8%
Transfer to Economic Development Fund	0	50,000	50,000	209,000	318.0%
Transfer to Multi-Year Capital Fund	250,000	0	0	0	0.0%
Total Transfers to Other Funds	<u><u>\$250,604</u></u>	<u><u>\$50,601</u></u>	<u><u>\$50,601</u></u>	<u><u>\$209,596</u></u>	<u><u>314.2%</u></u>

**CITY OF GARLAND
GARLAND HELIPORT FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
<u>REVENUE</u>					
Terminal/Hangar Lease Space	\$7,018	\$7,032	\$7,032	\$7,032	0.0%
Interest/Miscellaneous Income	553	450	700	680	51.1%
TOTAL REVENUE	<u>\$7,571</u>	<u>\$7,482</u>	<u>\$7,732</u>	<u>\$7,712</u>	<u>3.1%</u>
<u>EXPENDITURES</u>					
Personnel	\$0	\$0	\$0	\$0	0.0%
Operations	0	7,700	7,700	7,700	0.0%
Capital	0	0	0	0	0.0%
TOTAL EXPENDITURES	<u>\$0</u>	<u>\$7,700</u>	<u>\$7,700</u>	<u>\$7,700</u>	<u>0.0%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$7,571	(\$218)	\$32	\$12	
BEGINNING FUND BALANCE	\$160,433	\$160,175	\$168,004	\$168,036	4.9%
Change in Fund Balance	<u>7,571</u>	<u>(218)</u>	<u>32</u>	<u>12</u>	
ENDING FUND BALANCE	<u>\$168,004</u>	<u>\$159,957</u>	<u>\$168,036</u>	<u>\$168,048</u>	<u>5.1%</u>

**CITY OF GARLAND
SAFELIGHT FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
SafeLight Revenue	\$1,879,095	\$1,520,000	\$1,950,000	\$1,800,000	18.4%
Miscellaneous	40	0	0	0	0.0%
TOTAL REVENUE	<u>\$1,879,135</u>	<u>\$1,520,000</u>	<u>\$1,950,000</u>	<u>\$1,800,000</u>	<u>18.4%</u>
EXPENDITURES					
Personnel	\$97,636	\$114,291	\$128,955	\$124,393	8.8%
Operations	780,494	806,187	806,187	806,187	0.0%
Capital	0	0	0	0	0.0%
Total Operating Expenditures	<u>\$878,130</u>	<u>\$920,478</u>	<u>\$935,142</u>	<u>\$930,580</u>	<u>1.1%</u>
General & Administrative	\$12,294	\$12,665	\$12,665	\$13,344	5.4%
Transfers to Other Funds	140,151	375,163	375,163	415,149	10.7%
Funding to the State*	505,751	293,979	508,429	428,038	45.6%
TOTAL EXPENDITURES	<u>\$1,536,326</u>	<u>\$1,602,285</u>	<u>\$1,831,399</u>	<u>\$1,787,111</u>	<u>11.5%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$342,809	(\$82,285)	\$118,601	\$12,889	
BEGINNING FUND BALANCE	\$468,863	\$728,368	\$811,672	\$930,273	27.7%
Change in Fund Balance	342,809	(82,285)	118,601	12,889	
ENDING FUND BALANCE	<u>\$811,672</u>	<u>\$646,083</u>	<u>\$930,273</u>	<u>\$943,162</u>	<u>46.0%</u>

*50% of fines that exceed direct program costs will be sent to the State of Texas.

**CITY OF GARLAND
SAFELIGHT FUND
2016-17**

NON-DEPARTMENTAL EXPENDITURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$4,008	\$4,008	\$2,237	-44.2%
Retiree Insurance	1,797	1,842	1,842	1,882	2.2%
City Insurance Adjustment	1,346	834	3,498	1,058	26.9%
Sub-Total Personnel Costs	<u>\$3,143</u>	<u>\$6,684</u>	<u>\$9,348</u>	<u>\$5,177</u>	<u>-22.5%</u>
Employee Assistance Program	\$18	\$24	\$24	\$24	0.0%
Sub-Total Operations Costs	<u>\$18</u>	<u>\$24</u>	<u>\$24</u>	<u>\$24</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$3,161</u></u>	<u><u>\$6,708</u></u>	<u><u>\$9,372</u></u>	<u><u>\$5,201</u></u>	<u><u>-22.5%</u></u>

TRANSFERS TO OTHER FUNDS

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Long Term Disability Fund	\$151	\$150	\$150	\$149	-0.7%
Multi-Year Capital Fund	140,000	100,000	100,000	100,000	0.0%
General Fund	0	275,013	275,013	315,000	14.5%
Total Transfers to Other Funds	<u><u>\$140,151</u></u>	<u><u>\$375,163</u></u>	<u><u>\$375,163</u></u>	<u><u>\$415,149</u></u>	<u><u>10.7%</u></u>

**CITY OF GARLAND
ECONOMIC DEVELOPMENT FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from Electric Utility Fund	\$0	\$1,047,338	\$1,047,338	\$1,247,338	19.1%
Transfer from Water Utility Fund	0	465,000	465,000	465,000	0.0%
Transfer from Hotel/Motel Tax Fund	0	50,000	50,000	209,000	318.0%
Transfer from Economic Dev. Reserve	0	251,250	351,250	0	-100.0%
Transfer from General Fund	422,831	0	352,600	0	0.0%
TOTAL REVENUE	<u>\$422,831</u>	<u>\$1,813,588</u>	<u>\$2,266,188</u>	<u>\$1,921,338</u>	<u>5.9%</u>
EXPENDITURES					
Personnel	\$0	\$510,772	\$524,092	\$534,333	4.6%
Operations	289	1,668,801	1,250,824	1,821,393	9.1%
Capital	0	55,000	55,000	0	-100.0%
Total Operating Expenditures	<u>\$289</u>	<u>\$2,234,573</u>	<u>\$1,829,916</u>	<u>\$2,355,726</u>	<u>5.4%</u>
Transfers to Other Funds	\$0	\$752	\$423,583	\$745	-0.9%
TOTAL EXPENDITURES	<u>\$289</u>	<u>\$2,235,325</u>	<u>\$2,253,499</u>	<u>\$2,356,471</u>	<u>5.4%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$422,542	(\$421,737)	\$12,689	(\$435,133)	-3.2%
BEGINNING FUND BALANCE	\$0	\$422,831	\$422,542	\$435,231	2.9%
Change in Fund Balance	422,542	(421,737)	12,689	(435,133)	-3.2%
ENDING FUND BALANCE	<u>\$422,542</u>	<u>\$1,094</u>	<u>\$435,231</u>	<u>\$98</u>	<u>-91.0%</u>

**CITY OF GARLAND
ECONOMIC DEVELOPMENT FUND
2016-17**

NON-DEPARTMENTAL EXPENDITURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$10,010	\$10,010	\$6,996	-30.1%
Retiree Insurance	0	9,211	9,211	9,409	2.1%
City Insurance Adjustment	0	4,171	17,491	5,291	26.9%
Sub-Total Personnel Costs	<u>\$0</u>	<u>\$23,392</u>	<u>\$36,712</u>	<u>\$21,696</u>	<u>-7.3%</u>
Employee Assistance Program	\$0	\$120	\$120	\$120	0.0%
Economic Development Partnership	0	465,000	465,000	465,000	0.0%
Economic Development Incentives	0	0	100,000	0	0.0%
Sub-Total Operations Costs	<u>\$0</u>	<u>\$465,120</u>	<u>\$565,120</u>	<u>\$465,120</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$0</u></u>	<u><u>\$488,512</u></u>	<u><u>\$601,832</u></u>	<u><u>\$486,816</u></u>	<u><u>-0.3%</u></u>

TRANSFERS TO OTHER FUNDS

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Transfer to Long Term Disability Fund	\$0	\$752	\$752	\$745	-0.9%
Transfer to Multi-Year Capital Fund	0	0	422,831	0	0.0%
Total Transfers to Other Funds	<u>\$0</u>	<u>\$752</u>	<u>\$423,583</u>	<u>\$745</u>	<u>-0.9%</u>

**CITY OF GARLAND
HOUSING REINVESTMENT FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Economic Dev. Reserve Transfer	\$0	\$500,000	\$500,000	\$0	-100.0%
Program Income	0	303,066	150,000	526,200	73.6%
TOTAL REVENUE	<u>\$0</u>	<u>\$803,066</u>	<u>\$650,000</u>	<u>\$526,200</u>	<u>-34.5%</u>
EXPENDITURES					
By Category:					
Personnel	\$0	\$40,000	\$40,000	\$40,000	0.0%
Operations	0	375,000	360,022	375,000	0.0%
Capital	0	0	0	0	0.0%
Sub-Total	<u>\$0</u>	<u>\$415,000</u>	<u>\$400,022</u>	<u>\$415,000</u>	<u>0.0%</u>
By Area:					
Housing and Community Development	\$0	\$0	\$0	\$0	0.0%
Administration	0	40,000	40,000	40,000	0.0%
Acquisition	0	125,000	121,717	125,000	0.0%
Construction/Renovation	0	250,000	238,305	250,000	0.0%
Total Operating Expenditures	<u>\$0</u>	<u>\$415,000</u>	<u>\$400,022</u>	<u>\$415,000</u>	<u>0.0%</u>
TOTAL EXPENDITURES	<u>\$0</u>	<u>\$415,000</u>	<u>\$400,022</u>	<u>\$415,000</u>	<u>0.0%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	<u>\$0</u>	<u>\$388,066</u>	<u>\$249,978</u>	<u>\$111,200</u>	<u>-71.3%</u>
BEGINNING FUND BALANCE	\$0	\$0	\$0	\$249,978	
Change in Fund Balance	0	388,066	249,978	111,200	-71.3%
ENDING FUND BALANCE	<u>\$0</u>	<u>\$388,066</u>	<u>\$249,978</u>	<u>\$361,178</u>	<u>-6.9%</u>

**CITY OF GARLAND
CASA FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
<u>REVENUE</u>					
Miscellaneous Program Income	\$13,431	\$20,000	\$110,000	\$20,000	0.0%
Interest Income	452	450	450	0	-100.0%
TOTAL REVENUE	<u>\$13,883</u>	<u>\$20,450</u>	<u>\$110,450</u>	<u>\$20,000</u>	<u>-2.2%</u>
<u>EXPENDITURES</u>					
Personnel	\$10,146	\$0	\$0	\$0	0.0%
Operations	23,377	128,005	128,005	110,000	-14.1%
Capital	0	0	0	0	0.0%
TOTAL EXPENDITURES	<u>\$33,523</u>	<u>\$128,005</u>	<u>\$128,005</u>	<u>\$110,000</u>	<u>-14.1%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$19,640)	(\$107,555)	(\$17,555)	(\$90,000)	16.3%
BEGINNING FUND BALANCE	\$130,776	\$124,299	\$111,136	\$93,581	-24.7%
Change in Fund Balance	<u>(19,640)</u>	<u>(107,555)</u>	<u>(17,555)</u>	<u>(90,000)</u>	<u>16.3%</u>
ENDING FUND BALANCE	<u>\$111,136</u>	<u>\$16,744</u>	<u>\$93,581</u>	<u>\$3,581</u>	<u>-78.6%</u>

**CITY OF GARLAND
COMMUNITY DEVELOPMENT BLOCK GRANT FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
<u>REVENUE</u>					
Community Develop. Block Grant Funds	\$1,731,848	\$1,840,209	\$1,840,209	\$1,874,725	1.9%
Reprogrammed CDBG Funds	0	122,200	122,200	180,728	47.9%
Program Income - Revolving Loans	163,779	40,000	52,588	70,000	75.0%
TOTAL REVENUE	<u>\$1,895,627</u>	<u>\$2,002,409</u>	<u>\$2,014,997</u>	<u>\$2,125,453</u>	<u>6.1%</u>
<u>EXPENDITURES</u>					
By Category:					
Personnel	\$878,687	\$827,489	\$917,002	\$809,110	-2.2%
Operations	929,862	1,134,920	1,097,995	1,316,343	16.0%
Capital	0	0	0	0	0.0%
Sub-Total	<u>\$1,808,549</u>	<u>\$1,962,409</u>	<u>\$2,014,997</u>	<u>\$2,125,453</u>	<u>8.3%</u>
By Area:					
Public Services	\$259,148	\$276,031	\$276,031	\$281,208	1.9%
Infrastructure Projects	654,000	550,000	550,000	693,000	26.0%
Other CDBG Projects	485,286	768,336	820,924	746,300	-2.9%
Administration & Planning	373,842	328,042	368,042	374,945	14.3%
Neighborhood Stabilization Program	36,273	40,000	0	30,000	-25.0%
TOTAL EXPENDITURES	<u>\$1,808,549</u>	<u>\$1,962,409</u>	<u>\$2,014,997</u>	<u>\$2,125,453</u>	<u>8.3%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$87,078	\$40,000	\$0	\$0	-100.0%
BEGINNING FUND BALANCE	\$34,048	\$17,045	\$121,126	\$121,126	610.6%
Change in Fund Balance	87,078	40,000	0	0	-100.0%
ENDING FUND BALANCE	<u>\$121,126</u>	<u>\$57,045</u>	<u>\$121,126</u>	<u>\$121,126</u>	<u>112.3%</u>

**CITY OF GARLAND
FAIR HOUSING GRANT FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
<u>REVENUE</u>					
Fair Housing Assistance Program	\$188,072	\$198,930	\$141,575	\$133,475	-32.9%
Fair Housing Initiatives Program	0	100,000	0	0	-100.0%
Community Planning Challenge Grant	20,947	0	0	0	0.0%
Emergency Solutions Grant	137,671	162,041	162,041	165,656	2.2%
Transfer from General Fund	0	0	0	49,646	
TOTAL REVENUE	<u>\$346,690</u>	<u>\$460,971</u>	<u>\$303,616</u>	<u>\$348,777</u>	<u>-24.3%</u>
<u>EXPENDITURES</u>					
By Category:					
Personnel	\$174,286	\$240,168	\$164,113	\$201,115	-16.3%
Operations	171,274	192,386	180,225	152,998	-20.5%
Capital	0	0	0	0	0.0%
Sub-Total	<u>\$345,560</u>	<u>\$432,554</u>	<u>\$344,338</u>	<u>\$354,113</u>	<u>-18.1%</u>
By Area:					
Fair Housing Assistance Program	\$186,945	\$169,613	\$181,397	\$188,457	11.1%
Fair Housing Initiatives Program	0	100,000	0	0	-100.0%
Community Planning Challenge Grant	20,947	0	0	0	0.0%
Emergency Solutions Grant	137,668	162,941	162,941	165,656	1.7%
TOTAL EXPENDITURES	<u>\$345,560</u>	<u>\$432,554</u>	<u>\$344,338</u>	<u>\$354,113</u>	<u>-18.1%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$1,130	\$28,417	(\$40,722)	(\$5,336)	
BEGINNING FUND BALANCE	\$44,928	(\$27,717)	\$46,058	\$5,336	
Change in Fund Balance	1,130	28,417	(40,722)	(5,336)	
ENDING FUND BALANCE	<u>\$46,058</u>	<u>\$700</u>	<u>\$5,336</u>	<u>\$0</u>	<u>-100.0%</u>

**CITY OF GARLAND
HOME GRANT FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
<u>REVENUE</u>					
HOME Grant	\$323,804	\$447,296	\$501,392	\$515,152	15.2%
Interest Income	699	0	0	0	0.0%
Miscellaneous Program Income	231,531	120,000	749,492	225,000	87.5%
TOTAL REVENUE	<u>\$556,034</u>	<u>\$567,296</u>	<u>\$1,250,884</u>	<u>\$740,152</u>	<u>30.5%</u>
<u>EXPENDITURES</u>					
Personnel	\$40,274	\$56,651	\$81,289	\$83,632	47.6%
Operations	515,922	510,645	710,645	656,520	28.6%
Capital	0	0	0	0	0.0%
TOTAL EXPENDITURES	<u>\$556,196</u>	<u>\$567,296</u>	<u>\$791,934</u>	<u>\$740,152</u>	<u>30.5%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$162)	\$0	\$458,950	\$0	0.0%
BEGINNING FUND BALANCE	\$354,199	\$354,199	\$354,037	\$812,987	129.5%
Change in Fund Balance	(162)	0	458,950	0	0.0%
ENDING FUND BALANCE	<u>\$354,037</u>	<u>\$354,199</u>	<u>\$812,987</u>	<u>\$812,987</u>	<u>129.5%</u>

**CITY OF GARLAND
HOUSING ASSISTANCE FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
HUD Grant	\$10,048,209	\$10,491,472	\$10,504,794	\$10,366,404	-1.2%
Voucher Expense Recovery	577,281	690,000	199,200	230,000	-66.7%
Miscellaneous Income	11,353	7,000	7,200	8,000	14.3%
TOTAL REVENUE	<u>\$10,636,843</u>	<u>\$11,188,472</u>	<u>\$10,711,194</u>	<u>\$10,604,404</u>	<u>-5.2%</u>
EXPENDITURES					
Personnel	\$859,104	\$1,075,597	\$1,118,221	\$1,114,009	3.6%
Operations	9,733,542	10,193,563	9,699,563	9,526,089	-6.5%
Capital	0	0	0	0	0.0%
Total Operating Expenditures	<u>\$10,592,646</u>	<u>\$11,269,160</u>	<u>\$10,817,784</u>	<u>\$10,640,098</u>	<u>-5.6%</u>
Transfer to General Fund	\$110,000	\$110,000	\$110,000	\$110,000	0.0%
TOTAL EXPENDITURES	<u>\$10,702,646</u>	<u>\$11,379,160</u>	<u>\$10,927,784</u>	<u>\$10,750,098</u>	<u>-5.5%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$65,803)	(\$190,688)	(\$216,590)	(\$145,694)	23.6%
BEGINNING FUND BALANCE	\$962,464	\$247,566	\$896,661	\$680,071	174.7%
Change in Fund Balance	<u>(65,803)</u>	<u>(190,688)</u>	<u>(216,590)</u>	<u>(145,694)</u>	<u>23.6%</u>
ENDING FUND BALANCE	<u>\$896,661</u>	<u>\$56,878</u>	<u>\$680,071</u>	<u>\$534,377</u>	<u>839.5%</u>

**CITY OF GARLAND
SUMMER NUTRITION FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
<u>REVENUE</u>					
Summer Nutrition	\$286,261	\$419,307	\$271,948	\$323,707	-22.8%
Transfer from General Fund	20,000	20,000	84,471	30,000	50.0%
Miscellaneous Income	100	0	9,605	0	0.0%
TOTAL REVENUE	<u>\$306,361</u>	<u>\$439,307</u>	<u>\$366,024</u>	<u>\$353,707</u>	<u>-19.5%</u>
<u>EXPENDITURES</u>					
Personnel	\$94,249	\$119,273	\$95,754	\$99,350	-16.7%
Operations	218,840	300,034	213,359	252,998	-15.7%
Capital	0	0	0	0	0.0%
TOTAL EXPENDITURES	<u>\$313,089</u>	<u>\$419,307</u>	<u>\$309,113</u>	<u>\$352,348</u>	<u>-16.0%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$6,728)	\$20,000	\$56,911	\$1,359	-93.2%
BEGINNING FUND BALANCE	(\$51,542)	(\$36,705)	(\$58,270)	(\$1,359)	96.3%
Change in Fund Balance	(6,728)	20,000	56,911	1,359	-93.2%
ENDING FUND BALANCE	<u>(\$58,270)</u>	<u>(\$16,705)</u>	<u>(\$1,359)</u>	<u>\$0</u>	<u>100.0%</u>

**CITY OF GARLAND
PUBLIC HEALTH / IMMUNIZATION GRANT FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Public Health Fees	\$320,877	\$330,000	\$318,000	\$325,000	-1.5%
Texas DSHS Grant	448,203	481,929	481,929	481,929	0.0%
Other Contributions	17,750	17,750	17,750	17,750	0.0%
Miscellaneous Program Income	113,384	173,200	138,000	158,087	-8.7%
Credit Card Fees	(3,255)	0	0	0	0.0%
TOTAL REVENUE	<u>\$896,959</u>	<u>\$1,002,879</u>	<u>\$955,679</u>	<u>\$982,766</u>	<u>-2.0%</u>
EXPENDITURES					
By Category:					
Personnel	\$660,560	\$719,234	\$709,129	\$714,801	-0.6%
Operations	306,400	233,137	233,137	257,582	10.5%
Capital	0	0	0	0	0.0%
Sub-Total	<u>\$966,960</u>	<u>\$952,371</u>	<u>\$942,266</u>	<u>\$972,383</u>	<u>2.1%</u>
By Area:					
Texas DSHS Grant	\$561,270	\$655,076	\$642,307	\$632,023	-3.5%
Clinical Services	405,690	297,295	299,959	340,360	14.5%
TOTAL EXPENDITURES	<u>\$966,960</u>	<u>\$952,371</u>	<u>\$942,266</u>	<u>\$972,383</u>	<u>2.1%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$70,001)	\$50,508	\$13,413	\$10,383	-79.4%
BEGINNING FUND BALANCE	(\$9,199)	(\$83,067)	(\$79,200)	(\$65,787)	20.8%
Change in Fund Balance	<u>(70,001)</u>	<u>50,508</u>	<u>13,413</u>	<u>10,383</u>	<u>-79.4%</u>
ENDING FUND BALANCE	<u><u>(\$79,200)</u></u>	<u><u>(\$32,559)</u></u>	<u><u>(\$65,787)</u></u>	<u><u>(\$55,404)</u></u>	<u><u>-70.2%</u></u>

**CITY OF GARLAND
PUBLIC SAFETY GRANT FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
<u>REVENUE</u>					
State Training Grant	\$20,986	\$20,984	\$20,932	\$20,400	-2.8%
Justice Assistance Grant	28,071	28,052	25,699	29,587	5.5%
Youth Program Income	4,653	6,600	6,600	5,000	-24.2%
ICAC - Juvenile Justice	11,436	10,000	13,000	10,000	0.0%
Emergency Management Grants	196,989	160,800	158,111	184,713	14.9%
Fire Grants	0	0	18,730	0	0.0%
Interest Income	683	0	0	0	0.0%
TOTAL REVENUE	<u>\$262,818</u>	<u>\$226,436</u>	<u>\$243,072</u>	<u>\$249,700</u>	<u>10.3%</u>
<u>EXPENDITURES</u>					
By Category:					
Personnel	\$69,021	\$76,438	\$74,728	\$77,430	1.3%
Operations	105,328	71,506	100,714	95,568	33.7%
Capital	90,296	80,800	99,530	78,273	-3.1%
Sub-Total	<u>\$264,645</u>	<u>\$228,744</u>	<u>\$274,972</u>	<u>\$251,271</u>	<u>9.8%</u>
By Area:					
<u>Police Grants</u>					
State Training Grant	\$9,741	\$20,984	\$20,932	\$20,400	-2.8%
Justice Assistance Grant	25,000	28,052	25,699	29,587	5.5%
Youth Programs	18,402	6,600	6,600	5,000	-24.2%
ICAC - Juvenile Justice	11,434	10,000	13,000	10,000	0.0%
Sub-Total	<u>\$64,577</u>	<u>\$65,636</u>	<u>\$66,231</u>	<u>\$64,987</u>	<u>-1.0%</u>
<u>Emergency Management Grants</u>					
Metro Medical Response Sys. (MMRS)	\$2,469	\$0	\$31,900	\$0	0.0%
Urban Areas Security Initiative (UASI)	85,328	77,308	74,958	108,011	39.7%
State Homeland Security Prog. (SHSP)	0	5,000	2,353	30,000	500.0%
UASI - Law Enf. Assist. & P'ship (LEAP)	112,271	80,800	80,800	48,273	-40.3%
Sub-Total	<u>\$200,068</u>	<u>\$163,108</u>	<u>\$190,011</u>	<u>\$186,284</u>	<u>14.2%</u>
<u>Fire</u>					
Assistance to Firefighters	\$0	\$0	\$18,730	\$0	0.0%
Sub-Total	<u>\$0</u>	<u>\$0</u>	<u>\$18,730</u>	<u>\$0</u>	<u>0.0%</u>
TOTAL EXPENDITURES	<u>\$264,645</u>	<u>\$228,744</u>	<u>\$274,972</u>	<u>\$251,271</u>	<u>9.8%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$1,827)	(\$2,308)	(\$31,900)	(\$1,571)	31.9%
BEGINNING FUND BALANCE	\$310,810	\$310,810	\$308,983	\$277,083	-10.9%
Change in Fund Balance	(1,827)	(2,308)	(31,900)	(1,571)	31.9%
ENDING FUND BALANCE	<u>\$308,983</u>	<u>\$308,502</u>	<u>\$277,083</u>	<u>\$275,512</u>	<u>-10.7%</u>

**CITY OF GARLAND
NARCOTIC SEIZURE FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
<u>REVENUE</u>					
Narcotic Seizure	\$334,576	\$0	\$84,349	\$0	0.0%
Interest Income	2,334	0	3,700	3,570	
Miscellaneous	1,538	0	0	0	0.0%
TOTAL REVENUE	<u>\$338,448</u>	<u>\$0</u>	<u>\$88,049</u>	<u>\$3,570</u>	
<u>EXPENDITURES</u>					
Personnel	\$0	\$30,000	\$19,000	\$27,984	-6.7%
Operations	121,569	122,000	144,067	205,000	68.0%
Capital	0	150,000	66,297	312,160	108.1%
TOTAL EXPENDITURES	<u>\$121,569</u>	<u>\$302,000</u>	<u>\$229,364</u>	<u>\$545,144</u>	<u>80.5%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$216,879	(\$302,000)	(\$141,315)	(\$541,574)	-79.3%
BEGINNING FUND BALANCE	\$519,990	\$568,479	\$736,869	\$595,554	4.8%
Change in Fund Balance	216,879	(302,000)	(141,315)	(541,574)	-79.3%
ENDING FUND BALANCE	<u>\$736,869</u>	<u>\$266,479</u>	<u>\$595,554</u>	<u>\$53,980</u>	<u>-79.7%</u>

**CITY OF GARLAND
EQUIPMENT REPLACEMENT FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
<u>REVENUE</u>					
Vehicle Replacement Charges:					
General Fund	\$1,800,552	\$1,792,888	\$1,792,888	\$1,922,619	7.2%
Electric Utility Fund	1,045,227	1,441,405	1,441,405	1,341,447	-6.9%
Water Utility Fund	307,295	377,471	377,471	400,146	6.0%
Wastewater Utility Fund	430,685	514,787	514,787	551,611	7.2%
Environmental Waste Services Fund	38,368	53,177	53,177	29,699	-44.2%
Infrastructure Repair & Replcmt. Fund	57,005	89,426	89,426	78,573	-12.1%
Stormwater Management Fund	20,112	61,525	61,525	61,664	0.2%
Hotel/Motel Tax Fund	4,919	4,919	4,919	4,099	-16.7%
Fleet Services Fund	11,255	31,007	31,007	34,905	12.6%
Recreation Performance Fund	8,131	0	0	8,663	
Economic Development Fund	0	0	11,025	9,532	
Support Service Funds	140,268	159,720	148,695	188,261	17.9%
Sub-Total	<u>\$3,863,817</u>	<u>\$4,526,325</u>	<u>\$4,526,325</u>	<u>\$4,631,219</u>	<u>2.3%</u>
Transfers In:					
Other Funds	\$325,155	\$0	\$147,587	\$0	0.0%
Total Transfers	<u>\$4,188,972</u>	<u>\$4,526,325</u>	<u>\$4,673,912</u>	<u>\$4,631,219</u>	<u>2.3%</u>
Auction Revenues	\$465,886	\$250,000	\$467,083	\$250,000	0.0%
Interest	32,956	42,000	37,722	36,600	-12.9%
TOTAL REVENUE	<u>\$4,687,814</u>	<u>\$4,818,325</u>	<u>\$5,178,717</u>	<u>\$4,917,819</u>	<u>2.1%</u>
<u>EXPENDITURES</u>					
General Fund	\$2,580,486	\$658,781	\$1,295,678	\$1,651,381	150.7%
Electric Utility Fund	2,753,695	658,569	2,474,319	780,260	18.5%
Water Utility Fund	212,099	250,000	552,420	149,390	-40.2%
Wastewater Utility Fund	401,522	314,441	909,988	1,230,089	291.2%
Infrastructure Repair & Replcmt. Fund	132,040	64,000	191,600	57,790	-9.7%
Environmental Waste Services Fund	0	170,343	170,343	0	-100.0%
Stormwater Management Fund	0	0	26,792	25,420	
Recreation Performance Fund	0	0	0	55,000	
Internal Service Funds	260,395	85,983	208,983	232,830	170.8%
Transfer to Self Insurance Fund	104,860	99,360	99,360	99,360	0.0%
Emergency Replacements	0	250,000	250,000	250,000	0.0%
TOTAL EXPENDITURES	<u>\$6,445,097</u>	<u>\$2,551,477</u>	<u>\$6,179,483</u>	<u>\$4,531,520</u>	<u>77.6%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$1,757,283)	\$2,266,848	(\$1,000,766)	\$386,299	-83.0%
BEGINNING FUND BALANCE	\$9,888,080	\$7,014,851	\$8,130,797	\$7,130,031	1.6%
Change in Fund Balance	<u>(1,757,283)</u>	<u>2,266,848</u>	<u>(1,000,766)</u>	<u>386,299</u>	<u>-83.0%</u>
ENDING FUND BALANCE	<u>\$8,130,797</u>	<u>\$9,281,699</u>	<u>\$7,130,031</u>	<u>\$7,516,330</u>	<u>-19.0%</u>

**CITY OF GARLAND
SELF INSURANCE FUND
2016-17**

	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED	% CHG APPRV
REVENUE					
Transfer from General Fund	\$3,185,250	\$3,411,064	\$3,411,064	\$3,014,484	-11.6%
Transfer from Electric Utility Fund	2,052,303	2,197,798	2,197,798	1,942,276	-11.6%
Transfer from Water Utility Fund	159,436	170,739	170,739	150,888	-11.6%
Transfer from Wastewater Utility Fund	268,044	287,046	287,046	253,673	-11.6%
Transfer from Env. Waste Svcs. Fund	327,856	351,099	351,099	310,279	-11.6%
Transfer from Stormwater Mgmt. Fund	48,141	51,554	51,554	45,560	-11.6%
Transfer from Equip. Replacement Fund	99,360	99,360	99,360	99,360	0.0%
Interest Income	9,200	8,800	14,000	13,600	54.5%
Miscellaneous	128,267	40,000	290,000	90,000	125.0%
TOTAL REVENUE	\$6,277,857	\$6,617,460	\$6,872,660	\$5,920,120	-10.5%
EXPENDITURES					
Personnel	\$574,989	\$566,808	\$580,128	\$677,175	19.5%
Operations	48,254	156,076	155,816	144,624	-7.3%
Capital	0	0	0	0	0.0%
Sub-Total	\$623,243	\$722,884	\$735,944	\$821,799	13.7%
Liability & Property Claims	\$439,745	\$650,000	\$655,640	\$650,000	0.0%
Litigation Expense	428,510	600,000	600,000	600,000	0.0%
Workers Compensation Claims	1,905,310	2,200,000	2,200,000	2,200,000	0.0%
Insurance Premiums	2,032,745	2,033,700	2,033,700	2,079,700	2.3%
Administration Expense	60,755	74,500	74,500	74,500	0.0%
Support Services	34,319	35,958	35,958	36,947	2.8%
Total Operating Expenditures	\$5,524,627	\$6,317,042	\$6,335,742	\$6,462,946	2.3%
General & Administrative	\$71,403	\$72,912	\$72,912	\$76,906	5.5%
Transfers to Other Funds	271,855	274,207	274,207	283,251	3.3%
TOTAL EXPENDITURES	\$5,867,886	\$6,664,161	\$6,682,861	\$6,823,103	2.4%
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$409,970	(\$46,701)	\$189,799	(\$902,982)	-1833.5%
BEGINNING FUND BALANCE	\$3,312,446	\$3,046,701	\$3,722,416	\$3,912,215	28.4%
Change in Fund Balance	409,970	(46,701)	189,799	(902,982)	-1833.5%
ENDING FUND BALANCE	\$3,722,416	\$3,000,000	\$3,912,215	\$3,009,233	0.3%
Fund Balance Target	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	0.0%
Over (Short of) Requirement	\$722,416	\$0	\$912,215	\$9,233	0.0%

**CITY OF GARLAND
SELF INSURANCE FUND
2016-17**

NON-DEPARTMENTAL EXPENDITURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$11,965	\$11,965	\$13,300	11.2%
Retiree Insurance	8,987	9,211	9,211	9,409	2.1%
City Insurance Adjustment	6,729	4,171	17,491	5,291	26.9%
Unemployment Claims	0	1,250	1,250	1,250	0.0%
Sub-Total Personnel Costs	<u>\$15,716</u>	<u>\$26,597</u>	<u>\$39,917</u>	<u>\$29,250</u>	<u>10.0%</u>
Employee Assistance Program	\$125	\$120	\$120	\$120	0.0%
Sub-Total Operations Costs	<u>\$125</u>	<u>\$120</u>	<u>\$120</u>	<u>\$120</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$15,841</u></u>	<u><u>\$26,717</u></u>	<u><u>\$40,037</u></u>	<u><u>\$29,370</u></u>	<u><u>9.9%</u></u>

TRANSFERS TO OTHER FUNDS

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Long Term Disability Fund	\$754	\$752	\$752	\$745	-0.9%
Group Health Insurance Fund	271,101	273,455	273,455	282,506	3.3%
Total Transfers to Other Funds	<u><u>\$271,855</u></u>	<u><u>\$274,207</u></u>	<u><u>\$274,207</u></u>	<u><u>\$283,251</u></u>	<u><u>3.3%</u></u>

SUPPORT SERVICES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Facilities Management	\$25,609	\$26,948	\$26,948	\$27,715	2.8%
Information Technology	2,388	2,549	2,549	2,514	-1.4%
IT Replacement Fund	5,495	5,778	5,778	6,037	4.5%
Warehouse	827	683	683	681	-0.3%
Total Support Services	<u><u>\$34,319</u></u>	<u><u>\$35,958</u></u>	<u><u>\$35,958</u></u>	<u><u>\$36,947</u></u>	<u><u>2.8%</u></u>

**CITY OF GARLAND
GROUP HEALTH INSURANCE FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Employee Contributions	\$4,927,845	\$5,242,862	\$5,242,862	\$5,748,089	9.6%
Retiree Contributions	2,959,640	3,117,936	3,117,936	3,398,098	9.0%
City Contributions - Employees	20,555,306	19,568,682	25,116,303	21,937,099	12.1%
City Contributions - Retirees	3,630,872	3,739,800	3,739,800	3,852,019	3.0%
Transfer from Self Insurance Fund	271,101	273,455	273,455	282,506	3.3%
Stop-Loss	2,224,042	900,000	2,635,952	2,224,659	147.2%
Miscellaneous Income	96,887	76,800	75,689	75,670	-1.5%
TOTAL REVENUE	<u>\$34,665,692</u>	<u>\$32,919,535</u>	<u>\$40,201,997</u>	<u>\$37,518,140</u>	<u>14.0%</u>
EXPENDITURES					
Personnel	\$956,071	\$1,037,016	\$1,037,016	\$1,167,308	12.6%
Operations	244,717	408,544	408,544	438,772	7.4%
Capital	0	0	0	0	0.0%
Sub-Total	<u>\$1,200,788</u>	<u>\$1,445,560</u>	<u>\$1,445,560</u>	<u>\$1,606,080</u>	<u>11.1%</u>
Claims	\$24,993,111	\$25,402,523	\$32,247,671	\$29,481,361	16.1%
Life Insurance Premiums	48,952	48,000	48,000	48,000	0.0%
Insurance Premiums	4,822,343	4,713,494	4,713,494	4,713,494	0.0%
Administrative Fees and ACA	1,558,520	1,528,691	1,528,691	1,432,885	-6.3%
Support Services	87,334	63,811	63,811	65,328	2.4%
Total Operating Expenditures	<u>\$32,711,048</u>	<u>\$33,202,079</u>	<u>\$40,047,227</u>	<u>\$37,347,148</u>	<u>12.5%</u>
General & Administrative	\$129,562	\$135,101	\$135,101	\$141,247	4.5%
Transfer to Long Term Disability Fund	1,660	1,654	1,654	1,638	-1.0%
TOTAL EXPENDITURES	<u>\$32,842,270</u>	<u>\$33,338,834</u>	<u>\$40,183,982</u>	<u>\$37,490,033</u>	<u>12.5%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$1,823,422	(\$419,299)	\$18,015	\$28,107	
BEGINNING FUND BALANCE	(\$844,084)	\$1,417,763	\$979,338	\$997,353	-29.7%
Change in Fund Balance	1,823,422	(419,299)	18,015	28,107	
ENDING FUND BALANCE	<u>\$979,338</u>	<u>\$998,464</u>	<u>\$997,353</u>	<u>\$1,025,459</u>	<u>2.7%</u>

**CITY OF GARLAND
GROUP HEALTH INSURANCE FUND
2016-17**

NON-DEPARTMENTAL EXPENDITURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$25,006	\$25,006	\$26,249	5.0%
Structure Adjustment	0	0	0	0	0.0%
Market Adjustment	0	674	674	0	-100.0%
Retiree Insurance	19,772	20,265	20,265	20,700	2.1%
City Insurance Adjustment	0	9,175	9,175	11,640	26.9%
Sub-Total Personnel Costs	<u>\$19,772</u>	<u>\$55,120</u>	<u>\$55,120</u>	<u>\$58,589</u>	<u>6.3%</u>
Employee Assistance Program	\$72	\$264	\$264	\$264	0.0%
Sub-Total Operations Costs	<u>\$72</u>	<u>\$264</u>	<u>\$264</u>	<u>\$264</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$19,844</u></u>	<u><u>\$55,384</u></u>	<u><u>\$55,384</u></u>	<u><u>\$58,853</u></u>	<u><u>6.3%</u></u>

SUPPORT SERVICES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Warehouse	\$668	\$315	\$315	\$260	-17.5%
Facilities Management	55,012	57,888	57,888	59,537	2.8%
Information Technology	5,254	5,608	5,608	5,531	-1.4%
IT Project Fund	26,400	0	0	0	0.0%
Total Support Services	<u><u>\$87,334</u></u>	<u><u>\$63,811</u></u>	<u><u>\$63,811</u></u>	<u><u>\$65,328</u></u>	<u><u>2.4%</u></u>

**CITY OF GARLAND
LONG TERM DISABILITY FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
<u>REVENUE</u>					
City Contributions	\$310,049	\$310,200	\$310,200	\$310,200	0.0%
Employee Contributions	159,424	157,044	157,044	157,044	0.0%
Interest Income	4,803	5,000	6,523	6,400	28.0%
TOTAL REVENUE	<u>\$474,276</u>	<u>\$472,244</u>	<u>\$473,767</u>	<u>\$473,644</u>	<u>0.3%</u>
<u>EXPENDITURES</u>					
Claims Paid	\$285,886	\$490,000	\$490,000	\$490,000	0.0%
Administrative Fees	0	16,000	16,000	16,000	0.0%
TOTAL EXPENDITURES	<u>\$285,886</u>	<u>\$506,000</u>	<u>\$506,000</u>	<u>\$506,000</u>	<u>0.0%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$188,390	(\$33,756)	(\$32,233)	(\$32,356)	4.1%
BEGINNING FUND BALANCE	\$1,279,864	\$1,246,108	\$1,468,254	\$1,436,021	15.2%
Change in Fund Balance	<u>188,390</u>	<u>(33,756)</u>	<u>(32,233)</u>	<u>(32,356)</u>	<u>4.1%</u>
ENDING FUND BALANCE	<u>\$1,468,254</u>	<u>\$1,212,352</u>	<u>\$1,436,021</u>	<u>\$1,403,665</u>	<u>15.8%</u>

**CITY OF GARLAND
CUSTOMER SERVICE FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from Electric Utility Fund	\$5,973,769	\$6,626,948	\$6,626,948	\$6,336,678	-4.4%
Transfer from Water Utility Fund	2,029,611	2,162,584	2,162,584	2,116,027	-2.2%
Transfer from Wastewater Utility Fund	1,912,186	2,024,406	2,024,406	1,987,862	-1.8%
Transfer from General Fund	207,768	205,274	205,274	223,137	8.7%
Transfer from Env. Waste Svcs. Fund	176,011	180,879	180,879	192,109	6.2%
Transfer from Stormwater Mgmt. Fund	38,028	36,163	36,163	41,506	14.8%
Account Establishment Fees	569,090	575,000	550,000	550,000	-4.3%
Reconnect Charges	682,350	650,000	650,000	650,000	0.0%
Collection on Bad Debts	131,604	100,000	100,000	100,000	0.0%
Tampering Fees	47,800	65,000	60,000	75,000	15.4%
Interest Income	46,501	56,000	58,869	57,100	2.0%
Bad Debt	(86,586)	(90,000)	(90,000)	(90,000)	0.0%
Miscellaneous Revenue	106,564	123,500	123,500	119,500	-3.2%
TOTAL REVENUE	<u>\$11,834,696</u>	<u>\$12,715,754</u>	<u>\$12,688,623</u>	<u>\$12,358,919</u>	<u>-2.8%</u>
EXPENDITURES					
Personnel	\$5,823,676	\$6,141,574	\$6,391,988	\$6,395,769	4.1%
Operations	1,516,246	1,876,540	1,888,557	1,869,624	-0.4%
Capital	0	0	0	0	0.0%
Sub-Total	<u>\$7,339,922</u>	<u>\$8,018,114</u>	<u>\$8,280,545</u>	<u>\$8,265,393</u>	<u>3.1%</u>
Support Services	\$2,108,550	\$2,421,684	\$2,421,684	\$1,926,823	-20.4%
Debt Service Transfer	2,186,092	2,195,606	2,195,606	2,199,654	0.2%
In-Lieu-of Debt Transfer from Electric	(569,807)	(570,698)	(570,698)	(570,960)	0.0%
In-Lieu-of Debt Transfer from Debt Svc.	(86,334)	(86,469)	(86,469)	(86,509)	0.0%
Total Operating Expenditures	<u>\$10,978,423</u>	<u>\$11,978,237</u>	<u>\$12,240,668</u>	<u>\$11,734,401</u>	<u>-2.0%</u>
General & Administrative	\$891,354	\$924,961	\$924,961	\$951,419	2.9%
Transfer to Long Term Disability Fund	14,333	14,285	14,285	13,998	-2.0%
TOTAL EXPENDITURES	<u>\$11,884,110</u>	<u>\$12,917,483</u>	<u>\$13,179,914</u>	<u>\$12,699,818</u>	<u>-1.7%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$49,414)	(\$201,729)	(\$491,291)	(\$340,899)	-69.0%
BEGINNING FUND BALANCE	\$1,091,639	\$402,465	\$1,042,225	\$550,934	36.9%
Change in Fund Balance	(49,414)	(201,729)	(491,291)	(340,899)	-69.0%
ENDING FUND BALANCE	<u>\$1,042,225</u>	<u>\$200,736</u>	<u>\$550,934</u>	<u>\$210,035</u>	<u>4.6%</u>

**CITY OF GARLAND
CUSTOMER SERVICE FUND
2016-17**

NON-DEPARTMENTAL EXPENDITURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$134,909	\$134,909	\$123,185	-8.7%
Market Adjustment	0	2,880	2,880	1,002	-65.2%
Retiree Insurance	170,759	175,015	175,015	176,888	1.1%
City Insurance Adjustment	127,865	79,241	329,655	99,467	25.5%
Unemployment Claims	8,045	0	0	3,170	
Sub-Total Personnel Costs	<u>\$306,669</u>	<u>\$392,045</u>	<u>\$642,459</u>	<u>\$403,712</u>	<u>3.0%</u>
Employee Assistance Program	\$1,675	\$2,280	\$2,280	\$2,256	-1.1%
Sub-Total Operations Costs	<u>\$1,675</u>	<u>\$2,280</u>	<u>\$2,280</u>	<u>\$2,256</u>	<u>-1.1%</u>
Total Non-Departmental	<u><u>\$308,344</u></u>	<u><u>\$394,325</u></u>	<u><u>\$644,739</u></u>	<u><u>\$405,968</u></u>	<u><u>3.0%</u></u>

SUPPORT SERVICES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Facilities Management	\$507,082	\$533,591	\$533,591	\$548,796	2.8%
Information Technology	1,451,623	1,111,509	1,111,509	1,207,512	8.6%
IT Replacement Fund	140,659	153,130	153,130	160,991	5.1%
IT Project Fund	0	614,265	614,265	0	-100.0%
Warehouse	9,186	9,189	9,189	9,524	3.6%
Total Support Services	<u><u>\$2,108,550</u></u>	<u><u>\$2,421,684</u></u>	<u><u>\$2,421,684</u></u>	<u><u>\$1,926,823</u></u>	<u><u>-20.4%</u></u>

**CITY OF GARLAND
FACILITIES MANAGEMENT FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from General Fund	\$4,378,410	\$4,544,022	\$4,544,022	\$4,818,807	6.0%
Transfer from Other Funds	1,209,080	1,431,139	1,431,139	1,468,416	2.6%
Transfer from Electric Utility Fund	1,025,904	1,205,324	1,205,324	1,221,718	1.4%
Transfer from Wastewater Utility Fund	507,082	474,988	474,988	428,430	-9.8%
Transfer from Water Utility Fund	492,568	356,377	356,377	306,523	-14.0%
Miscellaneous Revenue	3,501	2,000	3,137	3,050	52.5%
TOTAL REVENUE	<u>\$7,616,545</u>	<u>\$8,013,850</u>	<u>\$8,014,987</u>	<u>\$8,246,944</u>	<u>2.9%</u>
EXPENDITURES					
Personnel	\$2,109,690	\$2,272,740	\$2,315,979	\$2,377,734	4.6%
Salary Charge-Outs	0	(120,000)	(120,000)	(140,000)	-16.7%
Operations	5,008,265	5,353,815	5,433,551	5,575,097	4.1%
Capital	0	0	29,000	0	0.0%
Sub-Total	<u>\$7,117,955</u>	<u>\$7,506,555</u>	<u>\$7,658,530</u>	<u>\$7,812,831</u>	<u>4.1%</u>
Support Services	\$226,118	\$212,831	\$212,831	\$234,978	10.4%
Total Operating Expenditures	<u>\$7,344,073</u>	<u>\$7,719,386</u>	<u>\$7,871,361</u>	<u>\$8,047,809</u>	<u>4.3%</u>
General & Administrative	\$264,537	\$288,720	\$288,720	\$302,808	4.9%
Transfer to Long Term Disability Fund	4,979	5,263	5,263	5,212	-1.0%
TOTAL EXPENDITURES	<u>\$7,613,589</u>	<u>\$8,013,369</u>	<u>\$8,165,344</u>	<u>\$8,355,829</u>	<u>4.3%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$2,956	\$481	(\$150,357)	(\$108,885)	
BEGINNING FUND BALANCE	\$265,261	\$6,520	\$268,217	\$117,860	1707.7%
Change in Fund Balance	2,956	481	(150,357)	(108,885)	
ENDING FUND BALANCE	<u>\$268,217</u>	<u>\$7,001</u>	<u>\$117,860</u>	<u>\$8,975</u>	<u>28.2%</u>

**CITY OF GARLAND
FACILITIES MANAGEMENT FUND
2016-17**

NON-DEPARTMENTAL EXPENDITURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$35,315	\$35,315	\$47,270	33.9%
Market Adjustment	0	0	0	711	0.0%
Salary Savings	0	0	(50,000)	0	0.0%
Retiree Insurance	59,316	64,479	64,479	65,863	2.1%
City Insurance Adjustment	44,416	29,194	122,433	37,036	26.9%
Unemployment Claims	0	2,200	2,200	7,911	259.6%
Sub-Total Personnel Costs	<u>\$103,732</u>	<u>\$131,188</u>	<u>\$174,427</u>	<u>\$158,791</u>	<u>21.0%</u>
Employee Assistance Program	\$517	\$840	\$840	\$840	0.0%
Sub-Total Operations Costs	<u>\$517</u>	<u>\$840</u>	<u>\$840</u>	<u>\$840</u>	<u>0.0%</u>
Total Non-Departmental	<u>\$104,249</u>	<u>\$132,028</u>	<u>\$175,267</u>	<u>\$159,631</u>	<u>20.9%</u>

SUPPORT SERVICES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Information Technology	\$214,027	\$161,609	\$161,609	\$189,792	17.4%
IT Replacement Fund	0	28,892	28,892	29,180	1.0%
IT Project Fund	0	7,420	7,420	2,372	-68.0%
Warehouse	12,091	14,910	14,910	13,634	-8.6%
Total Support Services	<u>\$226,118</u>	<u>\$212,831</u>	<u>\$212,831</u>	<u>\$234,978</u>	<u>10.4%</u>

**CITY OF GARLAND
FLEET SERVICES FUND
2016-17**

	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED	% CHG APPRV
REVENUE					
Fleet Departmental Charges	\$7,404,685	\$7,454,200	\$7,454,200	\$7,640,250	2.5%
Fuel and Lube	356,338	375,000	353,000	353,000	-5.9%
Work Order Revenue	471,340	475,000	475,000	475,000	0.0%
Miscellaneous/Interest Income	5,036	0	0	0	0.0%
TOTAL REVENUE	\$8,237,399	\$8,304,200	\$8,282,200	\$8,468,250	2.0%
EXPENDITURES					
Personnel	\$2,234,028	\$2,386,282	\$2,479,521	\$2,463,656	3.2%
Operations	436,942	425,191	399,515	365,979	-13.9%
Capital	14,779	0	0	11,000	
Sub-Total	\$2,685,749	\$2,811,473	\$2,879,036	\$2,840,635	1.0%
Parts Cost/Inventory	\$2,646,551	\$2,650,000	\$2,650,000	\$2,650,000	0.0%
Parts Administrative Cost	353,998	325,000	325,000	362,000	11.4%
Commercial Repairs	1,626,892	1,650,000	1,697,000	1,671,500	1.3%
Support Services	392,466	425,977	425,977	511,073	20.0%
Debt Service Transfer	123,169	133,805	133,805	216,632	61.9%
Total Operating Expenditures	\$7,828,825	\$7,996,255	\$8,110,818	\$8,251,840	3.2%
General & Administrative	\$294,857	\$303,420	\$303,420	\$320,953	5.8%
Transfer to Long Term Disability Fund	5,281	5,263	5,263	5,212	-1.0%
TOTAL EXPENDITURES	\$8,128,963	\$8,304,938	\$8,419,501	\$8,578,005	3.3%
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$108,436	(\$738)	(\$137,301)	(\$109,755)	-14772.0%
BEGINNING FUND BALANCE	\$213,065	\$60,336	\$321,501	\$184,200	205.3%
Change in Fund Balance	108,436	(738)	(137,301)	(109,755)	-14772.0%
ENDING FUND BALANCE	\$321,501	\$59,598	\$184,200	\$74,445	24.9%

**CITY OF GARLAND
FLEET SERVICES FUND
2016-17**

NON-DEPARTMENTAL EXPENDITURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$52,786	\$52,786	\$48,716	-7.7%
Market Adjustment	0	682	682	2,098	207.6%
Retiree Insurance	62,911	64,479	64,479	65,863	2.1%
City Insurance Adjustment	47,109	29,194	122,433	37,036	26.9%
Unemployment Claims	0	3,500	3,500	6,231	78.0%
Sub-Total Personnel Costs	<u>\$110,020</u>	<u>\$150,641</u>	<u>\$243,880</u>	<u>\$159,944</u>	<u>6.2%</u>
Employee Assistance Program	\$606	\$840	\$840	\$840	0.0%
Sub-Total Operations Costs	<u>\$606</u>	<u>\$840</u>	<u>\$840</u>	<u>\$840</u>	<u>0.0%</u>
Total Non-Departmental	<u>\$110,626</u>	<u>\$151,481</u>	<u>\$244,720</u>	<u>\$160,784</u>	<u>6.1%</u>

SUPPORT SERVICES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Facilities Management	\$181,484	\$209,207	\$209,207	\$214,192	2.4%
Information Technology	148,169	171,070	171,070	244,692	43.0%
IT Replacement Fund	21,978	44,302	44,302	48,297	9.0%
IT Project Fund	39,268	0	0	2,506	0.0%
Warehouse	1,567	1,398	1,398	1,386	-0.9%
Total Support Services	<u>\$392,466</u>	<u>\$425,977</u>	<u>\$425,977</u>	<u>\$511,073</u>	<u>20.0%</u>

**CITY OF GARLAND
INFORMATION TECHNOLOGY FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from General Fund	\$7,967,315	\$8,304,912	\$8,304,912	\$8,978,659	8.1%
Transfer from Electric Utility Fund	1,074,105	1,131,091	1,131,091	1,406,894	24.4%
Transfer from Customer Service Fund	1,451,623	1,111,509	1,111,509	1,207,512	8.6%
Transfer from Water Utility Fund	1,181,570	1,185,697	1,185,697	1,146,864	-3.3%
Transfer from Wastewater Utility Fund	821,102	756,976	756,976	760,221	0.4%
Transfer from Env. Waste Svcs. Fund	723,381	768,522	768,522	730,617	-4.9%
Transfer from Facilities Management Fund	165,659	161,609	161,609	189,792	17.4%
Transfer from Fleet Services Fund	148,169	171,070	171,070	244,692	43.0%
Transfer from Stormwater Mgmt. Fund	93,987	84,708	84,708	79,818	-5.8%
Transfer from Warehouse Fund	55,231	70,810	70,810	46,539	-34.3%
Transfer from Self Insurance Fund	2,388	2,549	2,549	2,514	-1.4%
Transfer from Group Health Insurance Fund	5,254	5,608	5,608	5,531	-1.4%
Miscellaneous/Interest Income	156,728	78,842	78,942	78,842	0.0%
TOTAL REVENUE	<u>\$13,846,512</u>	<u>\$13,833,903</u>	<u>\$13,834,003</u>	<u>\$14,878,495</u>	<u>7.6%</u>
EXPENDITURES					
Personnel	\$5,797,475	\$6,353,198	\$6,448,841	\$6,693,304	5.4%
Operations	5,241,364	5,681,465	6,236,166	5,939,087	4.5%
Capital	141,955	0	0	0	0.0%
Sub-Total	<u>\$11,180,794</u>	<u>\$12,034,663</u>	<u>\$12,685,007</u>	<u>\$12,632,391</u>	<u>5.0%</u>
Support Services	\$772,598	\$682,087	\$682,087	\$516,583	-24.3%
Debt Service Transfer	1,141,757	1,127,354	1,127,354	1,082,495	-4.0%
Total Operating Expenditures	<u>\$13,095,149</u>	<u>\$13,844,104</u>	<u>\$14,494,448</u>	<u>\$14,231,469</u>	<u>2.8%</u>
General & Administrative	\$760,466	\$796,929	\$796,929	\$841,406	5.6%
Transfer to Long Term Disability Fund	9,203	9,172	9,172	9,233	0.7%
TOTAL EXPENDITURES	<u>\$13,864,818</u>	<u>\$14,650,205</u>	<u>\$15,300,549</u>	<u>\$15,082,108</u>	<u>2.9%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$18,306)	(\$816,302)	(\$1,466,546)	(\$203,613)	75.1%
BEGINNING FUND BALANCE	\$1,757,228	\$873,658	\$1,738,922	\$272,376	-68.8%
Change in Fund Balance	<u>(18,306)</u>	<u>(816,302)</u>	<u>(1,466,546)</u>	<u>(203,613)</u>	<u>75.1%</u>
ENDING FUND BALANCE	<u>\$1,738,922</u>	<u>\$57,356</u>	<u>\$272,376</u>	<u>\$68,763</u>	<u>19.9%</u>

**CITY OF GARLAND
INFORMATION TECHNOLOGY FUND
2016-17**

NON-DEPARTMENTAL EXPENDITURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$135,550	\$135,550	\$133,783	-1.3%
Market Adjustment	0	476	476	2,431	410.7%
Salary Savings Adjustment	0	0	(44,076)	0	0.0%
Retiree Insurance	109,645	112,378	112,378	116,671	3.8%
City Insurance Adjustment	82,103	50,881	213,383	65,606	28.9%
Unemployment Claims	0	25,398	25,398	2,200	-91.3%
Sub-Total Personnel Costs	<u>\$191,748</u>	<u>\$324,683</u>	<u>\$443,109</u>	<u>\$320,691</u>	<u>-1.2%</u>
Employee Assistance Program	\$1,105	\$1,464	\$1,464	\$1,488	1.6%
Sub-Total Operations Costs	<u>\$1,105</u>	<u>\$1,464</u>	<u>\$1,464</u>	<u>\$1,488</u>	<u>1.6%</u>
Total Non-Departmental	<u><u>\$192,853</u></u>	<u><u>\$326,147</u></u>	<u><u>\$444,573</u></u>	<u><u>\$322,179</u></u>	<u><u>-1.2%</u></u>

SUPPORT SERVICES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Facilities Management	\$359,508	\$378,397	\$378,397	\$389,126	2.8%
IT Replacement Fund	147,253	115,570	115,570	125,774	8.8%
IT Project Fund	264,299	184,959	184,959	0	-100.0%
Warehouse	1,538	3,161	3,161	1,683	-46.8%
Total Support Services	<u><u>\$772,598</u></u>	<u><u>\$682,087</u></u>	<u><u>\$682,087</u></u>	<u><u>\$516,583</u></u>	<u><u>-24.3%</u></u>

**CITY OF GARLAND
INFORMATION TECHNOLOGY (IT) PROJECT FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
<u>REVENUE</u>					
Transfer from General Fund	\$717,679	\$337,610	\$351,159	\$721,906	113.8%
Transfer from Electric Utility Fund	34,514	0	0	363,409	
Transfer from Water Utility Fund	0	171,030	177,025	107,335	-37.2%
Transfer from Wastewater Utility Fund	0	43,872	46,735	138,873	216.5%
Transfer from Env. Waste Svcs. Fund	43,534	0	0	45,035	
Transfer from Info. Technology Fund	264,299	184,959	184,959	0	-100.0%
Transfer from Customer Service Fund	0	614,265	614,265	0	-100.0%
Transfer from Warehouse Fund	46,331	0	0	0	0.0%
Transfer from Facilities Mgmt. Fund	16,500	7,420	7,420	2,372	-68.0%
Transfer from Fleet Services Fund	39,268	0	0	2,506	
Transfer from Stormwater Mgmt. Fund	0	0	1,793	14,476	
Transfer from Housing Assistance Fund	0	12,425	12,425	0	-100.0%
Transfer from Group Health Ins. Fund	26,400	0	0	0	0.0%
Interest Income	110,118	13,000	13,000	0	-100.0%
TOTAL REVENUE	<u>\$1,298,643</u>	<u>\$1,384,581</u>	<u>\$1,408,781</u>	<u>\$1,395,912</u>	<u>0.8%</u>
<u>EXPENDITURES</u>					
Personnel	\$0	\$0	\$0	\$0	0.0%
Operations	0	0	0	0	0.0%
Capital	1,279,680	1,466,306	1,636,189	2,682,372	82.9%
Total Operating Expenditures	<u>\$1,279,680</u>	<u>\$1,466,306</u>	<u>\$1,636,189</u>	<u>\$2,682,372</u>	<u>82.9%</u>
Transfer to Multi-Year Capital Fund	\$0	\$0	\$0	\$233,000	
TOTAL EXPENDITURES	<u>\$1,279,680</u>	<u>\$1,466,306</u>	<u>\$1,636,189</u>	<u>\$2,915,372</u>	<u>98.8%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	<u>\$18,963</u>	<u>(\$81,725)</u>	<u>(\$227,408)</u>	<u>(\$1,519,460)</u>	<u>-1759.2%</u>
BEGINNING FUND BALANCE	\$2,659,421	\$1,022,946	\$2,678,384	\$2,450,976	139.6%
Change in Fund Balance	<u>18,963</u>	<u>(81,725)</u>	<u>(227,408)</u>	<u>(1,519,460)</u>	<u>-1759.2%</u>
ENDING FUND BALANCE	<u>\$2,678,384</u>	<u>\$941,221</u>	<u>\$2,450,976</u>	<u>\$931,516</u>	<u>-1.0%</u>

**CITY OF GARLAND
INFORMATION TECHNOLOGY (IT) REPLACEMENT FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
<u>REVENUE</u>					
Transfer from General Fund	\$900,000	\$900,000	\$900,000	\$900,000	0.0%
Transfer from Electric Utility Fund	200,000	150,000	150,000	305,000	103.3%
Transfer from Water Utility Fund	127,473	122,311	122,311	127,786	4.5%
Transfer from Wastewater Utility Fund	47,252	52,970	52,970	70,434	33.0%
Transfer from Env. Waste Svcs. Fund	34,066	28,892	28,892	30,186	4.5%
Transfer from Stormwater Mgmt. Fund	1,099	8,668	8,668	9,056	4.5%
Transfer from Facilities Mgmt. Fund	31,868	28,892	28,892	29,180	1.0%
Transfer from Customer Service Fund	140,659	153,130	153,130	160,991	5.1%
Transfer from Fleet Services Fund	21,978	44,302	44,302	48,297	9.0%
Transfer from Info. Technology Fund	147,253	115,570	115,570	125,774	8.8%
Transfer from Self Insurance Fund	5,495	5,778	5,778	6,037	4.5%
Transfer from Warehouse Fund	10,989	7,705	7,705	8,050	4.5%
Transfer from Firewheel Fund	14,286	15,409	15,409	17,105	11.0%
Transfer from Infrastructure R&R Fund	17,582	16,372	16,372	17,105	4.5%
Interest Income	7,822	9,000	8,905	8,700	-3.3%
Miscellaneous Income	31,233	0	0	0	0.0%
TOTAL REVENUE	<u>\$1,739,055</u>	<u>\$1,658,999</u>	<u>\$1,658,904</u>	<u>\$1,863,700</u>	<u>12.3%</u>
<u>EXPENDITURES</u>					
Personnel	\$0	\$0	\$0	\$0	0.0%
Operations	902,798	1,101,504	1,111,365	882,705	-19.9%
Capital	738,045	1,223,500	1,202,907	2,017,400	64.9%
TOTAL EXPENDITURES	<u>\$1,640,843</u>	<u>\$2,325,004</u>	<u>\$2,314,272</u>	<u>\$2,900,105</u>	<u>24.7%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$98,212	(\$666,005)	(\$655,368)	(\$1,036,405)	-55.6%
BEGINNING FUND BALANCE	\$2,295,911	\$1,691,025	\$2,394,123	\$1,738,755	2.8%
Change in Fund Balance	98,212	(666,005)	(655,368)	(1,036,405)	-55.6%
ENDING FUND BALANCE	<u><u>\$2,394,123</u></u>	<u><u>\$1,025,020</u></u>	<u><u>\$1,738,755</u></u>	<u><u>\$702,350</u></u>	<u><u>-31.5%</u></u>

**CITY OF GARLAND
WAREHOUSE FUND
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from Electric Utility Fund	\$378,117	\$416,664	\$416,664	\$459,384	10.3%
Transfer from General Fund	244,290	266,672	266,672	255,548	-4.2%
Transfer from Water Utility Fund	84,554	106,088	106,088	83,701	-21.1%
Transfer from Wastewater Utility Fund	46,748	37,896	37,896	28,432	-25.0%
Transfer from Env. Waste Svcs. Fund	20,897	21,093	21,093	22,091	4.7%
Transfer from Facilities Mgmt. Fund	12,091	14,910	14,910	13,634	-8.6%
Transfer from Customer Service Fund	9,186	9,189	9,189	9,524	3.6%
Transfer from Other Funds	8,547	9,638	9,638	8,744	-9.3%
Recovery of Expenditures	21,512	19,000	19,000	19,000	0.0%
TOTAL REVENUE	<u>\$825,942</u>	<u>\$901,150</u>	<u>\$901,150</u>	<u>\$900,058</u>	<u>-0.1%</u>
EXPENDITURES					
Personnel	\$577,838	\$586,893	\$613,533	\$623,314	6.2%
Operations	85,089	80,644	80,066	80,975	0.4%
Capital	0	0	0	0	0.0%
Sub-Total	<u>\$662,927</u>	<u>\$667,537</u>	<u>\$693,599</u>	<u>\$704,289</u>	<u>5.5%</u>
Support Services	\$205,681	\$176,857	\$176,857	\$155,540	-12.1%
Debt Service Transfer	6,600	6,375	6,375	6,125	-3.9%
Total Operating Expenditures	<u>\$875,208</u>	<u>\$850,769</u>	<u>\$876,831</u>	<u>\$865,954</u>	<u>1.8%</u>
General & Administrative	\$73,700	\$75,059	\$75,059	\$76,894	2.4%
Transfer to Long Term Disability Fund	1,509	1,504	1,504	1,489	-1.0%
Inventory/Salvage Adjustment	(14,905)	0	0	0	0.0%
TOTAL EXPENDITURES	<u>\$935,512</u>	<u>\$927,332</u>	<u>\$953,394</u>	<u>\$944,337</u>	<u>1.8%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$109,570)	(\$26,182)	(\$52,244)	(\$44,279)	-69.1%
BEGINNING FUND BALANCE	\$226,364	\$82,333	\$116,794	\$64,550	-21.6%
Change in Fund Balance	(109,570)	(26,182)	(52,244)	(44,279)	-69.1%
ENDING FUND BALANCE	<u>\$116,794</u>	<u>\$56,151</u>	<u>\$64,550</u>	<u>\$20,271</u>	<u>-63.9%</u>

**CITY OF GARLAND
WAREHOUSE FUND
2016-17**

NON-DEPARTMENTAL EXPENDITURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$13,588	\$13,588	\$11,357	-16.4%
Market Adjustment	0	787	787	1,143	45.2%
Retiree Insurance	17,975	18,423	18,423	18,818	2.1%
City Insurance Adjustment	13,460	8,341	34,981	10,582	26.9%
Sub-Total Personnel Costs	<u>\$31,435</u>	<u>\$41,139</u>	<u>\$67,779</u>	<u>\$41,900</u>	<u>1.8%</u>
Employee Assistance Program	\$178	\$240	\$240	\$240	0.0%
Sub-Total Operations Costs	<u>\$178</u>	<u>\$240</u>	<u>\$240</u>	<u>\$240</u>	<u>0.0%</u>
Total Non-Departmental	<u>\$31,613</u>	<u>\$41,379</u>	<u>\$68,019</u>	<u>\$42,140</u>	<u>1.8%</u>

SUPPORT SERVICES

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
Facilities Management	\$93,130	\$98,342	\$98,342	\$100,951	2.7%
Information Technology	112,551	70,810	70,810	46,539	-34.3%
IT Replacement Fund	0	7,705	7,705	8,050	4.5%
Total Support Services	<u>\$205,681</u>	<u>\$176,857</u>	<u>\$176,857</u>	<u>\$155,540</u>	<u>-12.1%</u>

**CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
REVENUES/EXPENDITURES
2016-17**

	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED	% CHG APPRV
REVENUE					
Current Ad Valorem Tax	\$32,023,841	\$33,886,199	\$34,103,071	\$37,398,264	10.4%
Prior Year Ad Valorem Tax	399,094	437,414	402,421	433,820	-0.8%
Ad Valorem Transfer from I.H. 30 TIF	290,809	304,461	304,461	344,041	13.0%
Ad Valorem Transfer from Downtown TIF	176,250	203,425	203,425	229,225	12.7%
Miscellaneous Revenue	33,117	0	116,700	32,400	
Interest Earnings	19,350	20,000	40,001	37,951	89.8%
Ad Valorem & Interest Revenue	\$32,942,461	\$34,851,499	\$35,170,079	\$38,475,701	10.4%
Transfer from Electric Utility Fund	\$14,231,948	\$26,787,420	\$26,637,212	\$26,713,024	-0.3%
Transfer from Water Utility Fund	1,451,370	1,452,914	1,452,914	1,074,477	-26.0%
Transfer from Wastewater Utility Fund	3,813,407	3,836,029	3,836,029	3,051,582	-20.4%
Transfer from Env. Waste Svcs. Fund	1,799,561	2,205,365	2,205,365	2,820,967	27.9%
Transfer from Stormwater Mgmt. Fund	19,772	79,697	79,697	124,440	56.1%
Transfer from Fleet Services Fund	123,538	133,805	133,805	216,632	61.9%
Transfer from Information Technology Fund	1,141,757	1,127,354	1,127,354	1,082,495	-4.0%
Transfer from Customer Service Fund	2,185,724	2,195,606	2,195,606	2,199,654	0.2%
Transfer from Warehouse Fund	6,600	6,375	6,375	6,125	-3.9%
TOTAL REVENUE	\$57,716,138	\$72,676,064	\$72,844,436	\$75,765,097	4.3%
DEBT SERVICE PAYMENTS					
General Obligation Bonds - Tax Paid:					
Principal	\$15,390,000	\$15,210,000	\$15,210,000	\$14,850,000	-2.4%
Interest	6,851,968	7,430,278	7,430,278	6,400,264	-13.9%
Principal - Firewheel Golf	845,000	840,000	840,000	860,000	2.4%
Interest - Firewheel Golf	183,778	178,150	178,150	140,600	-21.1%
Principal - Harbor Point	225,813	450,000	450,000	450,000	0.0%
Interest - Harbor Point	303,727	498,790	498,790	489,790	-1.8%
	\$23,800,286	\$24,607,218	\$24,607,218	\$23,190,654	-5.8%
Certificates of Obligation - Tax Paid:					
Principal	\$2,940,000	\$4,010,000	\$4,010,000	\$4,745,000	18.3%
Interest	1,304,262	1,887,847	1,875,331	2,413,410	27.8%
Principal - Downtown TIF	95,000	125,000	125,000	155,000	24.0%
Interest - Downtown TIF	81,250	78,425	78,425	74,225	-5.4%
Principal - Firewheel Golf	315,000	365,000	965,000	455,000	24.7%
Interest - Firewheel Golf	97,844	109,734	87,826	81,127	-26.1%
	\$4,833,356	\$6,576,006	\$7,141,582	\$7,923,762	20.5%
Less In-Lieu-of Debt Transfers	\$92,944	\$500,769	\$500,769	\$685,321	36.9%
Net Certificates of Obligation	\$4,740,412	\$6,075,237	\$6,640,813	\$7,238,441	19.1%
Transfer to Customer Svc. - Utility Bldg.	\$86,334	\$86,469	\$86,469	\$86,509	0.0%
Commercial Paper - Tax Paid:					
Interest	\$212,239	\$225,686	\$226,875	\$251,065	11.2%
Short-Term Tax Note - Tax Paid:					
Principal	\$5,500,000	\$4,000,000	\$4,000,000	\$7,350,000	83.8%
Interest	14,667	27,120	10,737	22,050	-18.7%
	\$5,514,667	\$4,027,120	\$4,010,737	\$7,372,050	83.1%
Bond Issue / Paying Agent Maint. Fee	\$196,573	\$525,000	\$525,000	\$525,000	0.0%
Total General Expenditures	\$34,550,511	\$35,546,730	\$36,097,112	\$38,663,719	8.8%

**CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
REVENUES/EXPENDITURES
2016-17**

	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED	% CHG APPRV
GO Bonds - Utility Paid:					
Electric	\$6,512,145	\$6,586,800	\$6,586,800	\$6,621,375	0.5%
Water	1,437,824	1,357,525	1,357,525	942,725	-30.6%
Wastewater	3,801,263	3,739,438	3,739,438	2,917,713	-22.0%
	<u>\$11,751,232</u>	<u>\$11,683,763</u>	<u>\$11,683,763</u>	<u>\$10,481,813</u>	<u>-10.3%</u>
COs - Utility Paid:					
Electric	\$7,670,238	\$20,028,537	\$19,878,329	\$19,861,269	-0.8%
Stormwater Management	18,000	75,169	75,169	118,514	57.7%
	<u>\$7,688,238</u>	<u>\$20,103,706</u>	<u>\$19,953,498</u>	<u>\$19,979,783</u>	<u>-0.6%</u>
In-Lieu-of Debt Transfers:					
Electric	\$49,565	\$172,083	\$172,083	\$230,380	33.9%
Water	13,546	95,389	95,389	131,752	38.1%
Wastewater	12,144	96,591	96,591	133,869	38.6%
Environmental Waste Svcs. - Delivery	15,140	120,116	120,116	166,462	38.6%
Stormwater Management	1,772	4,528	4,528	5,926	30.9%
Fleet Services	369	5,730	5,730	8,043	40.4%
Customer Service	408	6,332	6,332	8,889	40.4%
	<u>\$92,944</u>	<u>\$500,769</u>	<u>\$500,769</u>	<u>\$685,321</u>	<u>36.9%</u>
EWS - Delivery Expenditures:					
Principal	\$1,620,000	\$1,845,000	\$1,845,000	\$2,280,000	23.6%
Interest	164,421	240,249	240,249	374,505	55.9%
	<u>\$1,784,421</u>	<u>\$2,085,249</u>	<u>\$2,085,249</u>	<u>\$2,654,505</u>	<u>27.3%</u>
Fleet Services Expenditures:					
Principal	\$105,000	\$115,000	\$115,000	\$140,000	21.7%
Interest	18,169	13,075	13,075	68,589	424.6%
	<u>\$123,169</u>	<u>\$128,075</u>	<u>\$128,075</u>	<u>\$208,589</u>	<u>62.9%</u>
Information Technology Expenditures:					
Principal	\$895,000	\$915,000	\$915,000	\$890,000	-2.7%
Interest	246,757	212,354	212,354	192,495	-9.4%
	<u>\$1,141,757</u>	<u>\$1,127,354</u>	<u>\$1,127,354</u>	<u>\$1,082,495</u>	<u>-4.0%</u>
Customer Service Expenditures:					
Principal	\$1,185,000	\$1,225,000	\$1,225,000	\$1,275,000	4.1%
Interest	1,000,316	964,274	964,274	915,765	-5.0%
	<u>\$2,185,316</u>	<u>\$2,189,274</u>	<u>\$2,189,274</u>	<u>\$2,190,765</u>	<u>0.1%</u>
Warehouse Expenditures:					
Principal	\$5,000	\$5,000	\$5,000	\$5,000	0.0%
Interest	1,600	1,375	1,375	1,125	-18.2%
	<u>\$6,600</u>	<u>\$6,375</u>	<u>\$6,375</u>	<u>\$6,125</u>	<u>-3.9%</u>
TOTAL EXPENDITURES	<u>\$59,324,188</u>	<u>\$73,371,295</u>	<u>\$73,771,469</u>	<u>\$75,953,115</u>	<u>3.5%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$1,608,050)	(\$695,232)	(\$927,034)	(\$188,018)	73.0%
BEGINNING FUND BALANCE	\$7,843,714	\$5,806,926	\$6,235,664	\$5,308,631	-8.6%
Change in Fund Balance	(1,608,050)	(695,232)	(927,034)	(188,018)	73.0%
ENDING FUND BALANCE	<u>\$6,235,664</u>	<u>\$5,111,695</u>	<u>\$5,308,631</u>	<u>\$5,120,613</u>	<u>0.2%</u>

**CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
EXPENDITURE DETAIL
2016-17**

	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED	% CHG APPRV
<u>GENERAL FUND</u>					
General Obligation Bonds:					
Principal	\$15,390,000	\$15,210,000	\$15,210,000	\$14,850,000	-2.4%
Interest	6,851,968	7,430,278	7,430,278	6,400,264	-13.9%
Principal - Firewheel Golf	845,000	840,000	840,000	860,000	2.4%
Interest - Firewheel Golf	183,778	178,150	178,150	140,600	-21.1%
Principal - Harbor Point	225,813	450,000	450,000	450,000	0.0%
Interest - Harbor Point	303,727	498,790	498,790	489,790	-1.8%
	<u>\$23,800,286</u>	<u>\$24,607,218</u>	<u>\$24,607,218</u>	<u>\$23,190,654</u>	<u>-5.8%</u>
Certificates of Obligation:					
Principal	\$2,940,000	\$4,010,000	\$4,010,000	\$4,745,000	18.3%
Interest	1,304,262	1,887,847	1,875,331	2,413,410	27.8%
Principal - Downtown TIF	95,000	125,000	125,000	155,000	24.0%
Interest - Downtown TIF	81,250	78,425	78,425	74,225	-5.4%
Principal - Firewheel Golf	315,000	365,000	965,000	455,000	24.7%
Interest - Firewheel Golf	97,844	109,734	87,826	81,127	-26.1%
	<u>\$4,833,356</u>	<u>\$6,576,006</u>	<u>\$7,141,582</u>	<u>\$7,923,762</u>	<u>20.5%</u>
Less In-Lieu-of Debt Transfers	\$92,944	\$500,769	\$500,769	\$685,321	36.9%
Net Certificates of Obligation	<u>\$4,740,412</u>	<u>\$6,075,237</u>	<u>\$6,640,813</u>	<u>\$7,238,441</u>	<u>19.1%</u>
Transfer to Customer Svc. - Utility Bldg.	\$86,334	\$86,469	\$86,469	\$86,509	0.0%
Commercial Paper:					
Interest	\$212,239	\$225,686	\$226,875	\$251,065	11.2%
Short-Term Tax Note:					
Principal	\$5,500,000	\$4,000,000	\$4,000,000	\$7,350,000	83.8%
Interest	14,667	27,120	10,737	22,050	-18.7%
	<u>\$5,514,667</u>	<u>\$4,027,120</u>	<u>\$4,010,737</u>	<u>\$7,372,050</u>	<u>83.1%</u>
Bond Issue / Paying Agent Maint. Fee	\$196,573	\$525,000	\$525,000	\$525,000	0.0%
<u>ELECTRIC UTILITY FUND</u>					
General Obligation Bonds:					
Principal	\$5,280,000	\$5,350,000	\$5,350,000	\$5,625,000	5.1%
Interest	1,232,145	1,236,800	1,236,800	996,375	-19.4%
	<u>\$6,512,145</u>	<u>\$6,586,800</u>	<u>\$6,586,800</u>	<u>\$6,621,375</u>	<u>0.5%</u>
Certificates of Obligation:					
Principal	\$1,450,000	\$11,445,000	\$11,375,000	\$11,830,000	3.4%
Interest	6,220,238	8,583,537	8,503,329	8,031,269	-6.4%
	<u>\$7,670,238</u>	<u>\$20,028,537</u>	<u>\$19,878,329</u>	<u>\$19,861,269</u>	<u>-0.8%</u>
In-Lieu-of Wireless Communication	\$38,989	\$7,966	\$7,966	\$0	-100.0%
In-Lieu-of Radio Replacement	10,576	164,117	164,117	230,380	40.4%
	<u>\$49,565</u>	<u>\$172,083</u>	<u>\$172,083</u>	<u>\$230,380</u>	<u>33.9%</u>
<u>WATER UTILITY FUND</u>					
General Obligation Bonds:					
Principal	\$1,210,000	\$1,170,000	\$1,170,000	\$800,000	-31.6%
Interest	227,824	187,525	187,525	142,725	-23.9%
	<u>\$1,437,824</u>	<u>\$1,357,525</u>	<u>\$1,357,525</u>	<u>\$942,725</u>	<u>-30.6%</u>
In-Lieu-of Wireless Communication	\$7,498	\$1,532	\$1,532	\$0	-100.0%
In-Lieu-of Radio Replacement	6,048	93,857	93,857	131,752	40.4%
	<u>\$13,546</u>	<u>\$95,389</u>	<u>\$95,389</u>	<u>\$131,752</u>	<u>38.1%</u>

**CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
EXPENDITURE DETAIL
2016-17**

	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED	% CHG APPRV
<u>WASTEWATER UTILITY FUND</u>					
General Obligation Bonds:					
Principal	\$3,130,000	\$3,155,000	\$3,155,000	\$2,460,000	-22.0%
Interest	671,263	584,438	584,438	457,713	-21.7%
	<u>\$3,801,263</u>	<u>\$3,739,438</u>	<u>\$3,739,438</u>	<u>\$2,917,713</u>	<u>-22.0%</u>
In-Lieu-of Wireless Communication	\$5,998	\$1,226	\$1,226	\$0	-100.0%
In-Lieu-of Radio Replacement	6,146	95,365	95,365	133,869	40.4%
	<u>\$12,144</u>	<u>\$96,591</u>	<u>\$96,591</u>	<u>\$133,869</u>	<u>38.6%</u>
<u>EWS FUND</u>					
Certificates of Obligation:					
Principal	\$1,620,000	\$1,845,000	\$1,845,000	\$2,280,000	23.6%
Interest	164,421	240,249	240,249	374,505	55.9%
	<u>\$1,784,421</u>	<u>\$2,085,249</u>	<u>\$2,085,249</u>	<u>\$2,654,505</u>	<u>27.3%</u>
In-Lieu-of Wireless Communication	\$7,498	\$1,532	\$1,532	\$0	-100.0%
In-Lieu-of Radio Replacement	7,642	118,584	118,584	166,462	40.4%
	<u>\$15,140</u>	<u>\$120,116</u>	<u>\$120,116</u>	<u>\$166,462</u>	<u>38.6%</u>
<u>STORMWATER MANAGEMENT FUND</u>					
Certificates of Obligation:					
Principal	\$15,000	\$50,000	\$50,000	\$85,000	70.0%
Interest	3,000	25,169	25,169	33,514	33.2%
	<u>\$18,000</u>	<u>\$75,169</u>	<u>\$75,169</u>	<u>\$118,514</u>	<u>57.7%</u>
In-Lieu-of Wireless Communication	\$1,500	\$306	\$306	\$0	-100.0%
In-Lieu-of Radio Replacement	272	4,222	4,222	5,926	40.4%
	<u>\$1,772</u>	<u>\$4,528</u>	<u>\$4,528</u>	<u>\$5,926</u>	<u>30.9%</u>
<u>FLEET SERVICES FUND</u>					
General Obligation Bonds:					
Principal	\$25,000	\$25,000	\$25,000	\$10,000	-60.0%
Interest	2,300	1,650	1,650	1,000	-39.4%
	<u>\$27,300</u>	<u>\$26,650</u>	<u>\$26,650</u>	<u>\$11,000</u>	<u>-58.7%</u>
Certificates of Obligation:					
Principal	\$80,000	\$90,000	\$90,000	\$130,000	44.4%
Interest	15,869	11,425	11,425	67,589	491.6%
	<u>\$95,869</u>	<u>\$101,425</u>	<u>\$101,425</u>	<u>\$197,589</u>	<u>94.8%</u>
In-Lieu-of Radio Replacement	\$369	\$5,730	\$5,730	\$8,043	40.4%
<u>INFORMATION TECHNOLOGY FUND</u>					
General Obligation Bonds:					
Principal	\$95,000	\$85,000	\$85,000	\$0	-100.0%
Interest	4,513	2,713	2,713	1,863	-31.3%
	<u>\$99,513</u>	<u>\$87,713</u>	<u>\$87,713</u>	<u>\$1,863</u>	<u>-97.9%</u>
Certificates of Obligation:					
Principal	\$800,000	\$830,000	\$830,000	\$890,000	7.2%
Interest	242,244	209,641	209,641	190,632	-9.1%
	<u>\$1,042,244</u>	<u>\$1,039,641</u>	<u>\$1,039,641</u>	<u>\$1,080,632</u>	<u>3.9%</u>

**CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
EXPENDITURE DETAIL
2016-17**

	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED	% CHG APPRV
<u>CUSTOMER SERVICE FUND</u>					
General Obligation Bonds:					
Principal	\$140,000	\$145,000	\$145,000	\$150,000	3.4%
Interest	49,869	46,944	46,944	43,844	-6.6%
	<u>\$189,869</u>	<u>\$191,944</u>	<u>\$191,944</u>	<u>\$193,844</u>	<u>1.0%</u>
Certificates of Obligation:					
Principal	\$1,045,000	\$1,080,000	\$1,080,000	\$1,125,000	4.2%
Interest	950,447	917,330	917,330	871,921	-5.0%
	<u>\$1,995,447</u>	<u>\$1,997,330</u>	<u>\$1,997,330</u>	<u>\$1,996,921</u>	<u>0.0%</u>
 In-Lieu-of Radio Replacement	 \$408	 \$6,332	 \$6,332	 \$8,889	 40.4%
<u>WAREHOUSE FUND</u>					
General Obligation Bonds:					
Principal	\$5,000	\$5,000	\$5,000	\$5,000	0.0%
Interest	1,600	1,375	1,375	1,125	-18.2%
	<u>\$6,600</u>	<u>\$6,375</u>	<u>\$6,375</u>	<u>\$6,125</u>	<u>-3.9%</u>
<u>SUMMARY</u>					
General Obligation Bonds:					
Principal	\$26,345,813	\$26,435,000	\$26,435,000	\$25,210,000	-4.6%
Interest	9,528,987	10,168,663	10,168,663	8,675,299	-14.7%
	<u>\$35,874,800</u>	<u>\$36,603,663</u>	<u>\$36,603,663</u>	<u>\$33,885,299</u>	<u>-7.4%</u>
Certificates of Obligation:					
Principal	\$8,360,000	\$19,840,000	\$20,370,000	\$21,695,000	9.3%
Interest	9,079,575	12,063,357	11,948,725	12,138,192	0.6%
	<u>\$17,439,575</u>	<u>\$31,903,357</u>	<u>\$32,318,725</u>	<u>\$33,833,192</u>	<u>6.0%</u>
 Less In-Lieu-of Debt Transfers	 \$92,944	 \$500,769	 \$500,769	 \$685,321	 36.9%
Transfer to Customer Service	86,334	86,469	86,469	86,509	0.0%
	<u>\$17,432,965</u>	<u>\$31,489,057</u>	<u>\$31,904,425</u>	<u>\$33,234,380</u>	<u>5.5%</u>
 Commercial Paper:					
Interest	\$212,239	\$225,686	\$226,875	\$251,065	11.2%
 Short-Term Tax Note:					
Principal	\$5,500,000	\$4,000,000	\$4,000,000	\$7,350,000	83.8%
Interest	14,667	27,120	10,737	22,050	-18.7%
	<u>\$5,514,667</u>	<u>\$4,027,120</u>	<u>\$4,010,737</u>	<u>\$7,372,050</u>	<u>83.1%</u>
 In-Lieu-of Debt Transfers	 \$92,944	 \$500,769	 \$500,769	 \$685,321	 36.9%
 Bond Issue / Paying Agent Maint. Fee	 \$196,573	 \$525,000	 \$525,000	 \$525,000	 0.0%
 TOTAL DEBT	 <u><u>\$59,324,188</u></u>	 <u><u>\$73,371,295</u></u>	 <u><u>\$73,771,469</u></u>	 <u><u>\$75,953,115</u></u>	 <u><u>3.5%</u></u>

**CITY OF GARLAND
REVENUE BOND DEBT SERVICE
REVENUES/EXPENDITURES
2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
<u>REVENUE</u>					
Transfer from Electric Utility Fund	\$15,534,554	\$15,969,726	\$15,969,726	\$15,974,929	0.0%
Transfer from Water Utility Fund	8,882,544	9,466,940	9,191,069	9,481,129	0.1%
Transfer from Wastewater Utility Fund	11,639,469	12,343,942	12,055,974	12,310,162	-0.3%
TOTAL REVENUE	<u>\$36,056,567</u>	<u>\$37,780,608</u>	<u>\$37,216,769</u>	<u>\$37,766,220</u>	<u>0.0%</u>
<u>DEBT SERVICE PAYMENTS</u>					
Electric Revenue Bonds :					
Principal	\$7,170,000	\$8,780,000	\$8,780,000	\$9,150,000	4.2%
Interest	8,364,554	7,189,726	7,189,726	6,824,929	-5.1%
Sub-Total	<u>\$15,534,554</u>	<u>\$15,969,726</u>	<u>\$15,969,726</u>	<u>\$15,974,929</u>	<u>0.0%</u>
Water Revenue Bonds / Comm. Paper:					
Principal	\$4,865,000	\$5,205,000	\$5,205,000	\$5,670,000	8.9%
Interest	4,017,544	3,829,859	3,829,859	3,630,087	-5.2%
Commercial Paper Interest	0	432,081	156,210	181,042	-58.1%
Sub-Total	<u>\$8,882,544</u>	<u>\$9,466,940</u>	<u>\$9,191,069</u>	<u>\$9,481,129</u>	<u>0.1%</u>
Wastewater Revenue Bonds / Comm. Paper:					
Principal	\$6,905,000	\$7,285,000	\$7,285,000	\$7,805,000	7.1%
Interest	4,734,469	4,473,459	4,473,459	4,174,512	-6.7%
Commercial Paper Interest	0	585,483	297,515	330,650	-43.5%
Sub-Total	<u>\$11,639,469</u>	<u>\$12,343,942</u>	<u>\$12,055,974</u>	<u>\$12,310,162</u>	<u>-0.3%</u>
TOTAL EXPENDITURES	<u>\$36,056,567</u>	<u>\$37,780,608</u>	<u>\$37,216,769</u>	<u>\$37,766,220</u>	<u>0.0%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$0	\$0	\$0	\$0	0.0%
BEGINNING FUND BALANCE	\$0	\$0	\$0	\$0	0.0%
Change in Fund Balance	0	0	0	0	0.0%
ENDING FUND BALANCE	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.0%</u>

**CITY OF GARLAND
DETAIL OF INTERGOVERNMENTAL TRANSFERS
2016-17**

	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED	% CHG APPRV
TO GENERAL FUND FROM:					
Recreation Performance Fund	\$100,000	\$100,000	\$100,000	\$100,000	0.0%
Indirect Costs - Housing Assistance Fund	110,000	110,000	110,000	110,000	0.0%
SafeLight Fund	0	275,013	275,013	315,000	0.0%
Electric Utility Fund	947,338	0	0	0	0.0%
Sub-Total	\$1,157,338	\$485,013	\$485,013	\$525,000	8.2%
TO ECONOMIC DEVELOPMENT FUND FROM:					
General Fund	\$422,831	\$0	\$352,600	\$0	0.0%
Hotel/Motel Tax Fund	0	50,000	50,000	209,000	318.0%
Electric Utility Fund	0	1,047,338	1,047,338	1,247,338	19.1%
Water Utility Fund	0	465,000	465,000	465,000	0.0%
Sub-Total	\$422,831	\$1,562,338	\$1,914,938	\$1,921,338	23.0%
G&A TO THE GENERAL FUND FROM:					
Electric Utility Fund	\$3,470,747	\$3,579,483	\$3,579,483	\$3,805,306	6.3%
Water Utility Fund	612,798	656,405	656,405	670,041	2.1%
Wastewater Utility Fund	929,903	1,003,618	1,003,618	1,057,458	5.4%
Environmental Waste Services Fund	694,288	733,464	733,464	773,683	5.5%
Stormwater Management Fund	204,169	210,354	210,354	217,201	3.3%
Hotel/Motel Tax Fund	42,016	45,799	45,799	48,472	5.8%
SafeLight Fund	12,294	12,665	12,665	13,344	5.4%
Recreation Performance Fund	14,840	21,194	21,194	19,305	-8.9%
Self Insurance Fund	71,403	72,912	72,912	76,906	5.5%
Group Health Insurance Fund	129,562	135,101	135,101	141,247	4.5%
Sub-Total	\$6,182,020	\$6,470,995	\$6,470,995	\$6,822,963	5.4%
TO ELECTRIC UTILITY FUND FROM:					
Rate Mitigation Fund	\$0	\$7,500,000	\$7,500,000	\$10,000,000	33.3%
Sub-Total	\$0	\$7,500,000	\$7,500,000	\$10,000,000	33.3%
TO FIREWHEEL FUND FROM:					
General Fund	\$750,000	\$0	\$500,000	\$0	0.0%
Sub-Total	\$750,000	\$0	\$500,000	\$0	0.0%
TO INFRASTRUCTURE R&R FUND FROM:					
General Fund	\$7,296,183	\$6,057,587	\$6,057,587	\$9,924,026	63.8%
Water Utility Fund	731,326	749,609	749,609	768,349	2.5%
Wastewater Utility Fund	731,326	749,609	749,609	768,349	2.5%
Sub-Total	\$8,758,835	\$7,556,805	\$7,556,805	\$11,460,724	51.7%
TO SUMMER NUTRITION FUND FROM:					
General Fund	\$20,000	\$20,000	\$84,471	\$30,000	50.0%
Sub-Total	\$20,000	\$20,000	\$84,471	\$30,000	50.0%
TO DEBT SERVICE FUND FROM:					
Electric Utility Fund	\$14,494,972	\$26,787,420	\$26,637,212	\$26,713,024	-0.3%
Water Utility Fund	1,459,834	1,452,914	1,452,914	1,074,477	-26.0%
Wastewater Utility Fund	3,862,495	3,836,029	3,836,029	3,051,582	-20.4%
Environmental Waste Services Fund	1,799,562	2,205,365	2,205,365	2,820,967	27.9%
Stormwater Management Fund	19,772	79,697	79,697	124,440	56.1%
Sub-Total	\$21,636,635	\$34,361,425	\$34,211,217	\$33,784,490	-1.7%

**CITY OF GARLAND
 DETAIL OF INTERGOVERNMENTAL TRANSFERS
 2016-17**

	<u>2014-15 ACTUAL</u>	<u>2015-16 APPROVED</u>	<u>2015-16 REVISED</u>	<u>2016-17 APPROVED</u>	<u>% CHG APPRV</u>
TO GROUP HEALTH INSURANCE FUND FROM:					
All Funds	\$24,186,178	\$23,308,482	\$28,856,103	\$25,789,118	10.6%
Sub-Total	<u>\$24,186,178</u>	<u>\$23,308,482</u>	<u>\$28,856,103</u>	<u>\$25,789,118</u>	<u>10.6%</u>
 GRAND TOTAL	 <u><u>\$63,113,837</u></u>	 <u><u>\$81,265,058</u></u>	 <u><u>\$87,579,542</u></u>	 <u><u>\$90,333,633</u></u>	 <u><u>11.2%</u></u>

Department Detail

DEPARTMENT MISSION

The Budget and Research Department ensures that all state and local requirements are met in the development and implementation of the Operating and Capital Improvement Budgets. The Department produces an Annual Operating Budget that serves as a financial plan for aligning the City’s resources with service demands and operating expenditures. In the development of the Operating Budget, the Department seeks to create budgetary strategies that maximize the utilization of the City’s financial resources toward the achievement of the City Council’s priorities and goals. In preparing the annual Capital Improvement Program (CIP), the Department seeks to develop a coordinated plan for funding the construction of infrastructure and municipal facilities and the acquisition of large or specialized equipment.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Developed and presented to Council the 2015-16 Annual Operating Budget.
- (B) Developed and presented to Council the 2016 Capital Improvement Program (CIP).
- (C) Developed a 5-year Budget Forecast.
- (D) Monitored local and national economic conditions.
- (E) Produced a Budget Summary for the City website.
- (F) Produced, distributed, and analyzed monthly financial reports.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Develop and present to Council the 2016-17 Annual Operating Budget.
- (B) Develop and present to Council the 2017 Capital Improvement Program (CIP).
- (C) Develop a 5-year Budget Forecast.
- (D) Closely monitor local and national economic conditions.
- (E) Implement a new Budget Preparation System.
- (F) Update the City’s Comprehensive Fee Schedule.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Receipt of Government Finance Officers Association (GFOA) Distinguished Budget Award	Yes	Yes	Yes
(2) Combined Operating and CIP Budget per Budget Employee	\$144.4 million	\$155.7 million	TBD
(3) Actual General Fund Expenditures as Percent of Revised Budget	98.2%	100%	100%
(4) Actual General Fund Revenues as Percent of Revised Budget	100.9%	100%	100%

General Fund

BUDGET AND RESEARCH

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$597,670	\$610,234	\$610,234	\$603,556
Operations	16,948	18,462	18,462	18,462
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$614,618</u>	<u>\$628,696</u>	<u>\$628,696</u>	<u>\$622,018</u>

BY OPERATIONAL AREA:

Budget	\$614,618	\$628,696	\$628,696	\$622,018
--------	-----------	-----------	-----------	-----------

TOTAL EXPENDITURES	<u>\$614,618</u>	<u>\$628,696</u>	<u>\$628,696</u>	<u>\$622,018</u>
---------------------------	------------------	------------------	------------------	------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$6,678)
Percentage Change				-1%

STAFFING

Full-Time Positions	6	6	6	6
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

To protect the health, safety, and welfare of the residents and visitors of the city of Garland in the buildings where they live, work, shop, play, learn, worship, and visit through the permitting and inspection of newly constructed buildings as well as the remodeling, additions, and renovations of existing buildings. This is accomplished by providing excellent customer service in the application of development standards and construction codes. It is enhanced through marketing, communication, outreach, and education to ensure that Garland is a safer environment for all.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Reviewed and submitted for adoption the 2015 International Code Series of construction codes.
- (B) Performed damage assessment on over 600 properties following the tornado.
- (C) Developed work flow diagrams for all divisions of Building Inspection for development of new permit tracking software.
- (D) Implemented Mobile Building Permit Office in tornado-damaged area.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Complete review of GDC and present changes for adoption.
- (B) Complete implementation of new Permit Tracking System.
- (C) Refine Key Performance Measures once new tracking system is functional.

KEY PERFORMANCE MEASURES

	2014-15 <u>ACTUAL</u>	2015-16 <u>PROJECTED</u>	2016-17 <u>PROJECTED</u>
(1) All Construction Permits Issued	8,625	10,000	9,500
Residential	2,106	2,500	2,500
Non-Residential	1,795	2,000	2,000
Certificates of Occupancy	559	700	700
(2) Average Number of Days to Complete Plan Reviews	4.34	6.27	7.00
Residential	1.57	2.50	2.75
Non-Residential	5.38	7.44	8.00
(3) Total Number of Construction Inspections Made	35,564	37,000	37,000
(4) Average Inspections per Day per Inspector	27	29	29
(5) Environmental Protection Agency (EPA) Stormwater Inspections for Construction Sites	4,994	5,000	5,000

General Fund

BUILDING INSPECTION

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$1,116,307	\$1,145,202	\$1,164,581	\$1,385,095
Operations	82,882	82,654	76,685	98,733
Charge-Outs	0	(24,000)	(24,000)	(24,000)
Capital	5,777	0	0	44,200
TOTAL EXPENDITURES	<u>\$1,204,966</u>	<u>\$1,203,856</u>	<u>\$1,217,266</u>	<u>\$1,504,028</u>

BY OPERATIONAL AREA:

Inspections & Permits	\$1,204,966	\$1,203,856	\$1,217,266	\$1,504,028
-----------------------	-------------	-------------	-------------	-------------

TOTAL EXPENDITURES	<u>\$1,204,966</u>	<u>\$1,203,856</u>	<u>\$1,217,266</u>	<u>\$1,504,028</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$300,172
Percentage Change	25%

STAFFING

Full-Time Positions	14	14	16	17
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>14</u>	<u>14</u>	<u>16</u>	<u>17</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2015-16 Revised Budget includes two additional positions moved to the Building Inspection Department from the Code Compliance Department in order to address the increasing demands for building inspection services. In the FY 2016-17 Adopted Budget, a Building Inspector I position is included for a total of \$103,400, of which \$33,000 is tied to one-time equipment purchases. Also, the FY 2016-17 Adopted Budget includes additional funding of \$20,000 for the replacement of tables and chairs in a large conference room at the Main Street Municipal Building.

DEPARTMENT MISSION

The mission of Housing and Community Services is: To partner with the community to coordinate neighborhood initiatives.” Housing initiatives are responsible for improving the economic aspects of neighborhoods through affordable homeownership and rehabilitation strategies. Funding for these initiatives is included in the CASA Program. This program includes housing rehabilitation, lead-based paint abatement, painting, wood replacement, weatherization, door repair, minor plumbing, and electrical repairs. Non-housing initiatives strive to empower residents of income-targeted neighborhoods to develop strategies, identify needs, and establish vision and support for neighborhood revitalization. Staff is dedicated to improving and coordinating existing services, providing information, ensuring that existing services are utilized to their fullest capacity, and identifying and developing services as needs are identified.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Help stabilize existing housing in the city of Garland by increasing repair services that promote decent and safe housing.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Increase loan portfolio to promote a self-sustained loan program.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Substandard Homes Acquired	0	0	0
(2) Substandard Homes Rehabilitated	0	2	1
(3) Substandard Homes Sold	0	0	1
(4) Newly-Constructed Houses Sold	0	0	0

CASA Fund

CASA PROGRAM

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$10,146	\$0	\$0	\$0
Operations	23,377	128,005	128,005	110,000
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$33,523</u>	<u>\$128,005</u>	<u>\$128,005</u>	<u>\$110,000</u>

BY OPERATIONAL AREA:

CASA	\$33,523	\$128,005	\$128,005	\$110,000
------	----------	-----------	-----------	-----------

TOTAL EXPENDITURES	<u>\$33,523</u>	<u>\$128,005</u>	<u>\$128,005</u>	<u>\$110,000</u>
---------------------------	-----------------	------------------	------------------	------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$18,005)
Percentage Change				-14%

STAFFING

Full-Time Positions	0	0	0	0
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

City Administration is responsible for the overall supervision of operations and activities within the City of Garland and includes the City Manager, Deputy City Manager, and Assistant City Manager. Its mission is to ascertain that all laws, ordinances, and policy directives of the City Council are adhered to and that City services are directed toward achieving the goals established by Council.

2015-16 DEPARTMENT ACCOMPLISHMENTS

Long-Term Strategic Priorities – Highlights:

- (A) Economic Development (ED) – Shifted leadership of ED efforts from the Chamber of Commerce to the City; Council approved over \$800 million in new projects and initiated Image campaign background assessments.
- (B) Neighborhoods – Selected new leadership; hire Neighborhood Team; revised Neighborhood Vitality Grants; refreshed educational and outreach programs; and established a new neighborhood association.
- (C) Organization of Future – Implemented first Citywide rewards and recognition program; conducted employee survey; initiated process improvement efforts; changed role of Information Technology Board; and hired key management team to replace retirees.

Other Accomplishments – Highlights:

- (D) Response and recovery to F-4 tornado strike; negotiation of TMPA Joint Operating Agreement; Downtown Redevelopment and Renovation of City Hall; and placement of I.H. 635 East in the Regional Transportation Council’s 2040 Regional Mobility Plan.

2016-17 DEPARTMENT GOALS AND INITIATIVES

Long-Term Strategic Priorities – Highlights:

- (A) Economic Development – Council approved over \$800 million in new projects; complete design and launch Image campaign; and develop City strategy for redevelopment.
- (B) Neighborhoods – Develop citywide strategy for neighborhood improvement that includes Parks, Recreation and Cultural Arts and other key departments.
- (C) Organization of Future – Based on employee survey, develop next steps in creating a 100 Best Employer strategy; initiated process improvement efforts to better incorporate ED in development process; and implementation of enterprise software in the financial aspect of the City.

Other Accomplishments – Highlights:

- (D) Neighborhood recovery in tornado strike area; complete current phase of Downtown Development; begin design and renovation of Town Square; ensure funding of I.H. 635 East in 85th Legislature; and resolution of TMPA operations. Create a vision for the City’s desired organizational culture based on "100 Best Places to Work."

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Combined Operating Budget	\$673,816,652	\$672,599,549	\$681,147,215
(2) Number of Employees	2,065	2,085	2,101
(3) Tax Rate (cents per \$100 value)	70.46	70.46	70.46

General Fund

CITY ADMINISTRATION

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$1,156,159	\$945,715	\$945,715	\$996,428
Operations	73,289	52,648	50,276	53,945
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$1,229,448</u>	<u>\$998,363</u>	<u>\$995,991</u>	<u>\$1,050,373</u>

BY OPERATIONAL AREA:

Administration	\$1,229,448	\$998,363	\$995,991	\$1,050,373
----------------	-------------	-----------	-----------	-------------

TOTAL EXPENDITURES	<u>\$1,229,448</u>	<u>\$998,363</u>	<u>\$995,991</u>	<u>\$1,050,373</u>
---------------------------	--------------------	------------------	------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$52,010
Percentage Change	5%

STAFFING

Full-Time Positions	5	5	5	5
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The Office of the City Attorney protects and represents the interests of the City through the vigorous defense and prosecution of lawsuits brought against and by the City by providing complete, comprehensive, and cost-effective representation and legal advice to City officials, department heads, and City employees, and by prosecuting offenses in Municipal Court. The Office of the City Marshal provides law enforcement, security, bailiff, and protective services for various City facilities including City Hall, the Duckworth Utility Building, and the Municipal Court.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Continued to reduce costs both within and outside of the Department by utilizing online training resources and by providing continuing legal education classes to City personnel.
- (B) Continued to minimize outside counsel expenses by increasing the handling of cases and transactions in-house.
- (C) Proactively sought to reduce legal expenses through risk reduction strategies such as increased City training and legal awareness and revamping usage of legal resources.
- (D) Created a new Warrant Officer position for the Office of the City Marshal. The Warrant Officer is responsible for collecting outstanding fines owed to the City for Class C Misdemeanor offenses. Prior to the Warrant Officer position being created, there were no law enforcement personnel in the City dedicated solely to the collection of outstanding warrants. From October 1, 2014, to April 28, 2016, the Warrant Officer was responsible for clearing hundreds of warrants totaling approximately \$198,000.00 in outstanding fines.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) The Office of the City Attorney continues to take a proactive role in reducing potential litigation exposure and liability, which ultimately translates into cost-effectiveness and tax dollar savings.
- (B) The Department provides legal services to Garland Power & Light across the spectrum of issues faced by that department, negating the need to assign such matters to outside counsel for all routine electric matters.
- (C) The Department continues to identify areas of recurrent litigation exposure, communicate with the departments that may be involved, and provide opportunities for training or other support to either avoid lawsuits entirely or ensure that the City has taken a legally defensible position in the event of litigation.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Percentage of Matters Handled Exclusively or Chiefly In-House	95%	97%	97%
(2) Percentage of Contracts and Other Standard Documents Reviewed, Edited, and Modified within 5 Working Days	95%	95%	97%
(3) Percentage of Time Attorneys Available for Consultation within 24 Hours	98%	98%	98%
(4) Number of Public Information Requests Processed	1,000	1,000	1,000
(5) Increased Warrant Collections	N/A	\$300,000+	\$300,000+

General Fund

CITY ATTORNEY (OFFICE OF)

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$2,031,867	\$2,063,052	\$2,066,574	\$2,293,525
Operations	172,214	181,302	185,652	187,297
Charge-Outs	0	0	0	0
Capital	18,207	0	0	0
TOTAL EXPENDITURES	<u>\$2,222,288</u>	<u>\$2,244,354</u>	<u>\$2,252,226</u>	<u>\$2,480,822</u>

BY OPERATIONAL AREA:

Legal	\$1,644,662	\$1,633,615	\$1,641,124	\$1,788,546
Garland City Marshals Office	577,626	610,739	611,102	692,276

TOTAL EXPENDITURES	<u>\$2,222,288</u>	<u>\$2,244,354</u>	<u>\$2,252,226</u>	<u>\$2,480,822</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$236,468
Percentage Change	11%

STAFFING

Full-Time Positions	18	19	18	18
Part-Time Positions	2	2	5	6
TOTAL STAFFING	<u>20</u>	<u>21</u>	<u>23</u>	<u>24</u>

SIGNIFICANT CHANGES AND NOTES

One Full-Time Deputy Marshal position was converted to three additional Part-Time Deputy Marshal positions during FY 2015-16 in a continuing effort to more closely match available personnel to security needs identified at City-owned facilities and within the Downtown area. An additional Part-Time Deputy Marshal position has been approved for FY 2016-17 to further enhance security services at City property and buildings in the Downtown area and at the Carver Center.

DEPARTMENT MISSION

With its mission, “Community of One People Working Together,” the Garland City Council is the governmental body for the City of Garland. The Council represents citizens by enacting legislation, establishing City policies, adopting the Annual Operating Budget, and performing a wide variety of other activities, and consists of eight members elected from single-member districts and a Mayor elected at-large.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Promoted interlocal cooperation with Dallas County, other municipalities, and governmental agencies.
- (B) Actively represented the City with the Texas Municipal League, United States Conference of Mayors, and other municipal organizations.
- (C) Actively involved in various community functions and projects.
- (D) Promoted positive image for the City of Garland.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue efforts to promote interlocal cooperation with Dallas County, local municipalities, and other governmental agencies.
- (B) Continue to actively represent the City with the Texas Municipal League, United States Conference of Mayors, and other municipal organizations.
- (C) Remain actively involved with the community.
- (D) Continue to promote a positive image for the City of Garland.
- (E) Continue efforts to promote neighborhood vitality and targeted economic development.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Council Work Sessions	24	24	24
(2) Council Meetings	24	24	24
(3) Special Work Sessions/Meetings	3	3	2

General Fund

CITY COUNCIL

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$61,951	\$133,043	\$133,043	\$136,993
Operations	134,438	156,905	156,905	156,905
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$196,389</u>	<u>\$289,948</u>	<u>\$289,948</u>	<u>\$293,898</u>

BY OPERATIONAL AREA:

Council	\$196,389	\$289,948	\$289,948	\$293,898
---------	-----------	-----------	-----------	-----------

TOTAL EXPENDITURES	<u>\$196,389</u>	<u>\$289,948</u>	<u>\$289,948</u>	<u>\$293,898</u>
---------------------------	------------------	------------------	------------------	------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$3,950
Percentage Change	1%

STAFFING

Full-Time Positions	1	1	1	1
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The City Secretary's Office records, preserves, and has custodial authority over the official records and legislative acts of the City Council; administers and coordinates all City-held elections; coordinates the City's Boards and Commissions process; provides for timely updates to the City's Code of Ordinances; meets the informational needs of Garland citizens and City staff by retrieving and distributing data and documents; assists departments in evaluation of documents for compliance with departmental retention schedules and State-mandated laws; and processes alcohol permits.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Purged the Retention Center, IT Retention, EWS, and Rowlett and Duck Creek WWTP of more than 1,900 cubic feet of records that met Texas State Library destruction criteria.
- (B) Developed a Contract Management Procedure and updated the Directive for processing contracts.
- (C) Launched AgendaQuick Agenda Management Software Citywide.
- (D) Worked with IT and Public & Media Relations on kiosk selection for Agenda System.
- (E) Staff members cross-trained in all areas (TABC, Agenda Management, Council processes).
- (F) Processed 129 TABC renewals and 16 new applications.
- (G) Processed 130 claims against the City.
- (H) Completed the TRMC Certification in August 2016.
- (I) Began the International Institute of Municipal Clerks Certification.
- (J) Gave presentations to Boards and Commissions on Robert's Rules and how to conduct a meeting.
- (K) Held one annual Citywide destruction of documents in May 2016.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue working with departments to purge files that meet the TSL retention standards.
- (B) Continue certification process for the International Institute for Municipal Clerks (ongoing, two-year process).
- (C) Begin recertification for Texas Registered Municipal Clerk.
- (D) Continue processing of alcohol permits and related revenue collection.
- (E) Work with IT to develop an electronic workflow for processing TABC applications.
- (F) Continue processing claims against the City.
- (G) Hold one annual Citywide destruction of documents in May 2017.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Cubic Feet of Records Accessioned to Records Center	400	500	200*
(2) Cubic Feet of Records Destroyed	1,400	1,600	1,900
(3) Permit Requests Processed within 2 Business Days of Receipt from Other Departments Involved	100%	100%	100%

* Fewer records will be accessioned due to paperless processing.

General Fund

CITY SECRETARY

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$177,995	\$149,927	\$149,927	\$165,832
Operations	39,197	121,577	42,077	121,577
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$217,192</u>	<u>\$271,504</u>	<u>\$192,004</u>	<u>\$287,409</u>

BY OPERATIONAL AREA:

Office Operations	\$217,192	\$271,504	\$192,004	\$287,409
-------------------	-----------	-----------	-----------	-----------

TOTAL EXPENDITURES	<u>\$217,192</u>	<u>\$271,504</u>	<u>\$192,004</u>	<u>\$287,409</u>
---------------------------	------------------	------------------	------------------	------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$15,905
Percentage Change	6%

STAFFING

Full-Time Positions	2	2	2	2
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The Code Compliance Department's mission is to enforce State legislation and City ordinances that involve single-family, multi-family, and commercial properties in order to ensure vital neighborhoods and an overall appealing community. The Department attempts to prevent and eliminate aesthetic problems and ensure that citizens are afforded the opportunity to live in a clean, safe, and healthy environment. The Department also helps to maintain property values and a strong City tax base. This is accomplished by inspecting residential and commercial properties and addressing instances of nuisances and substandard structures.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Neighborhood Standards conducted over 300,000 inspections with 47,472 inspections requiring enforcement actions as a result of the proactive inspection process (-9%). Nuisance Code violations showed a slight increase from 1.12 to 1.17 violations per address. This is the fourth year of increasing violations per address, and the trend correlates with the reorganization that resulted in a net loss of one Inspector for the Neighborhood Standards team.
- (B) Provided a 4.2-hour response time on citizen service requests (down from 5.5 hours).
- (C) Performed 2,730 Nuisance Abatement work orders and maintained approximately 120 properties acquired by the City through foreclosure. Remarkably, costs incurred were kept at \$91,000 for private property abatement activities through the continuation of improved annual notice procedures and scrutiny of contractor-completed work and charges.
- (D) The Single-Family Rental Inspection program remained completely self-funded. Staff conducted 991 change-in-tenancy inspections on the 9,338 active single-family rental residences. Staff identified 897 life-safety and 988 critical violations.
- (E) The Multi-Family Inspection program conducted 4,606 exterior inspections and 4,773 interior inspections. None of the 225 properties were subjected to comprehensive inspections due to compliance rates.
- (F) The Lodging Establishment Permitting and Inspection program implemented in 2014 experienced an impressive 32% reduction in observed violations. The 22 properties averaged 6.38 violations per lodging establishment.
- (G) Commercial Standards issued 6,019 Notices of Violation and responded to 710 citizen complaints. Code violations at commercial properties remained flat at 2.06 violations per address.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Evaluate a pilot program utilizing two part-time Seasonal Workers to provide gap closure services to improve aesthetics for public properties. The program will be an extension of the Commercial Property division.
- (B) Resume efforts to increase use of the recently reactivated Property Standards Board for complex cases involving residential and non-residential properties.
- (C) Expand dashboard metrics utilizing the recently released CRM software.
- (D) Continue the focus to maintain violation ratios per residential property at 1.0 or less.
- (E) Continue the focus to drop violation ratios per non-residential property to 1.0 or less.

KEY PERFORMANCE MEASURES

	<u>2014-15</u> <u>ACTUAL</u>	<u>2015-16</u> <u>PROJECTED</u>	<u>2016-17</u> <u>PROJECTED</u>
(1) Average Code Violations per Residential Address	1.17	1.09	1.07
(2) Percent of Homes with >1 Nuisance Violation	13%	11%	10%
(3) Percent of Homes with >1 Minimum Housing Violation	15%	13%	12%
(4) Percent of Homes with a Nuisance Violation	39%	39%	38%
(5) Percent of Homes with a Minimum Housing Violation	42%	38%	37%
(6) Total Citizen Complaints	15,587	16,500	17,000
(7) Total Inspections Requiring Enforcement	47,472	55,000	60,000
(8) Total Number of Citations	2,721	3,000	3,000
(9) Total Single-Family Change-in-Tenancy Inspection	897	950	1,000
(10) Total Multi-Family Inspections	9,379	10,000	10,500
(11) Violations per Lodging Establishment	6.38	6.00	5.75
(12) Code Violations per Commercial Address	2.06	1.90	1.70
(13) Commercial Property Notices of Violation	6,019	7,000	7,500

General Fund

CODE COMPLIANCE

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
BY CATEGORY:				
Personnel	\$2,224,968	\$2,478,965	\$2,459,586	\$2,502,229
Operations	569,759	550,572	535,795	652,873
Charge-Outs	0	(182,000)	(182,000)	(182,000)
Capital	0	26,500	26,500	26,500
TOTAL EXPENDITURES	<u>\$2,794,727</u>	<u>\$2,874,037</u>	<u>\$2,839,881</u>	<u>\$2,999,602</u>

BY OPERATIONAL AREA:

Administration	\$981,888	\$1,145,708	\$1,149,337	\$1,146,855
Environmental Code	1,023,331	902,805	891,944	1,030,051
Commercial Property	326,282	296,392	275,087	277,040
Rental Inspection	267,433	300,000	296,782	316,690
Multi-Family Housing	195,793	229,132	226,731	228,966

TOTAL EXPENDITURES	<u>\$2,794,727</u>	<u>\$2,874,037</u>	<u>\$2,839,881</u>	<u>\$2,999,602</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$125,565
Percentage Change	4%

STAFFING

Full-Time Positions	35	35	33	34
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>35</u>	<u>35</u>	<u>33</u>	<u>34</u>

SIGNIFICANT CHANGES AND NOTES

Based on developing needs within Building Inspection, the FY 2015-16 Revised Budget includes the transfer back to that department of two positions that were moved to Code Compliance in FY 2012-13 to assist with commercial property standards enforcement. The FY 2016-17 Adopted Budget includes an additional Code Inspector position, including a new vehicle, who will be assigned weekend responsibilities to target neighborhood violations, as well as additional funding to address anticipated costs associated with demolition and hazardous waste disposal resulting from damage sustained in the tornado event of December 26, 2015.

DEPARTMENT MISSION

The mission of Housing and Community Services is: To partner with the community to coordinate neighborhood initiatives.” Housing initiatives are responsible for improving the economic aspects of neighborhoods through affordable homeownership and rehabilitation strategies. Funding for these initiatives is included in the CDBG Program. This program includes housing rehabilitation, lead-based paint abatement, painting, wood replacement, weatherization, door repair, minor plumbing, and electrical repairs. Non-housing initiatives strive to empower residents of income-targeted neighborhoods to develop strategies, identify needs, and establish vision and support for neighborhood revitalization. Staff is dedicated to improving and coordinating existing services, providing information, ensuring that existing services are utilized to their fullest capacity, and identifying and developing services as needs are identified.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Improved service delivery to low to moderate income citizens while stabilizing the housing stock of Garland.
- (B) Increased decent, safe, and sanitary housing in the city of Garland.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Assist low to moderate income homeowners with maintaining safe and affordable housing.
- (B) Foster healthy, stable, and physically attractive neighborhoods.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Minor Home Repair Grant Program Units Completed	17	15	15
(2) Single-Family Rehabilitation Units Completed	5	4	4
(3) GREAT Homes Projects	2	2	2

DEPARTMENT MISSION

Grants Management is responsible for overall management, planning, and monitoring of the City’s Community Development Block Grant (CDBG), HOME Investment Partnership Grant (HOME), and Emergency Solutions Grant (ESG). The focus of these grants is citywide, and allocation is guided by the prioritized needs identified by citizens and recorded in the City’s Consolidated Plan.

Grants Management is responsible for ensuring the proper utilization of authorized Federal and State resources (CDBG, HOME, NSP, and ESG) by planning, monitoring, and reviewing the performance of sub-recipients and sub-grantees. The division is also responsible for maintaining department regulatory compliance and for budgetary and financial oversight.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Provided general administrative services for CDBG, HOME, and ESG grants to ensure compliance with Federal regulations and with the City of Garland’s 2015-2019 Consolidated Plan.
- (B) Increased opportunities for Garland citizens to be involved in the development and implementation of activities prescribed in the Consolidated Plan and sought citizen input on evaluation of the performance of implemented programs.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Provide general administrative services for CDBG, HOME, and ESG grants to ensure compliance with Federal regulations and with the City of Garland’s 2015-2019 Consolidated Plan.
- (B) Review and redesign sub-grantee and sub-recipient management and monitoring procedures.
- (C) Expand partnership with nonprofit agencies to work toward citizen-identified goals.
- (D) Expand interaction with citizen organizations working toward Consolidated Plan priorities.

KEY PERFORMANCE MEASURES

	2014-15 ACTUAL	2015-16 PROJECTED	2016-17 PROJECTED
(1) Nonprofits Monitored	6	6	6
(2) Projects Monitored	15	5	5
(3) Site Visits	6	6	6
(4) Reports Submitted to HUD	7	7	7
(5) Completed Draw-Downs	12	12	12
(6) Technical Assistance Sessions for Nonprofits	3	3	3
(7) Project Eligibility Methods/Studies	4	4	4
(8) Invoices Desk-Monitored	150	150	150
(9) Invoices Approved	150	150	150

Community Development Grant Fund

COMM. DEV. BLOCK GRANT

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$878,687	\$934,508	\$984,021	\$892,742
Operations	929,862	1,134,920	1,097,995	1,316,343
Charge-Outs	0	(107,019)	(67,019)	(83,632)
Capital	0	0	0	0
Indirect	0	0	0	0
TOTAL EXPENDITURES	<u>\$1,808,549</u>	<u>\$1,962,409</u>	<u>\$2,014,997</u>	<u>\$2,125,453</u>

BY OPERATIONAL AREA:

Public Service	\$259,148	\$276,031	\$276,031	\$281,208
Infrastructure Projects	654,000	550,000	550,000	693,000
Other CDBG Projects	485,286	768,336	820,924	746,300
Administration & Planning	373,842	328,042	368,042	374,945
Neighborhood Stabilization Program	36,273	40,000	0	30,000

TOTAL EXPENDITURES	<u>\$1,808,549</u>	<u>\$1,962,409</u>	<u>\$2,014,997</u>	<u>\$2,125,453</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$163,044
Percentage Change	8%

STAFFING

Full-Time Positions	7	7	8	8
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>7</u>	<u>7</u>	<u>8</u>	<u>8</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The Convention & Visitors Bureau (CVB) is the Destination Marketing Organization for the City of Garland. The bureau is actively involved in contributing to the overall economic success of the city. The CVB partners with hospitality and area stakeholders to position Garland as a destination for visitors, meetings, conferences and events. Programs and responsibilities of the CVB include marketing, advertising, media, business development, tradeshow promotion and event planning.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Exhibited at Southwest Showcase in Austin, Texas.
- (B) Exhibited at DFW Association Day.
- (C) Exhibited at Texas Travel Fair.
- (D) Exhibited at Garland Chamber of Commerce Expo.
- (E) Participated in "Connect Texas."
- (F) Advertised in *DFW Visitors' Guide*.
- (G) Completed new Website design.
- (H) Hosted and planned Bankhead Highway Convoy event.
- (I) Advertised in *Texas Tour & Meeting Guide*.
- (J) Increased Facebook and Twitter followers and participation.
- (K) Hosted Texas Sports Officials Association Convention.
- (L) Hosted Texas Plumbing Inspectors State Convention.
- (M) Advertised in *Texas Travel Guide*.
- (N) Advertised in *Authentic Texas* magazine.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Ongoing marketing and branding for the destination.
- (B) Business development through meeting planner and travel tradeshow, as well as sales calls.
- (C) Increase and improve online marketing presence via websites, Facebook, and other social channels.
- (D) Advertise in targeted print publications.
- (E) Increase digital outdoor marketing presence.
- (F) Coordinate with city Public Relations firm on developing visitor and destination press stories.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Exhibit Shows Attended	7	6	6
(2) Advertising - Magazines, Publications, etc.	11	12	12
(3) Facebook Followers	5,000	8,245	11,745
(4) Leads to Hotels	11	22	25
(5) Residents/Visitors Office Walk-in Request	955	822	900

Hotel/Motel Tax Fund

CONVENTION AND VISITORS BUREAU

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$278,503	\$335,368	\$335,368	\$351,684
Operations	676,355	654,031	653,953	782,716
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	305,212	116,008	126,664	277,091
TOTAL EXPENDITURES	<u>\$1,260,070</u>	<u>\$1,105,407</u>	<u>\$1,115,985</u>	<u>\$1,411,491</u>

BY OPERATIONAL AREA:

Convention & Visitors Bureau	\$954,858	\$989,399	\$989,321	\$1,134,400
Non-Departmental	305,212	116,008	126,664	277,091

TOTAL EXPENDITURES	<u>\$1,260,070</u>	<u>\$1,105,407</u>	<u>\$1,115,985</u>	<u>\$1,411,491</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$306,084
Percentage Change	28%

STAFFING

Full-Time Positions	4	4	4	4
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes a transfer to the Economic Development Fund to provide funding of \$34,000 for activities related to joining the National Historic Registry and \$175,000 for the portion of the Image Management project related to marketing.

DEPARTMENT MISSION

The mission of the Customer Service Department is to provide utility account maintenance, billing, collection, and customer care for the City’s Electric, Water, Wastewater, Environmental Waste, and Stormwater Management Departments. The Customer Service Department will provide these services in a professional manner that ensures a positive experience for all customers by providing convenience, consistency, and accuracy through the use of industry-leading technology. We will strive to exceed customer expectations by providing customers with innovative options and personal attention and by displaying a sincere understanding of customer needs. Customer Service is committed to pursuing "Best in Class" electric and water industry initiatives, programs, and service options that meet customer expectations. The Department also serves as a centralized information hub for citizens who are requesting a variety of City services by coordinating the City’s eAssist web-based service and maintaining the City’s general information phone number.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Successfully launched the eAssist mobile application and web-based citizen self-service option.
- (B) Implemented new internal control processes that resulted in an overall increase in collection rates and reduction of utility bill write-offs.
- (C) Completed training and fully transitioned all citizen street light outage reporting from GP&L to Customer Service.
- (D) Successfully integrated the metering facilities at the Oaks City Center apartment complex into the advanced metering pilot project portfolio.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Secure a consulting firm to assist in the development of a vendor request for proposal related to a new Utility Customer Information System.
- (B) Implement new processes or secure new software to assist the Revenue Recovery group in identifying commercial accounts that are potentially bypassing the electric or water meters.
- (C) Continue to refine and expand the utilization of eAssist through internal process improvements, benchmarking, and additional citizen reporting services.

KEY PERFORMANCE MEASURES

	2014-15 <u>ACTUAL</u>	2015-16 <u>PROJECTED</u>	2016-17 <u>PROJECTED</u>
(1) Total Calls (annual)	240,197	250,000	250,000
(2) Average Length of Customer Hold Time	319 seconds	230 seconds	200 seconds
(3) Total Meters Read (annual)	1,682,817	1,684,928	1,686,000
(4) Meter Reading Accuracy	99.98%	99.99%	99.99%
(5) Total Annual Revenue Collected	\$293,974,708	\$281,000,000	\$284,000,000
(6) Total Annual Utility Net Write-Offs	\$954,686	\$989,936	\$940,000
(7) Customer Field Operations Work Orders	77,124	77,400	77,500
(8) Utility Bills Processed	942,953	945,953	947,000

Customer Service Fund

CUSTOMER SERVICE

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
BY CATEGORY:				
Personnel	\$5,517,007	\$5,749,529	\$5,749,529	\$5,992,057
Operations	1,514,571	1,874,260	1,886,277	1,867,368
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	4,852,532	5,293,694	5,544,108	4,840,393
TOTAL EXPENDITURES	<u>\$11,884,110</u>	<u>\$12,917,483</u>	<u>\$13,179,914</u>	<u>\$12,699,818</u>

BY OPERATIONAL AREA:

Administration	\$619,755	\$680,628	\$680,275	\$672,388
Office Operations	626,909	666,520	679,470	692,181
Technical Quality Assurance	1,680,548	1,882,810	1,880,621	1,905,638
City Press	163,193	179,165	196,962	179,165
Meter Reading	802,987	923,263	915,470	953,205
Revenue Recovery	168,418	216,016	216,016	226,015
Credit Office	807,852	870,516	870,009	899,934
Field Operations/Dispatch	964,715	997,216	984,415	1,038,283
Customer Relations/New Accounts	1,197,201	1,207,655	1,212,568	1,292,615
Non-Departmental	4,852,532	5,293,694	5,544,108	4,840,393
TOTAL EXPENDITURES	<u>\$11,884,110</u>	<u>\$12,917,483</u>	<u>\$13,179,914</u>	<u>\$12,699,818</u>

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$217,665)
Percentage Change	-1.7%

STAFFING

Full-Time Positions	95	94	94	94
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>95</u>	<u>94</u>	<u>94</u>	<u>94</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The Economic Development Department's mission is to attract new development and redevelopment by implementing programs, policies, and initiatives that capitalize on Garland's unique competitive advantages; to take advantage of short-term and long-term market opportunities; and to remove barriers to investment in accordance with the City's Comprehensive Plan and Economic Development Strategy. The Department carries out this mission as part of the Garland Economic Development Partnership in three key ways:

- 1) Fill and/or support strategic retail, office, residential, and industrial niches;
- 2) Create vibrant commercial and residential districts through prudent public investment that leverages private investment; and
- 3) Provide the necessary policies, information, and resources that serve as the platform for future growth.

Staff efforts along these lines maximize scarce public resources by executing a joint work program in concert with the Chamber of Commerce and through collaboration with other internal and external partners.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) 225 new and retained jobs were established with the expansion of RagingWire, Kraft Foods, Nutribiotech, VPET USA, Grass Recycled Surfaces, and La Fabrica.
- (B) \$121,800,000 was generated in new and retained tax base.
- (C) Completed annual certification and compliance process.
- (D) Attended five (5) promotional events and seven (7) target industry-related trade shows and conferences for potential investment in Garland.
- (E) Moved the GEDP website over to the City and made upgrades to it.
- (F) Participated in and led citywide marketing initiatives.
- (G) Made 100 company visits.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Implement and organize three (3) Target Industry committees: 1) Foods, 2) Plastics, and 3) Chemicals.
- (B) Make 120 company visits to develop new relationships with companies.
- (C) Proactively engage the development community in regard to opportunities in Garland.
- (D) Participate in three (3) regional promotion events.
- (E) Develop first annual Economic Development compliance report summary.
- (F) Make a smooth transition into the new office space.
- (G) Create and launch a greater digital presence for the community.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Dollar Amount of Investment Created through Economic Development Efforts	\$47,800,000	\$121,800,000	\$50,000,000
(2) Number of Site Visits	20	100	120
(3) Number of Target Industry Projects	8	8	10
(4) Total New and Retained Jobs	372	225	200
(5) Number of Economic Development Assistance Programs	25	30	30
(6) Number of New Expansion Projects	5	2	3
(7) Square Feet of New Space Occupied and/or Absorbed from Facilitated Projects	365,000	387,000	400,000

Economic Development Fund

ECONOMIC DEVELOPMENT

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$0	\$487,380	\$487,380	\$512,637
Operations	289	1,203,681	685,704	1,356,273
Charge-Outs	0	0	0	0
Capital	0	55,000	55,000	0
Non-Departmental	0	489,264	1,025,415	487,561
TOTAL EXPENDITURES	<u>\$289</u>	<u>\$2,235,325</u>	<u>\$2,253,499</u>	<u>\$2,356,471</u>

BY OPERATIONAL AREA:

Economic Development	\$289	\$1,746,061	\$1,228,084	\$1,868,910
Non-Departmental	0	489,264	1,025,415	487,561

TOTAL EXPENDITURES	<u>\$289</u>	<u>\$2,235,325</u>	<u>\$2,253,499</u>	<u>\$2,356,471</u>
---------------------------	--------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$121,146
Percentage Change	100%

STAFFING

Full-Time Positions	0	5	5	5
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>0</u>	<u>5</u>	<u>5</u>	<u>5</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes \$225,000 for Catalyst Area studies, \$250,000 for the Image Management project, and \$34,000 for activities related to joining the National Historic Registry. The \$465,000 annual transfer to the Garland Chamber of Commerce is also included in the Economic Development Fund. The decrease in FY 2015-16 Revised Operations is due to moving \$422,800 to a Multi-Year Capital Fund to finish out the new Economic Development office.

General Fund

ECONOMIC DEVELOPMENT

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$595,702	\$0	\$0	\$0
Operations	272,353	0	18,874	0
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$868,055</u>	<u>\$0</u>	<u>\$18,874</u>	<u>\$0</u>

BY OPERATIONAL AREA:

Economic Development	\$868,055	\$0	\$18,874	\$0
Non-Departmental	0	0	0	0

TOTAL EXPENDITURES	<u>\$868,055</u>	<u>\$0</u>	<u>\$18,874</u>	<u>\$0</u>
---------------------------	------------------	------------	-----------------	------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$0
Percentage Change	100%

STAFFING

Full-Time Positions	6	0	0	0
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>6</u>	<u>0</u>	<u>0</u>	<u>0</u>

SIGNIFICANT CHANGES AND NOTES

The Economic Development Department was moved out of the General Fund and into the Economic Development Fund beginning in FY 2015-16. The expenditures in the FY 2015-16 Revised Budget are rolled-over purchase orders from FY 2014-15.

DEPARTMENT MISSION

The Office of Emergency Management’s mission is to preserve, maintain, or otherwise reconstitute the City Government’s ability to carry out executive, legislative, and judicial processes when threatened by or following a major emergency or disaster. This department plays a primary role in identifying and mitigating hazards and prepares for, responds to, and assists in the recovery from emergency situations that affect our community.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Managed the Emergency Operations Center (EOC) activation and intra-departmental and external agency coordination of the EF-4 tornado response.
- (B) Coordinated the intermediate long-term recovery operations of the EF-4 tornado.
- (C) Managed over ten (10) separate responses to storms that caused damage or emergency response within Garland.
- (D) Continue to manage and administer the Homeland Security Grant Program (HSGP).
- (E) Conduct department-level Continuity of Operations Plan (COOP) reviews to update the COOP Base Plan and associated annexes.
- (F) Collaborate with the City of Mesquite to install the Collaborative Adaptive Sensing of the Atmosphere (CASA) Radar to provide high-definition, faster scanning of low-level weather affecting Garland.
- (G) Maintain Advanced Planning Status.
- (H) Maintain compliance with annual National Incident Management System (NIMS) standards.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Restructure the Disaster Response Team based on the new City organizational structure and conduct awareness-level training for new members.
- (B) Continue to manage and administer the Homeland Security Grant Program (HSGP).
- (C) Conduct and evaluate two (2) tabletop exercises to test the Emergency Operations Center support role in disasters.
- (D) Incorporate findings from the Tornado After Action Review (AAR) into corresponding plans.
- (E) Maintain Advanced Planning Status.
- (F) Maintain compliance with annual National Incident Management System (NIMS) standards.

KEY PERFORMANCE MEASURES

	2014-15 ACTUAL	2015-16 PROJECTED	2016-17 PROJECTED
(1) Duty Officer Responses / Hours	15 / 700	25 / 900	5 / 80
(2) Disaster Training (personnel trained)	21	0	21
(3) Percent of Citizen Requests Addressed within 24 Hours	98%	98%	98%
(4) Participation in Functional, Tabletop, Full-Scale Drills	2	2	2
(5) Public Education Presentations / # of Attendees	5 / 655	20 / 1,700	5 / 500
(6) Public Outreach - Publications, Media Interviews	14	10	10
(7) State-Required Planning Reviews and Updates	8	9	7

General Fund

EMERGENCY MANAGEMENT (OFFICE OF)

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$180,251	\$181,424	\$181,424	\$173,165
Operations	24,877	25,630	667,851	26,759
Charge-Outs	0	0	0	0
Capital	0	0	60,000	0
TOTAL EXPENDITURES	<u>\$205,128</u>	<u>\$207,054</u>	<u>\$909,275</u>	<u>\$199,924</u>

BY OPERATIONAL AREA:

Planning & Operations	\$205,128	\$207,054	\$909,275	\$199,924
-----------------------	-----------	-----------	-----------	-----------

TOTAL EXPENDITURES	<u>\$205,128</u>	<u>\$207,054</u>	<u>\$909,275</u>	<u>\$199,924</u>
---------------------------	------------------	------------------	------------------	------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$7,130)
Percentage Change				-3%

STAFFING

Full-Time Positions	2	2	2	2
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2015-16 Revised Budget reflects a significant increase in Operations expenditures related to the City's response to the EF4 tornado that struck South Garland on December 26, 2015. It was decided to house the expenses within this department as a means to facilitate better tracking and coordinate Federal reimbursement efforts. Most of these expenditures are related to post-disaster debris removal.

Public Safety Grant Fund

EMERGENCY MANAGEMENT GRANTS

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$69,021	\$76,438	\$74,728	\$77,430
Operations	65,751	5,870	34,483	30,581
Charge-Outs	0	0	0	0
Capital	65,296	80,800	80,800	78,273
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$200,068</u>	<u>\$163,108</u>	<u>\$190,011</u>	<u>\$186,284</u>

BY OPERATIONAL AREA:

Metro Medical Response Sys. (MMRS)	\$2,469	\$0	\$31,900	\$0
State Homeland Security Prog. (SHSP)	0	5,000	2,353	30,000
Urban Areas Security Initiative (UASI)	85,328	77,308	74,958	108,011
UASI - Law Enforcement Assistance & Partnership	112,271	80,800	80,800	48,273

TOTAL EXPENDITURES	<u>\$200,068</u>	<u>\$163,108</u>	<u>\$190,011</u>	<u>\$186,284</u>
---------------------------	------------------	------------------	------------------	------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$23,176
Percentage Change	14%

STAFFING

Full-Time Positions	1	1	1	1
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>

SIGNIFICANT CHANGES AND NOTES

The future availability of these and similar grants is in jeopardy due to ongoing reductions or changes of scope at state and federal levels. Continued reductions and/or future eliminations of these types of grants may negatively impact the City's ability to acquire certain types of specialized equipment and training or continue grant-funded programs.

DEPARTMENT MISSION

The Engineering Department's mission is to design and construct major infrastructure projects, develop standard practices for public works improvements, review proposed development projects, and administer approved policies. The Engineering Department also manages the Flood Damage Prevention activities of the National Flood Insurance Program and oversees the City's rights-of-way through the administration of the Right-of-Way Management Ordinance.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Completed construction of public works projects: Northwest Highway from Centerville Road to La Prada Drive; West Pressure Plane Water Main Improvements from Wallace Pump Station to McCree Road; Water Improvements on Marion Drive from Resistol to Melody Lane; Water Improvements on Main Street from Glenbrook Drive to Eleventh Street, and Ninth Street from Main Street to Avenue A; Water and Sewer Improvements on Birchwood Drive, Brookview Drive, Lake Hubbard Parkway, and Meadowside Drive; Wynne Joyce Road Lift Station Removal and Sewer Improvements, Amy Lane to Oates Road; Water Improvements on Main Street, Avenue A, Curtis Drive, and Rolling Ridge Drive; Water Improvements on Celeste Drive, Commonwealth Drive, and Mayfield Avenue.
- (B) Continued construction of Miller Road from Centerville Road to Dexham Road; began Pleasant Valley Road Bridge Replacement over Rowlett Creek; Rowlett Creek Wastewater Treatment Plant Sewer Replacement; Stonewall Water and Paving Improvements; Water Improvements on Springbranch Road and Meridian Way; Paving and Utility Improvements on South Country Club Road from Rowlett Road to Wendell Way.
- (C) Began the restructuring of Engineering's CIP Plan Review process to help streamline the process and become more efficient with plan reviews, ROW and easement acquisitions, utility relocations, etc. The goal is to include project management software to better track and route CIP project plans. With Building Inspection, Planning and Community Development, Water, Fire, and GP&L, we began the review of the Land Development process. The goal is also to implement software solutions to better track the routing of private development plans, permitting, and inspections.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Should begin Fifth Street Paving and Utilities from Kingsley Road to Ridgedale Road; Shiloh Road Widening and Utilities from I.H. 635 to Kingsley Road; Water and Sewer Improvements at Garvon/Commercial; Water Improvements on Forest Lane from State Street to Jupiter Road; Country Club Road Water and Wastewater Improvements from Marilee Drive to Eastern Hills Drive; Parkmont Drainage Improvements project; and Oates Road Improvements from Broadway Boulevard to Rosehill Road.
- (B) Will continue with the CIP Plan Review and Land Development processes.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Project Management & Design - Ongoing Projects	9	16	18
(2) Flood Plain Management:			
• Administration of Flood Map Revision Requests	1	2	2
• Elevation Certificates Issued	31	10	10
• Letters of Map Amendment	17	5	5
(3) Development:			
• Review of Public Works Development Projects	132	127	120
• Technical Review Comments	85	90	85
• Presubmittal Meetings Attended	199	207	200
(4) Inspection Services:			
• Private Development	87	144	200
• Capital Improvement Projects	13	20	25
(5) Ongoing Local Flooding Projects	13	13	10
(6) Right-of-Way Permits	2,000	1,800	1,700

General Fund

ENGINEERING

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$853,094	\$1,986,699	\$1,986,699	\$2,068,102
Operations	141,358	131,897	121,108	305,425
Charge-Outs	0	(1,181,368)	(1,181,368)	(1,222,196)
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$994,452</u>	<u>\$937,228</u>	<u>\$926,439</u>	<u>\$1,151,331</u>

BY OPERATIONAL AREA:

Office Operations	\$210,713	\$199,996	\$199,996	\$203,860
Design & Development	311,222	299,062	299,062	324,513
Field Operations	421,178	397,989	387,200	577,409
Geographic Info. System (GIS) Oper.	51,339	40,181	40,181	45,549

TOTAL EXPENDITURES	<u>\$994,452</u>	<u>\$937,228</u>	<u>\$926,439</u>	<u>\$1,151,331</u>
---------------------------	------------------	------------------	------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$214,103
Percentage Change	23%

STAFFING

Full-Time Positions	21	21	21	21
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>21</u>	<u>21</u>	<u>21</u>	<u>21</u>

SIGNIFICANT CHANGES AND NOTES

In the FY 2016-17 Adopted Budget, additional funding of \$151,300 has been added to the Engineering Department to update the City's aerial maps. It has been approximately 10 years since the last set of aerial maps was completed, and they do not reflect the improvements to the Firewheel Town Center, the Bass Pro area, the PGBT Extension, the DART Blue Line Extension, and other areas in the city.

DEPARTMENT MISSION

The Environmental Waste Services (EWS) Department’s mission: Keeping our community clean, beautiful, and safe.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Implemented Phase 4 of the Single Stream Recycling Collection Program.
- (B) Neighborhood Benchmarking Program Resident Opinion Survey results for 2012 through 2015 indicate EWS has the highest rated City service.
- (C) Successfully managed December 26, 2015, tornado disaster debris removal and monitoring services process.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Update Disaster Debris Management Plan.
- (B) Implement Phase 5 of the Single Stream Recycling Collection Program.
- (C) Update Code of Ordinances, Chapter 52 – Sanitation.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 * PROJECTED</u>	<u>2016-17 ** PROJECTED</u>
(1) Total Tons Collected	160,402	154,656	154,656
(2) Missed Collections	4,234	5,374	5,374
(3) Total Accidents (vehicle)	58	48	48

* FY 2015-16 – Projected based on actuals through March and estimated same level for remainder of year.

** FY 2016-17 – Projected assumes same level as current year projections.

Environmental Waste Services Fund

EWS - DELIVERY

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
BY CATEGORY:				
Personnel	\$5,303,091	\$5,420,710	\$5,420,710	\$5,584,856
Operations	4,068,639	4,040,374	3,748,000	3,992,155
Charge-Outs	0	(31,411)	(31,411)	(31,411)
Capital	0	0	0	45,000
Non-Departmental	9,129,446	9,661,565	9,840,876	10,158,441
TOTAL EXPENDITURES	<u>\$18,501,176</u>	<u>\$19,091,238</u>	<u>\$18,978,175</u>	<u>\$19,749,041</u>

BY OPERATIONAL AREA:

Administration	\$1,381,904	\$1,482,855	\$1,492,998	\$1,604,353
Brush Collection	3,170,649	3,186,006	3,081,066	3,189,461
Residential Collection	2,259,119	2,261,280	2,165,548	2,237,709
Commercial Collection	1,505,720	1,597,891	1,523,001	1,645,188
Recycling Services	1,054,338	901,641	874,686	913,889
Non-Departmental	9,129,446	9,661,565	9,840,876	10,158,441

TOTAL EXPENDITURES	<u>\$18,501,176</u>	<u>\$19,091,238</u>	<u>\$18,978,175</u>	<u>\$19,749,041</u>
---------------------------	---------------------	---------------------	---------------------	---------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$657,803
Percentage Change	3%

STAFFING

Full-Time Positions	87	87	87	87
Part-Time Positions	1	1	1	1
TOTAL STAFFING	<u>88</u>	<u>88</u>	<u>88</u>	<u>88</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes an increase in Non-Departmental funding of \$496,900, mostly attributed to increased Debt Service transfers associated with the replacement of equipment that has exceeded its useful life and the continuation of the Single Stream Recycling Program approved during the 2016 Capital Improvement Program. Also included in the FY 2016-17 Adopted Budget is a \$200,000 transfer to the Multi-Year Capital Fund to cash-fund a portion of the equipment scheduled to be replaced in the 2017 CIP, \$45,000 to replace a modular building utilized by EWS staff, and \$37,500 to update the Disaster Debris Management Plan.

DEPARTMENT MISSION

The Environmental Waste Services (EWS) Department’s mission: Keeping our community clean, beautiful, and safe.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Construction of Waste Cell #7.
- (B) Revenue projected to increase by 23% compared to FY 2014-15.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Develop implementation plans to improve ingress/egress for the Hinton Landfill facility and upgrade Scale House operations by installing Radio-frequency identification (RFID) technology to expedite customer transactions .
- (B) Engage with a consultant firm to assist with the understanding of market rates to offer cities in the region to contract directly with the City of Garland for landfill disposal services. In addition, a financial impact analysis on the City of Garland will be performed based on this market analysis study.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16* PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Tonnage Disposed	441,345	500,100	463,845
(2) Total Revenue	10,821,482	13,420,256	10,768,523
(3) Total Tonnage Transferred from Transfer Station	113,407	119,734	117,546

* FY 2015-16 projections include significant increases caused by multiple severe weather events.

General Fund

EWS - DISPOSAL

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$1,795,804	\$1,966,191	\$1,966,191	\$2,034,959
Operations	2,394,071	2,662,113	2,710,951	2,703,812
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$4,189,875</u>	<u>\$4,628,304</u>	<u>\$4,677,142</u>	<u>\$4,738,771</u>

BY OPERATIONAL AREA:

Castle Landfill	\$145,125	\$134,110	\$302,715	\$150,910
Hinton Landfill	3,066,039	3,491,833	3,419,741	3,583,606
Transfer Station	978,711	1,002,361	954,686	1,004,255

TOTAL EXPENDITURES	<u>\$4,189,875</u>	<u>\$4,628,304</u>	<u>\$4,677,142</u>	<u>\$4,738,771</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$110,467
Percentage Change	2%

STAFFING

Full-Time Positions	29	29	29	29
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>29</u>	<u>29</u>	<u>29</u>	<u>29</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes \$34,000 for additional litter control fencing required by TCEQ regulations and \$35,700 for a market rate study.

DEPARTMENT MISSION

Facilities Management's mission is to construct and maintain safe, comfortable environments for citizens and employees in an efficient and professional manner in order to maintain trust while minimizing public inconvenience and disruption of City business.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Successful completion of the following projects: City Hall renovation, re-design of the Granville Arts Plaza, renovation of GP&L's Transmission Engineering & Compliance building, and renovation of Police Dispatch, among other projects.
- (B) Continued installation of security systems including cameras at the Granville Arts Center and the Atrium as well as cameras at the Hinton Landfill Scale House and Administration buildings.
- (C) Continued replacement of HVAC units which utilize R-22 refrigerant.
- (D) Support during two emergency activations of the Emergency Operations Center.
- (E) Instituted an in-house Building Assessment Program in order to proactively identify projects and renovations.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Significant progress and/or successful completion of the following projects: Renovation of the Granger Recreation Center, installation of the statue at the Granville Arts Plaza, construction of the new Fire Station No. 5, and installation of the four libraries' RFID systems, among other projects.
- (B) Continue to develop a Citywide safety program with Risk Management, Fire, Police, the City Attorney's Office, and the City Marshals Office.
- (C) Continue to propagate the Facilities Management software system with additional assets and institutional knowledge.
- (D) Continue to standardize the custodial processes and procedures between our outside contractor and our City staff to ensure continuity of service.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Number of Facilities Maintained	265	266	266
(2) Square Footage Maintained	2,040,000	2,050,000	2,050,000
(3) Total Work Order Requests	9.985	11,500	12,000
(4) Number of Corrective Work Orders Created	189	216	350

Facilities Management Fund

FACILITIES MANAGEMENT

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
BY CATEGORY:				
Personnel	\$2,005,958	\$2,141,552	\$2,141,552	\$2,218,943
Operations	5,007,748	5,352,975	5,432,711	5,574,257
Charge-Outs	0	(120,000)	(120,000)	(140,000)
Capital	0	0	29,000	0
Non-Departmental	599,883	638,842	682,081	702,629
TOTAL EXPENDITURES	<u>\$7,613,589</u>	<u>\$8,013,369</u>	<u>\$8,165,344</u>	<u>\$8,355,829</u>

BY OPERATIONAL AREA:

Custodial	\$1,241,993	\$1,339,830	\$1,339,830	\$1,519,430
Building Services	3,014,874	3,012,362	3,221,098	3,218,508
Utilities	2,650,677	2,958,644	2,858,644	2,864,322
Planning & Development	43	0	0	0
Carver Center	49,894	0	0	0
Construction Services	56,225	63,691	63,691	50,940
Non-Departmental	599,883	638,842	682,081	702,629

TOTAL EXPENDITURES	<u>\$7,613,589</u>	<u>\$8,013,369</u>	<u>\$8,165,344</u>	<u>\$8,355,829</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$342,460
Percentage Change	4%

STAFFING

Full-Time Positions	35	35	35	35
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>35</u>	<u>35</u>	<u>35</u>	<u>35</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes increases of approximately \$135,000 due to increases in custodial services and building maintenance supplies and in order to address facilities maintenance issues. It should be noted that Facilities Management costs have increased over the past several years due to the opening of several new City facilities and an increase in cash-funding of renovation projects that previously had been debt-funded.

DEPARTMENT MISSION

The mission of Garland Fair Housing Services is to enforce the Fair Housing ordinance through investigation and enforcement actions and to educate citizens on Fair Housing laws, with the overall goal of eliminating housing discrimination. The department strives to prevent discrimination and is an avenue for residents to address housing-related grievances.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Investigated 31 complaints in a timely manner.
- (B) Held Fair Housing informational events to increase awareness of housing anti-discrimination laws.
- (C) Provided information and education to residents regarding budgeting, homeownership, and tenancy.
- (D) Administered Fair Housing and several other grant programs consistent with program requirements.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Expand community partnerships to address housing outreach and awareness.
- (B) Improve educational and promotional materials and new media usage.
- (C) Continue implementation of strategies in the Analysis of Impediments study.
- (D) Seek new HUD partnership grant.

KEY PERFORMANCE MEASURES

	2014-15 ACTUAL	2015-16 PROJECTED	2016-17 PROJECTED
(1) Number of Fair Housing Complaints Filed	31	31	31
(2) Percent of Complaints Processed (investigated or conciliated) within 100 Days	97%	97%	97%
(3) Number of Fair Housing Inquiries	396	507	585
(4) Residents Who Received Fair Housing Information	4,200	4,620	5,082
(5) Residents Who Learned about Housing Rights and Responsibilities	112,393	118,013	123,900

Fair Housing Grant Fund Housing & Community Services - ESG Program

DEPARTMENT MISSION

Part of the mission of Housing and Community Services is to partner with the community to provide assistance to the City's homeless population. Funding for this initiative is included in the Emergency Solutions Grant (ESG) Program. This program includes funding for the Domestic Violence Shelter, Rental Assistance, and Emergency Housing Assistance. Staff is dedicated to improving and coordinating existing services, providing information, ensuring that existing services are utilized to their fullest capacity, and identifying and developing services as needs are identified.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Successful Annual Homeless Census count on January 21, 2016. Coordination between several City departments and nonprofit entities identified 70 homeless persons outside on that day.
- (B) Housing and Community Services attended three (3) GASP meetings and six (6) Metro Dallas Homeless Alliance meetings.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Manage Annual Homeless Census in January 2017.
- (B) Coordinate homeless services between City departments, nonprofit agencies, and Metro Dallas Homeless Alliance.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Nonprofits Monitored	2	2	2
(2) Reports Submitted to HUD	4	4	4
(3) Service Provider Meetings Held	8	8	8
(4) Metro Dallas Homeless Alliance Board Meetings	6	10	6
(5) Invoices Processed	24	24	24
(6) Manage Annual Homeless Census	1	1	1

Fair Housing Grant Fund

FAIR HOUSING

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$237,286	\$371,168	\$251,188	\$291,390
Operations	171,274	192,386	180,225	152,998
Charge-Outs	(63,000)	(131,000)	(87,075)	(90,275)
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$345,560</u>	<u>\$432,554</u>	<u>\$344,338</u>	<u>\$354,113</u>

BY OPERATIONAL AREA:

Fair Housing Assistance Program	186,945	\$169,613	\$181,397	\$188,457
Fair Housing Initiatives Program	0	100,000	0	0
Community Planning Challenge Grant	20,947	0	0	0
Emergency Solutions Grant	137,668	162,941	162,941	165,656

TOTAL EXPENDITURES	<u>\$345,560</u>	<u>\$432,554</u>	<u>\$344,338</u>	<u>\$354,113</u>
---------------------------	------------------	------------------	------------------	------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$78,441)
Percentage Change				-18%

STAFFING

Full-Time Positions	3	3	3	3
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2015-16 Revised Budget reflects a decrease from the FY 2015-16 Approved Budget due to the removal of the \$100,000 Fair Housing Initiatives Program Grant.

DEPARTMENT MISSION

The mission of Financial Services is to provide accounting and financial support to City departments, City management, and the City Council to optimize their efficiency and effectiveness in carrying out the overall goals and objectives of the organization.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Sold \$20,210,000 Certificates of Obligation, Series 2016.
- (B) Established Electric Drawdown Note Program, Series 2016, to fund an Electric Utility System Transmission project.
- (C) Refunded \$25 million Electric Commercial Paper notes related to a Substation project.
- (D) Completed implementation of Accounts Payable Imaging project and related OnBase upgrade.
- (E) Tested, implemented, and trained City staff regarding a Financial System upgrade.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Convert, test, implement, and train City staff on a new HR/Payroll system.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Establish Appropriate Cash and Investment Controls to Protect Against Loss of Public Funds	No Losses	No Losses	No Losses
(2) Treasury Portfolio Benchmark	+ 0.04%	(0.10)%	+ 0.05%
(3) Yield and Income Variance	+ 80,708	+ \$230,000	+ \$100,000
(4) Receive Auditor Sign-Off on the CAFR No Later Than March 15	March 16	March 15	March 15
(5) Establish Debt Policies and Manage Debt Issuance to Maintain or Improve the City's Bond Ratings	GO AAA W & S AA+ Elec AA- GO CP A1+	GO AAA W & S AA+ Elec AA- GO CP A1+	GO AAA W & S AA+ Elec AA- GO CP A1+

General Fund

FINANCIAL SERVICES

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$1,168,915	\$1,281,034	\$1,281,034	\$1,330,139
Operations	271,833	285,983	285,983	290,983
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$1,440,748</u>	<u>\$1,567,017</u>	<u>\$1,567,017</u>	<u>\$1,621,122</u>

BY OPERATIONAL AREA:

Administration	\$209,693	\$213,046	\$213,046	\$219,538
Cash Management	156,083	157,739	157,739	168,372
Accounting	1,074,972	1,196,232	1,196,232	1,233,212

TOTAL EXPENDITURES	<u>\$1,440,748</u>	<u>\$1,567,017</u>	<u>\$1,567,017</u>	<u>\$1,621,122</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$54,105
Percentage Change	3%

STAFFING

Full-Time Positions	14	13	13	13
Part-Time Positions	1	1	1	1
TOTAL STAFFING	<u>15</u>	<u>14</u>	<u>14</u>	<u>14</u>

SIGNIFICANT CHANGES AND NOTES

The City's Financial Policy requires that the City issue a Request for Proposal (RFP) for banking services every five years. The FY 2016-17 Adopted Budget includes \$5,000 for a banking services consultation to prepare a comprehensive RFP and evaluate the banking services proposed by financial institutions.

DEPARTMENT MISSION

The mission of the Garland Fire Department is to serve and protect the citizens and business community of Garland through Fire Prevention, Emergency Medical Response, and Public Education, as well as quick and effective response for Fire Suppression and Disaster Management. We respond immediately when any member of our community needs help with professional, effective, and compassionate service.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Achieved Insurance Services Office (ISO) rating of Property Protection Class (PPC) 1. The City of Garland is one of only 33 communities in the state of Texas that has an ISO 1 rating and one of only 178 in the United States.
 - (B) American Heart Association Mission Lifeline Gold Award for EMS service delivery.
 - (C) Fourth consecutive year as recipient of American Heart Association Platinum Award for Fit-Friendly Organization.
 - (D) Responded to December 26, 2015, tornado with impact to 1,120 homes, including multi-family dwellings and numerous businesses, with no loss of life from structural damage and no major Firefighter injuries in search and rescue efforts.
 - (E) Increased Firefighter Peer Fitness training and evaluation based on Cooper Clinic guidelines.
 - (F) Initiated Regional Rescue Response training with Sachse, Rowlett, and Mesquite Fire Departments.
 - (G) Installing and deploying P25 Radio and Fire Station Alerting System.
 - (H) Prepared amendments and adoption of 2015 International Fire Code for the City.
 - (I) Developing CRM Fire Inspection and Fire Suppression System Testing program interfaced with CRM System for the Building Inspection, Engineering, and Planning & Community Development Departments.
 - (J) Developed hydrant electronic-based inspection program in SharePoint in collaboration with IT GIS for mapping, and interfaced with the Water Department via Cityworks for "trouble" reports.
 - (K) Intensified broader community recruiting efforts with open assistance for examination and physical agility preparation.
 - (L) Grew the Public Fire Education through delivery of a citywide Safety Fest.
-

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Initiate a Community Access Resource Education Services (CARES) program for EMS to identify high-volume users (HVU) of E-911. Engage HVU-911 citizens and evaluate opportunities to best educate, meet, and connect their true resource needs to State, County, local, and nonprofit resources versus their using E-911 for non-emergent issues.
- (B) Develop and implement a Fire Department Inventory Tracking and Asset Management System via the Cayenta Enterprise software application.
- (C) Develop training of Fire Apparatus Drivers to achieve Texas Commission on Fire Protection Driver/Operator - Pumper certification opportunities.
- (D) Broaden involvement in regional disaster relief staffing teams with increased training in FEMA and Texas Department of Emergency Management courses and engagement in simulated disaster exercises across the region.

2016-17 DEPARTMENT GOALS AND INITIATIVES (Continued)

- (E) Initiate training on new P25 Radio system with community partners to test and refine inter-operability communications and develop Standard Operating Procedures.
- (F) Evaluate mechanical CPR delivery devices for efficiency and efficacy of outcomes versus manual CPR.
- (G) Full integration and deployment of new Pre-Fire Planning program for Target Hazard locations throughout the city.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Total Fire Unit Responses and Calls for Service	22,036	22,926	23,613
(2) Total Fire Responses	5,561	6,098	6,280
(3) Total EMS Responses	16,475	16,828	17,333
(4) Average Response Time	5:05	5:13	5:00
(5) Patients Evaluated	17,665	19,592	19,788
(6) EMS Patients Transported	9,192	9,630	9,919
(7) Total Number of Training Hours	44,522	42,756	42,750
(8) Business Inspections	3,823	5,978	6,000
(9) Public Education Audience	5,768	5,800	5,974

General Fund

FIRE

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$26,776,056	\$26,331,636	\$26,675,229	\$27,821,425
Operations	2,290,582	2,424,543	2,546,529	2,525,596
Charge-Outs	0	0	0	0
Capital	262,770	79,200	90,244	147,704
TOTAL EXPENDITURES	<u>\$29,329,408</u>	<u>\$28,835,379</u>	<u>\$29,312,002</u>	<u>\$30,494,725</u>

BY OPERATIONAL AREA:

Administration	\$2,249,006	\$1,595,491	\$1,602,405	\$2,068,424
Operations	17,565,262	17,840,953	18,327,335	18,605,345
Prevention & Investigation	1,592,552	1,647,868	1,644,822	1,657,597
Emergency Medical Services	7,922,588	7,751,067	7,737,440	8,163,359

TOTAL EXPENDITURES	<u>\$29,329,408</u>	<u>\$28,835,379</u>	<u>\$29,312,002</u>	<u>\$30,494,725</u>
---------------------------	---------------------	---------------------	---------------------	---------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$1,659,346
Percentage Change	6%

STAFFING

Full-Time Positions	261	261	261	261
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>261</u>	<u>261</u>	<u>261</u>	<u>261</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes provisions to purchase updated equipment to replace items that are no longer supported or serviced by its manufacturer, personal protective equipment to comply with Federal/State standards, emergency medical training equipment, technical rescue equipment, and fire hose. The request also includes additional funding to integrate Fire Inspection activities with other City departments to create a single data source and additional software licenses for electronic patient reporting.

Public Safety Grant Fund

FIRE GRANTS

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$0	\$0	\$0	\$0
Operations	0	0	0	0
Charge-Outs	0	0	0	0
Capital	0	0	18,730	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$0</u>	<u>\$0</u>	<u>\$18,730</u>	<u>\$0</u>

BY OPERATIONAL AREA:

Assistance to Firefighters	\$0	\$0	\$18,730	\$0
----------------------------	-----	-----	----------	-----

TOTAL EXPENDITURES	<u>\$0</u>	<u>\$0</u>	<u>\$18,730</u>	<u>\$0</u>
---------------------------	------------	------------	-----------------	------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$0
Percentage Change	0%

STAFFING

Full-Time Positions	0	0	0	0
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

SIGNIFICANT CHANGES AND NOTES

The City received an award through the Assistance to Firefighters Grant mid-year FY 2015-16 to purchase training software licenses, and no additional grant awards are expected at this time. The future availability of these and similar grants is in jeopardy due to ongoing reductions or changes of scope at State and Federal levels. Continued reductions and/or future eliminations of these types of grants may negatively impact the City's ability to acquire certain types of specialized equipment and training or to continue grant-funded programs.

DEPARTMENT MISSION

It is the mission of the Firewheel Golf Park to provide exceptional customer service and superior playing conditions at an affordable rate. The Firewheel organization will constantly strive to ensure the Firewheel Golf Complex remains a vital part of the Garland community as well as a top destination place for individuals, families, corporate clients, and visitors.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Efficiently and effectively overcame several catastrophic flood events.
- (B) Hosted a Web.com Tour Qualifying tournament for the PGA.
- (C) Hosted a PGA Byron Nelson Qualifying tournament.
- (D) Successfully implemented fee structure changes to volunteer program.
- (E) Installed new Wi-Fi services at the Pavilion, Old Course Clubhouse, and Bridges to improve customer convenience.
- (F) Recognized by *Avid Golfer* magazine as one of the top public golf complexes in the DFW area. The Bridges Course bent grass greens received a “Best in Class” ranking.
- (G) Implemented tee-time changes to increase player rounds per day.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Implement web-based “Golf Now” tee-time scheduling system.
- (B) Organize and host a tournament for the “Garland Strong” initiative.
- (C) Develop plan to market and promote Firewheel Golf Park to national publications, *Golf Digest*, and other industry magazines.
- (D) Research local area golf courses’ cart fee structures and consider making changes based on findings.
- (E) Provide customer service training to all clubhouse and restaurant employees.
- (F) Improve drive-up aesthetics at both courses by increasing the focus on bedding plants, vegetation, and fencing.
- (G) Implement and promote a nine-hole round.
- (H) Establish a Player Development Program at the Old/Lakes Courses.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Rounds of Golf at the Old and Lakes Courses	45,644	51,579	52,610
(2) Rounds of Golf at the Bridges Course	32,774	35,217	35,921
(3) Number of Tournament Rounds	6,791	6,532	6,663
(4) Total Number of Rounds at Firewheel	85,209	93,328	95,194

Firewheel Fund

FIREWHEEL GOLF PARK

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$1,039,507	\$1,023,140	\$1,023,140	\$1,054,308
Operations	1,322,949	1,464,051	1,466,131	1,471,626
Charge-Outs	0	0	0	0
Capital	32,034	43,396	49,569	31,999
Non-Departmental	915,944	945,874	855,874	968,807
TOTAL EXPENDITURES	<u>\$3,310,434</u>	<u>\$3,476,461</u>	<u>\$3,394,714</u>	<u>\$3,526,740</u>

BY OPERATIONAL AREA:

Firewheel Operations	\$2,164,735	\$2,278,031	\$2,286,284	\$2,302,136
Pro Shops	146,547	145,000	145,000	145,000
Golf Administration	83,208	107,556	107,556	110,797
Non-Departmental	915,944	945,874	855,874	968,807

TOTAL EXPENDITURES	<u>\$3,310,434</u>	<u>\$3,476,461</u>	<u>\$3,394,714</u>	<u>\$3,526,740</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$50,279
Percentage Change	1%

STAFFING

Full-Time Positions	16	16	16	16
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>16</u>	<u>16</u>	<u>16</u>	<u>16</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes additional funding of \$32,000 for the replacement of a 15-year-old greens sprayer and \$20,000 to enter into a contract with a landscaping professional to maintain the flower beds around the clubhouses, the entryways, and a portion of the rights-of-way around the Firewheel Golf Courses.

DEPARTMENT MISSION

The Fleet Services Department’s mission is to develop and administer preventive maintenance programs to assure safe operation, efficient performance, and maximum reliability and effective life of the City fleet; to perform or coordinate repairs to return equipment to operation with minimal downtime and expense; to maintain fuel inventory and dispensing system for operation of the fleet; to evaluate markets, data, and equipment to assure acquisition of cost-effective equipment; to determine optimum operating life expectancy; and to identify opportunities for efficient and effective management and maintenance of the City’s fleet. This service provides the internal support that enables other departments to meet their goals and responsibilities.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Updated Fuelmaster software and installed it on a stand-alone PC.
- (B) Implemented new shop service hours for the Fleet Services Department.
- (C) Implemented new diesel vehicle units with AIMS system at Fleet Services and Forest Lane fuel sites.
- (D) Updated Fleet Services Department’s work flow process to coincide with paperless system.
- (E) Established emergency management capabilities at main refueling sites.
- (F) Established a process for paying outside service repairs on a P-card instead of writing checks, allowing our vendors to receive prompt payment.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Secure a contract for the City auction of surplus vehicles.
- (B) Establish a central toll tag program for City vehicles.
- (C) Create an in-house vehicle registration program for City vehicles.
- (D) Complete the renovation of the Fleet Service Center.
- (E) Update Fleet Services policies and procedures to reflect the changes in the new fleet software.

KEY PERFORMANCE MEASURES

	2014-15 <u>ACTUAL</u>	2015-16 <u>PROJECTED</u>	2016-17 <u>PROJECTED</u>
(1) Customer Satisfaction Index	82.5%	82.5%	85%
(2) Work Order Cycle Time	5.4 Days	5.8 Days	4.5 Days
(3) Parts Availability	94%	95%	95%
(4) Downtime Percentage	13%	14%	10%
(5) Work Order Expense Hours	85%	87%	85%
(6) Percent of Work Completed In-House	81%	80%	85%
(7) Equipment-to-Mechanic Ratio	77:1	78:1	80:1
(8) Repairs Found by Preventive Maintenance	315	315	320

Fleet Services Fund

FLEET SERVICES

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
BY CATEGORY:				
Personnel	\$2,124,008	\$2,235,641	\$2,235,641	\$2,303,712
Operations	5,063,777	5,049,351	5,070,675	5,048,639
Charge-Outs	0	0	0	0
Capital	14,779	0	0	11,000
Non-Departmental	926,399	1,019,946	1,113,185	1,214,654
TOTAL EXPENDITURES	<u>\$8,128,963</u>	<u>\$8,304,938</u>	<u>\$8,419,501</u>	<u>\$8,578,005</u>

BY OPERATIONAL AREA:

Administration and Support	\$765,007	\$770,307	\$796,868	\$708,768
Light Equipment Shop	1,768,727	1,813,085	1,807,848	1,937,125
Parts and Fuel	4,668,830	4,701,600	4,701,600	4,717,458
Non-Departmental	926,399	1,019,946	1,113,185	1,214,654

TOTAL EXPENDITURES	<u>\$8,128,963</u>	<u>\$8,304,938</u>	<u>\$8,419,501</u>	<u>\$8,578,005</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$273,067
Percentage Change	3%

STAFFING				
Full-Time Positions	35	35	35	35
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>35</u>	<u>35</u>	<u>35</u>	<u>35</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes funding of \$22,200 for diagnostic equipment software that is necessary for the Fleet Services Department to continue to perform its mission. Additionally, the approved budget includes \$32,000 to replace shop equipment that has exceeded its useful life.

DEPARTMENT MISSION

The mission of the Garland Housing Agency (GHA) - Family Self-Sufficiency (FSS) Program is to unite Federal housing assistance, State welfare, local human services, and the private sector to help housing-assisted residents achieve economic independence.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Six (6) families were able to leave assisted housing due to increased employment income.
- (B) Fifteen (15) families maintained employment for over one year.
- (C) Seventeen (17) families found new employment.
- (D) Two (2) families were able to complete 10 training courses for self business start-ups with new program.
- (E) Connected with new down-payment assistance resource that allows families to close on a home.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Increase participation of FSS families to maximum participation allowed of 75 families.
- (B) Increase employment services to families.
- (C) Expand networking opportunities with lenders.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Number of Families Graduated from Program	6	5	5
(2) Number of Families Enrolled in Self-Sufficiency	61	75	75
(3) Number of Families Employed	44	60	60
(4) Number of Families in Educational Curriculum	21	30	20
(5) Number of FSS Families into Homeownership	0	1	1
(6) Number of Homeowners	31	23	33

DEPARTMENT MISSION

The mission of the Garland Housing Agency (GHA) - Inspections Program is to provide decent, safe, and affordable housing for clients by ensuring that units are in compliance with minimum housing standards as set by HUD and to decrease the percentage of failed inspections.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) The GHA worked with landlords, ensuring clients live in safe and affordable housing, as well as with clients to ensure that they understand that maintaining their household is important.
- (B) The GHA identified repairs which were landlord or tenant-related and worked with each party to ensure compliance; greatly reduced the number of repeat landlord offenders who continually fail inspection year after year; and, using new background tools, identified families committing fraud by having unauthorized occupants.
- (C) The Inspections Division initiated and oftentimes followed up on information regarding unauthorized occupants.
- (D) Scheduled inspections in a shorter time frame to accommodate both landlords and tenants.
- (E) The GHA uses an online rent reasonable database that has greatly improved the rent reasonableness calculations for units.
- (F) Reduced the number of failed inspections due to better education and landlord outreach.

2015-16 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue working with and educating both tenants and landlords. Decrease the number of repeat inspections through educational workshops.
- (B) Increase efficiency by grouping inspections by geographical location.
- (C) Allow Inspectors more opportunity to verify a passed inspection through means other than onsite visits, reducing time spent in the field.
- (D) Purchase mobile inspection tablets for field use to increase the efficiency of the Inspectors.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Number of Initial Inspections	702	475	500
(2) Number of Initial Inspections Failed	199	112	120
(3) Number of Recertification Inspections	2,061	1,953	2,050
(4) Number of Recertification Inspections Failed	489	227	246
(5) Number of Special Inspections	16	28	20
(6) Number of Special Inspections Failed	5	13	10
(7) Total Number of Inspections	2,783	2,460	2,900
(8) Total Number of Inspections Failed	696	516	609
(9) Number of Landlord Educational Forums	2	5	5

DEPARTMENT MISSION

The Garland Housing Agency's mission is to assist low to moderate income families in obtaining safe, decent, sanitary housing while promoting self-sufficiency.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) The City of Garland Housing Agency is experiencing budget cuts under the Federal Government's Sequestration, and in spite of less operating funds, the Agency has maintained an occupancy rate at 95% and was able to keep staff personnel without layoffs.
- (B) Garland Housing earned a "High Performance" rating in the Section 8 Management Assessment Program (SEMAP).
- (C) Garland Housing applied for and received the FSS grant which assisted in the salary package of one FSS Coordinator to help families achieve self-sufficiency.
- (D) Annual recertifications were improved which resulted in a more efficient and quicker process for clients to recertify their housing eligibility.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Obtain and maintain a "High Performance" status in operating the Housing Choice Voucher Program in compliance with the Department of Housing and Urban Development (HUD) rules and regulations.
- (B) Roll out the online landlord and tenant portal to increase customer service and expedite annual recertifications and interim changes.
- (C) Increase the number of family participations in working toward economic independence and homeownership.
- (D) Continue to maintain occupancy rates between 94 and 97 percent in order to receive the highest amount of operating funds for the Housing Choice Voucher Program.
- (E) Continue a good working relationship with both customers and employees to facilitate in helping to "Grow Garland."
- (F) Reach out to landlords and encourage participation in the Housing Choice Voucher Program.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Number of Families Pulled from Waiting List	1,050	300	400
(2) Number of Families Leased Up from Waiting List	184	75	200
(3) Number of Assisted Families	1,510	1,525	1,525

Housing Assistance Fund

GARLAND HOUSING AGENCY

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$859,104	\$1,075,597	\$1,118,221	\$1,114,009
Operations	9,733,542	10,193,563	9,699,563	9,526,089
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Indirect	110,000	110,000	110,000	110,000
TOTAL EXPENDITURES	<u>\$10,702,646</u>	<u>\$11,379,160</u>	<u>\$10,927,784</u>	<u>\$10,750,098</u>

BY OPERATIONAL AREA:

Housing Voucher Administration	\$983,697	\$1,179,043	\$1,221,667	\$1,238,222
Housing Voucher Portability Payments	9,608,949	10,090,117	9,596,117	9,401,876
Disaster Housing Assistance Program		0	0	0
Indirect	110,000	110,000	110,000	110,000

TOTAL EXPENDITURES	<u>\$10,702,646</u>	<u>\$11,379,160</u>	<u>\$10,927,784</u>	<u>\$10,750,098</u>
---------------------------	---------------------	---------------------	---------------------	---------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$629,062)
Percentage Change	-6%

STAFFING

Full-Time Positions	16	16	16	16
Part-Time Positions	1	1	1	1
TOTAL STAFFING	<u>17</u>	<u>17</u>	<u>17</u>	<u>17</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The mission of the Administration Division of Garland Power & Light (GP&L) is to provide support to all divisions within GP&L. Functions in the Administration area include senior management, accounting, finance, planning, marketing, information technology, asset and workforce management, and safety/training.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Developed and managed GP&L's Annual Operating Budget, Capital Improvement Program, and long-range financial forecast.
- (B) Reduced Revenue Adjustment Factor component of the rate for electric service by 3/4-cent per kWh.
- (C) Finalized and achieved consent on the Joint Operating Agreement with TMPA and its member cities.
- (D) Received approval from the Public Utility Commission for an interim transmission cost-of-service rate increase request.
- (E) Extended a wholesale power supply agreement with College Station Utilities for an additional five (5) years.
- (F) Negotiated and executed two long-term agreements for the purchase of up to 60 MW of wind energy and a long-term agreement for the purchase of up to 50 MW of solar energy; negotiated and executed sales agreements with wholesale customers for a portion of the wind and solar energy.
- (G) Obtained approval from the Public Utility Commission for the state's first municipal electric Certificate of Convenience and necessity for the Rusk-Panola Transmission Line.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Develop short and long-range strategic plans and ten-year financial forecasts, including a GP&L Annual Operating Budget and Capital Improvement Program.
- (B) Retain our employees with competitive compensation.
- (C) Develop and implement a strategic plan for the transition of TMPA post-2018.
- (D) Continue strategy of leveraging generation resources in market opportunities and promoting QSE and power marketing services.
- (E) Pursue transmission investment opportunities.
- (F) Evaluate new power resource opportunities.
- (G) Serve and participate on industry boards, committees, and associations to promote and defend positions key to the City of Garland's success.
- (H) Partner with the City in developing and supporting key economic development opportunities.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Electric Fund Expenditures as a Percent of Revised Budget	94.8%	100%	100%
(2) Electric Fund Revenue as a Percent of Revised Budget	96.9%	100%	100%

DEPARTMENT MISSION

The mission of the Energy Operations Division of Garland Power & Light (GP&L) is to monitor, control, and analyze GP&L's transmission and distribution systems and TMPA's transmission system consistent with NERC reliability standards and ERCOT Protocols and Operating Guide requirements.

Garland Power & Light Operations' mission is to ensure safe, reliable, and economic transmission and distribution for the city of Garland and other entities represented through the management and leadership of training highly experienced technical and operational personnel to provide "Best in Class" service while complying with stringent regulatory standards such as FERC, NERC, Texas RE, PUCT, and ERCOT. The Division is dedicated to the emphasis on Best Utility Practices in service to our customers.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Maintained Energy Operations representation in various committees and participated in seminars both with the Texas RE and ERCOT. Energy Operations has a representative on the ERCOT Reliability Operations Subcommittee, Black Start Working Group, Operations Training Working Group, Operations Working Group, and Outage Coordinators Group.
- (B) Renewed the contracts with the City of Weatherford and City of Granbury for ERCOT Transmission Operator Services.
- (C) Worked with the GP&L Compliance Department to develop measures for auditing purposes.
- (D) Integration of two 100 MVAR variable reactor banks at Gibbons Creek into System Operations by participating in installation, testing, and commissioning.
- (E) Integration of neighboring interconnected substations for Grid Controllers to have visibility of information for situational awareness.
- (F) All Grid Controllers completed required training to retain their NERC Certifications.
- (G) Procured outage coordination system from Sagali Corporation.
- (H) Integrated new Garland Nevada Substation.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue to maintain City of Garland representation on various committees and at seminars with both the Texas RE and ERCOT to maintain Garland's interest in the industry.
- (B) Undergo NERC audit for the Transmission Operator function.
- (C) Continue to implement Compass Outage Coordination software to enhance Grid Controller situational awareness and improve outage management functionality and reporting.
- (D) Update OSI EMS/SCADA software to latest release for more reliable operation and functionality.
- (E) Provide training to Grid Controllers to maintain current requirements for NERC Certified Operators.
- (F) Prepare for NERC CIP Version 6 implementation by meeting all requirements prior to NERC effective date.
- (G) Provide additional data for Grid Controllers for NERC situational awareness requirements.
- (H) Continue integration of the new Wylie and Lookout Substations into System Operations.

KEY PERFORMANCE MEASURES

	2014-15 ACTUAL	2015-16 PROJECTED	2016-17 PROJECTED
(1) Continue to Meet the Energy Demands of the System on a Daily Basis in the Most Safe and Reliable Manner	Measured by SAIDI/SAIFI Standards	Measured by SAIDI/SAIFI Standards	Measured by SAIDI/SAIFI Standards
(2) Meet Regulatory Requirements	Zero Violations	Zero Violations	Zero Violations

DEPARTMENT MISSION

The mission of the Production Division of Garland Power & Light (GP&L), which includes the Olinger, Spencer, and Lewisville Hydro power stations, is to safely and reliably produce electric power in a manner that ensures resource marketability and compliance with regulatory mandates.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Lewisville Hydro returned to service on November 12, 2015, after being unavailable for three years.
- (B) Level I Operator qualification (*auxiliary operator duties*) achieved by all Production Technicians.
- (C) Maintenance Qualification Program for all Production Technicians developed, approved, and implemented.
- (D) Turbine major overhaul on Spencer Unit #4 completed on schedule and \$250 K *under* budget.
- (E) Created and filled Technical Trainer position to facilitate and manage Production Technician Qualification Program.
- (F) Operated Olinger and Spencer facilities without increasing staffing levels.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Prioritize activities and closely manage costs to hit aggressive expense budgetary target of \$6.5 million.
- (B) Ensure Production resources are reliable and competitive.
- (C) Level II Operator qualification (*control room operator duties*) for five (5) Production Technicians.
- (D) Level II Maintenance qualification (*electrical maintenance*) for all Production Technicians.
- (E) Ensure organizational staffing levels are optimal to facilitate safe, reliable, and competitive energy production.
- (F) Operate production resources safely and competitively without supplemental labor.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Percentage of Instances Assets Were Online and Rated On Time	100%	97%	97%
(2) Equivalent Availability Factor - Olinger During the Months of June through September	94.5%	95%	95%
(3) Equivalent Availability Factor - Spencer During the Months of June through September	94.9%	95%	95%
(4) Number of Human Error Events – Production	4	1	1

DEPARTMENT MISSION

The mission of the Transmission & Distribution (T&D) Division of Garland Power & Light (GP&L) is to construct and maintain electric facilities in a timely, economic, safe, and reliable manner.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) \$14 million of planned TPA CIP Construction projects have been completed including replacing the Hogg Creek Substation transformer; replacing three (3) high-voltage breakers at Bryan East, Greenville and Ben Davis; installing two (2) 100 MVAR reactors at Gibbons Creek; and replacing structures on the Greenville to Shelby 138 kV line.
- (B) Construction has started on GP&L’s Lookout and Wylie switchyards. Completion of these two major projects is expected near the end of FY 2016. Nine (9) 138 kV HICO breakers were replaced at three GP&L substations. Improvements were made (added dampers and replaced corona rings) to 72 miles of 345 kV transmission line in West Texas.
- (C) Design has been completed and submitted for construction of 54,300 feet of single-phase underground primary and 37,300 feet of secondary on-loop replacements.
- (D) Centerville 6 and Shiloh 5 feeders were designed for replacement and construction was completed. 26,100 feet of single-phase overhead lines was designed for replacement and construction was completed.
- (E) Designed, scheduled, and completed 90% of median lights scheduled to be upgraded for 2016.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Complete all planned TPA CIP Construction projects planned for FY 2017 including the Gibbons Creek switchyard expansion to accommodate the Houston Import Project and continue to partner with Cross Texas Transmission to ensure the Houston Import Project stays on schedule.
- (B) Complete the 138 kV Swindell POD for Sharyland.
- (C) Maintain single-phase underground loop replacements at approximately 100,000 feet per year. Success will be measured by the number of completed designs submitted for construction.
- (D) Identify and design overhead feeders and single-phase lines to be upgraded.
- (E) Design and schedule the conversion of median/thoroughfare and residential lights to LED lights.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) <u>Substation Upgrades:</u>			
New Station Construction (Lookout, Wylie, Swindell)	0	2	2
Existing Station Upgrade (Wynn Joyce)	1	0	0
(2) <u>Transmission Line Improvements (miles):</u>	5	11	10
OPGW, 69 kV and 138 kV Reconstruction			
(3) <u>Underground Distribution Lines (miles):</u>			
Single-Phase Lines	10.3	10	10
Three-Phase Lines	3.5	4	2
Secondary	7	7	6
(4) <u>Overhead Distribution Lines (miles):</u>			
Single-Phase Lines	5	7	7
Three-Phase Lines	1.9	2.5	3
(5) <u>Street Lights – LED Conversion (lights):</u>			
Median and Thoroughfare	804	726	710
Residential		2,089	2,150

Electric Utility Fund GP&L - Wholesale Energy/QSE Operations/Key Accounts

DEPARTMENT MISSION

The mission of the Wholesale Energy, Qualified Scheduling Entity (QSE) Operations, and Key Accounts Division of Garland Power & Light (GP&L) is to lower the overall power costs to GP&L customers through the marketing (buying and selling) of energy, ancillary services, and QSE services within the framework of GP&L's Risk Management Policy, and to coordinate all aspects of electric service with GP&L's Industrial and Commercial customers.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Reduced GP&L fuel expenses by \$8.5 million by purchasing wholesale energy and ancillary services more economically than GP&L's generation assets and selling excess wholesale energy and ancillary services from GP&L's generation assets.
 - (B) Achieved \$81.2 million in revenue from wholesale power supply and QSE services sales to external customers.
 - (C) Continued hedging strategy according to GP&L's Risk Management Policy for energy and natural gas to minimize retail price risk exposure to GP&L customers.
 - (D) Developed and fostered new business relationships related to wholesale gas/power supply and QSE services.
 - (E) Negotiated and executed counterparty contracts for the purchase, sale, and hedging of power and natural gas.
 - (F) Actively participated in ERCOT committees to maintain NOIE presence and protect GP&L's interests.
 - (G) Conducted RFP, selected vendor, and initiated implementation of an Integrated Energy Trade, Risk Management, and Settlements software system.
 - (H) Executed electric service contracts with GP&L's largest customers.
 - (I) Coordinated with Distribution, GIS, and distributed solar generation customers to ensure minimum rebate program requirements are met.
 - (J) Completed implementation and expansion ERS program offering to Commercial & Industrial customers.
 - (K) Facilitated City of Garland emergency generation participation in ERCOT ERS program.
-

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Reduce GP&L fuel expenses by \$8.5 million through purchasing wholesale energy and ancillary services and through the sale of excess wholesale energy and ancillary services from GP&L's generation assets.
- (B) Achieve \$64.1 million in revenue from wholesale power supply and QSE services sales to external customers.
- (C) Expand wholesale power supply and QSE services business.
- (D) Continue hedging strategy for wholesale energy and natural gas to minimize retail price risk exposure to GP&L's customers.
- (E) Implement Integrated Energy Trade, Risk Management, and Settlements software system.
- (F) Negotiate and execute counterparty contracts to support the purchase, sale, and hedging of power and natural gas.

Electric Utility Fund GP&L - Wholesale Energy/QSE Operations/Key Accounts

2016-17 DEPARTMENT GOALS AND INITIATIVES (Continued)

- (G) Develop and enhance daily, monthly, and annual reports for activities related to energy, ancillary services, congestion revenue rights, credit monitoring, and market price risk exposure.
- (H) Continue to participate in ERCOT committees to maintain NOIE presence and protect GP&L's interests.
- (I) Develop new commercial initiatives and continue existing programs for energy savings – for example, GISD Bond Program Incentives.
- (J) Implement new AMI strategy for customers 500 kW and above and new data collection software.
- (K) Foster relationships with key executives representing new development in Garland service territory.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Net Fuel Savings from Sales and Purchases of Energy and Ancillary Services	\$8.5 M	\$5.0 M	\$5.0 M
(2) Revenue from Wholesale Power Supply and QSE Services Sales to External Customers	\$118.3 M	\$81.2 M	\$64.1 M

Electric Utility Fund

GP&L

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$23,999,228	\$28,136,230	\$28,136,230	\$29,447,603
Operations	242,561,105	203,279,494	190,694,863	182,291,359
Charge-Outs	0	0	0	0
Capital	39,634	174,424	203,385	200,842
Non-Departmental	75,761,205	92,659,072	92,777,522	93,728,748
TOTAL EXPENDITURES	<u>\$342,361,172</u>	<u>\$324,249,220</u>	<u>\$311,812,000</u>	<u>\$305,668,552</u>

BY OPERATIONAL AREA:

Administration	\$7,431,973	\$7,976,691	\$8,197,007	\$8,294,800
Transmission & Distribution	9,915,665	17,531,321	17,842,842	18,014,586
Production	6,826,040	8,903,013	9,095,295	8,723,221
Operations	242,426,289	197,179,123	183,899,334	176,907,197
Non-Departmental	75,761,205	92,659,072	92,777,522	93,728,748

TOTAL EXPENDITURES	<u>\$342,361,172</u>	<u>\$324,249,220</u>	<u>\$311,812,000</u>	<u>\$305,668,552</u>
---------------------------	----------------------	----------------------	----------------------	----------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$18,580,668)
Percentage Change	-6%

STAFFING				
-----------------	--	--	--	--

Full-Time Positions	251	251	251	251
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>251</u>	<u>251</u>	<u>251</u>	<u>251</u>

SIGNIFICANT CHANGES AND NOTES				
--------------------------------------	--	--	--	--

DEPARTMENT MISSION

The Group Health Clinic's mission is to provide high quality basic health care services to employees and health plan members, cost-effective management of health conditions, early detection of and intervention with health issues, health education and awareness, and timely access to medical services, while minimizing the health care cost to the plan member and the City and improving the quality of life and productivity of employees.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Streamlined check-in and check-out process which improved efficiency and reduced wait times.
- (B) Implemented in-house breathalyzer testing program to reduce cost and employee downtime for CDL random drug testing.
- (C) Completed imaging of historical patient medical records.
- (D) Created lab quality control logs, recertified lab, and updated regulatory policies and procedures.
- (E) Selected new vendor for drug screen and Medical Review Officer services.
- (F) Conducted Clinic review by outside vendor.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Transition to new ICD-10 coding system.
- (B) Continue update of policy, procedure, protocol and training manuals.
- (C) Increase staff proficiency and efficiency in patient software system.
- (D) Review Clinic mission and operations to assure appropriate services and structure for maximum savings, and develop financial and clinical reporting and benchmark tools.
- (E) Use analyses of patient care data to guide therapeutic interventions and wellness program design.
- (F) Continue to expand employee health education through departmental meetings and one-on-one coaching.
- (G) Explore implementation of a patient portal to allow secure access to patient information.
- (H) Implement web-based solution for Radiologist interpretation of x-rays.
- (I) Continue to provide comprehensive and patient/employee-centered care with an emphasis on chronic disease management (diabetes, hypertension, cholesterol, and smoking cessation) utilizing a coordinated team approach (front office, back office staff).

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Average Number of Patients per Day	34	34	36
(2) Average Wait Times:			
15 Minutes or Less	87%	87%	90%
30 Minutes or Less	97%	97%	97%

Group Health Insurance Fund

GROUP HEALTH CLINIC

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$936,299	\$981,896	\$981,896	\$1,108,719
Operations	244,646	408,280	408,280	438,508
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	19,843	55,384	55,384	58,853
TOTAL EXPENDITURES	<u>\$1,200,788</u>	<u>\$1,445,560</u>	<u>\$1,445,560</u>	<u>\$1,606,080</u>

BY OPERATIONAL AREA:

Group Health Clinic	\$1,180,946	\$1,390,176	\$1,390,176	\$1,547,227
Non-Departmental	19,843	55,384	55,384	58,853

TOTAL EXPENDITURES	<u>\$1,200,788</u>	<u>\$1,445,560</u>	<u>\$1,445,560</u>	<u>\$1,606,080</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$160,520
Percentage Change	11%

STAFFING

Full-Time Positions	11	11	12	12
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>11</u>	<u>11</u>	<u>12</u>	<u>12</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2015-16 Revised Budget includes the addition of a Benefits Manager.

DEPARTMENT MISSION

The mission of the Animal Services Division of the Health Department is to provide programs to protect the public from zoonotic diseases and animal bites as well as to investigate nuisances caused by animals. Additionally, stray or lost animals are humanely impounded in the Animal Shelter facility. These services enhance the health, safety, and general sanitation within the city. This is accomplished by apprehending stray animals, investigating animal bite cases, inspecting allegations of animal nuisances (wild and domestic), and providing programs that encourage responsible pet-ownership. Animal Services also protects the safety and welfare of animals by intervening when animals face abuse or neglect by their owners.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Reorganized Animal Services by creating a management level position responsible for overseeing all aspects of care and placement for animals held at the Animal Shelter.
- (B) Achieved a year-to-date (as of April 2016) live release rate of 87.2% by prioritizing animal placement.
- (C) Continued to administer the TNR program with nearly 800 feral cat sterilizations and over 120 citizens registered as colony managers since the implementation of the program in 2014.
- (D) Successfully transitioned the Pet Adoption Center to 100% volunteer staffing which has resulted in a significant increase in the percentage of animals placed at the Pet Adoption Center.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue looking for innovative ways to increase adoptions at the Animal Shelter and Pet Adoption Center in order to maintain a high live release rate.
- (B) Continue looking for proactive ways to increase feral cat sterilizations through persistent community participation.
- (C) Continue working with Garland Pawsibilities and the Garland community to maintain active participation at the Pet Adoption Center.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Average Response Time per Priority 1 Call (min.)	19.46	20.50	20.50
(2) Percent of Domestic Animals Placed	72.1%	75.5%	77.0%
(3) Number of TNR Sterilizations	452	500	550
(4) Animals Registered with Animal Services	9,291	9,000	9,000
(5) Total Calls for Service	22,168	22,000	21,500
(6) Average Number of Calls Dispatched Daily	74.2	74	72

DEPARTMENT MISSION

Environmental & Consumer Health’s mission is to protect the health of the general public by minimizing the risk of disease or injury via consumer protection programs such as the inspection of food service establishments, day care centers, and public swimming pools. Environmental & Consumer Health also directly intervenes in disease transmission by investigating all communicable disease cases within the city and by controlling insect and rodent vectors in neighborhoods. The division also protects the environment by minimizing pollution sources through the inspection of industrial and commercial facilities, responding to and mitigating hazardous material spills, and routinely performing chemical analyses of stream water.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Created an integrated Mosquito Management Plan in response to the Zika virus. This includes surveillance for *Aedes* mosquitoes, identification of *Aedes* mosquitoes, barrier treatments, and an educational campaign.
- (B) As of April 2016, conducted 1,275 unannounced food service inspections, inspected each child care center at least once (42), screened/sampled 87 sites for stormwater pollutants, and conducted 364 stormwater inspections at regulated facilities.
- (C) Conducted the Food Establishment Operator Survey anonymously with all 900+ food establishments in the city of Garland. This survey is conducted every 5 years to gauge how our regulated food establishments think we are doing in different areas – including food safety education, enforcement, customer service, and other various areas.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Conduct 2,000 unannounced food service inspections, inspect each public or semi-public swimming pool at least twice, screen/sample 150 sites for stormwater pollutants, and conduct 600 stormwater inspections at regulated facilities.
- (B) Successfully pass and implement the Texas Food Establishment Rules as part of the Garland Food Sanitation Inspection program. Conduct staff training, educate food establishments, update departmental policies, and fully implement the new rules.
- (C) Fully implement the requirements of the new Stormwater Permit as issued by TCEQ. Staff will be trained on the changes, and an educational campaign will be implemented for businesses affected by the permit.

KEY PERFORMANCE MEASURES

	2014-15 ACTUAL	2015-16 PROJECTED	2016-17 PROJECTED
(1) Average Food Establishment Inspection Score	82.4	82.5	83.0
(2) Critical Violations per Food Service Inspection	1.87	1.85	1.80
(3) Critical Violations per Day Care Inspection	0.83	0.75	0.70
(4) Safety Violations per Public Pool Inspection	0.41	0.40	0.40
(5) Average Industrial Stormwater Inspection Score	94.3	94.9	95.0
(6) Percent of Dry Weather Flows Free of Pollution	96.8%	92.5%	95.0%

General Fund

HEALTH

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$2,395,584	\$2,433,306	\$2,433,306	\$2,550,607
Operations	402,043	369,516	400,298	399,668
Charge-Outs	0	(29,774)	(29,774)	(30,957)
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$2,797,627</u>	<u>\$2,773,048</u>	<u>\$2,803,830</u>	<u>\$2,919,318</u>

BY OPERATIONAL AREA:

Administration	\$478,789	\$462,938	\$462,346	\$502,160
Environmental Health	713,357	712,987	709,873	748,311
Animal Services	1,605,481	1,597,123	1,631,611	1,668,847

TOTAL EXPENDITURES	<u>\$2,797,627</u>	<u>\$2,773,048</u>	<u>\$2,803,830</u>	<u>\$2,919,318</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$146,270
Percentage Change	5%

STAFFING

Full-Time Positions	32	32	32	32
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>32</u>	<u>32</u>	<u>32</u>	<u>32</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The mission of the Clinical Services Department is to provide basic public health services – including immunizations – and surveillance, investigation, and control services related to communicable diseases, directed primarily toward the city’s medically needy population. These services allow for increased community-wide immunity from vaccine-preventable diseases and serve to identify and aid in early intervention with growth and developmental problems among children. Failure to provide these services would require that Garland residents seek these services elsewhere or simply go without proper care.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Fully implemented the use of electronic medical records for all patient records in FY 2015-16.
- (B) Successfully completed a DSHS financial audit, a complete program audit, and a DSHS site visit with 90% immunization coverage.
- (C) Funded an Epidemiologist position with grant funds.
- (D) Submitted a Letter of Intent to begin the process of accrediting the Health Department.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Designate an employee as the single point of contact for follow-up on medical billing.
- (B) Submit all necessary documentation for full accreditation and prepare for a site visit.
- (C) Complete Medicaid reenrollment.
- (D) Continue to promote vaccination throughout the Garland community and find ways to expand the patient base.

KEY PERFORMANCE MEASURES

	2014-15 ACTUAL	2015-16 PROJECTED	2016-17 PROJECTED
(1) Individuals Immunized (private pay/insurance)	3,470	3,000	3,500
(2) Individuals Immunized (VFC/ASN)	5,832	5,000	5,500
(3) Communicable Disease Investigations	740	1,500	1,400
(4) Program Income Collected	\$113,400	\$138,000	\$158,100
(5) Private Revenue Collected	\$329,874	\$318,000	\$325,000
(6) Overall Immunization Rates per DSHS Audit	89%	90%	92%

Public Health / Immuniz. Grant Fund CLINICAL SVCS./ HEALTH GRANTS

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$660,560	\$719,234	\$709,129	\$714,801
Operations	306,400	233,137	233,137	257,582
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$966,960</u>	<u>\$952,371</u>	<u>\$942,266</u>	<u>\$972,383</u>

BY OPERATIONAL AREA:

Texas DSHS Grant	\$561,270	\$655,076	\$642,307	\$632,023
Clinical Services	405,690	297,295	299,959	340,360

TOTAL EXPENDITURES	<u>\$966,960</u>	<u>\$952,371</u>	<u>\$942,266</u>	<u>\$972,383</u>
---------------------------	------------------	------------------	------------------	------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$20,012
Percentage Change	2%

STAFFING

Full-Time Positions	8	9	9	9
Part-Time Positions	1	1	1	1
TOTAL STAFFING	<u>9</u>	<u>10</u>	<u>10</u>	<u>10</u>

SIGNIFICANT CHANGES AND NOTES

All positions and activities within the Public Health / Immunization Grant Fund are supported by a combination of grant revenue and associated program income.

DEPARTMENT MISSION

The mission of the Heliport is to provide the public with a heliport in the city of Garland with fuel facilities, storage facilities, and public services including flying lessons.

2015-16 DEPARTMENT ACCOMPLISHMENTS

(A) The mission was accomplished through a contract with Sky Helicopters, Inc., to operate Heliport.

2016-17 DEPARTMENT GOALS AND INITIATIVES

(A) Continue contract with Sky Helicopters, Inc., to operate the Heliport.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Heliport Terminal Rental	\$7,018	\$7,032	\$7,032

DEPARTMENT MISSION

The mission of Housing and Community Services is: To partner with the community to coordinate neighborhood initiatives. Housing initiatives are responsible for improving the economic aspects of neighborhoods through affordable homeownership and rehabilitation strategies. Funding for these initiatives is included in the HOME Program. This program includes homeownership opportunities; new home construction/development; as well as housing rehabilitation, refinancing, and reconstruction loans. Staff is dedicated to improving and coordinating existing services, providing information, ensuring that existing services are utilized to their fullest capacity, and identifying and developing services as needs are recognized.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Increased homeownership of low and moderate income persons.
- (B) Provided decent, sanitary, and safe affordable housing.
- (C) Increased the energy efficiency of HOME Infill properties while decreasing construction costs.
- (D) Generated \$423,000 in revenue to be used on like projects in the HOME Program.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Expand the availability of affordable housing in the city of Garland.
- (B) Increase tax revenues through homeownership.
- (C) Increase the energy efficiency of new construction properties.
- (D) Increase revenue generation from the sale of homes and recurring loan payments.

KEY PERFORMANCE MEASURES

	2014-15 <u>ACTUAL</u>	2015-16 <u>PROJECTED</u>	2016-17 <u>PROJECTED</u>
(1) Neighborhood Services New Homes Constructed	5	5	2
(2) CHDO New Homes Constructed	2	2	2
(3) "Habitat for Humanity" Volunteer Hours	65,000	75,000	60,000
(4) First-Time Home Buyer Down-Payments Assisted	4	3	4
(5) HOME Funding Drawn (PI, EN)	\$555,335	\$1,250,884	\$740,152

HOME Grant Fund**HOME PROGRAM**

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$40,274	\$56,651	\$81,289	\$83,632
Operations	515,922	510,645	710,645	656,520
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Indirect	0	0	0	0
TOTAL EXPENDITURES	<u>\$556,196</u>	<u>\$567,296</u>	<u>\$791,934</u>	<u>\$740,152</u>

BY OPERATIONAL AREA:

HOME	\$556,196	\$567,296	\$791,934	\$740,152
------	-----------	-----------	-----------	-----------

TOTAL EXPENDITURES	<u>\$556,196</u>	<u>\$567,296</u>	<u>\$791,934</u>	<u>\$740,152</u>
---------------------------	------------------	------------------	------------------	------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$172,856
Percentage Change	30%

STAFFING

Full-Time Positions	0	0	0	0
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The goal of the newly-created Housing Reinvestment Fund and Program is to reduce the inventory of City-owned foreclosed properties and to enhance Garland’s housing stock by rebuilding or repairing properties and making these properties available to moderate-income homebuyers.

2015-16 DEPARTMENT ACCOMPLISHMENTS

Two (2) properties have been acquired using the Housing Reinvestment Fund. The Housing Reinvestment Program plans to acquire another home before the end of the fiscal year depending on availability of viable properties.

- (A) **Property 1 (Renovation)** – The property is expected to sell prior to the end of FY 2015-16, with a projected profit of \$25,920 which equates to a 21% return on investment (ROI).
- (B) **Property 2 (New Construction)** – This property is expected to sell prior to the end of FY 2016-17, generating profit between \$22,257 and \$39,807, equating to an ROI between 11% and 20%.
- (C) **Property 3 (Demolition / New Construction)** – An offer was presented to the owner on June 16, 2016. The property was damaged by the tornado and has since suffered fire damage as well. If acquired, construction will be completed and the property will sell in FY 2016-17.

2016-17 DEPARTMENT GOALS AND INITIATIVES

The goals for the Housing Reinvestment Program for FY 2016-17 are:

- (A) Use profits generated from the sale of Properties 1 and 2 to acquire two (2) additional properties in FY 2016-17.
- (B) Use profits generated from the sale of Properties 1 and 2 to also complete renovation/construction of two (2) properties in FY 2016-17.
- (C) Sell three (3) properties in FY 2016-17.
- (D) In FY 2016-17, complete one (1) property and have it ready to sell in FY 2017-18.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Acquisition of Property	0	3	2
(2) Construction/Renovation	0	2	2
(3) Homes Sold	0	1	3

Housing Reinvestment Fund

HOUSING REINVESTMENT PROGRAM

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$0	\$40,000	\$40,000	\$40,000
Operations	0	375,000	360,022	375,000
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$0</u>	<u>\$415,000</u>	<u>\$400,022</u>	<u>\$415,000</u>

BY OPERATIONAL AREA:

Administration	\$0	\$415,000	\$400,022	\$415,000
Non-Departmental	0	0	0	0

TOTAL EXPENDITURES	<u>\$0</u>	<u>\$415,000</u>	<u>\$400,022</u>	<u>\$415,000</u>
---------------------------	------------	------------------	------------------	------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$0
Percentage Change	0%

STAFFING

Full-Time Positions	0	0	0	0
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The mission of Human Resources (HR) is to provide essential recruiting services and programs that effectively attract and retain a quality workforce. HR continuously researches and develops competitive benefit, wellness, and compensation programs to retain and motivate City employees. In addition, HR strives for compliance with applicable State, Federal, and local laws and regulations, including the Fair Labor Standards Act (FLSA), the Americans with Disabilities Act (ADA), the Family and Medical Leave Act (FMLA), the Civil Rights Act, and the State Civil Service Statutes. One avenue is through relevant, timely, professional, and cost-effective training to the organization. HR also compiles, extracts, and distributes pertinent employee information/reports to departments to help facilitate effective employee relations. Successful attainment of HR goals ensures an effective work force that provides efficient delivery of services to the citizens of Garland.

2015-16 DEPARTMENT ACCOMPLISHMENTS**Compensation/Benefits/Wellness**

- (A) Successfully audited positions to comply with new DOL FLSA overtime rules and regulations.
- (B) Completed Administrator and Exempt Supervision job family studies.
- (C) Compensation Division team members successfully received their public sector HR professional certification (IPMA-CP).
- (D) Developed structured program for recruiting and employing college interns within GP&L.
- (E) Revamped Benefits Division tracking and oversight to ensure ease of communication throughout departments.
- (F) Expanded Benefits Division presence on COGnet.
- (G) Created community wellness partnerships with BCBS, ADA, AHA, GISD, and other Metroplex wellness divisions.
- (H) Drafted City participation in two new programs: American Heart Association's "*Check. Change. Control.*" and the "*It's Time Texas*" Community Challenge.
- (I) Purchased a wellness platform that will be implemented by the 2017 open enrollment period.
- (J) Started new wellness initiatives with standing workstations and race entry fee scholarships, and are working on vending machine changes and improvements.
- (K) Completed dozens of C2W 2016 overview classes at various departments to increase knowledge of the wellness programming.

Employee Relations / Civil Service

- (A) Enhanced and increased efficiency of Civil Service exam processes by documenting and cross-training other users.
- (B) Finalized Local Civil Service Rules with the Police and Fire Departments. Will provide overview to the Civil Service Commission for their final approval.
- (C) In cooperation with the Fire Department and Purchasing, contracted with new promotional exam vendor.
- (D) Under the direction of GP&L Cyber Security Staff, HR developed the required documentation and process workflows for NERC compliance audit.
- (E) Successfully negotiated through RFP process to select executive search consultants for top level senior management positions.
- (F) Developed and trained on the COG Performance Management of Goal Development program for exempt level and non-exempt level supervisory staff.

2015-16 DEPARTMENT ACCOMPLISHMENTS (Continued)**Recruiting**

- (A) Revamped best practices recruitment and onboarding training for hiring managers, including update to recruiting process workflow and enhancement of iCIMS dashboard.
- (B) Led the City's first Job Shadowing Day in partnership with the Garland Chamber of Commerce and GISD.
- (C) Implemented leadership assessments for executive level positions.
- (D) Successfully negotiated through RFP process to select executive search consultants for top level senior management positions.

2016-17 DEPARTMENT GOALS AND INITIATIVES**Compensation/Benefits/Wellness**

- (A) Complete vending machine changes and improvements.
- (B) Implement new wellness platform.
- (C) Implement new gym membership reimbursement program.
- (D) Create a seamless wellness presence on COGnet.
- (E) Implement new nutrition program.
- (F) Continue to develop relationships with community organizations and attend outreach opportunities.
- (G) Complete comprehensive job evaluation studies and job description updates on targeted job families to maintain market competitiveness of targeted positions, as well as update job competencies per job family.
- (H) Work with Management to develop strategies for any departmental changes/concerns that need to be addressed (i.e., reorganization, employee career paths/development, and/or compensation concerns).
- (I) Begin communication campaign in terms of benefit programs.
- (J) Implement impactful cost-saving measures to the City's Benefits Program while maintaining a competitive package.

Employee Relations/Civil Service

- (A) Obtain approval of the revised Civil Service Rules by the Civil Service Commission.
- (B) Implement new Fire entry level requirements based on adopted local rules.
- (C) Update Civil Service database and subsequent processes to most current Office version.
- (D) Investigate performance management options (i.e., revising form/process for employee evaluation).

Recruiting

- (A) Develop a dynamic "Careers" page on City's website.
- (B) Collaborate with Public and Media Relations to implement branding pieces and create content for social media outreach.
- (C) Develop talent acquisition/onboarding metrics to capture activity on a periodic basis.
- (D) Expand the City's Onboarding Process to include developing a "Stay Interview" Program at the City.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
<u>Output Measures</u>			
(1) New Candidate Employment Applications Received (including seasonal and temporary) (FT = Full-Time; PT/T = Part-Time/Temporary)	FT = 16,679 PT/T = 7,164	FT = 13,122* PT/T = 6,215 * No Fire Test	FT = 16,845 PT/T = 6,277
(2) Number of New Employees Hired (not including seasonal)	FT = 186 PT = 18	FT = 169 PT = 18	FT = 188 PT = 19
(3) Full-Time Equivalent Turnover Rate (not including seasonal)	9.93%	9.84%	9.93%
<u>Civil Service Entrance Exams Administered – Police</u>			
(1) Police Civil Service Examinations Administered	3	3	3
(2) Avg. Number of Qualified Applicants per Exam	252	260	300
(3) Avg. Number of Applicants Attending Each Exam	99	110	130
(4) Number of Police Officers Hired	23	24	30
<u>Civil Service Entrance Exams Administered – Fire</u>			
(1) Fire Civil Service Examinations Administered	1	0	1
(2) Avg. Number of Qualified Applicants per Exam	948	0	600
(3) Avg. Number of Applicants Attending Each Exam	613	0	375
(4) Number of Firefighters Hired	19	10	10
<u>Employee Relations</u>			
(1) Open Records Response Time	10 days	10 days	10 days
(2) TWC Unemployment Claims' Response Time	2 days	2 days	2 days
<u>Compensation Activities</u>			
(1) Department Job Studies	5	10	12
(2) Citywide Performance Appraisals Administered	1,300 Employees	1,300 Employees	1,300 Employees
<u>Benefits Actions</u>			
(1) Conduct and Complete Open Enrollment (November 1 st thru Friday before Thanksgiving)	99% Completed Open Enrollment	100% Participation Expected	100% Participation Expected
(2) Promote and Assist Employees in Meeting Commit 2 Wellness (C2W) Requirements	62% EEs with Health Insurance	76% EEs with Health Insurance	85% EEs with Health Insurance

DEPARTMENT MISSION

Encourage employees to grow by utilizing training programs that are crucial in the progression of successful staff development, knowledge, and skills. Cultivate a City of Garland culture where training is seen as a valuable tool to recruit, retain, and develop employees as well as allowing for succession planning.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Training and Development has received two very distinguished honors this year: The Texas Municipal Human Resources Association’s Innovation in Municipal Human Resources Management Award for the Grow Garland Awards program and the Community Partnership Award from Richland College for all of the classes taught in partnership between the City and Richland College.
- (B) During fiscal year 2015-16, the Training and Development Division has concentrated on streamlining the training processes, evaluating current processes, and deciding on new direction for the program.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Review and assess current training procedures.
- (B) Redevelop training processes in order to streamline tasks in collaboration with COGnet team.
- (C) Form Training Advisory Committee (TAC). Get TAC to provide feedback of past training and what their vision is for the future.
- (D) Capture Senior Management feedback on training programs.
- (E) Organize vendor “meet-and-greet” opportunities for employees.

KEY PERFORMANCE MEASURES

	2014-15 ACTUAL	2015-16 PROJECTED	2016-17 PROJECTED
(1) Total Number of Free Classes	56	30	55
(2) Total Number of Paying Classes	58	30	55
(3) Total Number of Wellness Classes	116	110	110
Total Number of Classes (Estimated)	230	170	220
(4) Total Number of Participants for Free Classes	1,221	570	1,200
(5) Total Number of Participants for Paying Classes	751	490	745
(6) Total Number of Wellness Class Participants	2,407	2,600	2,550
Total Number of Participants (Estimated)	4,379	3,660	4,495

General Fund HUMAN RESOURCES - Workforce Engagement & Outreach

DEPARTMENT MISSION

The mission of the Workforce Engagement & Outreach (WEO) function is to create timely, consistent, and transparent messages for the City’s internal audience primarily visible on the City’s intranet (COGnet). This is accomplished by developing an internal communications strategy to ensure employees are well-informed and engaged in order to accomplish organizational goals. The WEO Division proactively promotes and encourages organizational, team, and individual recognition and accomplishments. Additionally, facilitates the implementation and support for systems designed to increase efficiency and ease of access.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Developed Citywide Rewards and Recognition Program (Grow Garland Awards) that reinforces the Guiding Principles.
- (B) Implemented and marketed Grow Garland Award campaign (Shout-Outs and Quarterly Awards).
- (C) Created form workflow to capture information for Grow Garland Awards within COGnet.
- (D) Contracted an Intranet Program Manager to coordinate resources to engage, enhance, and refresh COGnet.
- (E) Refreshed COGnet home page to include more dynamic/employee-focused information.
- (F) Created three-month outlook plan to make further adjustments.
- (G) Initiated “quick hit” 90-second to 2-minute video media training about features on COGnet.
- (H) Developed a collaborative Cabinet Team Site.
- (I) Began developing a 2nd Employee Engagement Survey.
- (J) Implemented online training form.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Increase COGnet adoption by granting all employees access to the City network on the job and remotely.
- (B) Develop and implement further workflow forms to increase process and database efficiency (e.g., online Training Form).
- (C) Create online polling questions to gain feedback from COGnet users.
- (D) Begin implementation of new HRIS platform.
- (E) Further investigate Learning Management Solution that integrates with HRIS and SharePoint.
- (F) Facilitate the City’s Annual Awards Dinner.
- (G) Develop information and best practices to reinforce the City’s GP.

KEY PERFORMANCE MEASURES

	<u>2014-15</u> ACTUAL	<u>2015-16</u> PROJECTED	<u>2016-17</u> PROJECTED
(1) Number of Quarterly Awards Submitted	0	115	300
(2) Number of Shout-Outs Submitted	25	160	220
(3) Number of POC/Department Training Hours (face-to-face and virtual)*	0	350	700

General Fund

HUMAN RESOURCES

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$1,232,435	\$1,496,006	\$1,496,006	\$1,558,779
Operations	175,140	142,785	152,110	150,433
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$1,407,575</u>	<u>\$1,638,791</u>	<u>\$1,648,116</u>	<u>\$1,709,212</u>

BY OPERATIONAL AREA:

Human Resources	\$1,362,561	\$1,402,499	\$1,411,824	\$1,398,894
COG-ULC	22,676	13,000	13,000	79,857
Workforce Engagement & Dev.	22,338	223,292	223,292	230,461

TOTAL EXPENDITURES	<u>\$1,407,575</u>	<u>\$1,638,791</u>	<u>\$1,648,116</u>	<u>\$1,709,212</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$70,421
Percentage Change	4%

STAFFING

Full-Time Positions	13	15	16	16
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>13</u>	<u>15</u>	<u>16</u>	<u>16</u>

SIGNIFICANT CHANGES AND NOTES

A Department Representative I was added to Human Resources staff during FY 2015-16. The FY 2016-17 Adopted Budget includes additional funding for much-needed computer items within the department.

DEPARTMENT MISSION

Information Technology provides reliable, innovative, and cost-effective technology solutions that enable our departmental business partners to deliver high-quality services to the citizens of Garland.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Public Safety: Completed vendor negotiations, system design, and factory acceptance testing and began the construction of the digital Public Safety Radio System (estimated completion during the first and second quarters of 2017).
- (B) Financial Services: Completed major upgrade to Finance system.
- (C) Planning/Permitting: Completed implementation of an entirely new Development Management and Permitting system.
- (D) Parks, Recreation and Cultural Arts: Upgraded Parks Management System and moved to the “cloud.”
- (E) Code Compliance: Completed major revision/upgrade of Code Compliance system.
- (F) Fleet Services: Completed major upgrade to the Fleet Management system.
- (G) Multiple Departments:
 - (1) Completed major upgrade of Enterprise Content Management system.
 - (2) Provided additional mobile workforce capabilities.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Public Safety:
 - (1) Complete the implementation of the digital Public Safety Radio system (estimated completion during the first and second quarters of 2017).
 - (2) Implement the infrastructure and network components necessary to support new Police body-worn and in-car video technology.
- (B) Financial Services, Human Resources (HR), Payroll, Budget & Research: Consolidate multiple systems into an integrated Financial, HR, Payroll, and Budget Performance Management system.
- (C) Engineering: Implement Project Management system.
- (D) Information Technology.
 - (1) Begin the migration to Microsoft Windows 10 operating system for desktop and laptop computers (multi-year effort).
 - (2) Begin implementation of updated business continuity / disaster recovery plan for technology (multi-year effort).
 - (3) Reduce application portfolio by 10% by December 31, 2017.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Percentage of Help Desk First Call Resolution	25%	25%	25%
(2) Average Number of Days a Help Desk Call Remains Open	2.83	3.00	3.00
(3) 800 MHz Radio System Annual Downtime (hours) (system is unavailable, excluding maintenance)	0	<2	<2
(4) Server Availability for Major Enterprise IT Systems (excluding maintenance):			
(a) Financial Services / Payroll	99.9%	99.9%	99.9%
(b) Human Resources	99.9%	99.9%	99.9%
(c) Utility Billing	99.9%	99.9%	99.9%
(d) Computer-Aided Dispatch	99.9%	99.9%	99.9%
(e) Email	99.9%	99.9%	99.9%
(f) Internet	99.9%	99.9%	99.9%
(5) Deliver IT-Managed Projects within a 15% Variance in:			
(a) Approved Budget	69%	70%	70%
(b) Approved Schedule	51%	70%	70%

Information Technology Fund

INFORMATION TECHNOLOGY (IT)

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
BY CATEGORY:				
Personnel	\$5,093,540	\$5,460,407	\$5,460,407	\$5,785,568
Operations	5,058,826	5,591,634	6,014,676	5,728,846
Charge-Outs	0	0	0	0
Capital	141,955	0	0	0
Non-Departmental	2,876,877	2,941,689	3,060,115	2,771,896
TOTAL EXPENDITURES	\$13,171,198	\$13,993,730	\$14,535,198	\$14,286,310

BY OPERATIONAL AREA:

Administration	\$720,999	\$842,171	\$863,990	\$918,886
Client Services	3,253,749	3,342,775	3,418,481	3,311,857
Project Services	710,719	777,610	777,859	828,155
Network Services	1,432,915	1,243,261	1,265,564	1,368,158
Help Desk	1,342,830	1,315,004	1,317,753	1,442,863
Geographic Information System	584,202	666,873	676,848	685,134
Administration (Communications)	19	0	0	0
Telecommunications	1,491,410	1,783,141	2,073,376	1,865,338
Radio Communications	757,478	1,081,206	1,081,212	1,094,023
Non-Departmental	2,876,877	2,941,689	3,060,115	2,771,896
TOTAL EXPENDITURES	\$13,171,198	\$13,993,730	\$14,535,198	\$14,286,310

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$292,580
Percentage Change	2%

STAFFING

Full-Time Positions	56	57	57	58
Part-Time Positions	0	0	0	0
TOTAL STAFFING	56	57	57	58

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes funding of \$59,300 for one (1) PC Technician I position that had previously been on contract to support the Garland Fire Department's IT needs. A full-time equivalent costs the City less than a contracted position, is generally more reliable, and is easier to retain.

DEPARTMENT MISSION

The Internal Audit (IA) Department's reporting relationship was established by a City Charter amendment, and this department is the City's only independent appraisal function. IA serves the public interest by providing independent and objective audits, reviews, and assessments. The Department promotes accountability throughout the City.

IA ensures that the City: (a) applies its resources effectively and efficiently; (b) is in compliance with applicable laws, regulations, and contracts; (c) has adequate safeguards over its assets; (d) performs appropriate revenue management; (e) produces reliable financial and operational information; and (f) identifies risk exposures and uses effective strategies to control them.

IA accomplishes its mission by carrying out an Annual Audit Plan that uses risk analysis to review critical areas of operations. IA is committed to adding value at every opportunity.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) IA engaged an external peer review and earned the highest opinion of "Pass," authorized through the Association of Local Government Auditors. The "Pass" rating is expressed when the audit organization is deemed to have met full compliance with the Generally Accepted Government Auditing Standards (GAGAS) over the time period reviewed. The scope of the review covered the time frame of FY 2013 through FY 2015.
- (B) Provided Management with recommendations on improving government operations.
- (C) Gained concurrence on 100% of audit recommendations made to departments.
- (D) Conducted a Citywide risk assessment.
- (E) Monitored City's Fraud Hotline and conducted investigations.
- (F) Provided audit and fraud training to departments and managers.
- (G) Produced and broadcasted a video to promote awareness about the audit function and how it adds value within the City.
- (H) Advised departments on internal control issues.
- (I) Provided audit assistance to external auditors.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Conduct value-added audits, investigations, and audit follow-ups.
- (B) Gain concurrence on at least 90% of audit recommendations.
- (C) Facilitate Citywide risk assessment.
- (D) Provide advisement to departments on internal control issues.
- (E) Conduct audit and fraud training to City departments.
- (F) Provide external audit assistance.
- (G) Develop a sound and collaborative relationship with City's new Managing Directors, Directors, and Managers while maintaining audit independence and objectiveness. Educate them on IA's independence, services provided, and how the audit function adds value within the City.
- (H) Perform annual monitoring to ensure that IA is in compliance with the Generally Accepted Government Auditing Standards (GAGAS).

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Percent of Recommendations Agreed to by Management	100%	90%	90%
(2) Percent of Resource Usage (Audit Time/Available Time)	77%	72%	72%
(3) Percent of Output (Work Completed vs. Planned)	80%	80%	80%
(4) Cost per Billable Hour	\$59	\$63	\$65
(5) Cost per Available Hour	\$50	\$54	\$56
(6) Cost per Total Hours	\$45	\$49	\$51

General Fund

INTERNAL AUDIT

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$382,147	\$443,329	\$443,329	\$462,352
Operations	14,468	25,734	25,734	25,734
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$396,615</u>	<u>\$469,063</u>	<u>\$469,063</u>	<u>\$488,086</u>

BY OPERATIONAL AREA:

Internal Audit	\$396,615	\$469,063	\$469,063	\$488,086
----------------	-----------	-----------	-----------	-----------

TOTAL EXPENDITURES	<u>\$396,615</u>	<u>\$469,063</u>	<u>\$469,063</u>	<u>\$488,086</u>
---------------------------	------------------	------------------	------------------	------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$19,023
Percentage Change	4%

STAFFING

Full-Time Positions	5	5	5	5
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The Library builds community by providing a central source of information, materials, services, programs, and personal assistance for success and quality of life. The Library makes available essential technology and impacts economic development by supporting early literacy, workforce development, small businesses, and urban physical development.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) To provide an effective inventory control and asset management and security system with automated check-in and materials sorting, completed Radio Frequency Identification (RFID) Migration Project specifications and cost analysis, including construction documents for necessary building modifications; RFID equipment and construction bids were awarded.
- (B) Maintained accreditation with the Texas State Library and Archives Commission for membership in the Texas Public Library System.
- (C) Met service excellence requirements to receive the 11th consecutive Texas Municipal Library Director Association's Achievement of Library Excellence Award. Of 566 public library systems in the state of Texas, only 41 received the Award for 2015.
- (D) To make resources of the Garland libraries and The Library Online discoverable by users of Google and other major search engines, linked data will allow library materials, services, programs, hours, and addresses to be visible and geographically relevant in Google search results.
- (E) To provide users a convenient way to send print jobs to any of the high-speed printers at the four Garland libraries, print jobs can be sent from any Internet-connected computer at the libraries, at home, or at the office and picked up immediately or within three hours.
- (F) To ensure collection order is maintained, returned materials are made available without significant delays, and assistance is available to patrons during open hours, assessment of chronic vacancies in temporary and part-time positions was completed and changes were made to attract and retain employees.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Complete construction modifications, install RFID equipment, and implement the transition from bar-code technology to RFID control of materials assets. Continued to adopt self-service processes where feasible.
- (B) Implement web-based credit card and debit card payment for fines from any Internet-connected computer.
- (C) Implement first phase of the Library Computer Classroom at the North Garland Branch Library to meet continuing demand for basic computer classes, especially by older adults and seniors; expand the range of basic public computer classes to include computers and the Internet, "The Library Online," Office application basics, life skills, quality of life, and a variety of popular topics.
- (D) Replace carpeting at the Central Library. (The Central Library has over one-third of a million visitors annually.)
- (E) Complete staffing level project utilizing a temporary pool of employees to minimize chronic vacancies in temporary and part-time materials-handling and circulation positions.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 REVISED</u>	<u>2016-17 PROJECTED</u>
(1) All Materials Loaned (<i>"BRICKS"</i> & <i>"CLICKS"</i>)*	1,396,154	1,314,870	1,380,610
(2) Online Subscription Database Use (<i>"CLICKS"</i>)	89,830	90,850	93,760
(3) Library Online Portal Page Views (<i>"CLICKS"</i>)	3,979,420	4,043,580	4,164,880
(4) Library Visits (<i>"BRICKS"</i>)	657,048	632,300	651,270
(5) Public Computer/Wi-Fi Use (<i>"BRICKS"</i>)	316,690	314,790	321,800
(6) Program Attendance (<i>"BRICKS"</i>)	15,700	15,230	15,840
(7) Requests for Research Assistance (<i>"BRICKS"</i>)	120,440	109,800	113,100

* The term "BRICKS" refers to activity related to the presence of a staffed library facility and its physical collections, services, and programs. "CLICKS" refers to activity related to online Library resources and services.

General Fund

LIBRARY

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$3,676,350	\$3,961,991	\$3,961,991	\$4,182,038
Operations	771,086	859,349	662,250	628,681
Charge-Outs	0	0	0	0
Capital	5,870	0	225,000	375,000
TOTAL EXPENDITURES	<u>\$4,453,306</u>	<u>\$4,821,340</u>	<u>\$4,849,241</u>	<u>\$5,185,719</u>

BY OPERATIONAL AREA:

Administration	\$770,259	\$550,273	\$552,618	\$529,522
System Support	393,994	402,484	402,484	426,559
Online Services	401,676	700,462	726,018	850,098
Walnut Creek Branch	275,110	288,623	288,623	309,476
North Garland Branch	304,576	314,788	314,788	303,524
South Garland Branch	565,671	698,241	698,241	752,098
Central Public Services	1,742,020	1,866,469	1,866,469	2,014,442

TOTAL EXPENDITURES	<u>\$4,453,306</u>	<u>\$4,821,340</u>	<u>\$4,849,241</u>	<u>\$5,185,719</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$364,379
Percentage Change	8%

STAFFING

Full-Time Positions	49	49	49	49
Part-Time Positions	36	36	36	36
TOTAL STAFFING	<u>85</u>	<u>85</u>	<u>85</u>	<u>85</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes continuation funding of \$75,000 to the IT Project Fund from the General Fund Non-Departmental budget to supplement a Library reserve for future IT-related items. An additional \$150,000 is included for various Library materials (both e-books and hard-bound) that were previously funded in the Capital Improvement Program. The FY 2016-17 Adopted Budget also includes \$11,700 for public printing to maintain current service levels.

DEPARTMENT MISSION

The Municipal Court is the City of Garland’s judicial forum for individuals charged with violations of State law and/or City ordinances where legal matters can be heard in a fair, efficient, and timely manner. As an impartial servant in the administration of justice, its fundamental purpose is to process/retain Court documents and collect and track all fines, fees, and restitutions of the Court.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Successfully passed internal audit of warrant processes.
- (B) Established Regional Clearance process with City Marshals Office.
- (C) Completed OnBase Records Destruction Program with IT and City Secretary’s Office.
- (D) Converted all office files into electronic form on SharePoint with secured access.
- (E) Compliance Division was awarded Collection Program of the Year.
- (F) Proposed an Annual Dismissal/Purge policy to City Council.
- (G) Rebid Collection contract.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Implement Annual Dismissal/Purge policy.
- (B) Develop a Department Coordinator Procedures Manual.
- (C) Explore automation with external departments.

KEY PERFORMANCE MEASURES

	2014-15 <u>ACTUAL</u>	2015-16 <u>PROJECTED</u>	2016-17 <u>PROJECTED</u>
(1) Number of Cases Cleared Prior to Warrant	34,600	32,870	32,213
(2) Number of Warrants Issued	16,225	15,252	14,947
(3) Number of Warrants Cleared from File	13,674	11,256	11,202
(4) Percent Cleared of Warrants Issued	84%	74%	74%
(5) Citations Processed per Court Full-Time Clerk	2,360	2,337	2,314
(6) Number of Court Dockets Held	28,690	27,256	25,894

General Fund

MUNICIPAL COURT

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$1,880,642	\$1,898,685	\$1,898,685	\$1,964,460
Operations	199,989	189,268	198,302	190,888
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$2,080,631</u>	<u>\$2,087,953</u>	<u>\$2,096,987</u>	<u>\$2,155,348</u>

BY OPERATIONAL AREA:

Court	\$2,080,631	\$2,087,953	\$2,096,987	\$2,155,348
-------	-------------	-------------	-------------	-------------

TOTAL EXPENDITURES	<u>\$2,080,631</u>	<u>\$2,087,953</u>	<u>\$2,096,987</u>	<u>\$2,155,348</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$67,395
Percentage Change	3%

STAFFING

Full-Time Positions	29	29	29	29
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>29</u>	<u>29</u>	<u>29</u>	<u>29</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The Parks, Recreation and Cultural Arts Department (PRCAD) plans, provides, and preserves opportunities that promote recreational, cultural, and natural resource experiences for the social, economic, and environmental benefit of the citizens of Garland.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) In May 2015, numerous park locations were flooded during a major rainstorm event. Park staff removed over 50 tons of debris from its creek greenbelt corridors, repaired hundreds of feet of ball field and tennis court fencing, and replaced over 300 cubic yards of surfacing materials from flooded playground areas. Staff provided assistance to the Jack Coleman Tennis Center by securing a temporary office and storage facility for use during the Pro Shop repairs from the flood damage.
- (B) December 26, PRCAD staff responded to the EF-4 tornado event by opening Gale Fields Recreation Center as a temporary shelter for up to 90 displaced residents. Red Cross and PRCAD staff manned the center 24 hours-a-day until January 9. Staff also helped operate a Joint Disaster Management Resource Center at Granger Recreation Center, assisting over 3,000 residents with donated food, clothing, and tornado relief assistance. The Street Department assisted Park Operations in removal of over 325 tons of debris and downed trees from John Paul Jones Park, also heavily damaged by the tornado.
- (C) Awards and Recognition:
 - (1) For the fifth year, the Atrium at the Granville Arts Center received the "Platinum WeddingWire.com "Bride's Choice Award" for wedding and reception venues.
 - (2) Ellis & Associates, International Aquatic Safety & Risk Management Consultants, has for the third consecutive year awarded the City of Garland Aquatics Program its "Platinum International Aquatics Safety Award," given to the top ten percent of its worldwide clients.
 - (3) The Senior Activity Center was awarded the 2015 Food Excellence Award by the Garland Health Department with an average inspection score of 98.
 - (4) Received "Tree City USA" designation (Arbor Day Foundation, US Forest Service, State Foresters Association joint program). Has achieved this for eight consecutive years.
- (D) Design consultant was selected for the dog park. Initial work includes conceptual planning and a public input process, followed by final design and construction documents.
- (E) Partnered with Garland Power & Light for the City's "Tree Power " program, in observance of Arbor Day, giving away 500 five-gallon container trees to Garland residents to plant at their residences for energy conservation and beautification.
- (F) Second annual "Family Night Out" event celebrated "July is Parks and Recreation Month" in Garland. Over 800 visitors participated in the 1980s-themed entertainment, music, and fireworks in Central Park.
- (G) The 10,000 attendees at the Christmas on the Square event participated in the synchronized light and fireworks show, which included food trucks, glow bracelets, arts and crafts areas, snow hills, "make a snowman," and children's area.
- (H) The 2016 Heritage Crossing Celebration kicked off the weekend with the Bankhead Highway Vintage Car Tour and the City's 125th Birthday Celebration with cake on the Downtown Square April 22. A Bankhead Highway Exhibit and guest lectures at the Landmark Museum Depot were highlights of the event on April 23.
- (I) The Garland Cultural Arts Commission and Granville Arts Center presented the "28th Annual GISD Visual Arts Show," awarding cash prizes to the juried work by GISD high school seniors.
- (J) The Garland Cultural Arts Commission, Inc., awarded \$86,000 through their grant program to meritorious cultural organizations.

2015-16 DEPARTMENT ACCOMPLISHMENTS (Continued)

- (K) In conjunction with the Garland Cultural Arts Commission, the Granville Arts Center presented the 26th Annual "Business for the Arts Award" at the Garland Chamber of Commerce Annual Banquet held at the Atrium in January.
- (L) In February, the Granville Arts Center hosted the 2015 "Column Awards" which recognizes theatre achievements in the North Texas area.
- (M) The Garland Cultural Arts Commission, Inc., selected a sculptor to create the bronze masterpiece to be placed at the redesigned entry outside of the Granville Arts Center. The City of Garland has executed the contract with sculptor, Barvo, and the anticipated completion is early 2017.
- (N) Garland Senior Services provided senior travel opportunities to over 1,000 seniors who traveled across Texas; the USA; London, England; and Paris, France.
- (O) Hosted first "Open-Mic Night" at the Senior Activity Center.
- (P) Recreation and Administration Divisions have completed upgrading "CLASS" registration/reservation software to "Active Net."
- (Q) The Recreation Division divided staff into four Strategic Theme Teams to develop strategic initiatives for department strategic plan to accomplish PRCAD vision.
- (R) Training:
 - (1) Senior Services Manager Kenny McCord, Recreation Centers Manager Albert Montero, and Arts Specialist Cheyenne Schweitzer completed the City's "Managing to Lead" course.
 - (2) Recreation Services Director Warren Bird completed first year of NRPA Maintenance Management School.
 - (3) Irrigation Supervisor Casey Allison became a Certified Playground Safety Inspector.
 - (4) Aquatics/Athletics Manager Samantha Cairy became one of five nationally licensed Ellis & Associates Swim Program Coordinator Trainers.
 - (5) Recreation Coordinator Jesse Johnson was accepted to Texas Recreation and Parks Society Leadership Academy.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Complete construction documents and begin the construction phase for renovation of the Granger Recreation Center.
- (B) Provide publicly available wireless connectivity at all recreation centers.
- (C) Begin Phase II renovation of the proposed Park Maintenance Operations Facility in Central Park (former Air National Guard lease facility). When complete, staff, equipment, and operations will relocate from the current Tower Street facility.
- (D) Complete and install the "Vision of the Arts" sculpture at the front entry of the Granville Arts Center.
- (E) In its second year of celebration, the Heritage Crossing event has grown in interest and momentum for planning additional activities, tours, exhibits, and fun for the 2017 event.
- (F) Continue efforts with the Transportation Department and the North Central Texas Council of Governments in the 2040 Regional Transportation Plan, which includes proposed future bike and pedestrian facilities, both on-street and off-street.
- (G) Start construction of the dog park facility.
- (H) Complete construction for parking lot paving improvements proposed at Winters Soccer Facility and Audubon Recreation Center. Complete design and start construction on paving improvements at Carter Softball Facility.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Recreation Center Attendance	1,234,410	1,216,796	1,000,000
(2) Sports League Participation	14,000	14,000	14,000
(3) Senior Center Participation	150,607	151,000	152,000
(4) Swimming Pool Attendance	98,268	99,000	99,000
(5) Arts Center Participation	133,000	161,600	165,000
(6) Total Facility Attendance/Participation	1,630,285	1,642,396	1,430,000
(7) Acres of Turf Mowed	17,000	22,000	22,000
(8) Litter Collected (pounds)	920,000	950,000	950,000
(9) General Fund Revenue	\$1,227,785	\$1,162,000	\$1,203,000
(10) Recreation Performance Fund Revenue	\$1,194,871	\$1,307,000	\$1,258,000
(11) Total Departmental Revenue	\$2,422,656	\$2,469,000	\$2,461,000

General Fund

PARKS, RECREATION AND CULTURAL ARTS

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$7,044,391	\$7,677,503	\$7,677,503	\$7,908,611
Operations	2,020,480	2,003,855	1,928,704	2,139,906
Charge-Outs	0	(306,675)	(306,675)	(328,503)
Capital	75,611	175,000	458,724	271,625
TOTAL EXPENDITURES	<u>\$9,140,482</u>	<u>\$9,549,683</u>	<u>\$9,758,256</u>	<u>\$9,991,639</u>

BY OPERATIONAL AREA:

Administration & Development	\$591,734	\$730,577	\$730,350	\$719,161
Granville Arts Center / Atrium / Plaza	1,092,105	1,076,138	1,077,138	1,222,749
Recreation	3,460,788	3,553,686	3,623,400	3,590,686
Parks Division	3,995,855	4,189,282	4,327,368	4,459,043

TOTAL EXPENDITURES	<u>\$9,140,482</u>	<u>\$9,549,683</u>	<u>\$9,758,256</u>	<u>\$9,991,639</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$441,956
Percentage Change	5%

STAFFING

Full-Time Positions	111	111	111	111
Part-Time Positions	8	8	8	8
TOTAL STAFFING	<u>119</u>	<u>119</u>	<u>119</u>	<u>119</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes \$72,000 of funding for maintenance at the Granville Arts Center, \$200,000 for replacement of various Parks equipment that on average is 20 years old and past its useful life, and \$27,000 for maintenance at Bradfield Pool and Surf & Swim. Additionally, Surf & Swim will receive \$24,000 for ADA Lift replacement and \$5,600 to purchase four new Automated External Defibrillators that will provide medical information while in use.

DEPARTMENT MISSION

The Planning and Community Development Department’s mission is to create and maintain a safe, compatible, attractive, and sustainable urban environment through the administration of reasonable development regulations and policies and through implementation of the Envision Garland 2030 Plan. The Department supports healthy, viable neighborhoods through coordination of the Office of Neighborhood Vitality, Strategy for Vital Neighborhoods, and Neighborhood Planning programs. The Department informs decision-makers and citizens through special studies, research, and analysis; collecting and managing pertinent data; and disseminating information to the public and City officials.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Hired new Principal Development Planner.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Complete Impact Fee Study.
- (B) Complete I-30 Catalyst Area Plan. Begin a second catalyst area plan.
- (C) Complete Downtown Square Design (design only).
- (D) Complete Downtown Gateways Design (design only), and begin fabrication/construction in 2017 pending 2017 CIP request.
- (E) Begin Phase 3 (design) of Wayfinding Program, pending 2017 CIP request.

KEY PERFORMANCE MEASURES

	2014-15 <u>ACTUAL</u>	2015-16 <u>PROJECTED</u>	2016-17 <u>PROJECTED</u>
(1) Development Cases Administered (zoning, plats, variances/waivers)	109	260	200
(2) Pre-Submittal Meetings	327	325	340
(3) Neighborhood Vitality Projects	2	16	16
(4) D.I.Y. Garland: <ul style="list-style-type: none"> • GNMA Classes 	10	13	10

General Fund

PLANNING AND COMMUNITY DEVELOPMENT

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$1,018,015	\$1,430,734	\$1,430,734	\$1,426,379
Operations	214,953	288,694	289,319	198,694
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$1,232,968</u>	<u>\$1,719,428</u>	<u>\$1,720,053</u>	<u>\$1,625,073</u>

BY OPERATIONAL AREA:

Comprehensive Planning	\$539,528	\$956,081	\$956,081	\$782,117
Development Coordination	615,729	494,544	495,169	420,776
Community & Neighborhood Dev.	6,971	13,930	13,930	14,530
Office of Neighborhood Vitality	70,740	254,873	254,873	407,650

TOTAL EXPENDITURES	<u>\$1,232,968</u>	<u>\$1,719,428</u>	<u>\$1,720,053</u>	<u>\$1,625,073</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$94,355)
Percentage Change				-5%

STAFFING

Full-Time Positions	14	15	15	15
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>14</u>	<u>15</u>	<u>15</u>	<u>15</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The mission of the Garland Police Department is to **enhance the quality of life** for our community by **reducing crime** and the **fear of crime**.

The members of the Garland Police Department shall seek to provide **first-class public safety services** for our community while maintaining the highest level of **ethics, integrity, and accountability** to the law-abiding citizens and stakeholders of Garland through **fair and impartial enforcement of the law** while **working in partnership** with all segments of our diverse community in **proactive efforts** to reduce crime and address conditions that may foster the fear of crime.

2015-16 DEPARTMENT ACCOMPLISHMENTS

(A) Maintained Average Response Times for Priority 1, 2, and 3 Police “Calls for Service” (in Minutes:Seconds):

	<u>Goal</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>
Priority 1 Calls:	5:30	6:03	5:45	5:47	5:30	5:55	5:33
Priority 2 Calls:	9:00	9:57	9:20	9:16	9:15	9:11	9:10
Priority 3 Calls:	14:00	15:25	14:27	14:37	14:08	13:50	13:55

(B) Reduced Target “Goals” for Average Response Times for Police Calls for Service (in Minutes:Seconds):

	<u>Previous Goal</u>	<u>New Goal</u>
Priority 1 Calls:	6:00	5:30
Priority 2 Calls:	10:00	9:00
Priority 3 Calls:	15:00	14:00

- (C) Implemented **electronic case filing** with the Dallas County District Attorney’s Office which will increase efficiency and timeliness of cases and associated digital evidence reaching the County.
- (D) Successfully completed **Criminal Justice Information Services (CJIS) audit** conducted by the State of Texas Department of Public Safety.
- (E) **Reduced toner usage/expense** by more than 50% by managing individual printer usage and implementing bulk purchasing procedures.
- (F) Implemented **Debit/Credit Card machine** at Police Records Unit to facilitate and improve ease of access to Police records/documents for our citizens.
- (G) Organized and participated in the **Motor Cops for Kids Toy Run** that included over 1,500 participants. Since its inception in 2005, *MotorCops for Kids* has raised almost \$300,000 for the Shriners Hospitals for Children. In addition, more than 11,000 toys have been collected which are distributed to area charities and handed out to needy children at Christmas.
- (H) School Resource Officer (SRO) **Middle School Bicycle Program** conducted weekly which targets at-risk youth who do not have any extracurricular activities after school. SROs and teachers conduct tutoring and provide homework assistance to all participants in the program. More than 150 bicycles were refurbished and put back into the community to underprivileged children.
- (I) **Garland Police Youth Program** was conducted weekly whereby SROs tutored and offered assistance with homework to more than 700 kids after school.
- (J) **Garland Police Boxing Program** provided assistance to more than 200 at-risk youth with almost three-fourths of the student-participants achieving Honor Roll status every six weeks at their respective schools while competing favorably in state, local, and national boxing (Gold Glove) tournaments.
- (K) **GPD Youth Crimes Unit** was selected by the Dallas County Children’s Advocacy Center (DCAC) for an innovative pilot program that coordinates between law enforcement officials, Dallas CPS, and other youth service providers to protect children at risk of sexual abuse, physical abuse, or neglect.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Maintain **Average Response Times** within the following goals:
 - (1) **Priority 1 Calls:** 5 minutes 30 seconds (or less)
 - (2) **Priority 2 Calls:** 9 minutes (or less)
 - (3) **Priority 3 Calls:** 14 minutes (or less)
- (B) Continue to implement innovative crime-fighting strategies in order to maintain a safe environment for all residents.
- (C) Continue to enhance the goal of real-time delivery of crime analysis data to Officers and our community in order to deter criminal acts and increase apprehensions.
- (D) Continue to place an emphasis on educating and training including Officer decision-making skills, tactics, and other proficiencies.
- (E) Continue efforts to recruit and hire qualified personnel with diverse backgrounds.

KEY PERFORMANCE MEASURES

	2014-15 ACTUAL	2015-16 PROJECTED	2016-17 PROJECTED
(1) Calls for Service	139,170	140,000	140,000
(2) Response Times (in minutes:seconds):			
(a) Priority 1	6:03	5:45	5:45
(b) Priority 2	9:57	9:15	9:15
(c) Priority 3	15:25	14:30	14:30
(3) Total Citations	45,886	50,000	50,000
(a) Moving Citations	24,693	--	--
(b) Non-Moving Citations	17,605	--	--
(c) Non-Traffic Citations	3,588	--	--
(4) Police Reports	23,490	24,000	24,000
(5) Total Arrests	9,741	9,500	9,500
(a) Felony Arrests	2,891	--	--
(b) Misdemeanor Arrests	6,850	-	--

General Fund

POLICE

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$40,537,627	\$41,927,892	\$41,584,299	\$43,553,725
Operations	4,075,794	4,641,845	4,611,026	4,560,123
Charge-Outs	0	(16,000)	(28,000)	(24,000)
Capital	0	352,156	352,156	568,634
TOTAL EXPENDITURES	<u>\$44,613,421</u>	<u>\$46,905,893</u>	<u>\$46,519,481</u>	<u>\$48,658,482</u>

BY OPERATIONAL AREA:

Administration	\$3,790,600	\$3,721,321	\$3,655,861	\$3,456,288
Uniformed Operations	16,507,255	18,021,921	18,146,365	18,185,308
CID (Criminal Investigation Division)	7,477,814	7,409,340	7,290,900	8,101,008
Staff/Support Services	16,837,752	17,753,311	17,426,355	18,915,878

TOTAL EXPENDITURES	<u>\$44,613,421</u>	<u>\$46,905,893</u>	<u>\$46,519,481</u>	<u>\$48,658,482</u>
---------------------------	---------------------	---------------------	---------------------	---------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$1,752,589
Percentage Change	4%

STAFFING

Full-Time Positions	456	467	467	470
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>456</u>	<u>467</u>	<u>467</u>	<u>470</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes \$392,700 for the purchase of Police body-worn cameras, in-car video, and ancillary equipment. Additionally, the Garland Independent School District will be provided three (3) School Resource Officers with a full complement of equipment for FY 2016-17. The cost of these additional SROs will be fully reimbursed to the City by GISD. Additional Police overtime of \$120,000 is funded by a transfer from the SafeLight Fund for traffic enforcement within school zones and against aggressive driving. The FY 2015-16 Revised Budget includes \$299,100 for the purchase of ballistic plates, helmets, and heavy-duty bags for all Sworn Police personnel.

Public Safety Grant Fund**POLICE GRANTS**

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$0	\$0	\$0	\$0
Operations	39,577	65,636	66,231	64,987
Charge-Outs	0	0	0	0
Capital	25,000	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$64,577</u>	<u>\$65,636</u>	<u>\$66,231</u>	<u>\$64,987</u>

BY OPERATIONAL AREA:

State Training Grant	\$9,741	\$20,984	\$20,932	\$20,400
Justice Assistance Grant	25,000	28,052	25,699	29,587
Youth Programs	18,402	6,600	6,600	5,000
Internet Crimes Against Children (ICAC) - Juvenile Justice	11,434	10,000	13,000	10,000

TOTAL EXPENDITURES	<u>\$64,577</u>	<u>\$65,636</u>	<u>\$66,231</u>	<u>\$64,987</u>
---------------------------	-----------------	-----------------	-----------------	-----------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$649)
Percentage Change	-1%

STAFFING

Full-Time Positions	0	0	0	0
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

SIGNIFICANT CHANGES AND NOTES

The future availability of these and similar grants is in jeopardy due to ongoing reductions or changes of scope at state and federal levels. Continued reductions and/or future eliminations of these types of grants may negatively impact the City's ability to acquire certain types of specialized equipment and training or continue grant-funded programs.

DEPARTMENT MISSION

The Public and Media Relations Department's mission is to increase the awareness and understanding of internal and external audiences of all areas of municipal governance, from neighborhoods to City Hall, by providing information about City government services and programs in order to make them more accessible to Garland citizens. This is accomplished through the development and implementation of various internal and external communication programs and by supporting marketing and special events activities.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Participated in Public and Media Relations activities related to the December 26 tornado, including publication of a Special Edition of the *Garland City Press*.
 - (B) Implemented the #GarlandStrong fundraising campaign to support rebuilding in the tornado-impacted neighborhoods of Garland.
 - (C) Conducted training sessions to improve preparedness for the PIO Annex of the City's Emergency Preparedness Plan.
 - (D) Worked with marketing/image team to engage a consultant to identify Garland's strengths and weaknesses.
 - (E) Expecting to complete major upgrade of CGTV (government access channel) operational systems by the end of the fiscal year and return City Council and Plan Commission meeting broadcast locations to City Hall.
 - (F) Continued to improve the City's online presence with development of website improvements (subsites, web widgets, etc.) and more strategic use of social media channels.
 - (G) Increase awareness of City service functions to both internal and external audiences through videos, news stories, and other networking and outreach activities.
 - (H) Support marketing efforts throughout the organization to meet internal and external priorities.
 - (I) Earned five first place awards and three second and third place awards at the 14th Annual Texas Association of Telecommunications Officers & Advisors (TATO) Programming Awards.
 - (J) Earned four awards at the 2015 Texas Association of Municipal Information Officers (TAMIO) Conference, including first place for Best Website.
-

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Further develop overarching communications plan to address priorities established by the City Manager and roll out to the City of Garland organization.
- (B) Engage with marketing/image consultant to better focus on Garland's best attributes in all communications materials and key messaging activities.
- (C) Continue use of internal and external surveys and other research tools to measure communications effectiveness.
- (D) Conduct internal training and one-on-one consultation to strengthen consistency in communications materials and key message delivery.
- (E) Conduct customized media relations training for elected officials and management-level staff as needed.
- (F) Continue to support #GarlandStrong fundraising activities.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) <i>Garland City Press</i> Productions	6	6	6
(2) <i>Garland City Press</i> "Briefs" (e-news, started 1/14)	52	50	50
(3) <i>Garland Youth Council</i> Projects/Events/Meetings			
(4) Positive News Coverage / Successful Placement of Event Notices (May 3, 2015, incident's coverage not included)	2,300	2,700	2,700
(5) CGTV Locally-Produced Programs Including Regular City Council and Plan Commission Meetings			
• Work Session Broadcasts	25	25	25
• City Council Meeting Broadcasts	25	25	25
• Plan Commission Meeting Broadcasts	20	24	24
• District Update Broadcasts (Changed format in 2011 from "Town Meeting" to individual presentations)	8	8	8
• Mayor's State of the City	1	1	1
• City Council Candidate Forum	0	0	1
• "This Week in Garland" (started July 1, 2014)	42	48	48
• Individual News Stories	57	75	75
• Internal Videos	15	40	40
• Arts in Action Productions	6	4	6
• Public Service Announcements	16	45	45
• TV Billboards	137	150	150
(6) "COGnews in Brief" Weekly Emails (started 1/14)	52	50	50
(7) COGnews Employee Newsletter (monthly; started 1/14)	11	1	12
(8) Print/Electronic Materials Produced (began tracking in 2014-15)	190	250	300
(9) Print Requests - Business Cards, Forms, Etc. (began tracking in 2014-15)	328	400	450

General Fund

PUBLIC AND MEDIA RELATIONS

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$510,670	\$534,825	\$534,825	\$579,965
Operations	64,914	41,448	50,669	48,586
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$575,584</u>	<u>\$576,273</u>	<u>\$585,494</u>	<u>\$628,551</u>

BY OPERATIONAL AREA:

Public and Media Relations	\$575,584	\$576,273	\$585,494	\$628,551
----------------------------	-----------	-----------	-----------	-----------

TOTAL EXPENDITURES	<u>\$575,584</u>	<u>\$576,273</u>	<u>\$585,494</u>	<u>\$628,551</u>
---------------------------	------------------	------------------	------------------	------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$52,278
Percentage Change	9%

STAFFING

Full-Time Positions	7	7	7	7
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes \$6,000 for the Garland Youth Council to increase participation and travel to the National League of Cities programs and conferences.

DEPARTMENT MISSION

Purchasing's mission is to manage a strategic procurement operation that (1) purchases all goods and services, (2) provides professional management of Citywide initiatives, (3) directs investment recovery through sale or disposal of salvage and surplus materials, and (4) applies professional procurement skills resulting in high quality, cost-effective services for all City departments, thereby partnering to deliver first class services to the citizens.

Vision: Purchasing is focused on providing the best value for each tax dollar.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Received the Achievement of Excellence in Procurement Award for the 18th consecutive year.
- (B) Implemented a Contract Management System to improve operational efficiencies.
- (C) Successfully transitioned to new Ion Wave electronic bidding solution.
- (D) Revised Purchasing Directives to reflect Audit recommendations.
- (E) Standardized the management of Change Orders to simplify and expedite the process.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Audit HUB vendors in Cayenta to determine eligibility.
- (B) Realign Buyer commodities to better serve our customers.
- (C) Receive the Achievement of Excellence in Procurement Award for the 19th consecutive year.
- (D) Implement single use P-card program to improve efficiencies and increase rebates.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Total Purchase Order Count Issued by Purchasing	920	1,849	1,257
(2) Total Purchase Order Value Issued by Purchasing	\$127,721,600	\$191,585,374	\$198,393,482
(3) Cost Savings between First and Second Lowest Responsible Bidders	\$2,294,391	\$8,720,378	\$8,200,728
(4) Total P-Card Transactions	32,797	69,431	36,599
(5) Total P-Card Expenditures	\$7,252,784	\$13,136,382	\$8,517,921
(6) Revenue Generated through Investment Recovery Operations	\$919,202	\$3,782,535	\$860,727
(7) HUB Vendors Contacted by Buyers	3,021	1,712	963
(8) HUB Vendor Bid Responses	69	58	43
(9) HUB Vendor Expenditures	\$12,100,898	\$25,287,632	\$20,950,443

General Fund**PURCHASING**

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$562,137	\$575,846	\$575,846	\$612,074
Operations	45,243	41,874	45,083	41,874
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$607,380</u>	<u>\$617,720</u>	<u>\$620,929</u>	<u>\$653,948</u>

BY OPERATIONAL AREA:

Purchasing	\$607,380	\$617,720	\$620,929	\$653,948
------------	-----------	-----------	-----------	-----------

TOTAL EXPENDITURES	<u>\$607,380</u>	<u>\$617,720</u>	<u>\$620,929</u>	<u>\$653,948</u>
---------------------------	------------------	------------------	------------------	------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$36,228
Percentage Change	6%

STAFFING

Full-Time Positions	8	8	8	8
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>8</u>	<u>8</u>	<u>8</u>	<u>8</u>

SIGNIFICANT CHANGES AND NOTES

Recreation Performance Fund

RECREATION ACTIVITIES

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$187,652	\$208,242	\$208,242	\$228,506
Operations	879,061	915,293	1,083,914	1,075,777
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	115,340	121,490	121,490	119,957
TOTAL EXPENDITURES	<u>\$1,182,053</u>	<u>\$1,245,025</u>	<u>\$1,413,646</u>	<u>\$1,424,240</u>

BY OPERATIONAL AREA:

Activities	\$100,450	\$140,149	\$140,149	\$109,589
Senior Events	259,459	285,797	355,997	357,601
Classes	364,078	371,842	403,804	425,177
Garland Swim Program	153,968	128,672	128,672	134,078
Tennis	24,000	46,000	85,060	46,000
Reservations	164,758	151,075	178,474	231,838
Non-Departmental	115,340	121,490	121,490	119,957

TOTAL EXPENDITURES	<u>\$1,182,053</u>	<u>\$1,245,025</u>	<u>\$1,413,646</u>	<u>\$1,424,240</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$179,215
Percentage Change	14%

STAFFING

Full-Time Positions	0	0	0	0
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes \$18,600 for equipment replacement at the Recreation Centers; \$83,000 of maintenance at the Audubon, Bradfield, Gale Fields, and Holford Recreation Centers; and \$15,000 for new equipment. The approved budget includes \$20,000 for tennis court repairs at the Jack Coleman Tennis Center. This is the final year of a three-year program to resurface all tennis courts. Additionally, the approved budget includes \$10,000 for safety inspection and maintenance of reservation pavilions and \$17,000 for program enhancements at Bradfield Pool.

DEPARTMENT MISSION

The Risk Management Department's mission is to minimize the potential for losses of the City's human, fiscal, and physical assets and the impact losses have on the organization so that resources can be directed toward other needs of the City and community. The department identifies and evaluates the exposure to loss and designs and administers programs to prevent, reduce potential for, control, or provide financing for losses.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Completed 80% implementation of department incident reporting into Risk Management Information System (RMIS).
- (B) Completed 40% of updated facility evacuation and sheltering plans.
- (C) Expanded safety resources available on COGnet.
- (D) Developed internal Property Loss directives and Loss Allocation proposal.
- (E) Continued update of Risk Management directives and safety procedures.
- (F) Began implementation of RMIS report training for departments.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Complete department accident reporting into RMIS system and expand report training for departments.
- (B) Engage appraisal services and complete City property reevaluation for property insurance purposes.
- (C) Complete facility evacuation and sheltering plans.
- (D) Continue update of Risk Management directives and safety procedures.
- (E) Finalize internal Property Loss directives and Loss Allocation proposal.
- (F) Expand City department involvement in Safety Connection program.
- (G) Complete FEMA and Federal Highway Administration claims process and receipt of funds for flood and tornado losses.

KEY PERFORMANCE MEASURES

	2014-15 <u>ACTUAL</u>	2015-16 <u>PROJECTED</u>	2016-17 <u>PROJECTED</u>
(1) Number of Liability Claims Filed	232	167	170
(2) Percent of Liability Claims Paid	42.7%	42.3%	45.0%
(3) Number of Injury Leave Hours	20,775	16,918	17,000
(4) Average Annual Workers Compensation Cost per Employee	\$981	\$1,100	\$1,100
(5) Direct Safety Training Hours Provided	2,848	3,000	3,000
(6) Organization Safety Training Hours Reported	10,480	10,000	10,000

Self Insurance Fund

RISK MANAGEMENT

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$559,273	\$540,211	\$540,211	\$647,925
Operations	48,129	155,956	155,696	144,504
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	15,841	26,717	40,037	29,370
TOTAL EXPENDITURES	<u>\$623,243</u>	<u>\$722,884</u>	<u>\$735,944</u>	<u>\$821,799</u>

BY OPERATIONAL AREA:

Risk Management	\$607,402	\$696,167	\$695,907	\$792,429
Non-Departmental	15,841	26,717	40,037	29,370

TOTAL EXPENDITURES	<u>\$623,243</u>	<u>\$722,884</u>	<u>\$735,944</u>	<u>\$821,799</u>
---------------------------	------------------	------------------	------------------	------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$98,915
Percentage Change	14%

STAFFING

Full-Time Positions	5	5	5	5
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes \$50,000 for Temporary labor to assist in insurance claims and other claims recoveries.

DEPARTMENT MISSION

SafeLight Garland's mission is to reduce red-light running and the vehicle crashes, injuries, and deaths that can result from red-light running. The program is tasked with enforcing the City ordinance created to address this dangerous driver behavior. SafeLight Garland serves as a force-multiplier for the Garland Police Department and provides public education regarding the program and the issue of red-light running.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Completed camera location move from Shiloh/Kingsley to Centerville/LBJ due to construction.
- (B) Maintained positive revenue flow in support of program.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Reduce number of accidents and injuries at intersections with Red Light Cameras.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Number of Crashes at Intersections with Red-Light Cameras	86	82	82
(2) Number of Injuries at Intersections with Red-Light Cameras	35	30	30

SafeLight Fund

SAFELIGHT GARLAND

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$94,493	\$107,607	\$119,607	\$119,216
Operations	780,476	1,375,155	806,163	806,163
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	661,357	119,523	905,629	861,732
TOTAL EXPENDITURES	<u>\$1,536,326</u>	<u>\$1,602,285</u>	<u>\$1,831,399</u>	<u>\$1,787,111</u>

BY OPERATIONAL AREA:

SafeLight Garland Program	\$874,969	\$1,482,762	\$925,770	\$925,379
Non-Departmental	661,357	119,523	905,629	861,732

TOTAL EXPENDITURES	<u>\$1,536,326</u>	<u>\$1,602,285</u>	<u>\$1,831,399</u>	<u>\$1,787,111</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$184,826
Percentage Change	12%

STAFFING

Full-Time Positions	1	1	1	1
Part-Time Positions	1	1	1	1
TOTAL STAFFING	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes \$120,000 in funding for Transportation to replace stop signs, other street signs, and traffic signals, as well as \$75,000 for equipment that will enable Transportation to replace crosswalk and stop bar markings every three years. The SafeLight Program continues to fund a portion of LED lighting for the Transportation Department with funding of \$100,000 in the approved budget. Additionally, \$120,000 is being funded for Police overtime to supplement traffic enforcement efforts in school zones and against aggressive driving.

DEPARTMENT MISSION

Stormwater Management’s mission is to maintain natural and man-made drainageways in free-flowing condition, to reduce the risk of localized stormwater flooding, to reduce stormwater pollution as required by State and Federal laws, to manage flood plain development, and to manage the municipal drainage utility system.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Completed 20th year under EPA/TCEQ Stormwater Permit with no violations, penalties, or administrative orders.
- (B) Managed the Stormwater Management Plan elements conducted by eight (8) City departments.
- (C) Completed and submitted TCEQ Permit Renewal Application. Annual report was completed and submitted to the TCEQ by March 1st as required.
- (D) Reviewed and approved the Annual Regional Monitoring Report prepared by the North Central Texas Council of Governments prior to submittal to the TCEQ as part of Garland’s permit requirement.
- (E) Participated in regional stormwater programs with the NCTCOG that utilized cost-sharing and cooperative purchases to facilitate meeting Federal and State stormwater requirements.
- (F) Public Education: Sponsored a poster contest, “From the Streets to Creeks.” 1,179 entries were received from 3rd, 4th, and 5th grades. Distributed live ladybugs and praying mantises to explain natural pest control.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Renew TCEQ Permit. Meet all EPA/TCEQ Stormwater Permit requirements.
- (B) Participate with the NCTCOG in cost-sharing activities and meeting stormwater requirements.
- (C) Review Stormwater Management Plan and revise if necessary.
- (D) Update educational program as necessary.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Stormwater Hotline Call Responses (68) within 1 Business Day	100%	100%	100%
(2) Stormwater Construction Plans Reviewed (152) within 3 Business Days	100%	100%	100%
(3) Construction Site Stormwater Inspections Conducted (5,348) as Required by Permit	100%	100%	100%
(4) 48 Stormwater Presentations Conducted at GISD Schools Annually as Required by Permit (119)	248%	100+%	100+%
(5) 7 Miles of Storm Drain Channels Maintained Annually as Required by Permit (15 miles)	215%	100+%	100+%
(6) Floatables Removed from 35 Miles of Creeks/Channels Twice Annually as Required by Permit (43 cubic yards)	100%	100%	100%

Stormwater Management Fund

STORMWATER MANAGEMENT

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
BY CATEGORY:				
Personnel	\$1,932,605	\$2,097,766	\$2,097,766	\$2,156,324
Operations	1,315,578	1,349,628	1,308,738	1,313,567
Charge-Outs	0	0	0	0
Capital	0	0	0	75,000
Non-Departmental	548,962	633,162	697,097	698,009
TOTAL EXPENDITURES	\$3,797,145	\$4,080,556	\$4,103,601	\$4,242,900

BY OPERATIONAL AREA:

Drainage Maintenance	\$1,347,778	\$1,332,102	\$1,283,579	\$1,434,037
Erosion Control	96,744	181,134	181,046	165,743
Local Flooding	411,140	472,904	491,054	419,954
Regional Monitoring	75,967	38,000	38,000	83,967
Industrial Facility Compliance	80,583	80,943	80,943	84,172
Illicit Discharge Reduction	212,996	227,823	226,087	231,068
Education/Information	164,627	182,598	182,598	188,892
Household Toxics Reduction	181,114	226,411	226,411	226,411
Stormwater Management Affairs	5,202	0	0	0
Administration	128,906	141,932	141,865	141,883
Floodplain Management	103,188	114,492	114,492	118,864
Customer Service	101,352	106,917	106,917	109,168
Litter Control	338,586	342,138	333,512	340,732
Non-Departmental	548,962	633,162	697,097	698,009
TOTAL EXPENDITURES	\$3,797,145	\$4,080,556	\$4,103,601	\$4,242,900

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$162,344
Percentage Change	4%

STAFFING

Full-Time Positions	24	24	24	24
Part-Time Positions	0	0	0	0
TOTAL STAFFING	24	24	24	24

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes the replacement of one (1) skid steer loader for \$75,000 that is used to clear drainage channels. The current piece of equipment is past its useful life and requires extensive maintenance to remain operational.

DEPARTMENT MISSION

The mission of the Office of Strategic Initiatives (OSI) is to provide policy makers and City Management with project management, research, and analysis services from an enterprise perspective that are critical for delivering strategic initiatives and making prudent policy, operating, and planning decisions. OSI serves as the City's internal consulting unit by providing departments with professional services to address management and operating challenges on both a short-term and ongoing basis. Through these services, OSI strives to develop strategies for addressing key issues facing the City, to ensure quality delivery of interdepartmental projects, to improve the quality of management decisions, to enhance the effectiveness and efficiency of City services, and to reduce the organization's reliance on outside consultants.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Oversaw the Downtown Redevelopment Program, including: completing construction of City Hall façade and safety improvements; construction of CGTV studio; Arts Plaza construction; installation of streetscape along State, Austin, and Fifth Streets; and design of the Tract B mixed use building.
- (B) Researched and developed a Lean Management Strategy and initiated the first implementation phase, including: identifying Lean training resources, completing Public Development Process redesign for Engineering CIP projects, and initiating Land Development Process redesign.
- (C) Initiated research and development of a marketing plan to improve the city's image and competitiveness in commercial, industrial, and retail markets.
- (D) Facilitated discussions with property owners and initiated the nomination process for listing Downtown Garland on the National Register of Historic Places.
- (E) Supported the City's tornado response and recovery efforts.
- (F) Provided project management services for the new Aquatics website and developed new interactive dashboards for monitoring real estate performance indices and other economic drivers.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Facilitate Phase 2 implementation of an Image and Promotion Strategy to improve the city's image and competitiveness in commercial, industrial, and retail markets.
- (B) Continue to advance improvements in the City's approach to infrastructure planning and design in key corridors and catalyst areas for the purpose of enhancing the community's image and maximizing opportunities for land use and economic impacts in these areas;
- (C) Continue advancement of Lean Management knowledge and skills throughout the organization, focusing on application of Lean principles in public-private partnership and internal support processes.
- (D) Facilitate effective long-term recovery of the neighborhoods impacted by the December 26, 2015, tornado.

KEY PERFORMANCE MEASURES

	2014-15 ACTUAL	2015-16 PROJECTED	2016-17 PROJECTED
(1) Development/Improvement Projects Completed	6	7	7
(2) Technology Projects Completed	4	3	4
(3) Management Services Provided	11	12	13
(4) Neighborhood Surveys Distributed	8,641	7,579	7,034
(5) Neighborhood Field Assessments (# of homes)	2,201	1,985	2,244
(6) Neighborhood Survey Response Rate	19%	21%	24%

Information Technology Fund

STRATEGIC INITIATIVES (OFFICE OF)

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$511,082	\$568,108	\$545,325	\$587,045
Operations	182,538	88,367	220,026	208,753
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$693,620</u>	<u>\$656,475</u>	<u>\$765,351</u>	<u>\$795,798</u>

BY OPERATIONAL AREA:

Office of Strategic Initiatives	\$693,620	\$656,475	\$765,351	\$795,798
---------------------------------	-----------	-----------	-----------	-----------

TOTAL EXPENDITURES	<u>\$693,620</u>	<u>\$656,475</u>	<u>\$765,351</u>	<u>\$795,798</u>
---------------------------	------------------	------------------	------------------	------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$139,323
Percentage Change	21%

STAFFING

Full-Time Positions	5	5	5	5
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget for the Office of Strategic Initiatives includes additional funding of \$124,200 for a contract employee to assist with process improvement in various areas of the City, focusing on areas such as economic development, onboarding employees, purchasing, and electronic plan review.

DEPARTMENT MISSION

The Street Department’s mission is to provide high-quality service to the citizens of Garland by maintaining, repairing, and/or replacing streets, alleys, and other related infrastructure. The Department will provide a safe road system through proper maintenance, rehabilitation, and replacement of failed segments of pavement and all other related infrastructure while upholding the highest regard for customer satisfaction.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Completed eleven (11) alley reconstruction, one (1) concrete alley repair, nine (9) asphalt rehabilitation, twelve (12) street reconstruction, six (6) concrete street repair, and two (2) CDBG street reconstruction projects to substantially complete the 2014–2016 Construction Program. Developed the 2017–2019 Construction Program.
- (B) Purchased one (1) ½-ton truck, seven (7) 1-ton trucks with cargo trailers, a truck tractor/haul trailer, one (1) 12-yard dump truck, two (2) truck tractors with 30-yard end dump trailers, two (2) pneumatic rollers, two (2) soil compactors, and one (1) large motor grader to replace aging equipment. Completed design and began construction of the sanding storage structure on the Service Center yard.
- (C) Overlaid 5.5 lane miles of concrete streets rated in failed/poor condition with asphalt pavement.
- (D) Performed preventive maintenance crack-sealing on 125 lane miles of arterial streets, so that those streets’ crack seal needs are rated low in the Pavement Management System.
- (E) Installed permanent high-water road closure gates at seven (7) locations.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Complete FY 2016-17 CDBG projects and close financial accounts in Fund 825 prior to end of the fiscal year. Complete all alley reconstruction, asphalt overlay, street reconstruction, and concrete street repair projects in the first year of the 2017–2019 Infrastructure Construction Program.
- (B) Develop an Arterial/Collector Street Concrete Pavement Improvements contract to expend funds provided in the 2017 through 2019 Capital Improvement Programs.
- (C) Perform preventive maintenance crack-sealing on 100 lane miles of arterial and/or collector streets.
- (D) Overlay five (5) miles of concrete streets rated in failed/poor condition with asphalt pavement.

KEY PERFORMANCE MEASURES

	2014-15 ACTUAL	2015-16 PROJECTED	2016-17 PROJECTED
<u>Maintenance</u>			
(1) Requests for Service	2,399	2,500	2,500
(2) Percent of Paved Lane Miles Assessed in Satisfactory Condition	81%	78%	78%
<u>Alley/Street Paving</u>			
(1) Alley Repair - Concrete (square yards)	384	25	25
(2) Street Repair - Concrete (square yards)	30,416	31,000	40,000
(3) Alley Replacement - Concrete (miles)	1.73	1.76	1.75
(4) Street Replacement - Concrete (lane miles)	5.12	6.50	6.50
(5) Street Rehabilitation - Asphalt (lane miles)	8.83	8.99	0.00
<u>Community Development Block Grant Program</u>			
(1) Street Replacement (lane miles)	1.71	1.09	1.64

Infrastructure Repair & Replacement Fund

STREET

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
BY CATEGORY:				
Personnel	\$4,400,181	\$5,117,418	\$5,117,418	\$5,585,009
Operations	5,895,938	5,411,093	7,129,011	10,829,308
Charge-Outs	0	(319,044)	(319,044)	(382,118)
Capital	728,687	694,000	1,164,734	600,000
Non-Departmental	299,577	327,122	529,584	363,256
TOTAL EXPENDITURES	<u>\$11,324,383</u>	<u>\$11,230,589</u>	<u>\$13,621,703</u>	<u>\$16,995,455</u>

BY OPERATIONAL AREA:

Administration	\$592,178	\$589,050	\$588,609	\$612,923
Maintenance	1,824,386	1,536,594	1,671,952	3,371,426
Construction	8,608,242	8,777,823	10,831,558	12,647,850
Non-Departmental	299,577	327,122	529,584	363,256

TOTAL EXPENDITURES	<u>\$11,324,383</u>	<u>\$11,230,589</u>	<u>\$13,621,703</u>	<u>\$16,995,455</u>
---------------------------	---------------------	---------------------	---------------------	---------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$5,764,866
Percentage Change	51%

STAFFING

Full-Time Positions	72	76	76	82
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>72</u>	<u>76</u>	<u>76</u>	<u>82</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes nearly \$5.9 million in additional transfers from the General Fund and Tax Note Proceeds when compared to the FY 2015-16 Adopted Budget. Approved expenditures include \$1.8 million for an asphalt overlay crew consisting of six (6) new positions and \$1.5 million in materials; \$4.0 million in concrete street replacement services; and \$600,000 to replace a fuel/lube truck, a mechanic's truck, and three (3) heavy platform trucks.

DEPARTMENT MISSION

The mission of the Summer Nutrition Program (SNP) is to provide healthy, nutritious meals to children in target neighborhoods; to improve access to breakfast and lunch meals during the summer months; and to serve as a meal source for recreation centers, parks, and churches that have organized activities. The program theme is: *Promoting the 3E's of healthy living: education, exercise, and eating right!*

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Increased site participation and enhanced activity programming at meal locations.
- (B) Extended PepsiCo Food Service agreement for meal prep and delivery.
- (C) Offered 3 snack programs with various community partnerships.
- (D) Continued program marketing through SNP video and outreach events.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Add 2-3 meal sites in underserved areas.
- (B) Focus on quality enrichment programs at sites.
- (C) Identify 2-3 community partners to assist with meal program.
- (D) Offer C2W volunteer credit.
- (E) Implement 5th year of PepsiCo Food Service agreement.

KEY PERFORMANCE MEASURES

	2014-15 <u>ACTUAL</u>	2015-16 <u>PROJECTED</u>	2016-17 <u>PROJECTED</u>
(1) Number of Meal Sites	33	36	36
(2) Meals Served to Children	72,936	68,936	72,385
(3) Breakfast Meals Served	12,075	11,470	12,045

Summer Nutrition Fund

SUMMER NUTRITION PROGRAM

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$94,249	\$119,273	\$95,754	\$99,350
Operations	218,840	300,034	213,359	252,998
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$313,089</u>	<u>\$419,307</u>	<u>\$309,113</u>	<u>\$352,348</u>

BY OPERATIONAL AREA:

Summer Nutrition Program	\$313,089	\$419,307	\$309,113	\$352,348
--------------------------	-----------	-----------	-----------	-----------

TOTAL EXPENDITURES	<u>\$313,089</u>	<u>\$419,307</u>	<u>\$309,113</u>	<u>\$352,348</u>
---------------------------	------------------	------------------	------------------	------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$66,959)
Percentage Change	-16%

STAFFING

Full-Time Positions	0	0	0	0
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget reflects anticipated costs to provide breakfasts, lunches, and snacks for school-age children at approximately 36 sites throughout Garland. The FY 2015-16 Revised Budget reflects the costs to provide the breakfasts, lunches, and snacks at the 36 sites based on daily attendance.

DEPARTMENT MISSION

The Tax and Revenue Recovery Division will provide excellent service to both our internal and external customers with the highest degree of integrity, reliability, and timeliness. The Department’s policies and practices will be keenly focused to ensure the effective and efficient collections of the City’s ad valorem taxes.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Achieved a record total ad valorem tax collection rate of 99.26%.
- (B) Successfully hired a new Department Administrator and transitioned new operational approaches, procedures, and processes.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Achieve a minimum ad valorem collection rate of 98.75%.
- (B) Continue enhancements and efficiency improvements within the Collections database.
- (C) Complete the cross-training of Tax and Revenue Recovery employees in order to improve operational efficiency and overall customer service.

KEY PERFORMANCE MEASURES

	2014-15 ACTUAL	2015-16 PROJECTED	2016-17 PROJECTED
(1) Tax Accounts	74,846	74,481	74,864
• Amount Billed	\$73,830,658	\$78,757,416	\$83,482,861
• Amount Collected	\$73,255,727	\$77,969,842	\$82,648,033
• Percent Collected	99.26%	99%	99%
(2) Delinquent Accounts			
• Amount Billed	\$1,755,034	\$1,706,944	\$2,050,713
• Amount Collected	\$484,818	\$443,805	\$533,185
• Percent Collected	29.49%	26%	26%
(3) Exemptions Processed			
• Homestead Parcels	42,575	42,318	43,009
• Over 65 Parcels	12,956	12,802	13,348
• Disabled Persons Parcels	1,455	1,448	1,505
• Disabled Veterans Parcels	712	705	736
• 100% Disabled Veterans Parcels	182	176	202
• Totally Exempt Parcels	1,301	1,310	1,307

General Fund

TAX

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$269,876	\$251,299	\$251,299	\$273,086
Operations	541,464	518,131	518,131	525,125
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$811,340</u>	<u>\$769,430</u>	<u>\$769,430</u>	<u>\$798,211</u>

BY OPERATIONAL AREA:

Tax	\$811,340	\$769,430	\$769,430	\$798,211
-----	-----------	-----------	-----------	-----------

TOTAL EXPENDITURES	<u>\$811,340</u>	<u>\$769,430</u>	<u>\$769,430</u>	<u>\$798,211</u>
---------------------------	------------------	------------------	------------------	------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$28,781
Percentage Change	4%

STAFFING

Full-Time Positions	4	4	4	4
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The Transportation Department’s mission is to provide for the safe, convenient, and efficient flow of vehicular and pedestrian traffic within the city. This is accomplished through the proper planning, design, and maintenance of the City street network; school-related controls; and traffic signals, signs, and markings.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Completed traffic signal modernizations at Forest & Marion, Avenue B & South Garland, and Walnut & Plano.
- (B) Completed installation of new traffic signal at Naaman School & Pleasant Valley.
- (C) Replaced 800 faded stop signs in residential neighborhoods as part of our Annual Replacement Program. This program replaces aged stop signs with new high-intensity stop signs for better nighttime visibility.
- (D) Initiated bottleneck studies at high-congestion intersections.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Provide over 8,900 safe school crossings on a daily basis by providing Adult Crossing Guard supervision and school traffic controls.
- (B) Continue annual Stop Sign Replacement Program. Approximately 800 residential stop signs are planned for replacement.
- (C) Continue Operational & Safety improvements at various locations, e.g., new turning lanes, roadside barriers, etc.
- (D) Complete bottleneck study and develop short and long-range improvement plans.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Emergency Response Time (minutes)	22	22	22
(2) Traffic Signal Emergency Maintenance (hours)	530	500	500
(3) Traffic Signs Installed/Repaired/Replaced	1,939	1,800	1,800
(4) Pavement Markings Installed/Maintained (miles)	28	107	85
(5) Crosswalks/Stop Bars Installed/Maintained (each)	387	400	400
(6) Traffic Control Setup for Special Events	16	13	10

General Fund

TRANSPORTATION

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$1,823,221	\$1,870,930	\$1,870,930	\$1,897,664
Operations	360,662	301,346	321,045	401,170
Charge-Outs	0	(15,000)	(15,000)	(15,000)
Capital	0	0	262,096	75,000
TOTAL EXPENDITURES	<u>\$2,183,883</u>	<u>\$2,157,276</u>	<u>\$2,439,071</u>	<u>\$2,358,834</u>

BY OPERATIONAL AREA:

Office Operations	\$762,557	\$672,533	\$685,618	\$771,214
Traffic Signals	488,640	473,242	741,586	465,500
Traffic Signs & Markings	471,381	508,412	505,429	614,249
School Crossing Guards	461,305	503,089	506,438	507,871

TOTAL EXPENDITURES	<u>\$2,183,883</u>	<u>\$2,157,276</u>	<u>\$2,439,071</u>	<u>\$2,358,834</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$201,558
Percentage Change	9%

STAFFING

Full-Time Positions	18	18	18	18
Part-Time Positions	8	8	8	8
TOTAL STAFFING	<u>26</u>	<u>26</u>	<u>26</u>	<u>26</u>

SIGNIFICANT CHANGES AND NOTES

In the FY 2016-17 Adopted Budget, additional funding of \$195,000 has been transferred from the SafeLight Fund to replace various signs and signals and purchase a thermoplastic marking machine.

DEPARTMENT MISSION

The Warehouse's mission is to provide the necessary resources that establish a foundation of quality service to the community. The Warehouse works with suppliers and City departments to source quality goods and services in a timely and cost-effective manner. We accomplish this with a focus on continuous improvement and through building effective partnerships with internal and external customers.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Worked with user departments to identify and reduce obsolete inventory.
- (B) Successfully supported Garland Power & Light during December tornado recovery.
- (C) Worked closely with departments and suppliers to maintain 99% order fill rate.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Perform inventory analysis with user departments to identify and reduce obsolete inventory.
- (B) Assist Garland Power & Light with conversion to LED lighting standards.
- (C) Collaborate with manufacturers and GP&L to revise transformer specifications.

KEY PERFORMANCE MEASURES

	2013-14 ACTUAL	2015-16 PROJECTED	2016-17 PROJECTED
(1) Total Line Items Issued	19,355	18,208	18,407
(2) Total Value of Issues	\$5.8 Million	\$6.7 Million	\$7.1 Million
(3) Total Line Items Ordered	2,180	2,157	2,021
(4) Total Value of Orders	\$5.2 Million	\$4.9 Million	\$5.9 Million
(5) Average Inventory Value	\$5.6 Million	\$5.4 Million	\$5.3 Million
(6) Inventory Turnover Ratio	1.03	1.24	1.33
(7) Order Fill Rate	99%	99%	99%

Warehouse Fund

WAREHOUSE

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
--------------------------------	---------------------------	-----------------------------	----------------------------	-----------------------------

BY CATEGORY:

Personnel	\$546,403	\$545,754	\$545,754	\$581,414
Operations	84,911	80,404	79,826	80,735
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	304,198	301,174	327,814	282,188
TOTAL EXPENDITURES	<u>\$935,512</u>	<u>\$927,332</u>	<u>\$953,394</u>	<u>\$944,337</u>

BY OPERATIONAL AREA:

Warehouse Operations	\$569,095	\$552,644	\$552,066	\$586,312
Print Operations	0	0	0	0
Day Labor Center	62,219	73,514	73,514	75,837
Non-Departmental	304,198	301,174	327,814	282,188

TOTAL EXPENDITURES	<u>\$935,512</u>	<u>\$927,332</u>	<u>\$953,394</u>	<u>\$944,337</u>
---------------------------	------------------	------------------	------------------	------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$17,005
Percentage Change	2%

STAFFING

Full-Time Positions	10	10	10	10
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>10</u>	<u>10</u>	<u>10</u>	<u>10</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

The Wastewater Collection mission is to provide uninterrupted, cost-effective wastewater collection and transmission services for all City of Garland residential and commercial customers and to provide well-maintained wastewater collection infrastructure and facilities from point-of-acceptance customers to each of the City’s two treatment plants to reduce overflow violations, ensure service reliability, and extend service life to optimize the City’s rate-of-return on its long-term capital investment.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Data transferred from small 1.3 TB external hard drive to 4.0 TB external hard drive.
- (B) Video and inspection report data to be shared with Inflow & Sewer Maintenance Supervisors on their 4.0 TB external hard drive.
- (C) Flow Monitoring data from the Rowlett basin is complete and available for the Wastewater Management Update Plan.
- (D) Located and relined a portion of concrete manholes that had significant deterioration due to sewer gas.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Reline 3 miles of existing pipes from 8” up to 15” utilizing Cured-In-Place Pipe technology.
- (B) Continue phased reline of the 48-inch Rowlett Sewer Interceptor and initiate scheduled improvements to the 48-inch Duck Creek Interceptor.
- (C) Continue use of outside contractor for targeted cleaning and CCTV of existing sewer pipes.
- (D) From the flow-monitoring data in the Duck Creek basin, attempt to locate and reduce sources of Infiltration/Inflow.
- (E) Assist selected engineering firm to prepare Wastewater Management Update Plan for submittal to TCEQ in December 2017.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Sanitary Sewer Overflows	34	30	28
(2) Collection Main Stoppages	203	190	190
(3) Lateral Stoppages	892	900	920
(4) Collections Mains CCTV'ed	58.7 miles	60 miles	60 miles
(5) Collection Mains Cleaned	101 miles	110 miles	115 miles
(6) Sewer Taps Replaced/Repaired	87	60	60

Wastewater Utility Fund

WASTEWATER COLLECTION

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
-------------------------	-------------------	---------------------	--------------------	---------------------

BY CATEGORY:

Personnel	\$2,535,559	\$2,815,248	\$2,815,248	\$2,961,153
Operations	1,929,172	1,889,035	2,357,478	2,394,287
Charge-Outs	0	(128,601)	(128,601)	(107,232)
Capital	13,429	27,000	129,166	60,249
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$4,478,160</u>	<u>\$4,602,682</u>	<u>\$5,173,291</u>	<u>\$5,308,457</u>

BY OPERATIONAL AREA:

Wastewater Collection	\$4,478,160	\$4,602,682	\$5,173,291	\$5,308,457
-----------------------	-------------	-------------	-------------	-------------

TOTAL EXPENDITURES	<u>\$4,478,160</u>	<u>\$4,602,682</u>	<u>\$5,173,291</u>	<u>\$5,308,457</u>
---------------------------	--------------------	--------------------	--------------------	--------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$705,775
Percentage Change	15%

STAFFING

Full-Time Positions	37	38	38	38
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>37</u>	<u>38</u>	<u>38</u>	<u>38</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes \$350,000 to complete a Wastewater Management Plan required as a part of the Sanitary Sewer Overflow Initiative agreement with the Texas Commission on Environmental Quality and \$300,000 for engineering services to perform a condition assessment of a major conveyance pipeline that is a critical component of the Duck Creek drainage basin sewer service area. In addition, funding of \$66,200 to upgrade equipment scheduled for replacement in the Equipment Replacement Fund has been approved to allow for more accurate and effective excavations during sewer line repairs.

DEPARTMENT MISSION

The Wastewater Treatment Division’s mission is to provide safe, right-priced, high quality wastewater treatment and quality control services and products for all City of Garland retail customers, industrial customers, and regional wholesale customers; to provide well-maintained infrastructure and facilities to extend service life and ensure service reliability; and to perform all services in a socially, ethically, and environmentally responsible manner to protect the health, well-being, and quality of life of our customers and the public at-large living, working, and playing along downstream Texas waterways.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) The Duck Creek Wastewater Treatment Plant will receive the NACWA Gold award for achieving 100% compliance with all TPDES permit requirements during 2015.
- (B) The Supervisory Control and Data Acquisition (SCADA) Phase II upgrade was completed at both treatment plants.
- (C) The Wastewater Treatment Master Plan was completed for both the Rowlett Creek and Duck Creek Wastewater Treatment Plants.
- (D) The construction phase of the Rowlett Creek Treatment Plant Biosolids Rehabilitation and Odor Abatement project was initiated.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Begin and complete all necessary repairs to the primary clarifier (#4) at the Duck Creek Treatment Plant.
- (B) Begin and complete all necessary repairs to the secondary clarifier (#1) at the Duck Creek Treatment Plant.
- (C) Install a new screenings conveyor at the Duck Creek Treatment Plant.
- (D) Initiate an energy study at the Rowlett and Duck Creek Treatment Plants.
- (E) Complete the construction phase of the Rowlett Creek Treatment Plant Biosolids Rehabilitation and Odor Abatement project.
- (E) Continue to achieve the NACWA Gold award standard at both treatment plants.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Treatment - Productivity (1,000 gals./employee)	317,694	315,187	259,035
(2) Treatment - Efficiency (cost/1,000 gals. treated)	\$0.73	\$0.74	\$0.87
(3) Treatment - Wastewater Sludge Processed (tons)	32,928	35,977	40,510
(4) Technical Services - Productivity (quality control analyses/Chemist)	12,969	13,366	13,167
(5) Technical Services - Efficiency (cost/analysis)	\$14.42	\$14.53	\$14.94
(6) Pretreatment - Productivity (samples collected/employee)	2,286	2,147	2,235
(7) Pretreatment - Efficiency (cost/sample)	\$82.23	\$85.39	\$85.64
(8) Pretreatment - Notices of Violations Issued	91	74	83

Wastewater Utility Fund

WASTEWATER TREATMENT

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
BY CATEGORY:				
Personnel	\$4,521,655	\$4,954,660	\$4,954,660	\$5,199,133
Operations	6,314,589	7,213,801	7,746,876	7,270,528
Charge-Outs	0	0	0	0
Capital	45,716	180,793	201,623	66,290
* Non-Departmental	26,897,161	27,924,999	27,849,264	27,184,594
TOTAL EXPENDITURES	<u>\$37,779,121</u>	<u>\$40,274,253</u>	<u>\$40,752,423</u>	<u>\$39,720,545</u>

BY OPERATIONAL AREA:

Wastewater Treatment Administration	\$1,038,206	\$1,300,324	\$1,429,728	\$1,463,024
Rowlett Creek Wastewater Treatment	3,169,829	3,024,590	3,167,507	3,082,804
Duck Creek Wastewater Treatment	3,396,860	3,894,989	4,192,190	3,860,048
Wastewater Biosolids	1,919,594	2,517,725	2,503,364	2,585,986
Technical Services	1,357,471	1,611,626	1,610,370	1,544,089
* Non-Departmental	26,897,161	27,924,999	27,849,264	27,184,594

TOTAL EXPENDITURES	<u>\$37,779,121</u>	<u>\$40,274,253</u>	<u>\$40,752,423</u>	<u>\$39,720,545</u>
---------------------------	---------------------	---------------------	---------------------	---------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$553,708)
Percentage Change	-1%

STAFFING

Full-Time Positions	62	62	62	63
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>62</u>	<u>62</u>	<u>62</u>	<u>63</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2016-17 Adopted Budget includes funding for a Business Process Analyst position totaling \$83,100 to help support and maintain the Asset Management System, \$40,000 for an outside contractor to assist with the scanning and storage of critical regulatory and engineering documents, and \$66,300 to replace a Gas Chromatograph machine used in the Technical Services Division for laboratory analysis required by the EPA.

* The Non-Departmental expenditures are for the Wastewater Utility Fund which also includes Wastewater Collection.

DEPARTMENT MISSION

The mission of the Water Department is to purchase wholesale potable water from the North Texas Municipal Water District and store and transport it through Garland’s transmission and distribution system to continuously satisfy all residential and commercial customers’ requirements and expectations for a safe, reliable, and low-cost supply of superior quality water for drinking and general domestic use; to maintain infrastructure and facilities to maximize cost-effective service life; and to develop and implement plans and programs to satisfy emergency and future water supply demands.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Continued annual testing of water meters to ensure continuous billing accuracy. (169 top usage meters tested.)
- (B) Increased the number of backflow device inspections to enhance the safety of the water system.
- (C) Updated 3-Year Plan for water main replacements.
- (D) Consolidated two Work Management Systems into the Cityworks Asset Management System, with interfaces to Animal Services’ Chameleon, Banner, Cayenta Financials, ePersonality, Integrated Voice Response (IVR), and the Automatic Vehicle Locator (AVL).

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue annual testing of meters to ensure billing accuracy.
- (B) Continue onsite inspections for Cross-Connection Control to enhance the safety of the water system.
- (C) Continue to coordinate water line replacement with street replacement schedule to minimize costs and inconvenience to customers.
- (D) Continue to update 3-Year Plan for water main replacements.

KEY PERFORMANCE MEASURES

	2014-15 ACTUAL	2015-16 PROJECTED	2016-17 PROJECTED
(1) Gallons of Water Purchased (x 1,000)	9,717,784	11,000,000	10,000,000
(2) Per Capita Consumption - Gallons per Capita per Day (GPCPD)	113.52	113.00	112.50
(3) Percent of Unaccounted-for Water	7.8%	7.5%	7.25%
(4) Average Time for Leak and Break Repairs (hours water off)	2.53	2.50	2.25
(5) Percent of Water Samples Tested Positive for Indicator Organisms	<0.01%	<0.01%	<0.01%
(6) Number of Backflow Devices Identified/Tracked	8,562	9,000	9,500

DEPARTMENT MISSION

The mission of the Conservation Education Division of the Water Department is to promote water conservation through a variety of education programs which teach water conserving practices; plan and participate in community events which promote water conservation and make public appearances to give educational presentations and demonstrations to various community groups, schools, and businesses. Assist with monitoring and maintaining related water and conservation statistics as required by the State. Prepare and distribute to Garland citizens the annual Consumer Confidence Report as mandated by the Texas Commission on Environmental Quality. Prepare the Water Conservation Annual Report as required by the Texas Water Development Board. It is also the responsibility of this division to keep the public informed of water issues that impact our customers. This division is responsible for the preparation of the Department’s public notices and press releases and for maintaining its website.

2015-16 DEPARTMENT ACCOMPLISHMENTS

- (A) Implemented the new Water Conservation and Drought Emergency Response Plans to conform with regionally coordinated efforts.
- (B) Increased public awareness of our Conservation Credit Program & Conservation best practices through *City Press*, Utility Bill Stuffers, and Community Events. Utility Bill Stuffers are printed in both English and Spanish.
- (C) Initiated a partnership with Keep Garland Beautiful for a Water Conservation Beautification project.

2016-17 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue to increase public awareness of our Conservation Credit Program. Review program to determine if there is a need to make any changes.
- (B) Continue our partnership with Keep Garland Beautiful and other City departments. This partnership aids the community in providing beautification as well as conservation education.

KEY PERFORMANCE MEASURES

	<u>2014-15 ACTUAL</u>	<u>2015-16 PROJECTED</u>	<u>2016-17 PROJECTED</u>
(1) Distribution of Retrofit Water-Saving Devices	2,600	2,200	2,500
(2) Distribution of Water Conservation Education Promotional Items (school folders, water cups, bags, shirts, etc.)	23,500	19,500	22,000
(3) Public Speaking Engagements/Demonstrations/Community Events	17	12	15
(4) Toilet Conservation Credit Program (Total # of Toilets Purchased in 2014-15 – 116)	\$10,325	\$36,500	\$72,000
(5) Washing Machine Conservation Credit Program (Total # of Machines Purchased in 2014-15 – 19)	\$2,300	\$3,500	\$8,000

Water Utility Fund

WATER

DEPARTMENT EXPENDITURES	2014-15 ACTUAL	2015-16 APPROVED	2015-16 REVISED	2016-17 APPROVED
BY CATEGORY:				
Personnel	\$4,692,033	\$4,778,910	\$4,778,910	\$5,221,053
Operations	30,034,302	34,728,085	34,844,809	39,470,951
Charge-Outs	0	(779,070)	(779,070)	(592,808)
Capital	166,581	80,000	101,319	125,800
Non-Departmental	21,683,514	23,079,170	23,120,261	22,823,644
TOTAL EXPENDITURES	<u>\$56,576,430</u>	<u>\$61,887,095</u>	<u>\$62,066,229</u>	<u>\$67,048,640</u>

BY OPERATIONAL AREA:

Administration	\$1,515,070	\$1,371,191	\$1,378,243	\$1,557,901
Production Services	29,136,292	33,595,593	33,769,185	38,131,794
Water Distribution & Transmission	4,241,554	3,841,141	3,798,540	4,535,301
Non-Departmental	21,683,514	23,079,170	23,120,261	22,823,644

TOTAL EXPENDITURES	<u>\$56,576,430</u>	<u>\$61,887,095</u>	<u>\$62,066,229</u>	<u>\$67,048,640</u>
---------------------------	---------------------	---------------------	---------------------	---------------------

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$5,161,545
Percentage Change	8%

STAFFING

Full-Time Positions	64	63	63	66
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>64</u>	<u>63</u>	<u>63</u>	<u>66</u>

SIGNIFICANT CHANGES AND NOTES

Wholesale water costs are expected to increase by approximately \$4.2 million due to rate increases from the North Texas Municipal Water District (NTMWD). In addition, funding of \$250,000 has been approved for an outside contractor to aid in surveying and maintaining fire hydrants and valves throughout the city. Also, a Water Quality Technician totaling \$103,100 and two (2) Backflow Inspectors totaling \$218,600 have been approved to meet water quality testing and backflow prevention regulations mandated by State and Federal regulations. It should be noted that the two (2) Backflow Inspectors will be partially offset by a reduction of \$162,500 in contract services.

Personnel

EMPLOYEE COMPENSATION

Over the past three years, the City has begun a slow but progressive incline in providing pay adjustments for employees. In FY 2013-14, the City provided a 2% lump sum payment and a 1% salary increase to General Schedule employees who met or exceeded job expectations. For the same period, Civil Service and Skill-Based employees received a 1.5% lump sum payment and a 1.5% structure (base pay) increase. For FY 2014-15, General Schedule employees received an average of 3% merit increase, while Civil Service and Skilled-Based employees received an equivalent 3% structure adjustment.

Last year, for FY 2015-16, with improved economic conditions, the City had the opportunity to provide eligible employees with similar or slightly higher pay adjustments as were provided in FY 2014-15.

As the economy and job market continues to trend upward at a projected rate of no less than 3% over the coming year, the City will strive to continue its commitment to meet the goal of market averages in the Metroplex in order to ensure continued recruitment and retention. In addition to the budgeted merit increase, the City continues to offer market-based pay increases to remain competitive with the public sector and regional private sector markets.

General Schedule

For FY 2016-17, the Adopted Budget reflects a merit increase equivalent to an average of 3% for the General Schedule. Eligible employees may expect to receive an average 3% base pay increase provided their overall 2016 job performance meets expectations.

With ongoing job and market analysis over a rolling four-year time span, the City continues to evaluate job families against comparable cities and private sector employers to ensure job descriptions are updated and jobs are properly classified.

The City will continue to provide funding for the market adjustment program which supports the City's pay philosophy to maintain market competitiveness by providing pay increases to employees whose pay is below the market average as compared to the average pay for similar skills and years of experience.

With continued merit budget funding and continued job and market analysis, the number of employees eligible for market adjustments has substantially decreased in the last year and should continue to remain minimal. In FY 2015-16, the number of market adjustments made totaled 64 employees. It is projected for FY 2016-17 that approximately 75 employees will be adjusted for market.

Civil Service Employees

While the City compensation philosophy strives to maintain market-based competitive pay for Civil Service personnel, speculative projections for FY 2015-16 fell slightly below market trends. Market analysis demonstrated the City's structure is still approximately 1.2% below current market average, thereby necessitating a pay adjustment for all ranks before structure adjustments are even recommended.

In addition to the market adjustments, a structure adjustment will also be needed for FY 2016-17 based on data collected to date indicating that several cities are projecting an average increase of 3%. Therefore, a combination of both market and structure adjustments will range from 3.9% to 4.5% to ensure City of Garland Civil Service personnel are more on par with their colleagues in area cities.

Step increases will remain intact, with increases ranging from 2% to 6% based on years in rank.

Skill-Based Employees (SBP)

A 3% across-the-board structure adjustment is budgeted for FY 2016-17 to remain competitive.

**PERSONNEL CHANGES
2016-17 APPROVED**

Part-Time Positions Added

GENERAL FUND - ADDED

City Attorney ----- 1
1 Deputy Marshal (P/T)

TOTAL GENERAL FUND - ADDED 1

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

	2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
GENERAL FUND - 100					
Budget and Research - 1130					
Budget Director	1	1	1		1
Budget Services Administrator	1	1	1		1
Senior Budget Analyst	2	2	1		1
Budget Analyst	1	1	2		2
Department Coordinator II	1	1	1		1
Full-Time	6	6	6	0	6
Part-Time	0	0	0	0	0
Total	6	6	6	0	6
Building Inspection - 1550					
Building Official	1	1	1		1
Building Code Administrator	1	1	1		1
Building Services Manager	1	1	1		1
Chief Zoning Inspector	1	1	1		1
Chief Building Inspector	1	1	1		1
Plans Examiner I	2	2	2		2
Building Inspector II	3	3	3		3
Building Inspector I	1	1	3	1	4
Department Coordinator II	1	1	1		1
Permit Technician	2	2	2		2
Full-Time	14	14	16	1	17
Part-Time	0	0	0	0	0
Total	14	14	16	1	17
City Administration - 1010					
City Manager	1	1	1		1
Deputy City Manager	1	1	1		1
Assistant City Manager	1	1	1		1
Management Services Coordinator	1	1	1		1
Department Coordinator II	1	1	1		1
Full-Time	5	5	5	0	5
Part-Time	0	0	0	0	0
Total	5	5	5	0	5
City Attorney - 1020					
City Attorney	1	1	1		1
Deputy City Attorney	2	2	2		2
Senior Assistant City Attorney	3	3	4		4
Assistant City Attorney	2	2	1		1
Management Services Coordinator	1	1	1		1
Department Coordinator II	1	1	1		1
Lieutenant Deputy Marshal	1	1	1		1
Deputy Marshal	6	7	6		6
Department Assistant	1	1	1		1
Deputy Marshal (P/T)	2	2	5	1	6
Full-Time	18	19	18	0	18
Part-Time	2	2	5	1	6
Total	20	21	23	1	24
City Council - 1000					
Program Manager	1	1	1		1
Full-Time	1	1	1	0	1
Part-Time	0	0	0	0	0
Total	1	1	1	0	1
City Secretary - 1030					
City Secretary	1	1	1		1
Department Coordinator I	1	1	1		1
Full-Time	2	2	2	0	2
Part-Time	0	0	0	0	0
Total	2	2	2	0	2

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

	2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
Code Compliance - 1800					
Code Compliance Director	1	1	1		1
Code Compliance Manager	3	3	3		3
Code Compliance Supervisor	2	2	2		2
Business Operations Supervisor	0	0	1		1
Code Inspector II	20	20	17		17
Code Inspector I	3	3	4	1	5
Department Coordinator I	1	1	0		0
Department Representative I	5	5	5		5
Full-Time	35	35	33	1	34
Part-Time	0	0	0	0	0
Total	35	35	33	1	34
Economic Development - 1520 (Moved to Economic Development Fund)					
Senior Managing Director (Moved to Planning & Comm. Dev.)	1	0	0		0
Economic Development Director	1	0	0		0
Business Development Manager	1	0	0		0
Business Analyst	1	0	0		0
Research Specialist	1	0	0		0
Department Coordinator II	1	0	0		0
Full-Time	6	0	0	0	0
Part-Time	0	0	0	0	0
Total	6	0	0	0	0
Engineering - 1400					
Engineering Director	1	1	1		1
Engineering Services Administrator	3	3	3		3
City Surveyor	1	1	1		1
Civil Engineer	2	2	2		2
Engineering Field Operations Coordinator	1	1	1		1
Construction Inspection Supervisor	1	1	1		1
GIS/CAD Supervisor	1	1	1		1
Graduate Engineer	1	1	1		1
Operations Financial Coordinator	1	1	0		0
Business Operations Supervisor	0	0	1		1
Survey Party Chief	1	1	1		1
Public Works Inspector II	4	4	4		4
Senior Survey Technician	1	1	1		1
Department Coordinator I	2	2	2		2
Survey Assistant	1	1	1		1
Full-Time	21	21	21	0	21
Part-Time	0	0	0	0	0
Total	21	21	21	0	21
EWS - Disposal (Landfill/Transfer Station) - 1600					
EWS Disposal Operations Director	1	1	1		1
EWS Financial Manager	0	0	1		1
Disposal Operations Manager	0	0	1		1
Regulatory Compliance and Safety Manager	1	1	1		1
Regulatory Compliance Specialist	1	1	1		1
Operations Financial Coordinator	1	1	0		0
Landfill Operations Supervisor	2	2	1		1
Heavy Equipment Crew Leader	1	1	1		1
Department Coordinator I	1	1	1		1
Department Coordinator II	1	1	1		1
Heavy Equipment Operator II	9	9	9		9
Field Operations Leader	1	1	1		1
Equipment Operator II	7	7	7		7
Department Representative I	1	1	1		1
Department Assistant	2	2	2		2
Full-Time	29	29	29	0	29
Part-Time	0	0	0	0	0
Total	29	29	29	0	29

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

		2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
Financial Services - 1120						
	Managing Director	1	1	0		0
	Finance Director	0	0	1		1
	Investment & Debt Administrator	1	1	1		1
	Accounting Administrator	1	1	1		1
	Grants Financial Coordinator	1	1	1		1
	Accounting Supervisor	1	1	1		1
	Senior Accountant	1	1	1		1
	Senior Business Process Analyst	1	1	1		1
	Accountant	1	1	1		1
	Business Process Analyst	1	1	1		1
	Financial Analyst	1	0	0		0
	Payroll Coordinator	1	1	1		1
	Accounting Representative II	2	2	2		2
	Accounting Representative I	1	1	1		1
	Department Assistant (P/T)	1	1	1		1
	Full-Time	14	13	13	0	13
	Part-Time	1	1	1	0	1
	Total	15	14	14	0	14
Fire - 1300						
Sworn	Managing Director	1	1	1		1
	Assistant Chief	3	3	3		3
	Battalion Chief	9	9	9		9
	Captain	37	37	37		37
	Lieutenant	13	13	13	1	14
	Driver	6	6	6		6
	Driver-Paramedic	66	66	66		66
	Firefighter	32	32	32		32
	Firefighter-Paramedic	87	87	87	(1)	86
	EMS Manager	1	1	1		1
	EMS Program Manager	1	1	1		1
	Senior Business Process Analyst	0	0	1		1
	Business Process Analyst	1	1	0		0
	Senior Accounting Technician	1	1	1		1
	Management Services Coordinator	1	1	1		1
	Program Assistant	1	1	1		1
	Department Representative II	1	1	1		1
	Full-Time (Sworn)	254	254	254	0	254
	Full-Time (Non-Sworn)	7	7	7	0	7
	Part-Time	0	0	0	0	0
	Total	261	261	261	0	261
Health - 1900						
	Managing Director	1	1	1		1
	Health Director	1	1	1		1
	Veterinarian	1	1	1		1
	Environmental Health Manager	1	1	1		1
	Animal Services Manager	1	1	1		1
	Environmental Health Supervisor	0	0	1		1
	Senior Environmental Health Specialist	1	1	0		0
	Environmental Health Specialist	6	6	6		6
	Shelter Supervisor	0	0	1		1
	Lead Animal Services Officer	3	3	3		3
	Department Coordinator II	1	1	1		1
	Animal Services Officer II	10	10	12		12
	Animal Services Officer	4	4	1		1
	Department Coordinator I	1	1	1		1
	Department Representative I	1	1	1		1
	Full-Time	32	32	32	0	32
	Part-Time	0	0	0	0	0
	Total	32	32	32	0	32

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

	2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
Human Resources - 1110					
Senior Managing Director	1	1	1		1
HR Services Director	1	1	1		1
Workforce Engagement/Outreach Administrator	0	0	1		1
Workforce Engagement Administrator	0	1	0		0
Employee Relations Administrator	1	1	1		1
Workforce & Administrative Services Manager	1	1	0		0
Civil Service/Employee Relations Manager	0	0	1		1
Senior Human Resources Analyst	2	2	2		2
Talent Acquisition Coordinator	0	0	1		1
Staffing Services Coordinator	1	1	0		0
Human Resources Analyst	1	1	1		1
Workforce Analyst	1	1	1		1
Management Services Coordinator	1	1	1		1
HR Records Coordinator	1	1	1		1
Program Assistant	2	3	3		3
Department Representative II	0	0	1		1
Full-Time	13	15	16	0	16
Part-Time	0	0	0	0	0
Total	13	15	16	0	16
Internal Audit - 1040					
Internal Auditor	1	1	1		1
Senior Auditor	0	0	2		1
IT Auditor	1	1	0		0
Staff Auditor	3	3	2		3
Full-Time	5	5	5	0	5
Part-Time	0	0	0	0	0
Total	5	5	5	0	5
Library - 2500					
Library Director	1	1	1		1
Library Administrator	1	1	1		1
Senior Business Process Analyst	1	1	1		1
Library Services Administrator	1	1	1		1
Regional Branch Manager	1	1	1		1
Central Library Manager	1	1	1		1
Library Technical Support Coordinator	1	1	1		1
Neighborhood Branch Manager	3	3	3		3
Circulation Supervisor	1	1	1		1
Supervising Librarian	1	1	1		1
Senior Librarian	5	5	6		6
Children's Librarian	6	6	6		6
Cataloging Librarian	1	1	0		0
Librarian	5	5	5		5
Librarian (P/T)	4	4	4		4
Management Assistant	1	1	1		1
Library Assistant (P/T)	3	3	3		3
Department Coordinator II	1	1	1		1
Circulation Coordinator	1	1	1		1
Department Representative I	7	7	7		7
Department Assistant	9	9	9		9
Department Assistant (P/T)	0	0	1		1
Customer Service Associate (P/T)	1	1	0		0
Operations Associate	1	1	1		1
Circulation Page (P/T)	10	10	10		10
Shelver Page (P/T)	17	17	17		17
Technical Services Page (P/T)	1	1	1		1
Full-Time	49	49	49	0	49
Part-Time	36	36	36	0	36
Total	85	85	85	0	85

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

	2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
Municipal Court - 1160					
Municipal Court Judge	2	2	2		2
Municipal Court Director	1	1	1		1
Municipal Court Operations Manager	0	0	1		1
Municipal Court Program Coordinator	1	1	0		0
Court Services Supervisor	1	1	1		1
Lead Court Services Assistant	4	4	4		4
Court Compliance Representative	3	3	3		3
Court Services Assistant	15	15	15		15
Department Representative II	1	1	1		1
Department Coordinator II	1	1	1		1
Full-Time	29	29	29	0	29
Part-Time	0	0	0	0	0
Total	29	29	29	0	29
Office of Emergency Management - 1050					
Emergency Management Coordinator	1	1	1		1
Senior Emergency Management Specialist	1	1	1		1
Full-Time	2	2	2	0	2
Part-Time	0	0	0	0	0
Total	2	2	2	0	2
Parks, Recreation and Cultural Arts - 2000					
Managing Director	1	1	1		1
Recreation Director	1	1	1		1
Parks Director	1	1	1		1
Cultural Arts Director	1	1	1		1
Senior Park Planner	1	1	1		1
Parks Maintenance Manager	1	1	1		1
Landscape Architect	1	1	1		1
Parks Business Supervisor	1	1	1		1
Recreation Services Manager	1	1	1		1
Aquatics/Athletics Services Manager	1	1	1		1
Senior Services Manager	1	1	1		1
Recreation Services Supervisor	3	3	3		3
Marketing Coordinator	1	1	1		1
Athletics Program Coordinator	1	1	1		1
Event Coordinator	1	1	1		1
Cultural Arts Supervisor	1	1	1		1
Recreation Center Coordinator	3	3	3		3
Senior Center Coordinator	1	1	1		1
Heritage Crossing Coordinator	1	1	1		1
Parks Field Supervisor	6	6	6		6
Recreation Services Specialist II	3	3	2		2
Cultural Arts Specialist	1	1	1		1
Senior Accounting Technician	1	1	1		1
Technical Support Specialist	1	1	1		1
Event Specialist	1	1	1		1
Department Coordinator II	1	1	1		1
Department Coordinator I	1	1	1		1
Recreation Services Specialist I	5	5	6		6
Senior Services Specialist	1	1	1		1
Maintenance Crew Leader	6	6	6		6
Irrigation Crew Leader	1	1	1		1
Department Representative II	2	2	2		2
Pool Technician	2	2	2		2
Parks Maintenance Technician	1	1	1		1
Senior Event Technician	1	1	1		1
Landscape Technician	2	2	2		2
Parkkeeper II	11	11	11		11
Equipment Operator I	4	4	4		4
Event Technician	2	2	2		2
Irrigation Technician II	3	3	3		3
Recreation Associate II	4	4	4		4
Lead Bus Operator	1	1	1		1
Parkkeeper I	6	6	6		6
Irrigation Technician I	2	2	2		2

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

		2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
Parks, Recreation and Cultural Arts (Continued)						
	Bus Operator	4	4	4		4
	Service Attendant	9	9	9		9
	Grounds Attendant	6	6	6		6
	Recreation Associate I (P/T)	3	3	3		3
	Customer Aide (P/T)	5	5	5		5
	Full-Time	111	111	111	0	111
	Part-Time	8	8	8	0	8
	Total	119	119	119	0	119
Planning and Community Development - 1500						
	Managing Director	0	1	1		1
	Director of Planning	1	1	1		1
	Assistant Planning Director	1	1	0		0
	Planning Administrator	1	1	0		0
	Comprehensive Planning Administrator	0	0	1		1
	Neighborhood Resources Administrator	1	1	1		1
	Neighborhood Vitality Manager	1	1	0		0
	Principal Development Planner	1	1	1		1
	Senior Planner	2	2	3		3
	Neighborhood Vitality Coordinator	0	0	1		1
	Development Planner	2	2	2		2
	Neighborhood Vitality Specialist	1	1	1		1
	Senior GIS Analyst	0	0	1		1
	GIS Analyst	1	1	0		0
	Department Coordinator II	1	1	1		1
	Planning Technician	1	1	1		1
	Full-Time	14	15	15	0	15
	Part-Time	0	0	0	0	0
	Total	14	15	15	0	15
Police - 1200						
Sworn	Managing Director	1	1	1		1
	Police Assistant Chief	4	4	4		4
	Police Captain (formerly Commander)	8	8	8		8
	Police Supervisor	34	34	33		33
	SRO Police Supervisor	2	2	3		3
	SRO Police Officer	23	28	28	3	31
	Police Officer	251	257	257		257
	Police Communications Administrator	0	0	1		1
	Police Communications Manager	1	1	0		0
	Forensic Services Manager	1	1	1		1
	Budget Analyst	1	1	1		1
	Crime Analyst	2	2	2		2
	Victim Assistance Advocate	1	1	1		1
	Lead Forensic Investigator	0	0	2		2
	Senior Forensic Investigator	3	3	1		1
	Property Room Supervisor	1	1	1		1
	Police Records Supervisor	1	1	1		1
	Detention Supervisor	6	6	6		6
	Management Services Coordinator	1	1	1		1
	Communications Supervisor	6	6	6		6
	Forensic Investigator	7	7	7		7
	Department Coordinator II	1	1	1		1
	Communication Specialist II	18	18	17		17
	Lead Detention Officer	5	5	5		5
	Communication Specialist I	25	25	18		18
	911 Call Taker	0	0	8		8
	Detention Officer	23	23	23		23
	Department Coordinator I	3	3	3		3
	Property Validation Technician	1	1	1		1
	Records Technician	12	12	12		12
	Property Room Technician	6	6	6		6
	Department Representative I	3	3	3		3
	Department Representative II	2	2	2		2
	Department Assistant	3	3	3		3
	Full-Time (Sworn)	323	334	334	3	337
	Full-Time (Non-Sworn)	133	133	133	0	133
	Part-Time	0	0	0		0
	Total	456	467	467	3	470

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

	2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
Public and Media Relations - 1171					
Public and Media Relations Director	1	1	1		1
Video Services Manager	0	0	1		1
Video Services Coordinator	1	1	0		0
Creative Services Coordinator	1	1	0		0
Video Production Coordinator	0	0	1		1
Senior Graphics Designer	0	0	1		1
Internal Communications Specialist	0	0	1		1
Video Production Specialist	2	2	1		1
Graphics Designer	1	1	0		0
Public & Media Relations Specialist	0	0	1		1
Department Representative II	1	1	0		0
Full-Time	7	7	7	0	7
Part-Time	0	0	0	0	0
Total	7	7	7	0	7
Purchasing - 1151					
Procurement Director	1	1	1		1
Senior Buyer	3	3	3		2
Buyer	1	1	1		2
Procurement Services Coordinator	1	1	1		1
Associate Buyer	0	0	1		1
Department Representative II	1	1	0		0
Department Representative I	1	1	1		1
Full-Time	8	8	8	0	8
Part-Time	0	0	0	0	0
Total	8	8	8	0	8
Tax - 1140					
Tax Administrator	1	1	1		1
Contact Center Representative II	1	1	1		1
Contact Center Representative I	2	2	2		2
Full-Time	4	4	4	0	4
Part-Time	0	0	0	0	0
Total	4	4	4	0	4
Transportation - 1700					
Transportation Director	1	1	1		1
Transportation Operations Manager	1	1	1		1
Transportation Engineer	1	1	1		1
Traffic Signal Supervisor	1	1	1		1
Operations Financial Coordinator	1	1	1		1
Intelligent Transportation System Analyst	1	1	1		1
Transportation Services Coordinator	1	1	1		1
Lead Traffic Signal Technician	0	0	1		1
Signs & Markings Supervisor	1	1	1		1
Traffic Signal Technician	4	4	2		2
Lead Traffic Control Worker	2	2	2		2
Associate Traffic Signal Technician	0	0	1		1
Sign Fabricator	1	1	1		1
Traffic Control Worker	3	3	3		3
Lead School Crossing Guard Supervisor (P/T)	1	1	1		1
School Crossing Guard Supervisor (P/T)	4	4	4		4
Lead School Crossing Guard (P/T)	3	3	3		3
Full-Time	18	18	18	0	18
Part-Time	8	8	8	0	8
Total	26	26	26	0	26
TOTAL GENERAL FUND					
Full-Time	1,160	1,168	1,168	5	1,173
Part-Time	55	55	58	1	59
Total Positions	1,215	1,223	1,226	6	1,232

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

	2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
SAFELIGHT FUND - 101					
SafeLight Garland - 1022					
Department Coordinator I	1	1	1		1
Program Manager (Hearing Officer) (P/T)	1	1	1		1
TOTAL SAFELIGHT FUND					
Full-Time	1	1	1	0	1
Part-Time	1	1	1	0	1
Total Positions	2	2	2	0	2
PUBLIC HEALTH / IMMUNIZATION GRANT FUND - 102					
Public Health - 1920					
Public Health Manager	1	1	1		1
Public Health Nurse	2	2	2		2
Public Health Nurse (P/T)	1	1	0		0
Epidemiologist	0	1	1		1
Medical Services Coordinator	1	1	1		1
Department Coordinator I	0	0	1		1
Program Assistant	1	1	1		1
Program Assistant (P/T)	0	0	1		1
Department Assistant	2	3	2		2
Customer Service Associate	1	0	0		0
TOTAL PUBLIC HEALTH / IMMUNIZATION GRANT FUND					
Full-Time	8	9	9	0	9
Part-Time	1	1	1	0	1
Total Positions	9	10	10	0	10
ECONOMIC DEVELOPMENT FUND - 104 (Moved from General Fund for FY 2015-16)					
Economic Development - 1520					
Economic Development Director	0	1	1		1
Business Development Manager	0	1	1		1
Business Analyst	0	1	1		1
Research Specialist	0	1	1		1
Department Coordinator II	0	1	1		1
TOTAL ECONOMIC DEVELOPMENT FUND					
Full-Time	0	5	5	0	5
Part-Time	0	0	0	0	0
Total Positions	0	5	5	0	5

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

	2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
--	-------------------	---------------------	--------------------	-------------------	---------------------

UTILITY FUNDS

ELECTRIC UTILITY FUND - 211

Electric Administration - 3100

Electric General Manager	1	1	1		1
Electric Chief Financial Officer	1	1	1		1
Electric Technology Services Director	1	1	1		1
Electric Finance Administrator	1	1	1		1
Electric Accounting Administrator	1	1	1		1
Key Accounts Manager	1	1	1		1
Electric AIPS Manager	1	1	1		1
Risk Management & Safety Manager	1	1	1		1
Electric Communications Manager	1	1	1		1
Electric Project Manager	1	1	1		1
Mobile Workforce Supervisor	1	1	1		1
Electric Financial Analyst	1	1	1		1
Electric Accounting Coordinator	1	1	1		1
T&D Construction Project Manager	1	1	1		1
Risk Management Specialist	2	2	2		2
Asset & Information Project Services Cost Analyst	1	1	1		1
Electric Accountant	1	1	1		1
Electric IT Services Manager	1	1	1		1
Senior HR Business Partner	1	1	1		1
Financial Services Coordinator	1	1	1		1
Electric Application Services Manager	1	1	1		1
Senior Network Administrator	2	2	2		2
Associate Systems Administrator	1	1	0		0
Electric GIS Supervisor	1	1	1		1
GIS Specialist II	1	1	1		1
Desktop Systems Specialist	0	0	1		1
GIS Specialist	2	2	2		2
Workforce Management Specialist	2	2	2		2
Electric Marketing Specialist	1	1	1		1
Management Services Coordinator	1	1	1		1
PC Technician II	2	2	2		2
PC Technician I	1	1	1		1
Senior ERCOT Settlement Specialist	2	2	2		2
ERCOT Settlement Specialist	1	1	1		1
Senior EMS Engineer	1	1	1		1
Network & Cyber Security Supervisor	0	0	1		1
Applied Electronic Administrator	1	1	0		0
Application Programmer	1	1	1		1
Senior Electric Programmer	1	1	1		1
Job Cost Analyst	1	1	1		1
Department Representative I	1	1	1		1
Settlements Manager	1	1	1		1
Full-Time	46	46	46	0	46
Part-Time	0	0	0	0	0
Total	46	46	46	0	46

Distribution - 3200

Distribution Director	1	1	1		1
Distribution Engineering Supervisor	1	1	1		1
Distribution Superintendent	2	2	2		2
Distribution Engineer	1	1	2		2
Distribution Coordinator	3	3	3		3
Lead Project Coordinator	1	1	1		1
Project Coordinator II	1	1	0		0
Lead Meter Technician	1	1	1		1
T&D Contract Inspector II	1	1	1		1

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

	2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
Distribution (Continued)					
Journeyman Power Line Technician	9	9	9		9
Environmental Quality Technician	1	1	1		1
Meter Technician I	2	2	2		2
T&D Contract Inspector I	3	3	3		3
Project Coordinator I	2	2	2		2
Senior Power Line Technician	10	10	10		10
Line Trouble Mechanic	4	4	4		4
Power Line Technician	14	14	14		14
GP&L Vehicle Specialist	1	1	1		1
Facilities & Inventory Coordinator	1	1	1		1
Department Coordinator II	1	1	1		1
Department Coordinator I	1	1	1		1
Department Representative II	1	1	1		1
Full-Time	62	62	62	0	62
Part-Time	0	0	0	0	0
Total	62	62	62	0	62
Olinger Plant - 3400					
Electric Plant Administrator	1	1	1		1
Electric Plant Engineering Manager	1	1	1		1
Electric Plant Operations Manager	1	1	1		1
Electric Plant Maintenance Manager	1	1	1		1
Electric Health & Safety Manager	1	1	1		1
Electric Plant Operations Assistant Manager	1	1	1		1
Senior Plant Engineer	1	1	1		1
Electric Plant Operations Supervisor	6	6	6		6
Electric Plant Training Technician	0	0	1		1
Environmental Analyst	1	1	1		1
Maintenance Superintendent	1	1	1		1
Maintenance Planner	1	1	1		1
Electric Environmental Analyst	1	1	1		1
Lead Maintenance Technician	1	1	1		1
Lead EI&C Technician	1	1	1		1
Production Technician I	17	17	16		16
Control Operator	2	2	2		2
EI&C Technician	1	1	0		0
Auxiliary Operator	3	3	2		2
Water Treatment Technician	1	1	1		1
Senior Inventory Assistant	1	1	1		1
Full-Time	44	44	42	0	42
Part-Time	0	0	0	0	0
Total	44	44	42	0	42
Transmission - 3500					
T&D Director	1	1	1		1
Director of Regulatory Affairs & Compliance	1	1	1		1
Transmission Director	1	1	1		1
Transmission Manager	1	1	1		1
Transmission Planning Manager	1	1	1		1
Reliability Compliance Manager	1	1	1		1
T&D Transmission Superintendent	1	1	1		1
Cyber Security & Compliance Manager	1	1	1		1
Physical Security and Strategic Relations Manager	1	1	1		1
Program Manager Reliability Assurance and Training	1	1	1		1
Transmission Engineer	1	1	1		1

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

	2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
Transmission (Continued)					
T&D Coordinator	1	1	0		0
T&D Supervisor - Substation Construction	1	1	0		0
T&D Supervisor - Transmission Operations	0	0	1		1
Substations Security Coordinator	0	0	1		1
Senior Power Line Technician	2	2	3		3
Relay Technician II	2	2	2		2
Journeyman Power Line Technician	9	9	9		9
Substation Technician	1	1	1		1
Department Coordinator II	1	1	1		1
Power Line Technician	4	4	6		6
Methane Gas Coordinator	1	1	0		0
T&D Contract Inspector I	1	1	1		1
Transmission Compliance Engineer	1	1	1		1
Full-Time	35	35	37	0	37
Part-Time	0	0	0	0	0
Total	35	35	37	0	37
Electric Operations - 3600					
Systems Operations Director	1	1	1		1
Electric Engineering Administrator	1	1	1		1
T&D Operations Manager	1	1	1		1
QSE & Energy Manager	1	1	1		1
Operations Technical Services Manager	1	1	1		1
Director of Power Marketing	1	1	1		1
Energy Services Director	1	1	1		1
Market & Congestion Analysis Program Manager	1	1	1		1
Senior Contract and Fuel Analyst	1	1	1		1
Senior Real-Time Power Trader	1	1	1		1
Senior EMS Engineer	1	1	1		1
T&D Operations Coordinator	1	1	1		1
EMS Engineer	1	1	1		1
Senior Network Administrator	1	1	1		1
IS Security Specialist	1	1	1		1
Senior Systems Administrator	1	1	1		1
Systems Operations Administrator	1	1	1		1
Chief Grid Controller	1	1	1		1
Electric Systems Supervisor	2	2	1		1
Real-Time Power Trader	4	4	4		4
Contract & Fuel Analyst	1	1	1		1
Projects & Training Specialist	1	1	1		1
Associate Real-Time Power Trader	1	1	1		1
Electric Grid Controller	7	7	8		8
Associate Electric Grid Controller	2	2	2		2
SCADA Communications Supervisor	1	1	1		1
Associate Electric Systems Operator	1	1	1		1
SCADA Communications Specialist	2	2	2		2
System Operations Program Coordinator	0	0	1		1
Department Coordinator I	1	1	0		0
Commercial Accounts Administrator	1	1	1		1
Full-Time	42	42	42	0	42
Part-Time	0	0	0	0	0
Total	42	42	42	0	42

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

	2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
Substations - 3700					
T&D Engineering Project Manager	1	1	1		1
Substation Engineer	2	2	2		2
T&D Supervisor - Substation Maintenance	1	1	1		1
T&D Supervisor - Substation Electronics	1	1	1		1
Lead Relay Technician	1	1	1		1
Relay Technician II	3	3	3		3
Relay Technician I	1	1	1		1
Substation Technician	7	7	7		7
T&D Vegetation Management Specialist	1	1	1		1
Project Designer I	1	1	1		1
Department Coordinator I	1	1	1		1
Transmission Engineer	1	1	1		1
T&D Supervisor - Substation Construction	1	1	1		1
Full-Time	22	22	22	0	22
Part-Time	0	0	0	0	0
Total	22	22	22	0	22

TOTAL ELECTRIC UTILITY FUND

Full-Time	251	251	251	0	251
Part-Time	0	0	0	0	0
Total Positions	251	251	251	0	251

WATER UTILITY FUND - 221

Water - 4000

Managing Director	1	1	1		1
Public Works Operations Technology Manager	1	1	1		1
Water Utilities Financial Manager	1	1	1		1
Water Utilities Field Administrator	1	1	1		1
Water Utilities Maintenance Manager	1	1	1		1
Workforce Engagement Administrator	1	0	0		0
Applications Programmer	1	1	1		1
Supervisor - Backflow Inspection	1	1	1		1
Operations Financial Coordinator	1	1	1		1
Public Education Specialist	1	1	1		1
Safety Specialist	1	1	1		1
Pump Maintenance Technician	2	2	2		2
Water Utility Operator	28	28	27		27
Business Process Technician II	1	1	1		1
Water Utilities Lead Field Supervisor	0	0	1		1
Pump Maintenance Supervisor	1	1	1		1
Instrument Technician	3	3	3		3
Field Supervisor	3	3	3		3
Backflow Inspector	1	1	1	2	3
Lead Water Systems Operator	2	2	2		2
Engineering Technician	1	1	1		1
Payroll/Skill-Based Pay Coordinator	0	0	1		1
Water Systems Operator	6	6	6		6
Water Quality Technician	1	1	1	1	2
Program Assistant	1	1	1		1
Department Coordinator I	3	3	2		2

TOTAL WATER UTILITY FUND

Full-Time	64	63	63	3	66
Part-Time	0	0	0	0	0
Total Positions	64	63	63	3	66

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

	2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
WASTEWATER UTILITY FUND - 231					
Wastewater Collection - 4100					
Wastewater Collection Operations Manager	1	1	1		1
Water Operations Compliance Director	1	1	1		1
Wastewater Field Supervisor	3	3	3		3
Water/Wastewater Inspector	2	2	2		2
Pump Maintenance Technician	2	2	2		2
Water Utility Service Inspector	1	1	1		1
Wastewater Operations Manager	0	1	1		1
Water Utility Operator	27	27	27		27
Full-Time	37	38	38	0	38
Part-Time	0	0	0	0	0
Total	37	38	38	0	38
Wastewater Treatment Administration - 4210					
Wastewater Director	1	1	1		1
Senior Accountant	1	1	1		1
Senior Business Process Analyst	1	1	1		1
Business Process Analyst	0	0	0	1	1
Department Coordinator I	2	2	1		1
Inventory Assistant	0	0	1		1
Full-Time	5	5	5	1	6
Part-Time	0	0	0	0	0
Total	5	5	5	1	6
Rowlett Creek Wastewater Treatment - 4220					
Plant Superintendent	0	0	1		1
Plant Operations Manager	1	1	0		0
Plant Maintenance Manager	1	1	0		0
Senior Business Process Analyst	1	1	1		1
Plant Maintenance Supervisor	0	0	1		1
Maintenance Scheduler	1	1	1		1
Pump Maintenance Technician	3	3	3		3
Plant Operator/Mechanic	12	12	12		12
Full-Time	19	19	19	0	19
Part-Time	0	0	0	0	0
Total	19	19	19	0	19
Duck Creek Wastewater Treatment - 4230					
Plant Superintendent	0	0	1		1
Plant Operations Manager	1	1	0		0
Assistant Maintenance Manager	1	1	0		0
Plant Maintenance Supervisor	0	0	1		1
Pump Maintenance Technician	2	2	2		2
Plant Operator/Mechanic	15	15	15		15
Full-Time	19	19	19	0	19
Part-Time	0	0	0	0	0
Total	19	19	19	0	19
Wastewater Biosolids - 4240					
Equipment Operator II	2	2	2		2
Plant Operator/Mechanic	4	4	4		4
Full-Time	6	6	6	0	6
Part-Time	0	0	0	0	0
Total	6	6	6	0	6
Technical Services - 4250					
Pretreatment Compliance Manager	0	0	1		1
Water Utilities Lab Manager	1	1	1		1
Pretreatment Coordinator	1	1	0		0
Senior Chemist	2	2	2		2
Chemist	3	3	3		3
Lead Environmental Technician	1	1	1		1
Pre-Treatment Compliance Service Representative	1	1	1		1
Environmental Technician II	1	1	1		1
Environmental Technician	3	3	3		3
Full-Time	13	13	13	0	13
Part-Time	0	0	0	0	0
Total	13	13	13	0	13
TOTAL WASTEWATER UTILITY FUND					
Full-Time	99	100	100	1	101
Part-Time	0	0	0	0	0
Total Positions	99	100	100	1	101

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

	2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
ENVIRONMENTAL WASTE SERVICES FUND - 241					
Environmental Waste Services - Delivery - 4300					
Managing Director	1	1	1		1
Solid Waste Collections Director	1	1	1		1
Business Operations Supervisor	0	0	1		1
Environmental Waste Administration Manager	1	1	1		1
Commercial Sales Representative	1	1	1		1
Environmental Outreach Coordinator	1	1	1		1
Safety Specialist	1	1	1		1
EWS Service Supervisor	1	1	1		1
Field Supervisor	4	4	7		7
Customer Care Supervisor	0	0	1		1
Equipment Maintenance Technician	1	1	1		1
Field Operations Leader	4	4	1		1
Heavy Equipment Operator II	1	1	1		1
Equipment Crew Leader	6	6	6		6
Employment Representative	1	1	1		1
Welder	1	1	1		1
Equipment Operator II	37	37	32		32
Department Representative II	2	2	1		1
Equipment Operator I	17	17	22		22
Department Representative I	5	5	5		5
Operations Associate	1	1	0		0
Operations Associate (P/T)	1	1	1		1
TOTAL ENVIRONMENTAL WASTE SERVICES FUND					
Full-Time	87	87	87	0	87
Part-Time	1	1	1	0	1
Total Positions	88	88	88	0	88
STORMWATER MANAGEMENT FUND - 261					
Stormwater Management - 4600					
Civil Engineer	1	1	1		1
Stormwater Utility Manager	1	1	1		1
Environmental Health Specialist	3	3	3		3
Public Education Specialist	1	1	1		1
Public Works Inspector II	0	0	1		1
Field Supervisor	1	1	1		1
Public Works Inspector I	1	1	0		0
Stormwater Inspector	1	1	1		1
Heavy Equipment Crew Leader	1	1	1		1
Heavy Equipment Operator II	5	5	5		5
Engineering Technician	1	1	1		1
Equipment Operator I	4	4	4		4
Maintenance Worker	4	4	4		4
TOTAL STORMWATER MANAGEMENT FUND					
Full-Time	24	24	24	0	24
Part-Time	0	0	0	0	0
Total Positions	24	24	24	0	24
TOTAL UTILITY FUNDS					
Full-Time	525	525	525	4	529
Part-Time	1	1	1	0	1
Total Positions	526	526	526	4	530

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

	2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
--	-------------------	---------------------	--------------------	-------------------	---------------------

INTERNAL SERVICE FUNDS

CUSTOMER SERVICE FUND - 461

Customer Service - 4900

Managing Director	1	1	1		1
Manager - Utility CIS & Revenue	1	1	1		1
Manager - Utility Services Operations	1	1	1		1
Supervisor - Utility CIS	1	1	1		1
Revenue Recovery Supervisor	1	1	1		1
Supervisor - Call Center	1	1	1		1
Senior Business Process Analyst	1	1	1		1
Supervisor - Customer Service	1	1	1		1
Lead Revenue Protection Investigator	1	1	1		1
Supervisor - Utility Services	1	1	1		1
Supervisor - Payment Center	1	1	1		1
Energy Efficiency Coordinator	2	2	2		2
Utility Services Coordinator	2	2	2		2
Business Process Technician I	1	1	1		1
Supervisor - Meter Customer Service	1	1	1		1
Revenue Protection Investigator	3	3	3		3
Collections Specialist II	1	1	1		1
Department Coordinator I	1	1	1		1
Department Coordinator II	1	1	1		1
Contact Center Representative II	4	4	4		4
Field Services Dispatcher	3	3	3		3
Lead Utility CIS Representative	2	2	2		2
Utility CIS Representative	5	5	5		5
Contact Center Representative I	22	22	22		22
Revenue Recovery Assistant	2	2	2		2
Collection Specialist I	1	1	1		1
Program Assistant	1	0	1		1
Field Services Technician II	10	10	10		10
Department Representative II	1	1	0		0
Meter Equipment Technician	3	3	3		3
Payment Center Representative II	2	2	2		2
Payment Center Representative I	8	8	8		8
Field Services Technician I	8	8	8		8

TOTAL CUSTOMER SERVICE FUND

Full-Time	95	94	94	0	94
Part-Time	0	0	0	0	0
Total Positions	95	94	94	0	94

FACILITIES MANAGEMENT FUND - 431

Facilities Management - 4700

Facilities Management Director	1	1	1		1
Facilities Construction Manager	1	1	1		1
Physical Security Program Manager	1	1	1		1
Facilities Supervisor	3	3	3		3
HVAC Technician	6	6	6		6
Facilities Electrician	2	2	2		2
Facilities Construction Coordinator	2	2	2		2
Facilities Maintenance Representative	1	1	1		1
Facilities Maintenance Technician	2	2	2		2
Building Attendant Crew Leader	1	1	1		1
Department Representative II	1	1	1		1
Building Attendant	14	14	14		14

TOTAL FACILITIES MANAGEMENT FUND

Full-Time	35	35	35	0	35
Part-Time	0	0	0	0	0
Total Positions	35	35	35	0	35

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

		2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
INFORMATION TECHNOLOGY FUND - 411						
Office of Strategic Initiatives - 1135						
	Managing Director	1	1	1		1
	Business Project Manager	2	2	1		1
	Associate Business Project Manager	0	0	1		1
	Project Management Analyst	1	1	1		1
	Business Program Manager	1	1	1		1
	Full-Time	5	5	5	0	5
	Part-Time	0	0	0	0	0
	Total	5	5	5	0	5
Information Technology - 4510						
	Chief Information Officer	1	1	1		1
	Information Services Manager	2	2	2		2
	IT Infrastructure Director	1	1	1		1
	Business Relationship Manager	1	1	1		1
	Senior Database Administrator	0	0	2		2
	Database Administrator	2	2	0		0
	Senior Systems Engineer	1	1	1		1
	Systems Engineer	1	1	1		1
	Lead Information Systems Analyst	1	1	1		1
	Business Relationship Analyst	1	1	1		1
	IT Support Services Manager	0	0	1		1
	IT Business Analyst	2	2	2		2
	Senior Systems Administrator	1	1	1		1
	Lead Systems Administrator	1	1	1		1
	IT Project Manager	2	2	2		2
	Information Systems Analyst	1	1	1		1
	IT Support Services Supervisor	1	1	0		0
	Senior Information Systems Analyst	4	4	4		4
	Application Programmer	2	2	2		2
	Systems Administrator	2	2	2		2
	Desktop Systems Specialist	1	1	1		1
	PC Technician II	3	3	3		3
	PC Technician I	2	2	2	1	3
	IT Hardware Technician	1	1	1		1
	Department Coordinator I	2	2	2		2
	Department Representative II	1	1	1		1
	Business Process Technician I	1	1	1		1
	IT Service Desk Representative II	0	0	1		1
	IT Service Desk Representative I	1	1	0		0
	Full-Time	39	39	39	1	40
	Part-Time	0	0	0	0	0
	Total	39	39	39	1	40
GIS - 4520						
	Information Services Manager	1	1	1		1
	GIS Database Administrator	1	1	0		0
	Senior GIS Analyst	2	2	3		3
	GIS DBA/Programmer	1	1	1		1
	Full-Time	5	5	5	0	5
	Part-Time	0	0	0	0	0
	Total	5	5	5	0	5

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

	2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
Communications - 4550					
IT Radio Communications Manager	1	1	0		0
Senior IT Radio Engineer	1	1	1		1
Lead Network Administrator	1	1	1		1
IT Radio Engineer	0	0	1		1
Network Administrator	1	1	1		1
Telecommunications Supervisor	1	1	1		1
Lead IT Communications Installation Technician	0	0	1		1
IT Telecommunications Technician II	0	0	1		1
Radio Communications Technician	1	2	2		2
IT Communications Installation Technician Supervisor	1	1	1		1
IT Telecommunications Technician I	2	2	1		1
IT Communications Installation Technician	3	3	2		2
Full-Time	12	13	13	0	13
Part-Time	0	0	0	0	0
Total	12	13	13	0	13
TOTAL INFORMATION TECHNOLOGY FUND					
Full-Time	61	62	62	1	63
Part-Time	0	0	0	0	0
Total Positions	61	62	62	1	63
WAREHOUSE FUND - 451					
Warehouse - 1152					
Buyer	1	1	1		1
Warehouse Services Coordinator	2	2	2		2
Department Representative I	1	1	1		1
Warehouse Services Associate II	3	3	3		3
Department Assistant	1	1	1		1
Warehouse Services Associate I	1	1	1		1
Full-Time	9	9	9	0	9
Part-Time	0	0	0	0	0
Total	9	9	9	0	9
Day Labor Center - 1177					
Department Assistant	1	1	1		1
Full-Time	1	1	1	0	1
Part-Time	0	0	0	0	0
Total	1	1	1	0	1
TOTAL WAREHOUSE FUND					
Full-Time	10	10	10	0	10
Part-Time	0	0	0	0	0
Total Positions	10	10	10	0	10
TOTAL INTERNAL SERVICE FUNDS					
Full-Time	201	201	201	1	202
Part-Time	0	0	0	0	0
Total Positions	201	201	201	1	202

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

	2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
INFRASTRUCTURE REPAIR & REPLACEMENT FUND - 831					
Street - 4690					
Streets Director	1	1	1		1
Street Construction Administrator	1	1	1		1
Street Construction Manager	1	1	1		1
Safety Specialist	1	1	1		1
Street Design Supervisor	1	1	1		1
Construction Supervisor	1	1	1		1
Pavement Supervisor	1	1	1		1
Public Works Inspector II	1	1	1		1
Street Equipment Maintenance Supervisor	1	1	1		1
Field Supervisor	5	5	5		5
Public Works Inspector I	1	1	1		1
Heavy Equipment Crew Leader	7	7	7		7
Senior Master Mechanic	1	1	1		1
Survey Technician II	1	1	1		1
Heavy Equipment Operator II	6	6	6	3	9
Heavy Equipment Operator I	3	3	3		3
Department Coordinator II	1	1	1		1
Pavement Inspection Technician	2	2	1		1
Survey Technician I	2	2	2		2
Equipment Operator I	11	15	15	2	17
Concrete Finisher	18	18	18		18
Survey Assistant	1	1	1		1
Department Representative I	1	1	1		1
Maintenance Worker	3	3	4	1	5
TOTAL INFRASTRUCTURE REPAIR & REPLACEMENT FUND					
Full-Time	72	76	76	6	82
Part-Time	0	0	0	0	0
Total Positions	72	76	76	6	82
FIREWHEEL FUND - 251					
Firewheel Golf Park - 4410					
Senior Golf Course Superintendent	1	1	1		1
Golf Course Superintendent	1	1	2		2
Business Financial Coordinator	1	1	1		1
Assistant Golf Course Superintendent	1	1	0		0
Golf Course Senior Master Mechanic	1	1	1		1
Golf Course Crew Leader	1	1	1		1
Maintenance Crew Leader	1	1	1		1
Greenskeeper	9	9	9		9
TOTAL FIREWHEEL FUND					
Full-Time	16	16	16	0	16
Part-Time	0	0	0	0	0
Total Positions	16	16	16	0	16
GROUP HEALTH INSURANCE FUND - 401					
Group Health - 1194					
Benefits Manager	0	0	1		1
Wellness Program Coordinator	1	1	1		1
Benefits Services Coordinator	1	1	1		1
Full-Time	2	2	3	0	3
Part-Time	0	0	0	0	0
Total	2	2	3	0	3
Group Health Clinic - 1195					
Supervising Physician	1	1	1		1
Nurse Practitioner/Physician Assistant	1	1	1		1
Clinic Health Advisor	1	1	1		1
Clinic Office Manager	1	1	1		1
Lead Medical Assistant	1	1	1		1

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

	2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
Group Health Clinic (Continued)					
Medical Assistant	1	1	1		1
Department Representative I	2	2	2		2
Department Assistant	1	1	1		1
Full-Time	9	9	9	0	9
Part-Time	0	0	0	0	0
Total	9	9	9	0	9
TOTAL GROUP HEALTH INSURANCE FUND					
Full-Time	11	11	12	0	12
Part-Time	0	0	0	0	0
Total Positions	11	11	12	0	12
SELF INSURANCE FUND - 405					
Risk Management - 1191					
Risk Management Director	1	1	1		1
Training Program Manager	1	1	1		1
Risk Program Manager	1	1	1		1
Insurance and Claims Coordinator	1	1	1		1
Department Coordinator II	1	1	1		1
TOTAL SELF INSURANCE FUND					
Full-Time	5	5	5	0	5
Part-Time	0	0	0	0	0
Total Positions	5	5	5	0	5
FLEET SERVICES FUND - 441					
Fleet Services - 4800					
Fleet Services Director	1	1	1		1
Fleet Services Supervisor	2	2	2		2
Fleet Procurement & Project Coordinator	1	1	1		1
Budget Analyst	0	0	1		1
Operations Financial Coordinator	1	1	0		0
Fleet Services Administration Supervisor	1	1	1		1
Senior Master Mechanic	9	9	9		9
Master Mechanic	8	8	8		8
Service Writer	2	2	2		2
Mechanic	7	7	7		7
Mechanical Welder	2	2	2		2
Department Representative I	1	1	1		1
TOTAL FLEET SERVICES FUND					
Full-Time	35	35	35	0	35
Part-Time	0	0	0	0	0
Total Positions	35	35	35	0	35
HOTEL/MOTEL TAX FUND - 811					
Convention & Visitors Bureau - 1179					
Convention & Visitors Bureau Manager	1	1	1		1
CVB Sales Specialist	1	1	1		1
Graphics Designer	1	1	1		1
Marketing Assistant	1	1	1		1
TOTAL HOTEL/MOTEL TAX FUND					
Full-Time	4	4	4	0	4
Part-Time	0	0	0	0	0
Total Positions	4	4	4	0	4

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

	2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
HOUSING GRANT FUNDS					
HOUSING ASSISTANCE FUND - 822					
Housing Assistance - 8250					
Housing Agency Administrator	1	1	1		1
Housing Fiscal Supervisor	1	1	1		1
FSS Supervisor	1	1	1		1
Senior Housing Inspector	1	1	1		1
Housing Inspector	3	3	3		3
FSS Representative	7	7	6		6
Department Representative II	1	1	1		1
Department Representative I	1	1	1		1
Operations Associate	0	0	1		1
Operations Associate (P/T)	1	1	1		1
TOTAL HOUSING ASSISTANCE FUND					
Full-Time	16	16	16	0	16
Part-Time	1	1	1	0	1
Total Positions	17	17	17	0	17
COMMUNITY DEVELOPMENT FUNDS - 825/925					
Community Development Block Grant - 8300					
Neighborhood Services Administrator	0	0	1		1
Neighborhood Services Manager	1	1	0		0
Operations Financial Coordinator	1	1	1		1
Department Assistant	1	1	1		1
Rehabilitation Coordinator	1	1	1		1
Senior Housing Inspector	0	0	1		1
Housing Inspector	1	1	1		1
Loan Processor	2	2	2		2
TOTAL COMMUNITY DEVELOPMENT FUNDS					
Full-Time	7	7	8	0	8
Part-Time	0	0	0	0	0
Total Positions	7	7	8	0	8
FAIR HOUSING GRANT FUND - 828					
Fair Housing - 8240					
Fair Housing Administrator	1	1	1		1
Fair Housing Coordinator	1	1	1		1
Program Assistant	1	1	1		1
TOTAL FAIR HOUSING GRANT FUND					
Full-Time	3	3	3	0	3
Part-Time	0	0	0	0	0
Total Positions	3	3	3	0	3
TOTAL HOUSING GRANT FUNDS					
Full-Time	26	26	27	0	27
Part-Time	1	1	1	0	1
Total Positions	27	27	28	0	28
PUBLIC SAFETY GRANT FUND - 871					
Emergency Management Grants - 1052					
Senior Emergency Management Specialist	1	1	1		1
TOTAL PUBLIC SAFETY GRANT FUND					
Full-Time	1	1	1	0	1
Part-Time	0	0	0	0	0
Total Positions	1	1	1	0	1

CITY OF GARLAND BUDGETED POSITIONS 2014-15 THRU 2016-17

	2014-15 Actual	2015-16 Approved	2015-16 Revised	2016-17 Change	2016-17 Approved
--	-------------------	---------------------	--------------------	-------------------	---------------------

NARCOTIC SEIZURE FUND - 922

Narcotic Seizure - 9212

Program Manager - Youth Boxing Program (P/T)

	0	1	1		1
--	---	---	---	--	---

TOTAL NARCOTIC SEIZURE FUND

Full-Time	0	0	0	0	0
Part-Time	0	1	1	0	1
Total Positions	0	1	1	0	1

TOTAL CITY-WIDE

Full-Time	2,065	2,083	2,085	16	2,101
Part-Time	59	60	63	1	64
Total Positions	2,124	2,143	2,148	17	2,165

Debt Service

DEBT SERVICE

Debt Instruments

Debt instruments utilized by the City of Garland include General Obligation (GO) Bonds, Commercial Paper (CP), Certificates of Obligation (COs), Revenue Bonds (RBs), and Tax Anticipation Notes (TANs), each of which is discussed below.

General Obligation Bonds (GOs) – Long-term debt instruments that are backed by the full faith and credit of the City and issued with the guarantee that the government will use its general taxing authority to service the debt. Garland citizens must vote to approve the authorization to issue GO Bonds, and once authorized, the Bonds may only be used for projects specifically listed in the bond propositions. GO Bonds are generally issued based on a 17 to 20-year amortization period.

Commercial Paper (CP) – Short-term debt instruments that have maturities ranging from 1 to 270 days. Interest is paid at maturity, but principal is rolled forward by issuing new Commercial Paper. This process continues, for approximately three years, until GO or Utility Revenue Bonds are eventually issued to refinance the outstanding Commercial Paper. Only after the GO or Revenue Bonds are issued do principal payments begin toward retiring the debt. The combined amortization of the Bonds is set so as not to exceed 20 years.

By utilizing Commercial Paper, the City is able to lower its overall debt payments due to the deferral of principal payments and by taking advantage of lower short-term interest rates. Furthermore, Commercial Paper is only issued as the funds are needed throughout the year, not in advance at a given time each year as with other debt instruments.

Projects that have been approved as part of a Bond Referendum, and therefore qualify for GO debt financing, may be funded using Commercial Paper. In addition, projects in the Electric, Water, and Wastewater utilities that are eventually funded with Revenue Bonds may take advantage of Commercial Paper.

Certificates of Obligation (COs) – Long-term debt instruments that are backed by ad valorem taxes, pledged revenues, or a combination thereof. COs do not require voter authorization and may be issued for all types of capital projects. COs are issued with 5, 10, 15, and 20-year amortizations.

Revenue Bonds (RBs) – Long-term debt instruments secured by the revenues of the City's utilities. RBs can only be issued for utility-related capital projects and are issued with 5, 10, 15, and 17 to 20-year amortizations.

Tax Anticipation Notes (TANs) – Short-term debt instruments issued with amortizations ranging from 1 to 5 years, which may be used for any capital project with a short useful life or a project that the City wishes to pay off within a relatively short period of time. TANs may also be used to prevent significant fluctuations in the Debt Service Tax rate.

Debt Service

The principal and interest payments on the City's debt instruments are paid from Property Tax revenues or from the revenue of Proprietary Funds such as the utilities.

Tax-Supported Debt Service – Debt that is serviced from Property Tax revenues is referred to as "Tax-Supported Debt." Of Garland's 2016-17 Adopted Ad Valorem Tax rate of 70.46 cents per \$100 of valuation, 31.06 cents or 44% is dedicated to Tax-Supported Debt Service.

2016-17 Adopted Ad Valorem Tax Rate **(Cents Per \$100 of Valuation)**

Operations and Maintenance	39.40 cents
Debt Service	<u>31.06 cents</u>
Total Ad Valorem Tax Rate	<u>70.46 cents</u>

Commercial Paper – The use of Commercial Paper (CP) as part of the City's overall Debt Management Strategy defers a portion of the total Debt Service impact of projects. Deferred Debt Service is the difference between the annual interest payments required to service outstanding CP and the interest and principal payments that will be due when the CP is replaced with GO Bonds. As a general rule, payments required to service GO Bonds will be 75% more than the amount required to service CP. When CP is replaced with GO debt – typically every three years – there will be a material spike or increase in Debt Service requirements. To avoid fluctuations in the Debt Service Tax rate, the City's Debt Management Strategy calls for the issuance of short-term Tax Anticipation Notes (TANs) when funding is available in years with deferred Debt Service in order to maintain a steady tax rate. The proceeds of the TANs are used to supplement street and infrastructure funding and provide short-term funding for other capital projects.

Revenue-Supported Debt – Debt Service that is paid from revenues collected by the City's utilities is referred to as "Revenue-Supported Debt." The annual principal and interest payments required to service this debt are included as expenditures in the operating budgets of the respective utilities. Debt issuance in the utility funds has the potential of impacting the cost-of-service and, thereby, the rates charged to customers.

Revenue-Supported Debt also refers to debt issued for projects within the City's Internal Service Funds (examples including Information Technology, Fleet Services, and Customer Service). The principal and interest payments required to support this debt are included in the operating budgets of the respective Internal Service departments. The total cost of each Internal Service function is then allocated to each department based on appropriate allocation methodologies.

Recent Bond Referendums

1997 Bond Program – The 1997 Referendum considered the authorization of GO Bonds to fund various City facilities and infrastructure improvements. Of the nine propositions included in the Referendum, eight were approved by voters.

The approved 1997 propositions included:

Streets	\$ 67,970,000
Northeast Parkway	4,240,000
Drainage/Flooding	10,570,000
Libraries	5,890,000
Parks	12,370,000
Cultural Arts	3,440,000
Public Safety	19,890,000
Municipal Facilities	<u>1,710,000</u>
Total 1997 Authority	<u>\$126,080,000</u>

2004 Bond Program – The 2004 Referendum considered the authorization of GO Bonds to fund various City facilities, infrastructure improvements, and economic development projects. Of the eight propositions included in the Referendum, all were approved by voters.

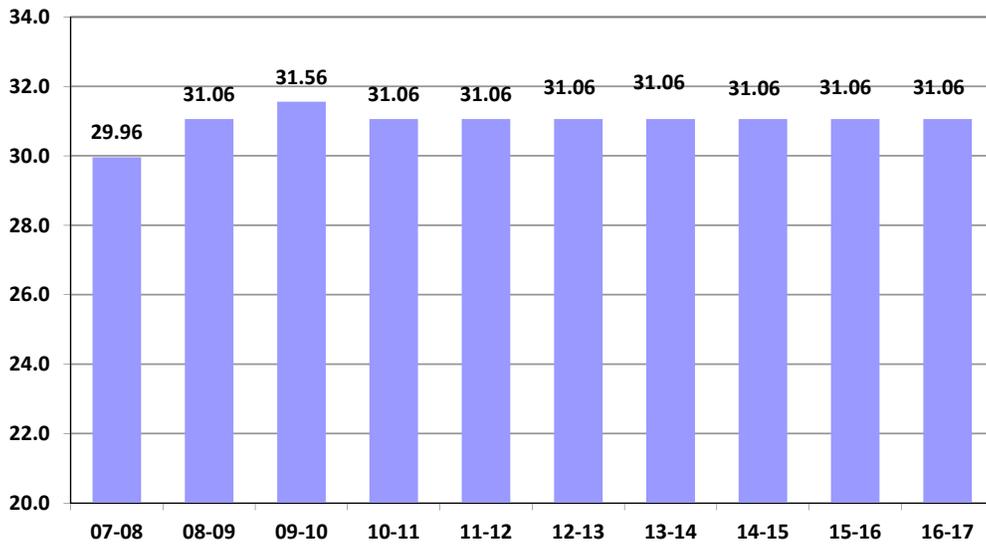
The approved 2004 propositions included:

Streets	\$113,370,000
Drainage/Flooding	28,000,000
Parks	21,680,000
Libraries	9,400,000
Public Safety	12,950,000
Municipal Facilities	11,180,000
Economic Development	3,420,000
Harbor Point	<u>23,745,000</u>
Total 2004 Authority	<u>\$223,745,000</u>

Tax Rate Impact of Bond Programs

Projections at the time of the 1997 Bond Election indicated that a total increase of 4.14 cents would be necessary to fund the Program. For the 2004 Bond Program, projections indicated an increase of 11.5 cents would be necessary, based on a seven-year implementation. Due to the growth in the tax base, the elongation of the programs, and the Debt Service Tax Rate Management Strategy implemented in FY 2010-11, the net change in the Debt Service Tax rate has been held to 5.6 cents since FY 1998-99. In addition to covering GO Bond projects, the 5.6-cent increase has also covered the Debt Service related to tax-supported CO projects.

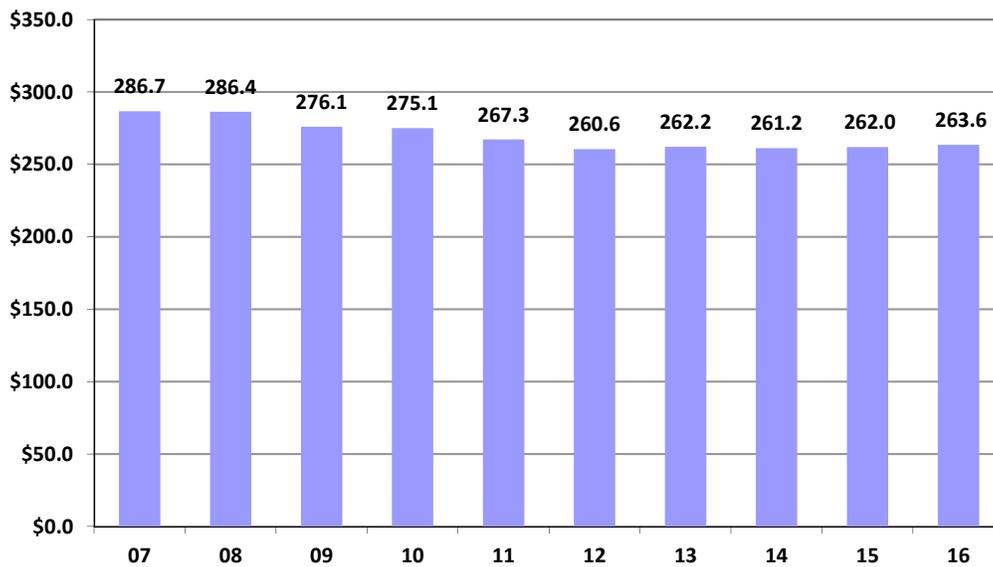
Historical Debt Service Tax Rate (In Cents)



Tax-Supported Outstanding Debt

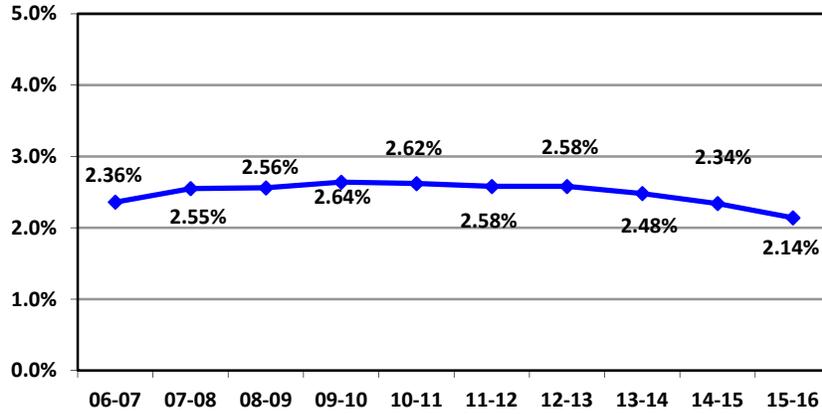
Assuming no project delays, tax-supported debt is projected to be \$263.6 million by the end of FY 2015-16. This reflects a decrease of \$23.1 million (8.1%) since 2007 due mostly to the decline in the tax base and elongation of the Bond Programs experienced during the recession.

Historical Tax-Supported Debt Levels
(In Millions)

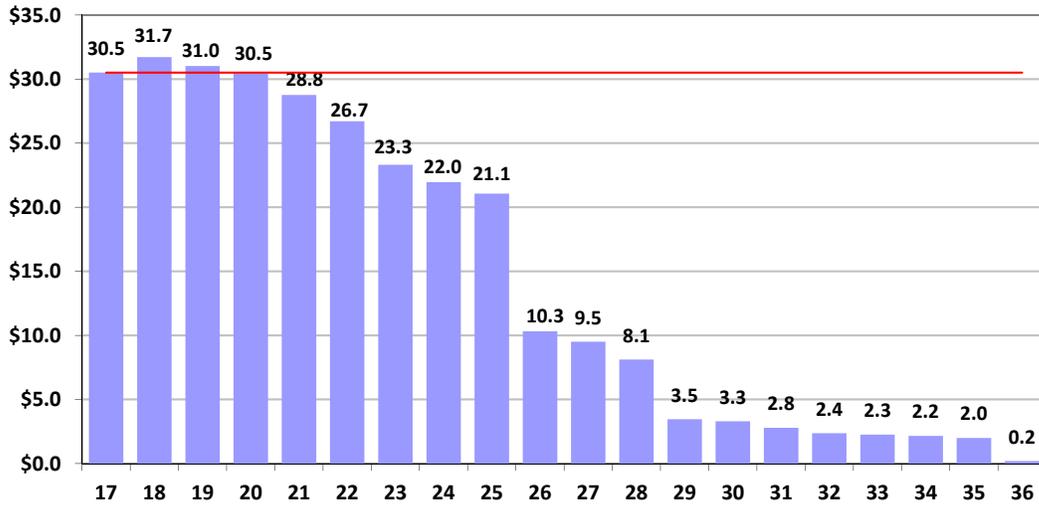


While the State of Texas does not place a debt limitation on Home-Rule cities, Council financial policies restrict tax-supported debt to 5% of the assessed valuation of taxable property. Tax-supported debt equates to 2.14% of Garland's 2015 tax base, which is well below the 5% limitation.

Tax-Supported Outstanding Debt
As Percentage of Tax Base



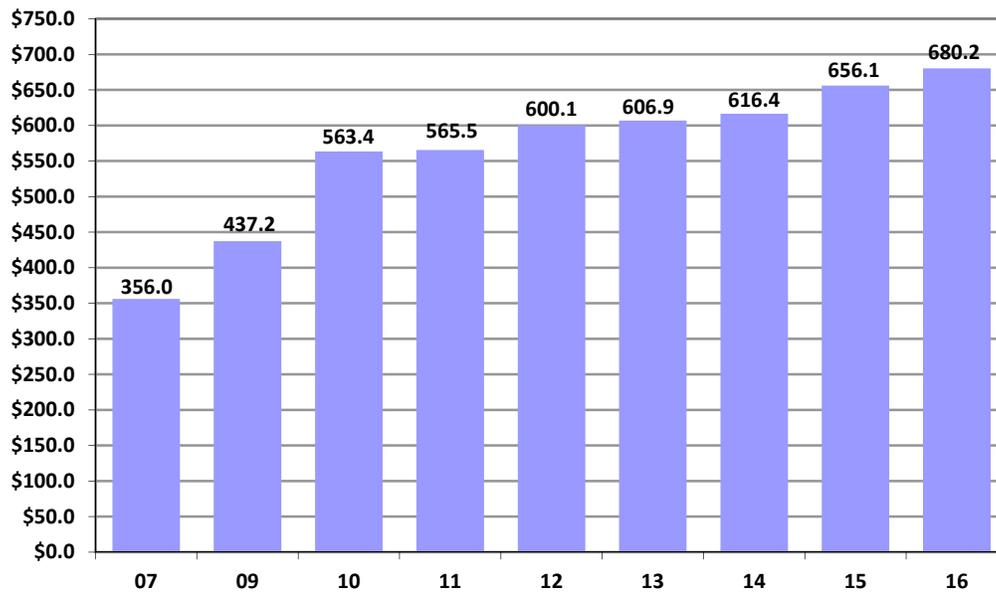
Long-Term Tax-Supported Existing Debt Service
(In Millions)



Revenue-Supported Outstanding Debt

Revenue-supported debt is projected to reach \$680.2 million by the end of FY 2015-16; this reflects an increase of \$324.2 million over the past ten years. Of the increase, \$180.8 million is the result of Garland Power & Light refinancing debt that was previously held by the Texas Municipal Power Agency in FY 2009-10 and again in FY 2014-15.

Historical Revenue-Supported Debt Levels
(In Millions)



Bond Ratings

The City of Garland's financial strength has been rated by Standard and Poor's and Fitch IBCA as reflected below:

Debt Category	Standard & Poor's	Fitch IBCA
GO/CO Tax-Supported	AA+	AAA
Water/Wastewater Revenue Bonds	AA-	AA
Electric Revenue Bonds	A+	AA-

DEBT SUMMARY 2016-17

FUND	OUTSTANDING DEBT	2016-17 DEBT SERVICE
<u>Tax-Supported Debt</u>		
GO & CO Debt	\$210,850,000	\$ 27,809,862
Tax-Supported – Commercial Paper	15,000,000	251,065
Tax-Supported – Short-Term Tax Note	7,350,000	7,372,050
Tax-Supported – Firewheel Golf	5,730,000	1,536,727
Tax-Supported – Downtown TIF	2,585,000	229,225
Tax-Supported – Harbor Point	22,040,000	939,790
Bond Cost	-	525,000
Tax-Supported Sub-Total	<u>\$263,555,000</u>	<u>\$ 38,663,719</u>
<u>Revenue-Supported Debt</u>		
Environmental Waste Services	\$ 9,610,000	\$ 2,820,967
Fleet Services	1,675,000	216,632
Information Technology	4,810,000	1,082,495
Customer Service	20,365,000	2,199,654
Warehouse	25,000	6,125
Stormwater Management	730,000	124,440
Electric	408,550,000	42,687,953
Wastewater	127,025,000	15,361,744
Water	<u>107,420,000</u>	<u>10,555,606</u>
Revenue-Supported Sub-Total	<u>\$680,210,000</u>	<u>\$ 75,055,616</u>
DEBT TOTAL	<u>\$943,765,000</u>	<u>\$113,719,335</u>

The tables on the following pages detail the Debt Service for each outstanding bond issued by the City. The tables show the date of issue, the years remaining on the payment schedule, and the amount of principal and interest due each year.

**CITY OF GARLAND
GENERAL TAX BONDS
GENERAL OBLIGATION BOND DEBT SERVICE
FUND REQUIREMENTS
2016-17**

Date of Issue	Issue Series	Issue	Interest Rate %	Maturity	Amount of Issue	Amount Outstanding 10/01/16	Amount Outstanding 09/30/17	Debt Service Requirements for 2016-17		
								Principal	Interest	Total
02/15/07	2007	Tax GO	4.00 to 5.00	02/15/25	\$36,750,000	\$21,205,000	\$18,865,000	\$2,340,000	\$965,744	\$3,305,744
06/15/08	2008	Tax GO	3.50 to 4.50	02/15/19	57,760,000	37,060,000	33,500,000	3,560,000	1,751,625	5,311,625
11/01/11	2011 A	Tax GO	2.00 to 4.00	09/30/24	16,850,000	9,415,000	8,180,000	1,235,000	305,520	1,540,520
11/01/11	2011 B	Tax GO	2.00 to 5.00	02/15/28	41,360,000	38,870,000	38,040,000	830,000	1,793,750	2,623,750
06/06/13	2013	Tax GO	2.00 to 4.00	02/15/19	6,245,000	2,740,000	1,635,000	1,105,000	66,300	1,171,300
02/20/14	2014	Tax GO	2.00 to 3.00	02/15/22	17,425,000	12,445,000	10,335,000	2,110,000	316,375	2,426,375
11/20/14	2014 A	Tax GO	3.00 to 5.00	02/15/20	9,645,000	8,095,000	5,205,000	2,890,000	332,500	3,222,500
02/19/15	2015 A	Tax GO	3.00 to 5.00	02/15/35	22,695,000	22,360,000	21,580,000	780,000	868,450	1,648,450
Total Tax GO Debt					208,730,000	152,190,000	137,340,000	14,850,000	6,400,264	21,250,264
02/19/2015	2015 B	Harbor Point GO	.75 to 3.00	02/15/2025	22,490,000	22,040,000	21,590,000	450,000	489,790	939,790
Total Harbor Point GO Debt					\$22,490,000	\$22,040,000	\$21,590,000	\$450,000	\$489,790	\$939,790
02/15/07	2007	Golf GO	4.00 to 5.00	02/15/20	2,450,000	1,230,000	850,000	380,000	52,000	432,000
06/06/13	2013	Golf GO	2.00 to 4.00	02/15/19	405,000	40,000	20,000	20,000	950	20,950
02/20/14	2014	Golf GO	2.00 to 3.00	02/15/21	90,000	40,000	35,000	5,000	1,025	6,025
11/20/14	2014 A	Golf GO	3.00 to 5.00	02/15/20	2,390,000	1,960,000	1,505,000	455,000	86,625	541,625
Total Golf GO Debt					5,335,000	3,270,000	2,410,000	860,000	140,600	1,000,600
02/15/07	2007	Fleet GO	5.00 to 5.00	02/15/18	35,000	25,000	15,000	10,000	1,000	11,000
Total Fleet GO Debt					35,000	25,000	15,000	10,000	1,000	11,000
02/15/07	2007	Customer Service GO	4.375 to 5.00	02/15/25	765,000	735,000	730,000	5,000	33,956	38,956
02/20/14	2014	Customer Service GO	2.00 to 3.00	02/15/21	725,000	445,000	300,000	145,000	9,888	154,888
Total Customer Service GO Debt					1,490,000	1,180,000	1,030,000	150,000	43,844	193,844
02/15/07	2007	Warehouse GO	5.00 to 5.00	02/15/21	30,000	25,000	20,000	5,000	1,125	6,125
Total Warehouse GO Debt					30,000	25,000	20,000	5,000	1,125	6,125
02/15/07	2007	IT - Comm. GO	4.375 to 5.00	02/15/25	40,000	40,000	40,000	0	1,863	1,863
Total Information Technology GO Debt					40,000	40,000	40,000	0	1,863	1,863

**CITY OF GARLAND
GENERAL TAX BONDS
GENERAL OBLIGATION BOND DEBT SERVICE
FUND REQUIREMENTS
2016-17**

Date of Issue	Issue Series	Issue	Interest Rate %	Maturity	Amount of Issue	Amount Outstanding 10/01/16	Amount Outstanding 09/30/17	Debt Service Requirements for 2016-17		
								Principal	Interest	Total
02/15/07	2007	GP&L GO	4.00 to 5.00	02/15/21	\$11,490,000	\$7,975,000	\$5,920,000	\$2,055,000	\$347,375	\$2,402,375
11/20/14	2014 A	GP&L GO	3.00 to 5.00	02/15/20	18,160,000	14,765,000	11,195,000	3,570,000	649,000	4,219,000
Total Electric GO Debt					29,650,000	22,740,000	17,115,000	5,625,000	996,375	6,621,375
02/15/07	2007	Water GO	4.00 to 5.00	02/15/22	4,665,000	2,680,000	2,150,000	530,000	118,800	648,800
06/06/13	2013	Water GO	2.00 to 4.00	02/15/19	1,440,000	250,000	145,000	105,000	6,050	111,050
11/20/14	2014 A	Water GO	3.00 to 5.00	02/15/20	595,000	440,000	275,000	165,000	17,875	182,875
Total Water GO Debt					6,700,000	3,370,000	2,570,000	800,000	142,725	942,725
02/15/07	2007	Wastewater GO	4.00 to 5.00	02/15/22	11,160,000	7,715,000	6,280,000	1,435,000	345,788	1,780,788
06/06/13	2013	Wastewater GO	2.00 to 4.00	02/15/19	2,395,000	280,000	160,000	120,000	6,800	126,800
11/20/14	2014 A	Wastewater GO	3.00 to 5.00	02/15/20	3,425,000	2,555,000	1,650,000	905,000	105,125	1,010,125
Total Wastewater GO Debt					16,980,000	10,550,000	8,090,000	2,460,000	457,713	2,917,713
Total					\$291,480,000	\$215,430,000	\$190,220,000	\$25,210,000	\$8,675,298	\$33,885,298

**CITY OF GARLAND
CERTIFICATES OF OBLIGATION
DEBT SERVICE FUND REQUIREMENTS
2016-17**

Date of Issue	Issue Series	Issue	Interest Rate %	Maturity	Amount of Issue	Amount Outstanding 10/01/16	Amount Outstanding 09/30/17	Debt Service Requirements for 2016-17		
								Principal	Interest	Total
03/15/07	2007	Tax CO	4.00 to 5.625	02/15/27	\$13,860,000	\$11,205,000	\$10,575,000	\$630,000	\$474,506	\$1,104,506
06/15/08	2008	Tax CO	3.50 to 4.625	02/15/28	2,070,000	1,075,000	925,000	150,000	44,303	194,303
04/15/10	2010	Tax CO	2.00 to 3.00	02/15/30	2,220,000	1,745,000	1,650,000	95,000	70,819	165,819
06/15/11	2011	Tax CO	2.00 to 4.25	02/15/31	2,535,000	1,760,000	1,595,000	165,000	61,506	226,506
06/28/12	2012	Tax CO	2.00 to 3.375	02/15/32	4,885,000	3,040,000	2,555,000	485,000	83,075	568,075
06/06/13	2013	Tax CO	2.00 to 4.00	2/15/33	6,570,000	4,185,000	3,755,000	430,000	127,575	557,575
06/19/14	2014	Tax CO	2.00 to 4.00	2/15/34	8,690,000	7,215,000	6,440,000	775,000	223,919	998,919
06/30/15	2015	Tax CO	2.00 to 5.00	02/15/35	14,940,000	13,990,000	12,900,000	1,090,000	580,000	1,670,000
06/01/16	2016	Tax CO	2.00 to 5.00	02/15/36	14,445,000	14,445,000	13,520,000	925,000	747,707	1,672,707
Total Tax Debt					70,215,000	58,660,000	53,915,000	4,745,000	2,413,410	7,158,410
06/06/13	2,013	Tax CO	2.00 to 4.00	2/15/33	2,860,000	2,585,000	2,430,000	155,000	74,225	229,225
Total Downtown TIF Debt					2,860,000	2,585,000	2,430,000	155,000	74,225	229,225
06/15/11	2011	Golf CO	2.00 to 4.00	08/15/26	445,000	235,000	215,000	20,000	8,300	28,300
06/28/12	2012	Golf CO	2.00 to 3.125	02/15/27	515,000	290,000	225,000	65,000	7,400	72,400
06/06/13	2013	Golf CO	2.00 to 4.00	2/15/23	1,360,000	970,000	830,000	140,000	28,688	168,688
06/19/14	2014	Golf CO	2.00 to 4.00	2/15/19	420,000	260,000	175,000	85,000	4,350	89,350
06/30/15	2015	Golf CO	2.00 to 5.00	02/15/30	430,000	385,000	340,000	45,000	15,600	60,600
06/30/16	2016	Golf CO	2.00 to 5.00	02/15/19	320,000	320,000	220,000	100,000	16,789	116,789
Total Golf Transfer					3,490,000	2,460,000	2,005,000	455,000	81,127	536,127
06/15/08	2008	EWS - Delivery CO	3.50 to 4.625	02/15/28	855,000	15,000	15,000	0	699	699
06/15/11	2011	EWS - Delivery CO	2.00 to 4.00	08/15/21	1,280,000	230,000	185,000	45,000	6,725	51,725
06/28/12	2012	EWS - Delivery CO	2.00 to 3.00	02/15/17	1,145,000	240,000	0	240,000	2,400	242,400
06/06/13	2013	EWS - Delivery CO	2.00 to 4.00	02/15/23	1,395,000	790,000	575,000	215,000	23,375	238,375
06/19/14	2014	EWS - Delivery CO	2.00 to 4.00	02/15/24	4,365,000	2,795,000	1,980,000	815,000	53,650	868,650
06/30/15	2015	EWS - Delivery CO	2.00 to 5.00	02/15/25	2,390,000	2,010,000	1,605,000	405,000	88,875	493,875
06/30/16	2016	EWS - Delivery CO	2.00 to 5.00	02/15/26	3,530,000	3,530,000	2,970,000	560,000	198,781	758,781
Total Environmental Waste Services Delivery CO Debt					14,960,000	9,610,000	7,330,000	2,280,000	374,505	2,654,505

**CITY OF GARLAND
CERTIFICATES OF OBLIGATION
DEBT SERVICE FUND REQUIREMENTS
2016-17**

Date of Issue	Issue Series	Issue	Interest Rate %	Maturity	Amount of Issue	Amount Outstanding 10/01/16	Amount Outstanding 09/30/17	Debt Service Requirements for 2016-17		
								Principal	Interest	Total
03/15/07	2007	Fleet CO	4.00 to 5.625	02/15/18	\$300,000	\$115,000	\$30,000	\$85,000	\$3,325	\$88,325
06/28/12	2012	Fleet CO	2.00 to 3.375	02/15/22	60,000	40,000	35,000	5,000	1,100	6,100
06/06/13	2013	Fleet CO	2.00 to 4.00	02/15/33	90,000	80,000	75,000	5,000	2,375	7,375
06/30/16	2016	Fleet CO	2.00 to 5.00	02/15/36	1,415,000	1,415,000	1,380,000	35,000	60,789	95,789
Total Fleet CO Debt					1,865,000	1,650,000	1,520,000	130,000	67,589	197,589
03/15/07	2007	IT - Comm. CO	4.00 to 5.625	02/15/18	750,000	170,000	50,000	120,000	5,000	125,000
06/15/08	2008	IT - Comm. CO	3.50 to 4.625	02/15/28	5,430,000	1,100,000	590,000	510,000	34,791	544,791
06/09/09	2009	IT - Comm. CO	3.00 to 5.25	02/15/19	580,000	50,000	35,000	15,000	1,944	16,944
06/15/08	2008	IT - Comm. CO	3.50 to 4.625	02/15/28	4,065,000	2,820,000	2,635,000	185,000	122,309	307,309
06/06/13	2013	IT - Comm. CO	2.00 to 4.00	02/15/23	235,000	175,000	150,000	25,000	5,375	30,375
06/06/13	2013	IT - Comm. CO	2.00 to 4.00	02/15/28	215,000	185,000	170,000	15,000	5,438	20,438
06/01/16	2016	IT - Comm. CO	2.00 to 5.00	02/15/36	270,000	270,000	250,000	20,000	15,775	35,775
Total Information Technology CO Debt					11,545,000	4,770,000	3,880,000	890,000	190,632	1,080,632
06/15/08	2008	Customer Service CO	3.50 to 4.625	02/15/28	3,545,000	2,460,000	2,300,000	160,000	106,740	266,740
06/09/09	2009	Customer Service CO	3.00 to 5.25	02/15/29	22,405,000	16,725,000	15,760,000	965,000	765,181	1,730,181
Total Customer Service CO Debt					25,950,000	19,185,000	18,060,000	1,125,000	871,921	1,996,921
06/28/12	2012	Stormwater CO	2.00 to 3.375	02/15/22	150,000	90,000	75,000	15,000	2,400	17,400
06/30/15	2015	Stormwater CO	2.00 to 5.00	02/15/25	445,000	410,000	375,000	35,000	18,125	53,125
06/01/16	2016	Stormwater CO	2.00 to 5.00	02/15/21	230,000	230,000	230,000	35,000	12,989	47,989
Total Stormwater CO Debt					825,000	730,000	680,000	85,000	33,514	118,514
03/30/10	2010	GP&L CO	2.00 to 5.00	02/15/30	126,885,000	123,705,000	122,080,000	1,625,000	6,082,644	7,707,644
08/27/15	2015	GP&L CO	5.00	2/15/2020	53,870,000	44,075,000	33,870,000	10,205,000	1,948,625	12,153,625
Total Electric CO Debt					180,755,000	167,780,000	155,950,000	11,830,000	8,031,269	19,861,269
Total					\$312,465,000	\$267,430,000	\$245,770,000	\$21,695,000	\$12,138,191	\$33,833,191

**CITY OF GARLAND
UTILITY REVENUE BONDS
FUND REQUIREMENTS
2016-17
ELECTRIC REVENUE BOND DEBT SERVICE**

Date of Issue	Issue Series	%	Amount of Issue	Amount Outstanding 10/01/16	Amount Outstanding 09/30/17	Debt Service Requirements for 2016-17		
						Principal	Interest	Total
03/15/07	2007	4.00 to 5.625	\$ 21,050,000	\$ 14,350,000	\$ 13,325,000	\$ 1,025,000	\$ 632,750	\$ 1,657,750
06/17/08	2008	3.50 to 4.625	10,115,000	6,740,000	6,300,000	440,000	290,404	730,404
06/09/09	2009	3.25 to 5.25	11,760,000	5,160,000	4,860,000	300,000	237,925	537,925
06/15/11	2011	2.00 to 5.00	7,185,000	6,750,000	6,435,000	315,000	316,838	631,838
11/1/2011	2011 A	3.00 to 5.00	20,830,000	14,715,000	13,035,000	1,680,000	656,000	2,336,000
06/06/13	2013	2.00 to 2.25	11,790,000	10,715,000	9,615,000	1,100,000	209,688	1,309,688
06/30/14	2014	2.00 to 5.00	85,305,000	80,730,000	77,895,000	2,835,000	3,965,625	6,800,625
02/19/15	2015	2.00 to 5.00	15,355,000	13,870,000	12,415,000	1,455,000	515,700	1,970,700
Total			\$ 183,390,000	\$ 153,030,000	\$ 143,880,000	\$ 9,150,000	\$ 6,824,929	\$ 15,974,929

WATER REVENUE BOND DEBT SERVICE

Date of Issue	Issue Series	%	Amount of Issue	Amount Outstanding 10/01/16	Amount Outstanding 09/30/17	Debt Service Requirements for 2016-17		
						Principal	Interest	Total
03/15/07	2007	4.00 to 5.625	\$ 18,915,000	\$ 12,640,000	\$ 11,685,000	\$ 955,000	\$ 575,825	\$ 1,530,825
06/17/08	2008	3.50 to 4.625	17,690,000	11,960,000	11,040,000	920,000	559,956	1,479,956
06/09/09	2009	2.00 to 4.75	6,255,000	4,405,000	4,095,000	310,000	178,700	488,700
04/15/10	2010	2.00 to 5.00	8,975,000	7,065,000	6,690,000	375,000	329,750	704,750
06/15/11	2011	2.00 to 5.00	11,795,000	11,275,000	10,690,000	585,000	510,525	1,095,525
11/1/2011	2011 A	3.00 to 5.00	4,510,000	3,125,000	2,755,000	370,000	133,500	503,500
6/28/12	2012	2.00 to 3.50	8,415,000	7,070,000	6,705,000	365,000	239,331	604,331
06/06/13	2013	2.00 to 3.00	10,930,000	9,720,000	8,765,000	955,000	242,900	1,197,900
06/06/13	2013 A	2.00 to 3.00	7,680,000	6,730,000	6,395,000	335,000	192,950	527,950
06/19/14	2014	2.00 to 5.00	14,790,000	13,850,000	13,350,000	500,000	666,650	1,166,650
Total			\$ 109,955,000	\$ 87,840,000	\$ 82,170,000	\$ 5,670,000	\$ 3,630,087	\$ 9,300,087

**CITY OF GARLAND
UTILITY REVENUE BONDS
FUND REQUIREMENTS
2016-17**

WASTEWATER REVENUE BOND DEBT SERVICE

Date of Issue	Issue Series	%	Amount of Issue	Amount Outstanding 10/01/16	Amount Outstanding 09/30/17	Debt Service Requirements for 2016-17		
						Principal	Interest	Total
03/15/07	2007	4.00 to 5.625	\$ 10,155,000	\$ 7,285,000	\$ 6,835,000	\$ 450,000	\$ 333,525	\$ 783,525
06/17/08	2008	3.50 to 4.625	22,210,000	15,990,000	14,990,000	1,000,000	753,156	1,753,156
06/09/09	2009	3.25 to 5.25	11,835,000	8,720,000	8,195,000	525,000	360,556	885,556
04/15/10	2010	2.00 to 5.00	12,295,000	9,745,000	9,235,000	510,000	455,350	965,350
06/15/11	2011	2.00 to 5.00	7,410,000	7,145,000	6,800,000	345,000	325,625	670,625
11/1/2011	2011 A	3.00 to 5.00	25,640,000	18,235,000	16,195,000	2,040,000	784,000	2,824,000
06/06/13	2013	2.00 to 3.00	11,315,000	10,085,000	9,080,000	1,005,000	250,850	1,255,850
06/19/14	2014	2.00 to 5.00	23,385,000	19,755,000	17,825,000	1,930,000	911,450	2,841,450
Total			\$ 124,245,000	\$ 96,960,000	\$ 89,155,000	\$ 7,805,000	\$ 4,174,512	\$ 11,979,512

CIP Summaries

CAPITAL IMPROVEMENT PROGRAM

OVERVIEW

Capital Improvement Program

Capital expenditures generally include individual items costing over \$5,000. These items are included in the departments' operating budgets as "capital." However, there are also capital improvement projects, which involve the construction of infrastructure and major facilities and the acquisition of large equipment. The Capital Improvement Program (CIP), which is adopted on a calendar-year basis, details these planned expenditures over a five-year period. The appropriations for the Operating Budget expire at the end of each fiscal year; however, in approving the CIP, the Council actually appropriates the funds for the calendar year, while approving – in concept – the plan for the future years.

Link to Operating Budget

Although the Operating and Capital Improvement Budgets are developed separately, they are still closely linked. Capital improvement projects are generally financed through debt instruments that are repaid from property taxes or revenue from proprietary funds. Principal and interest payments on debt issued to fund CIP projects are included in the annual appropriations of the Operating Budget. As a result, CIP projects and their related Debt Service payments impact the City's Debt Service Tax rate and rates charged for utility services.

In addition, CIP projects can often have a significant impact on the operating expenditures of the City. For example, the opening of a branch library would require additional expenditures related to personnel, utilities, custodial services, building maintenance, publications, and information technology. In approving CIP projects, the City Council and staff must carefully weigh their impact on the Annual Operating Budget.

The following pages outline the CIP approved by the City Council for 2016. The CIP Budget is produced as a separate document from the Operating Budget. A copy of the 2016 CIP can be found on the City's website at www.garlandtx.gov or by calling the Budget and Research Department at 972-205-2511.

2016 CAPITAL IMPROVEMENT PROGRAM

PROGRAM EXPENDITURES

The 2016 CIP totals \$261.6 million and includes the following program areas and expenditure amounts:

<u>Program Areas</u>	<u>Expenditures</u>
Tax-Supported Programs:	
(1) Park	\$ 7,252,000
(2) Street/Transportation	39,468,000
(3) Drainage	3,863,000
(4) Library	3,983,000
(5) Landfill/Transfer Station	3,932,000
(6) Public Safety	17,281,000
(7) Economic Development	8,689,000
(8) Facilities and Miscellaneous	7,963,000
Total Tax-Supported	<u>92,431,000</u>
Internal Service Programs:	
(1) Information Technology	510,000
(2) Fleet Services	1,898,000
Total Internal Service	<u>2,408,000</u>
Utility Programs:	
(1) Stormwater Management	508,000
(2) Environmental Waste Services	4,596,000
(3) Water	25,826,000
(4) Wastewater	46,837,000
(5) Electric	89,038,000
Total Utility-Supported	<u>166,805,000</u>
Total 2016 CIP	<u><u>\$261,644,000</u></u>

The 2016 CIP reflects an increase of approximately \$68.8 million (35.7%) from the 2015 Capital Budget totaling \$192.8 million. This rise is primarily due to a \$40.3 million (82.5%) increase in the Electric Utility Program as well as a \$13.4 million (16.9%) increase in the Tax-Supported Programs from the 2015 CIP. Of the total \$92.4 million approved in 2016 for the Tax-Supported Programs, \$19.5 million (21.1%) is related to 1991, 1997, and 2004 Bond projects funded from authorized debt.

2016 CIP Funding Sources

Of the total \$261.6 million 2016 CIP, \$119.0 million (45.5%) is carry-over from previous Capital Budgets, \$127.2 million (48.6%) represents additional funding for projects begun in prior years, and \$15.4 million (5.9%) is related to projects being initiated for the first time in 2016. Funding the 2016 CIP work program required new debt issuance of \$116.9 million compared to \$67.5 million in 2015. Of the \$116.9 million, \$92.0 million is in the City's utilities. Specifically, funding will come from the following sources:

Funding Source	Tax-Supported Programs	Internal Services	Utility Programs	Total 2016 CIP
Current Funds:				
Cash Available	\$32,641,000	\$ 582,000	\$ 34,338,000	\$ 67,561,000
Intergovernmental Participation	23,741,000			23,741,000
Total Cash and Transfers	56,382,000	582,000	34,338,000	91,302,000
Debt Issuances:				
Prior-Year Approved Commercial Paper (CP)	12,987,000	0	40,419,000	53,406,000
1997 GO Bonds (CP)	292,000			292,000
2004 GO Bonds (CP)	6,171,000			6,171,000
2016 Certificates of Obligation (COs)	16,599,000	1,826,000	4,171,000	22,596,000
2016 Electric (CP)			62,332,000	62,332,000
2016 Water & Wastewater (CP)			25,545,000	25,545,000
Sub-Total New Debt Issuance	23,062,000	1,826,000	92,048,000	116,936,000
Total 2016 CIP Funding	\$92,431,000	\$2,408,000	\$166,805,000	\$261,644,000
Project Allocations:				
Existing Funding for Previously Approved	\$58,308,000	\$ 532,000	\$ 60,146,000	\$118,986,000
Continuation Funding for Previously Approved	23,387,000	1,876,000	102,008,000	127,271,000
Funding for New Projects	10,736,000		4,651,000	15,387,000
Total 2016 Adopted CIP	\$92,431,000	\$2,408,000	\$166,805,000	\$261,644,000

2016 CAPITAL IMPROVEMENT PROGRAM

PROJECT HIGHLIGHTS

In the following sections, new and continuing projects for each major area are identified.

Park

The planned expenditure for Park improvements for 2016 is \$7.3 million, with \$2.1 million in new debt required. Projects for 2016 include the following:

- Granger Recreation Center & Annex Renovation
- Pedestrian/Bike Bridges at Duck Creek
- Bronze Sculpture for Granville Arts Center
- Audubon Recreation Center Expansion Design
- Trail Development
- Windsurf Bay Park
- Playground Improvements

Street/Transportation

The 2016 program anticipates \$39.5 million in expenditures. Of this amount, \$9.2 million is new debt. Projects for 2016 include the following:

- Shiloh Road - I.H. 635 to Kingsley
- Brand Road - S.H. 190 to Muirfield
- Fifth Street - Miller to Kingsley
- Holford Road - Arapaho to PGBT
- Holford Road - PGBT to Campbell Road
- Oates Road - Broadway to Rosehill
- Bobtown Road - Kelso to Barnes Bridge
- DART-Funded Program to Improve Bottleneck Issues at Major Intersections
- Northwest Highway - Centerville to La Prada
- Pleasant Valley Road Bridge Reconstruction
- LBJ Sound Wall Aesthetics
- New Street Reconstruction and Improvements Program
- Traffic Control System Improvements
- Operational and Safety Improvements

Drainage

The total work program for 2016 anticipates \$3.9 million in expenditures, of which \$979,000 in new debt is required. Projects for 2016 include the following:

- Miscellaneous Flooding
- Petition Drainage
- Parkmont Drive
- Bridge Remediation
- Downtown Drainage Improvements

Library

The total work program for 2016 anticipates \$4.0 million in expenditures, of which \$2.0 million is new debt. Projects for 2016 include the following:

- Rebuild Library Materials Collection
- Library Facilities Improvements
- Library Technology & Radio Frequency Identification (RFID) Inventory Plan

Landfill/Transfer Station

Total planned expenditures for 2016 are \$3.9 million, with \$1.4 million in additional debt required. The 2016 work program includes:

- Replacement of Landfill Equipment
- Replacement of Transfer Station Equipment

Public Safety

A total of \$17.3 million in expenditures is planned for 2016, with \$4.7 million in additional debt required. Planned projects include the following:

- Radio System Replacement
- Fire Station No. 5
- Ambulance Remounts

Economic Development

Total planned expenditures for 2016 are \$8.7 million, with \$1.2 million in new debt required. This category covers a variety of projects, including the following:

- City Center Development
- Downtown Catalyst Area Improvements
- Downtown Square and Gateway Design
- Neighborhood Vitality Grant Program
- Economic Development Office

Facilities & Miscellaneous (Tax-Supported)

Total planned expenditures for 2016 are \$8.0 million, with \$1.6 million in new debt required. This category covers a variety of projects, including the following:

- Carver 3 Renovations
- City Hall Code/Safety Updates
- CGTV - Upgrades
- Facilities Upgrades
- Roof Replacement
- HVAC Replacement
- Parking Lot Upgrades
- Firewheel Golf Park Improvements and Equipment
- Infrastructure Equipment

Miscellaneous (Revenue-Supported)

Total planned expenditures for 2016 are \$7.5 million. Of this amount, \$6.0 million is new debt. This category covers a variety of projects, including the following:

- 95-Gallon Recycling Containers - Phase 5
- Environmental Waste Residential, Commercial, & Recycling Equipment
- Stormwater Maintenance Equipment
- Extend Fiber Optic Cable
- Network and Cabling Upgrades
- Fuel System Upgrade
- Fleet Services Facility Renovation

Water

Total program expenditures are estimated at \$25.8 million for 2016, which includes \$11.2 million in new debt. The 2016 work program includes:

- Relocation of Mains Prior to Paving
- Distribution Lines
- Transmission Mains
- Radio Read Water Meter Retrofit
- Fire Hydrant Installations
- Water Pump Station Rehabilitation
- West Pressure Plane Improvements

Wastewater

The 2016 program is estimated at \$46.8 million, with \$14.3 million in new debt required. The 2016 work program includes:

- Collection Mains
- Infiltration Correction - Various
- Relocation of Mains Prior to Paving
- Rowl-I - Campbell to Shiloh
- Cured-in-Place Pipe Main & Lateral Rehabilitation
- Duck Creek Greenbelt Trail Extension
- Rowlett Creek WWTP Processes Improvements
- Rowlett Creek WWTP Biosolids Expansion
- Duck Creek WWTP Processes Improvements
- Duck Creek Laboratory Building Demolition

Electric

The 2016 program is estimated at \$89.0 million, of which \$62.3 million in new debt is required. Ongoing projects included in the 2016 CIP are:

- Limestone to Gibbons Creek Transmission Line
- Substations Upgrades
- Transmission Lines
- Distribution Lines - Underground/Overhead
- Production Construction/Upgrades
- Residential, Commercial, and Industrial Construction
- Relocation of Facilities
- Street and Thoroughfare Lighting

2016 CAPITAL IMPROVEMENT PROGRAM

RATE IMPACTS

Ad Valorem Tax Impact

The tax-supported portion of the 2016 CIP requires new debt of \$6.5 million in GO-authorized Commercial Paper and \$16.6 million in Certificates of Obligation (COs). In addition, the 2016 CIP will require the issuance of \$13.0 million in Commercial Paper that was authorized by the Council in previous CIPs, for total tax-supported debt of \$36.0 million. The net decrease in outstanding tax-supported debt was approximately \$3.5 million after taking into consideration debt paid off during the year.

Water Rate Impact

Authorized Commercial Paper issuance of \$11.2 million for Water projects is expected to add \$75,000 in Debt Service costs for fiscal year 2016-17. A Water rate model was developed and implemented during 2009-10 which included the impact of the additional debt issuance. Of the 3.8% Water rate increase approved for 2016-17, a minimal amount was related to debt issued for CIP projects.

Wastewater Rate Impact

The 2016 Wastewater program authorized Commercial Paper issuance of \$14.3 million, which will add approximately \$159,000 in Debt Service payments for 2015-16. Of the 0.8% Wastewater rate increase approved for 2016-17, a negligible amount was related to debt issued for CIP projects.

Environmental Waste Services Rate Impact

A CO debt issue of \$3.9 million to fund the replacement of aging EWS - Delivery equipment and the continuation of the Single Stream Recycling Program required \$759,000 in additional Debt Service payments for FY 2016-17. The residential rates will not be impacted by the 2016 CIP program and are approved to remain the same as the previous year.

2016 CAPITAL IMPROVEMENT PROGRAM

IMPACT ON OPERATING BUDGET

The fiscal impact of the CIP on the Operating Budget is known and measurable with some projects and anticipated but immeasurable with other projects. Those projects that have a known impact are listed below by project and amount. Increased costs are often absorbed by departments within their current budget allocations; however, substantial impacts will require an infusion of operating funds into departments.

Project Number	Project Name	Estimated Impact
19587	Library Technology & RFID Inventory Plan	\$ 80,000
18209	Trail Development	15,000
18325	* Audubon Recreation Center Expansion	1,100
18327	* Gale Fields Recreation Center - Gym Addition	1,100
18329	* Tuckerville Park Sports Field Development	102,000
18330	* Skating/Skateboard Facility	2,000
18335	* Gatewood Picnic Pavilion	2,200
18337	* Windsurf Bay Park	1,200
18338	Playground Improvements	600
19033	Fleet Services Facility Renovation	2,000
19030	Fuel System Upgrade	36,000
	Total	<u>\$243,200</u>

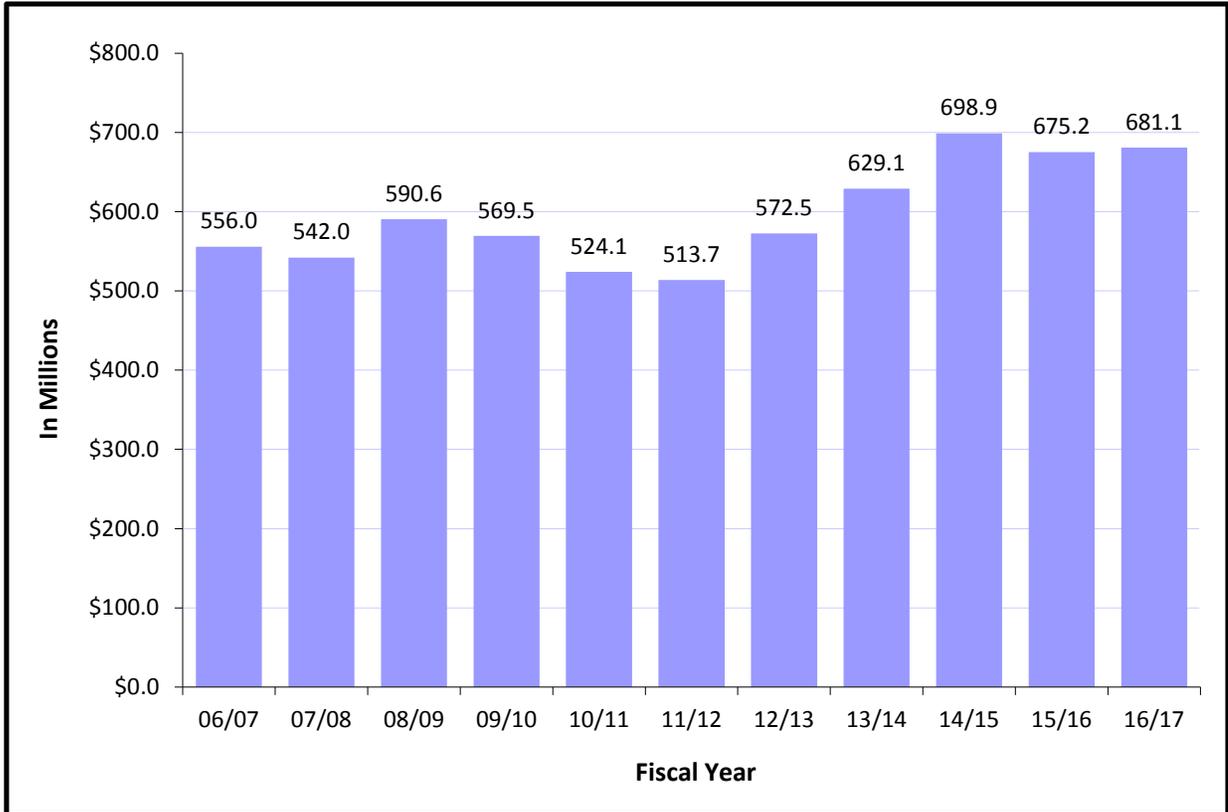
*Will impact future Operating Budgets.

Various Facilities Management, Water, and Wastewater projects will reduce maintenance and repair work. In addition, the equipment replacement initiative in Environmental Waste Services and Streets is expected to yield savings in fleet maintenance costs.

Various Transportation projects are projected to reduce emergency maintenance requirements while increasing preventive and routine maintenance efforts.

Historical Data

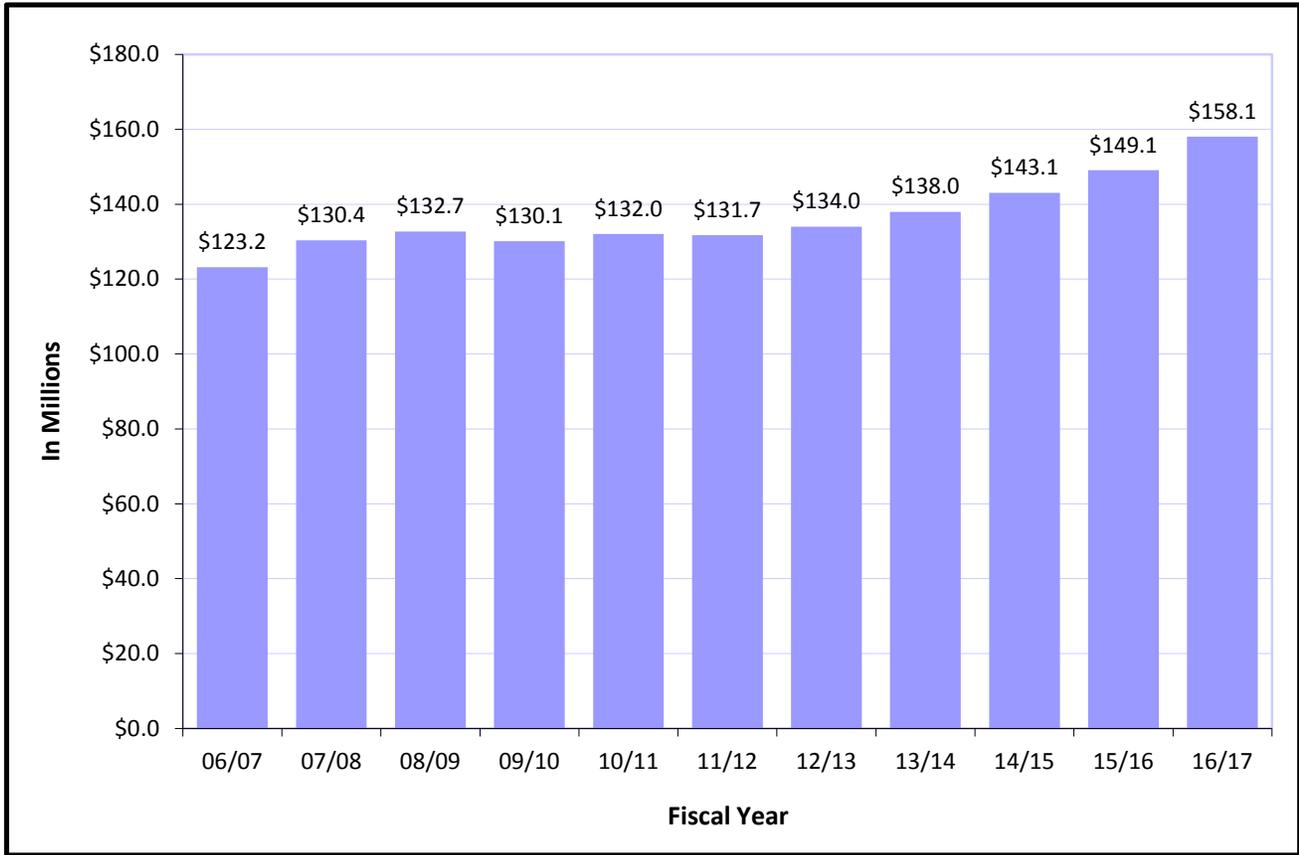
TOTAL COMBINED BUDGET 10-Year History



<i>Fiscal Year</i>	<i>Combined Budget in Millions</i>	<i>Net % Change</i>
06/07	\$556.0	14.9%
07/08	542.0	-2.5%
08/09	590.6	9.0%
09/10	569.5	-3.6%
10/11	524.1	-8.0%
11/12	513.7	-2.0%
12/13	572.5	11.4%
13/14	629.1	9.9%
14/15	698.9	11.1%
15/16	675.2	-3.4%
16/17	681.1	0.9%

TOTAL GENERAL FUND BUDGETED REVENUE

10-Year History

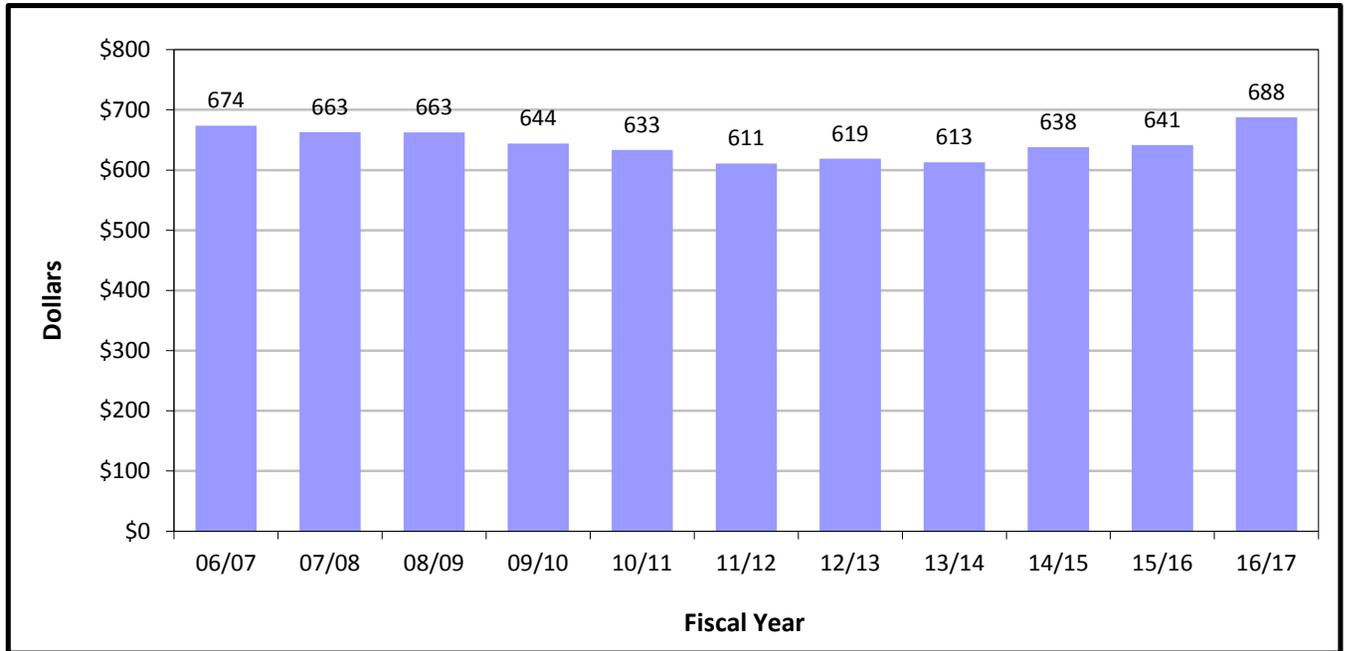


<i>Fiscal Year</i>	<i>Revenues</i>	<i>Net % Change</i>
06/07	\$123,201,450	4.1%
07/08	130,381,628	5.8%
08/09	132,728,791	1.8%
09/10	130,125,912	-2.0%
10/11	132,034,590	1.5%
11/12	131,741,593	-0.2%
12/13	133,984,188	1.7%
13/14	137,968,650	3.0%
14/15	143,066,314	3.7%
15/16	149,078,228	4.2%
16/17	158,061,965	6.0%

GENERAL FUND BUDGETED EXPENDITURES

10-Year History

Per Capita / Adjusted for Inflation

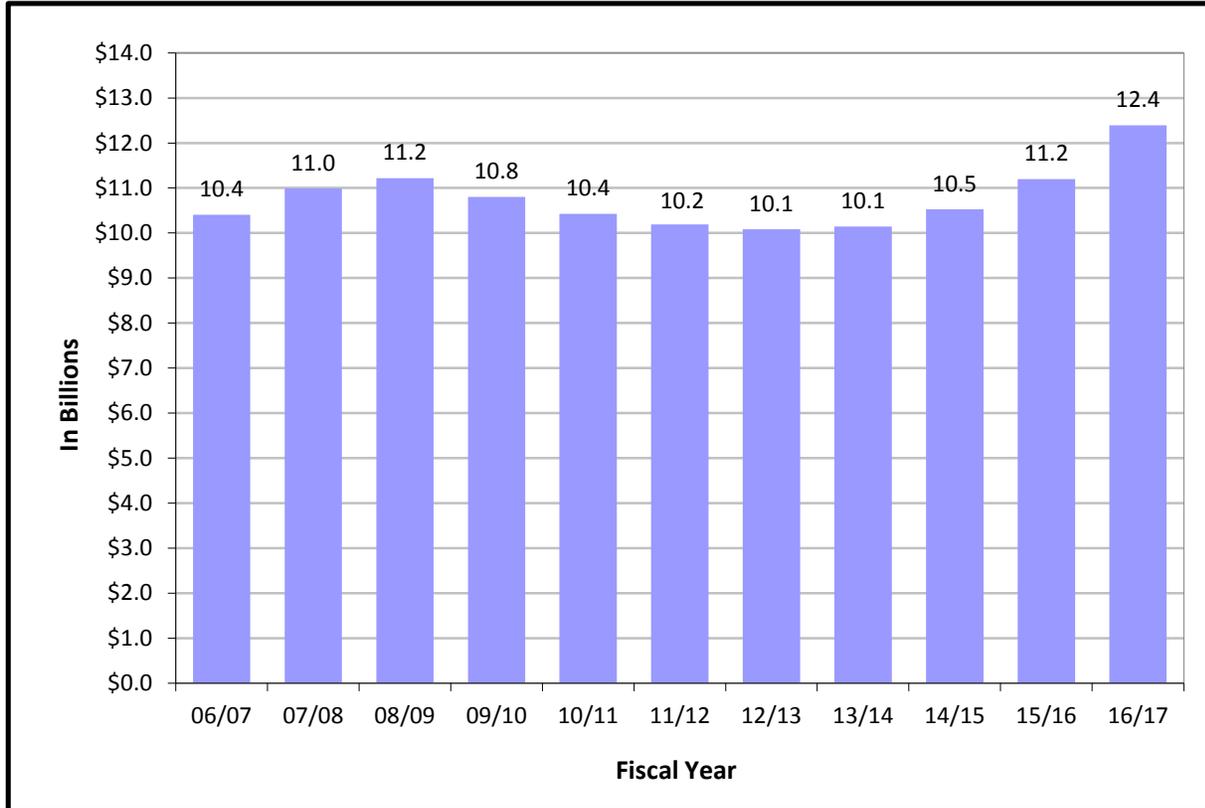


<i>Fiscal Year</i>	<i>Expenditures</i>	<i>Adjusted for Inflation *</i>	<i>Population</i>	<i>Per Capita</i>	<i>Net % Change Per Capita</i>	<i>Cumulative % Change Per Capita</i>
06/07	\$128,890,013	\$149,836,458	222,432	\$674	4.4%	4.4%
07/08	133,216,403	149,139,656	224,988	663	-1.6%	2.8%
08/09	133,398,842	149,877,131	226,144	663	0.0%	2.8%
09/10	131,575,912	145,443,348	225,865	644	-2.8%	0.0%
10/11	134,086,244	143,682,865	226,876	633	-1.7%	-1.7%
11/12	132,456,113	139,058,323	227,726	611	-3.6%	-5.3%
12/13	136,361,880	141,092,111	228,060	619	1.3%	-4.0%
13/14	139,410,162	141,943,543	231,618	613	-0.9%	-4.9%
14/15	146,320,535	148,802,867	233,206	638	4.1%	-0.8%
15/16	150,400,339	150,400,339	234,533	641	0.5%	-0.3%
16/17	162,174,395	162,174,395	235,885	688	7.2%	6.9%

* Inflation adjustment per www.usinflationcalculator.com

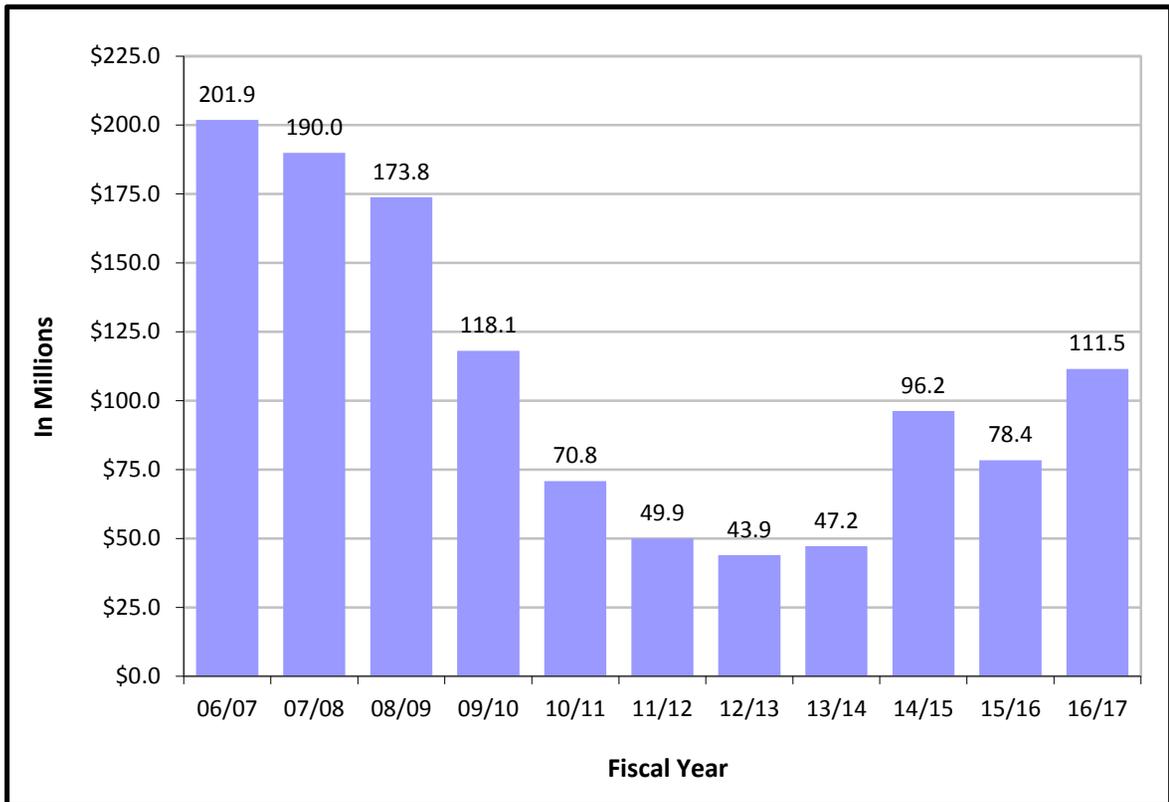
TAXABLE PROPERTY VALUES

10-Year History



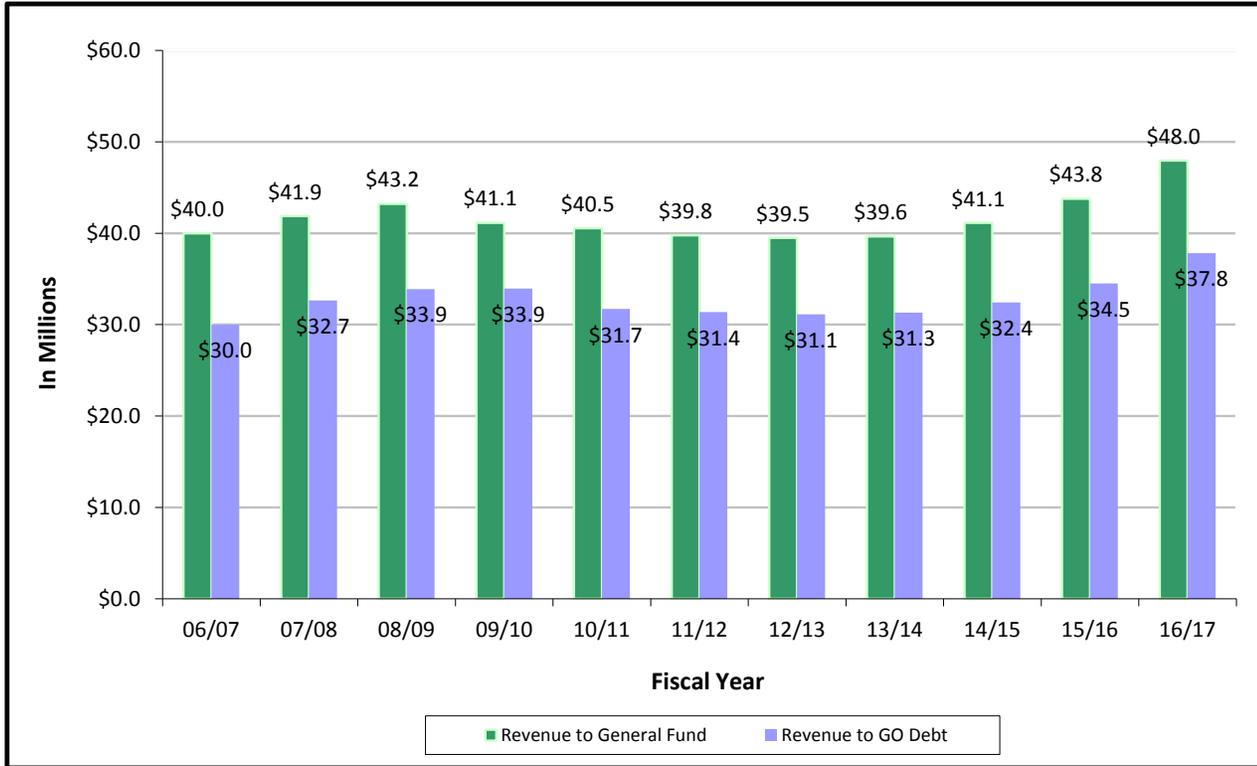
<i>Fiscal Year</i>	<i>Taxable Value</i>	<i>Net % Change</i>
06/07	\$10,402,724,950	4.40%
07/08	10,989,020,661	5.64%
08/09	11,220,814,939	2.11%
09/10	10,802,278,474	-3.73%
10/11	10,425,690,566	-3.49%
11/12	10,189,129,752	-2.27%
12/13	10,083,675,500	-1.03%
13/14	10,146,680,853	0.62%
14/15	10,524,627,009	3.72%
15/16	11,201,026,680	6.43%
16/17	12,390,629,711	10.62%

NEW CONSTRUCTION 10-Year History



<i>Fiscal Year</i>	<i>New Construction</i>	<i>Net % Change</i>
06/07	\$201,852,955	29.27%
07/08	189,990,096	-5.88%
08/09	173,849,492	-8.50%
09/10	118,099,827	-32.07%
10/11	70,834,731	-40.02%
11/12	49,922,266	-29.52%
12/13	43,930,756	-12.00%
13/14	47,212,965	7.47%
14/15	96,233,810	103.83%
15/16	78,405,645	-18.53%
16/17	111,462,200	42.16%

PROPERTY TAX REVENUE 10-Year History



<u>Fiscal Year</u>	<u>Taxable Value</u>	<u>O & M Rate</u>	<u>Debt Rate</u>	<u>Total Tax Rate</u>	<u>Revenue to General Fund</u>	<u>Revenue to GO Debt</u>	<u>Total Tax * Revenues</u>
06/07	\$10,402,724,950	0.3890	0.2896	0.6786	\$39,978,798	\$29,979,219	\$69,958,017
07/08	10,989,020,661	0.3890	0.2996	0.6886	41,884,569	32,655,212	74,539,781
08/09	11,220,814,939	0.3890	0.3106	0.6996	43,208,479	33,883,557	77,092,036
09/10	10,802,278,474	0.3890	0.3156	0.7046	41,141,180	33,947,548	75,088,728
10/11	10,425,690,566	0.3940	0.3106	0.7046	40,540,242	31,698,779	72,239,021
11/12	10,189,129,752	0.3940	0.3106	0.7046	39,777,930	31,357,929	71,135,859
12/13	10,083,675,500	0.3940	0.3106	0.7046	39,484,383	31,126,520	70,610,903
13/14	10,146,680,853	0.3940	0.3106	0.7046	39,699,805	31,296,344	70,996,149
14/15	10,524,627,009	0.3940	0.3106	0.7046	41,128,899 **	32,422,935 **	73,551,834 **
15/16	11,201,026,680	0.3940	0.3106	0.7046	43,766,634 ***	34,505,492 ***	78,272,126 ***
16/17	12,390,629,711	0.3940	0.3106	0.7046	47,964,418 ****	37,832,084 ****	85,796,502 ****

* Total Tax Revenues have been adjusted to reflect actual collections except where indicated.

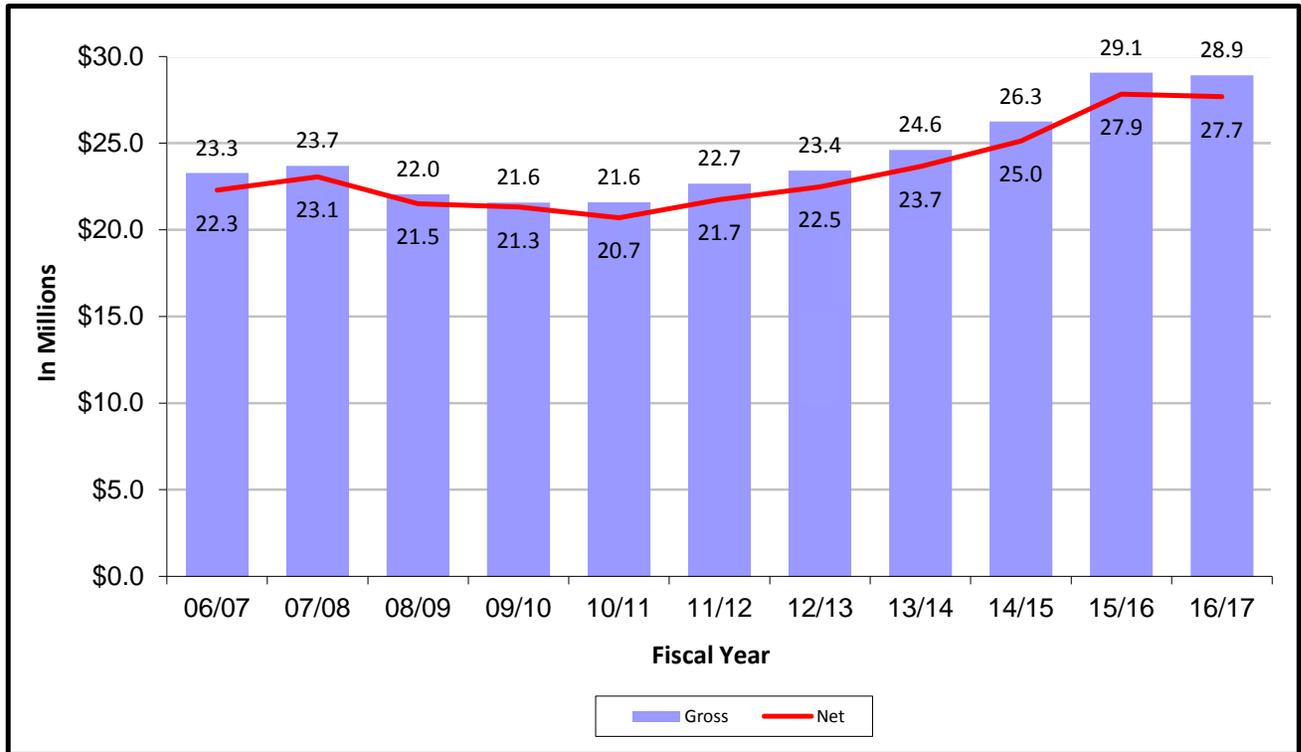
** Actual

*** Revised

**** Approved

SALES TAX REVENUE

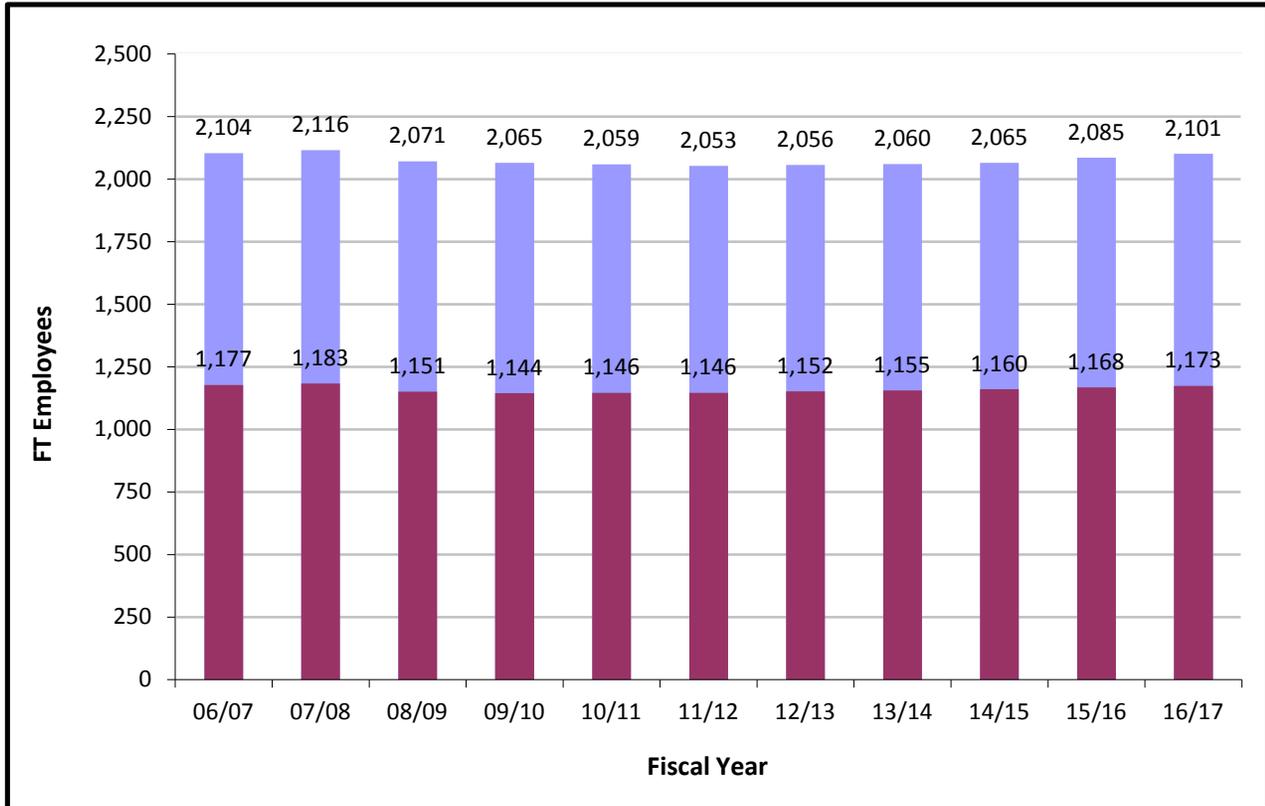
10-Year History



Fiscal Year	Gross Sales Tax (Actuals)	Firewheel Town Center Reserves	Bass Pro Harbor Point Incentive	Other Incentives	Net Sales Tax
06/07	\$23,278,730	(\$775,000)	(\$221,004)	0	\$22,282,726
07/08	23,694,596	(350,000)	(294,080)	0	23,050,516
08/09	22,041,066	(250,000)	(288,695)	0	21,502,371
09/10	21,573,549	0	(263,457)	0	21,310,092
10/11	21,587,559	(608,410)	(286,039)	0	20,693,110
11/12	22,656,306	(648,483)	(262,152)	0	21,745,671
12/13	23,407,653	(661,586)	(266,234)	0	22,479,833
13/14	24,612,079	(590,449)	(319,223)	(\$42,380)	23,660,027
14/15 *	26,251,883	(686,607)	(310,227)	(242,583)	25,012,466
15/16 **	29,066,557	(485,773)	(328,432)	(322,387)	27,929,965
16/17 ***	28,920,708	(527,064)	(356,349)	(349,790)	27,687,505

* Actual
 ** Revised
 *** Approved

FUNDED FULL-TIME PERSONNEL 10-Year History

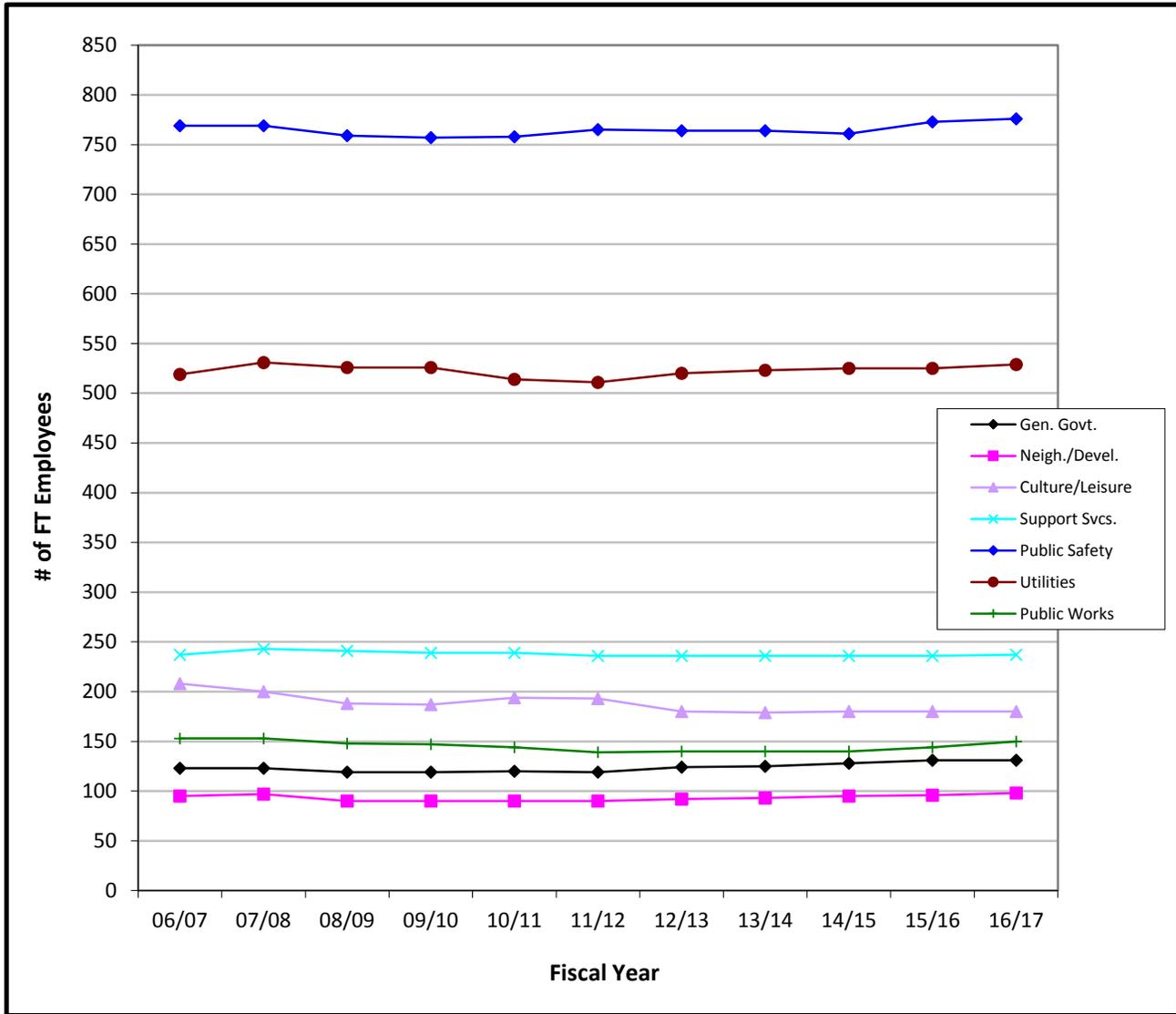


<i>Fiscal Year</i>	<i>Funded Full-Time Employees</i>	<i>Net % Change</i>	<i>Full-Time General Fund Employees</i>	<i>Net % Change General Fund</i>
06/07	2,104	1.40%	1,177	0.17%
07/08	2,116	0.57%	1,183	0.51%
08/09	2,071	-2.13%	1,151	-2.70%
09/10	2,065	-0.29%	1,144	-0.61%
10/11	2,059	-0.29%	1,146	0.17%
11/12	2,053	-0.29%	1,146	0.00%
12/13	2,056	0.15%	1,152	0.52%
13/14	2,060	0.19%	1,155	0.26%
14/15	2,065	0.24%	1,160	0.43%
15/16 *	2,085	0.97%	1,168	0.69%
16/17 **	2,101	0.77%	1,173	0.43%

* Revised
** Approved

PERSONNEL BY AREA

10-Year History

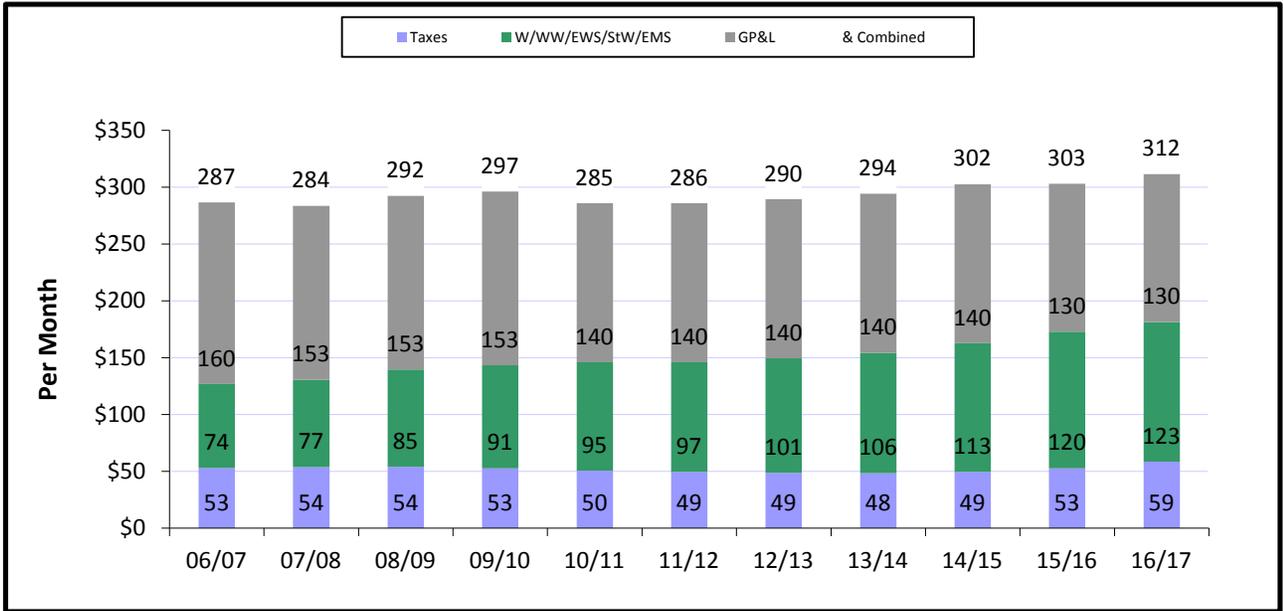


Area	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16*	16/17**
General Gov't.	123	123	119	119	120	119	124	125	128	131	131
N'borhd./Devel.	95	97	90	90	90	90	92	93	95	96	98
Culture/Leisure	208	200	188	187	194	193	180	179	180	180	180
Support Svcs.	237	243	241	239	239	236	236	236	236	236	237
Public Safety	769	769	759	757	758	765	764	764	761	773	776
Utilities	519	531	526	526	514	511	520	523	525	525	529
Public Works	153	153	148	147	144	139	140	140	140	144	150
Total	2,104	2,116	2,071	2,065	2,059	2,053	2,056	2,060	2,065	2,085	2,101

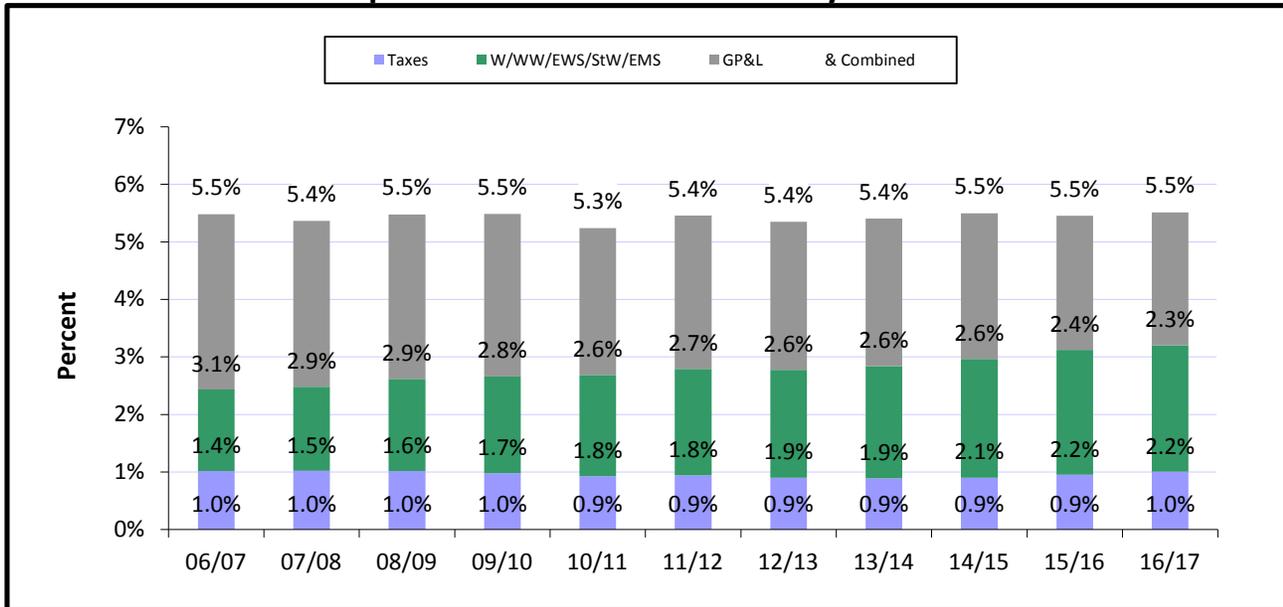
* Revised
 ** Approved

COST OF GOVERNMENT

Combined Monthly Citizen Impact - Taxes & Utilities



Combined Monthly Citizen Impact - Taxes & Utilities Expressed in Percent of Monthly Income



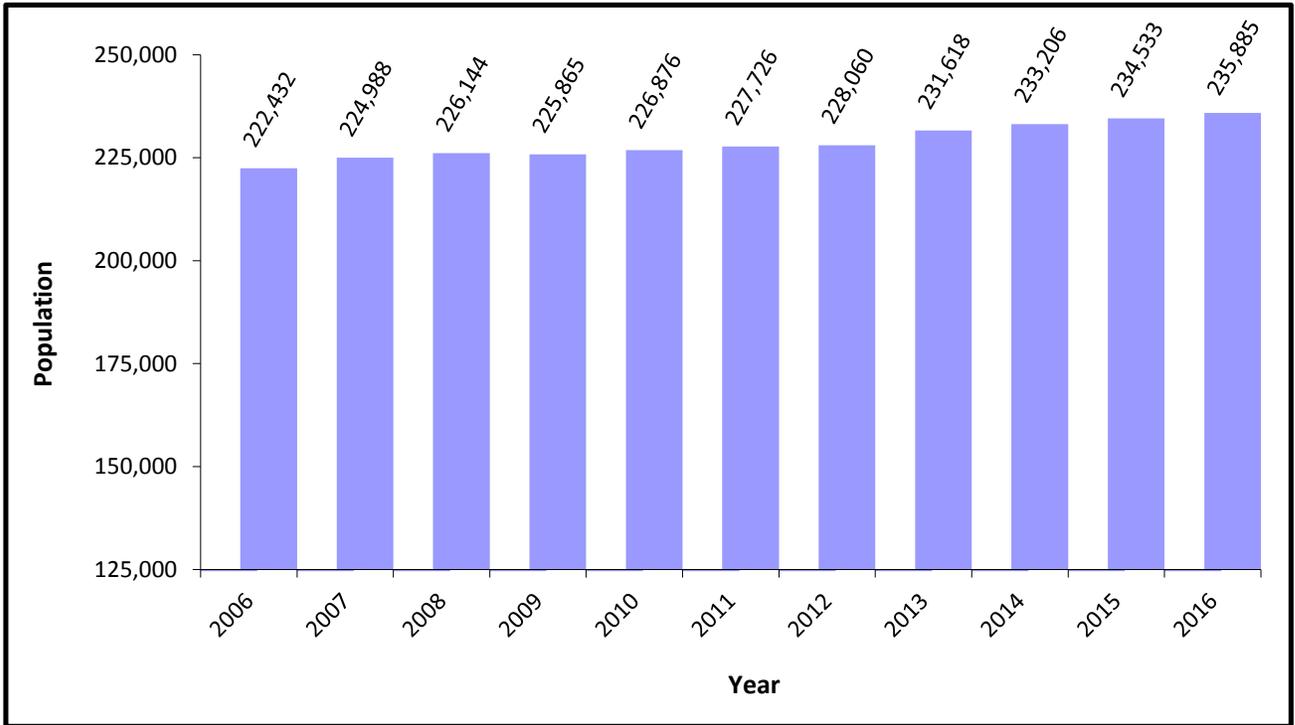
Assumptions:

Household Income: Garland's mean household income - \$65,256 per 2010 Census; prior years restated based on difference between 2000 and 2010 Census data.

Home Value: 2000-01 - \$75,430; 2016-17 - \$116,619. Adjusted yearly for valuation per DCAD, also allowing for Homestead Exemption after 2003.

Utilities: Water/Sewer - 8,000 gallons per month (¾-inch pipe); Electric - 1,300 kWh per month; Stormwater average bill - \$2.88 per month; starting 2010-11, EMS fee of \$1.50 per month.

GARLAND POPULATION 10-Year History



<u>Year</u>	<u>Population*</u>	<u>Difference from Prior Year</u>	<u>Net % Change</u>
2006	222,432	844	0.4%
2007	224,988	2,556	1.1%
2008	226,144	1,156	0.5%
2009	225,865	-279	-0.1%
2010	226,876	1,011	0.4%
2011	227,726	850	0.4%
2012	228,060	334	0.1%
2013	231,618	3,558	1.6%
2014	233,206	1,588	0.7%
2015	234,533	1,327	0.6%
2016	235,885	1,352	0.6%

** Estimated by Planning and Community Development Department except for 2010 Census figure and 2012 figure from NCTCOG.*

Appendices

APPENDIX (A)

FINANCIAL POLICIES

Financial Structure, Policies, and Practices

FINANCIAL STRUCTURE, POLICIES, AND PRACTICES

INTRODUCTION

The City of Garland financial structure, policies, and practices set forth in this section form the basic framework for the fiscal management of the City. They were developed within the parameters established by applicable provisions of the Texas Local Government Code, Garland City Charter, City Council Policies, City Manager Directives, and Generally Accepted Accounting Practices (GAAP). These various components of the City's financial framework are outlined below and include the following:

- (I)** Financial (Fund) Structure
- (II)** Garland City Charter – Article VIII. Budget
 - Sec. 1. Fiscal Year
 - Sec. 2. Preparation and Submission of Budget
 - Sec. 3. Budget Form
 - Sec. 4. Budget a Public Record
 - Sec. 5. Publication and Notice of Public Hearing
 - Sec. 6. Hearing and Adoption of Budget
 - Sec. 7. Budget Establishes Appropriations and Amount to Be Raised by Taxation
 - Sec. 8. Amendment and Supplemental Budget
 - Sec. 9. Defect Shall Not Invalidate Tax Levy
- (III)** City Council Financial Policy
 - (1) Operating Condition (multi-year forecast, rates, insurance...)
 - (2) Debt Management
 - (3) Financial Condition (fund balance requirements)
 - (4) Asset Maintenance (Capital Improvement Program, facilities master plan...)
 - (5) Accounting, Auditing, and Financial Reporting
- (IV)** Balanced Budget – Defined
- (V)** Basis of Budgeting and Accounting
- (VI)** Revenue Management – City Manager Directive
- (VII)** Performance Measurement
- (VIII)** General and Administrative Allocation Methodology
- (IX)** Support Service Funds Allocation Methodology
- (X)** Listing of Other Charter Provisions and Directives

(I) FINANCIAL (FUND) STRUCTURE

The City’s financial structure is organized by cost centers referred to as funds. These funds are further subdivided into smaller cost centers (departments and organizations within the fund). Each fund is a separate entity for control, budgeting/accounting, and reporting purposes. The two types of funds utilized are Governmental and Proprietary. Governmental Funds account for general governmental activities, and Proprietary Funds capture the costs of the business-type operations of the City.

Governmental Funds			Proprietary Funds	
General Fund	Debt Service Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds
SafeLight Garland Public Health/Immuniz. Grant Economic Development Housing Reinvestment Infrastructure Repair & Replcmt.		Hotel/Motel Tax Housing Grants Public Safety Grants Narcotic Seizure Stimulus Grants	Electric Water Wastewater Env. Waste Svcs. Stormwater Mgmt. Firewheel Heliport Rec. Performance	Information Technology Customer Service Facilities Management Fleet Services Equipment Replacement Warehouse Insurance Funds IT Replacement IT Project

Governmental Funds

General Fund: The General Fund is the principal operating fund of the City. All general tax revenues not allocated by law or contractual agreement to another fund are accounted for in this fund. Basic municipal services such as City administration, police and fire protection, health services, parks and recreation, and libraries are included in the General Fund.

Debt Service Fund: The Debt Service Fund is used to account for resources designated for principal and interest payments on the City’s outstanding debt.

Special Revenue Funds: Special Revenue Funds are used to account for general revenue sources that are restricted to specific purposes. The Special Revenue Funds include the Hotel/Motel Tax Fund and Grant Funds.

Proprietary Funds

Enterprise Funds: Enterprise Funds account for municipal operations that are financed and operated in a manner similar to private business. The intent is that the cost of providing goods or services be financed primarily through user charges. The City's Enterprise Funds include the various utility funds, Firewheel Golf Fund, Heliport Fund, and Recreation Performance Fund.

Internal Service Funds: Internal Service Funds are used to account for the financing of services provided by one department to other departments in the City. The costs of providing these services are recovered through user fees and cost allocation methodologies. The Internal Service Funds are the Group Health Insurance Fund, Self Insurance Fund, Long Term Disability (LTD) Fund, Customer Service Fund, Facilities Management Fund, Fleet Services Fund, Equipment Replacement Fund, Information Technology Fund, IT Replacement Fund, IT Project Fund, and Warehouse Fund.

Capital Improvement Program Funds

Capital Project Funds: Capital Project Funds account for the acquisition and construction of capital facilities and specialized equipment and are multi-year in nature since projects often span fiscal years.

Funds Not Appropriated in the Annual Budget

The City's financial structure includes several funds that are used to segregate monies which are restricted or reserved for future use. While these funds are included in the City's Consolidated Annual Financial Report (CAFR), they are not included in the Budget. The monies kept in these funds are appropriated when they are transferred to another City fund for expenditure.

Special Revenue Funds:

- Impact Fees Fund – Streets
- Impact Fees Fund – Water
- Substandard Perimeter Road Fund
- Other Housing Assistance Fund (Villages of Eastgate)
- Tax Increment Fund – Downtown
- Tax Increment Fund – Interstate 30
- Tax Collection Fund

The financial structure also includes GAAP funds that are used to record entries that are unique to the preparation of the year-end CAFR and do not impact budgeted revenues or expenditures.

Other component units included in the CAFR but not the City's budget include the Garland Housing Finance Corporation, Garland Health Facilities Development Corporation, and Garland Economic Development Authority.

(II) CITY OF GARLAND CHARTER – ARTICLE VIII. BUDGET

Sec. 1. Fiscal year.

The fiscal year for the City government shall begin on the first day of October and shall end on the last day of September of each calendar year. The fiscal year shall constitute the budget and the accounting year.

Sec. 2. Preparation and submission of budget.

Prior to the 15th day of August in each year, the City Manager shall prepare, file with the City Secretary, and furnish to each member of the Council, a carefully itemized budget outlining anticipated receipts and proposed expenditures of the City, showing as definitely as possible, appropriations desired for each project and operation for the next succeeding fiscal year, comparing the same with the budget for the then-current fiscal year, and stating the actual receipts and expenditures of the current year. The proposed budget shall also contain a complete detailed statement of all bonds issued and certificates of obligation and notes outstanding of the City and of each of the funds administered by it and an estimate of the rate of tax required for the ensuing fiscal year.

Sec. 3. Budget form.

At the head of the budget there shall appear a summary of the budget, in such a manner as to present to taxpayers a simple and clear summary of the detailed estimates of the budget. The City Manager shall at the same time submit a budget message explaining the need for the requested appropriations and stating what pending capital projects, if any, will likely require the issuance of bonds or warrants. Each employee, officer, board and department shall furnish the City Manager such information as may be required by him for the proper preparation of each budget.

Sec. 4. Budget a public record.

The budget and budget message and all supporting schedules shall be a public record in the Office of the City Secretary open to public inspection by anyone.

Sec. 5. Publication and notice of public hearing.

At the meeting of the Council at which the budget and budget message are submitted, the Council shall determine the place and time of the public hearing on the budget and cause to be published in a newspaper having a general circulation in Garland a notice of the place and time, which shall not be less than three (3) days nor more than fourteen (14) days after date of publication. The public hearing on the budget shall be held prior to the 15th day of September.

Sec. 6. Hearing and adoption of budget.

At the time advertised or at any time to which such public hearing shall be adjourned, the Council shall hold a public hearing on the budget as submitted, at which all interested persons shall be given an opportunity to be heard for or against the estimates or any item therein. After the conclusion of such public hearing, the Council may make such changes, if any, in the budget as in their judgment the law warrants and the best interests of the taxpayers of the City demand.

The budget, as amended, if there be changes, may then be adopted by a favorable vote of at least five (5) members of the Council.

If no final action has been taken by the Council on or prior to the 20th day of September, the budget as submitted for the succeeding fiscal year shall be deemed to have been finally adopted by the Council.

Sec. 7. Budget establishes appropriations and amount to be raised by taxation.

From the effective date of the budget the amount stated therein as the amount to be raised by taxation shall constitute a determination of the amount of the levy for the purposes of the City in the corresponding tax year and the several amounts stated therein as proposed expenditures shall thereby be and become appropriated to the several objects and purposes therein stated, but unused appropriations for any item may be transferred and used for any other item required for the accomplishment of the same general purpose.

When recommended by the City Manager and in the discretion of Council, the budget may contain a reasonable sum set aside as an unallocated reserve fund to meet unexpected and unforeseen contingencies in current operating costs of any budget project.

Sec. 8. Amendment and supplemental budget.

In case of public necessity, expenditures to meet unusual unforeseen conditions, which could not, by reasonable, diligent thought and attention, have been included in the original budget, may from time to time be authorized by the affirmative vote of at least five (5) of the members of the Council as amendments or supplements to the original budget. Such supplement and amendment shall be filed with the original budget.

Sec. 9. Defect shall not invalidate tax levy.

Defects in the form or preparation of the budget or the failure to perform any procedural requirement shall not invalidate any tax levy or the tax roll.

(III) CITY COUNCIL FINANCIAL POLICY (FIN-04)

Policy

The City of Garland shall maintain an operating position in all governmental funds such that annual expenditures shall not exceed annual resources, including fund balance.

The City of Garland shall maintain an operating position in all proprietary funds such that annual expenses shall not exceed annual resources, including retained earnings.

The City shall protect the physical assets of the City to ensure the value, integrity, and utility of these major investments of the City's resources.

This policy shall be reviewed and updated periodically and will be presented to the City Council for approval of any significant changes.

In the following sections, the procedures and guidelines for accomplishing this policy are outlined.

Operating Condition

1. A multi-year financial forecast shall be prepared annually projecting revenues and expenditures for all operating funds. This forecast shall be used as a planning tool in developing the following year's operating budget.
2. Rates, fees, and charges for service shall be reviewed annually and adjusted as necessary to respond to cost increases or other changing circumstances.
3. Activities within enterprise funds shall be budgeted so that revenues support costs of service, satisfy all revenue bond covenants, and provide adequate cash flows.
4. Insurance coverage shall be examined annually to ensure that policy limits are adequate and in compliance with revenue bond covenants.
5. Estimated costs and funding sources shall be identified prior to any project being submitted for Council approval.

Debt Management

1. Debt shall not be used for funding current expenses.
2. Bonds shall be sold only to finance long-term capital projects.
3. A project shall not be financed over a period longer than the estimated life of that project.
4. On all capital projects considered by Council, a disclosure statement shall be included, where appropriate, to identify annual operating costs of each project.
5. The City shall prepare a multi-year Capital Improvement Program (CIP), updated annually, which will meet the anticipated growth requirements of the City. The CIP shall be adopted by the Council as a guide for staff in planning the subsequent year's capital and financing needs.
6. Total tax-supported debt shall be maintained so as not to exceed five percent (5%) of the total assessed valuation of taxable property.

Financial Condition

1. The City shall budget available resources to maintain an ending "fund balance" goal in each fund according to the following definitions and guidelines:
 - a. General Fund – 30 days of budget-based operating expenditures less debt service. "Fund balance" is defined as the unreserved, undesignated portion of total assets minus total liabilities.

- b. Enterprise Funds – 45 days of budget-based operating expenditures including debt service. “Fund balance” is defined as current assets minus current liabilities, excluding non-budgetary adjustments.
 - c. Before the City budgets any resources from “fund balance,” as defined above for the respective fund types, the “working cash” (cash and investment balances) of each fund shall be analyzed to ensure that adequate liquidity is projected to be available for cash flow purposes.
2. All Internal Service Funds shall be fully self-supporting to the extent that any retained earnings deficit shall be fully recovered in the subsequent fiscal year through increased charges to benefiting departments.
3. Self insurance reserves shall be actuarially determined and periodically reviewed to evaluate experience and degree of risk assumptions.
4. Council may opt, on an annual basis, to adjust fund balance targets in specific funds to meet short-term economic or other circumstances.

Asset Maintenance

1. In addition to anticipated growth requirements of the City, the multi-year CIP will identify major infrastructure repair and rehabilitation needs.
2. The City will prepare and maintain a facilities master plan. This document will serve as a management tool to project space needs including construction and/or modification of facilities.
3. Repair, renovation, and maintenance shall be regularly performed to protect the life of the assets and to ensure their safety and utility. A systematic program of routine and preventive maintenance shall be developed based on need identification and prioritization.
4. The Annual Operating Budget will provide sufficient funding levels for ongoing maintenance of the infrastructure.

Accounting, Auditing, and Financial Reporting

1. Accounting systems shall produce information that is consistent with generally accepted accounting principles for governmental entities.
2. An annual comprehensive audit shall be conducted of all funds by an independent public accounting firm in accordance with Council Policy FIN-02. A policy of full disclosure on every financial report and official statement shall be followed.

3. Year-end net revenues of the combined utility system (Electric, Water, Waste Water) shall be maintained at a level sufficient to cover average annual revenue debt service requirements and maximum year revenue debt service requirements by at least 1.25 times.
4. A condensed year-end Electric Utility financial report shall be prepared and receive widespread circulation to the ratepayers and taxpayers of the City of Garland.

Responsibility and Authority

1. The City Manager shall have accountability to the City Council concerning the financial strategies outlined in this policy.
2. The City Manager is authorized to approve and execute by and on behalf of the City, purchases and/or contracts requiring expenditures up to and including the amount of \$99,999.99. The Purchasing Director, as directed by the City Manager, shall have the authority to purchase or contract for all goods and services needed by any department of the City or by any using agency that derives its support wholly or in part from the City.
3. The City Manager has authority for delegating financial transaction responsibilities to appropriate organizational levels for the efficient operation of the City.

(IV) BALANCED BUDGET

The City of Garland defines a balanced budget as one in which combined projected resources (revenues and fund balances) equal or exceed combined estimated expenditures.

(V) BASIS OF BUDGETING AND ACCOUNTING

The City utilizes the modified accrual basis of accounting for all Governmental Funds, which includes the City's General Fund. Revenues that are measurable and available are accrued at year-end. Measurable can refer to a reasonable estimate, and available means that the revenue will be collected in time to pay for current period expenditures. Revenue accrued at year-end typically includes Ad Valorem Taxes paid within 60 days of year-end, Franchise Fees, special assessments, intergovernmental revenue, Landfill Fees, and Interest Income. Expenditures for Governmental Funds include amounts actually paid and expenditures with invoice dates within the fiscal year.

The City utilizes the accrual basis of accounting for all Proprietary Funds. In keeping with this basis of accounting, utility revenues are recognized when billed rather than when collected. A prorated amount for partial billing cycles is also accrued at year-end. Expenses recognized under the accrual method include amounts actually paid and expenses with invoice dates within the fiscal year.

The budget for all funds is prepared on a modified accrual basis, with budgetary control set at the type-of-expenditure level (personnel, operations, and capital) within each departmental budget. Capital outlay and debt principal are included as budgetary expenses, but depreciation is not a budgeted expense.

Encumbrances (commitments to purchase goods and services) that are open on September 30th are recorded as a reservation of fund balance, and the subsequent year's Revised Budget is increased to reflect payment in a future period. Unspent and unencumbered appropriations lapse at fiscal year-end.

(VI) REVENUE MANAGEMENT DIRECTIVE

The City Manager's Revenue Directive designates an appropriate staff person to serve as Revenue Manager for each of the City's sources of income.

Revenue Managers are responsible for the following:

- (1) Knowledge of the legal auspices for each revenue under their oversight.
- (2) Submitting budget estimates based on a documented forecast method.
- (3) Ensuring timely collection.
- (4) Monitoring revenue collection and trends via monthly reports.
- (5) Alerting Management of problems and resolving them as they arise.
- (6) Maintaining accurate Accounts Receivable aging reports.

This system of revenue management helps to ensure that not only expenditures, but also revenues, are closely monitored and maximized. It also places the responsibility for revenue management with those individuals who are in the best position to know and understand trends and outside factors that may influence or affect the City's various revenue streams.

(VII) PERFORMANCE MEASUREMENT

The desire of the City Council and Management to closely measure and monitor the performance of City departments and programs has been addressed through the development of a performance measurement system. Included in the performance measures are indicators of service demand, output, outcomes, effectiveness, and efficiency.

The development and refinement of performance measures are an ongoing process for City departments and the City's Budget staff. The performance measures for each department and service area are included in the Department Detail section of the Annual Budget. In addition, City departments have numerous internal measures, not reflected in the Budget document, for monitoring and management purposes.

(VIII) GENERAL AND ADMINISTRATIVE ALLOCATION METHODOLOGY

Departments within the General Fund provide administrative support for all City operations. Administrative support includes the services provided by Financial Services, Budget, Purchasing, and Human Resources, as well as others. Proprietary Funds are assessed a General and Administrative charge equivalent to 13.25% of their salary and benefits cost in order to recapture a portion of the cost associated with these services.

(IX) SUPPORT SERVICE FUNDS ALLOCATION METHODOLOGY

Support Service Funds are those that provide services to other City departments and funds and then recoup their expenditures through an allocation of costs to the user departments. The Support Service Funds include:

- (1) Customer Service Fund
- (2) Facilities Management Fund
- (3) Information Technology Fund
- (4) Warehouse Fund

The Support Service Allocation Plan utilizes a unique allocation methodology for each area and takes into consideration the actual services provided to each user department. The allocation method for each Support Service is unique and typically involves a combination of multiple factors. For example, expenditures in the Information Technology (IT) Fund are broken down by division or type of service provided. The cost of each service is then allocated to other City funds based on a methodology that best fits the particular type of work being performed.

Other Support Service Funds not included as part of the allocation are Group Health Insurance, Self Insurance, and Fleet Services. These funds recoup their costs through direct charges to user departments rather than through the Allocation Plan.

(X) LISTING OF OTHER CHARTER PROVISIONS AND DIRECTIVES

Provided below is a list of other provisions of the City Charter and additional City Manager Directives that govern the administration of the City's Budget and finances. In order to avoid adding significant length to the Budget document, they are simply listed below. Copies of these documents can be obtained by calling the City of Garland, Budget and Research Department, at 972-205-2511.

- (1) City Charter – Article IX. Collection of Taxes
- (2) City Charter – Article X. Issuance and Sale of Bonds
- (3) City Charter – Article XVII. Miscellaneous Provisions. Sec. 17. Special accounting for certain electric utility funds (Rate Mitigation Fund)
- (4) Capital Improvement Program – Directive
- (5) Equipment Replacement Fund – Directive
- (6) Information Technology Replacement Fund – Directive
- (7) Information Technology Project Fund – Directive
- (8) Capitalization of Expenditures

APPENDIX (B)

BUDGET PROCESS

The Budget Process
Budget Calendar - FY 2016-17
Operating Budget Cycle

THE BUDGET PROCESS

The budget for the City of Garland is governed by State law and the City Charter. It also complies with professional standards established by the Government Finance Officers Association (GFOA), which specifies in its guidelines that government budgets incorporate the following four functions:

- 1) Budget as a policy document
- 2) Budget as a tool for financial planning
- 3) Budget as a guide for service and operations planning
- 4) Budget as a communication device

Ultimately, the budget serves as the means to allocate scarce resources by translating values and priorities into programs and policies. Regardless of the way in which alternative policy and program choices are identified and considered, the nuts-and-bolts framework of the budget must be constructed in such a way that it can be analyzed.

Garland budgets on a modified accrual basis, using a fully automated budget development system built from line item accounts within cost centers. These building blocks are within the confines of the system constraints of the automated financial system, as well as the needs and requirements of other users such as Accounting and Purchasing. Departments formulate their proposals for new or different items and services in decision packages called supplements. The supplements are ranked in priority order in the budget requests to the City Manager.

The approach used is *target budgeting*. Under this approach, General Fund departments are given an allocation of resources, based on their current proportionate share of projected resources, less management priorities and contingencies. Departments' budgets are limited to their funded targets, but they can make requests for additional items which the City Manager or the City Council may choose to fund. Departments build incrementally within their resource targets, prioritizing the most critical or needed services, with the ability to reallocate within their spheres of control. (Some items are programmed in, and departments cannot change the amounts. Salary and benefit calculations as well as vehicle maintenance and depreciation charges are examples.) Non-General Fund departments have their targets established based on estimated revenue.

This target budget approach results in a balanced budget presented to Council. It is balanced because the funded budget is within the available resources, with additional needs and requests identified but not added to the budget unless/until Council agrees to an item and an associated resource. The Council can then focus on policy issues such as changes in service level, and tax and fee rates, without having first to figure out how to pay for the basic service configuration.

PRELIMINARY PREPARATION

The budget cycle begins in January with the development of each department's personnel costs. Budget & Research starts this process with a download of existing salary and wage information from the Human Resource system to the automated budget system. Each full-time and part-time position in the City is analyzed, and the cost of any anticipated salary or benefit adjustment that may occur in the current fiscal year or the following budget year is projected. A detailed report is then generated for each department to review, and the Budget & Research Analyst assigned to that department will then make any changes deemed appropriate.

At this time, departments also request any new positions, new or replacement vehicles and rolling stock equipment, major building maintenance requirements, new or replacement computers and peripherals, and any major street maintenance that will be required during the coming year. These requests are sent to each responsible department for internal review and planning. The requests are reviewed and recommendations are returned to the requesting department with a copy to Budget & Research.

BUDGET DEVELOPMENT

During the months of March and April, the budget is developed and entered by each department into the automated budget system.

In early March, the Budget Instruction Manual is developed to aid departments in their budget preparation. It communicates any changes that have occurred or may occur that will affect departmental budgets. It includes the preliminary budget calendar; policy changes, changes to various rate structures such as utilities, internal service charges, etc., specific instructions on budget preparation and the automated budget system; and a chart of accounts.

During this time, Budget & Research also develops revenue projections and distributes departmental targets and constraints. The Director of Budget & Research holds ongoing meetings with the City Manager and Administration to gain insight into management philosophies and objectives and to develop strategies to accomplish these goals. It is vitally important at this stage that communication remain open and constant between departments and the Budget & Research staff.

Beginning in April, Budget & Research conducts hands-on training sessions on the automated budget system for any users who need comprehensive training or just a course to refresh their skills. Departments have approximately three to four weeks to input their budgets and fine-tune their submissions. Budget & Research staff remain in constant communication with the departments during this period to help out with any questions or problems that might arise.

Once the budgets have been electronically submitted, Budget & Research compiles all the information and presents the preliminary budget requests to the City Manager with summaries, highlights, issues, options, and recommendations. During June, the City Manager will hold a technical review with each department to perform extensive reviews of their budgets at the line item detail level. At this point, critical needs are identified and options for funding these needs are formulated. Once the reviews are complete and changes made, the City Manager and the Senior Management Team meet (in July) to make final decisions focusing on policy issues including levels of service and options for funding. The City Manager decides what will go forward to the City Council.

Also during the month of July, Budget & Research holds briefings with Council to address issues or concerns the Council may have, to provide orientation, to offer in-depth analysis of significant areas or programs, and to brief the Council on the upcoming budget schedule and process. These information exchange sessions follow Council's July retreat when City goals are often formulated or revised. Typical topics are overviews of revenue and expenditures, staffing issues, debt financing, public safety issues, etc.

BUDGET TO COUNCIL

In early August, the City Manager presents a balanced Proposed Budget to the City Council. Copies are also placed in City libraries and the City Secretary's office for public inspection as well as on the City's web site. Several budget work sessions are scheduled for Council's deliberation. As required by City Charter, a public hearing is also held to provide any person the opportunity to address any item in the budget.

The City Charter requires the adoption of the budget by September 20. The ad valorem tax rate is set at the same meeting in which the budget is adopted. The Adopted Budget goes into effect with the new fiscal year, which begins October 1.

COMPILATION OF ADOPTED BUDGET / BUDGET MAINTENANCE

The Adopted Budget is compiled and published during the initial months of the new fiscal year. Budgeted accounts and amounts are prepared and interfaced from the automated budget system to the financial system prior to October 1.

Budget maintenance is an ongoing process that includes financial and budget system account maintenance, appropriation level spending controls, position controls, and adjustments to unbudgeted or overspent accounts. Other spending control mechanisms include monthly review of expenditures by the Budget & Research Department.

AMENDING THE BUDGET

Council approves budget appropriations at the fund level. Therefore, any changes or amendments to the budget that increase a fund's total appropriations must be done by ordinance and approved by Council. Budget amendments typically address unanticipated revenues and unexpected expenditures.

Changes within funds can be done administratively, with the level of approval dependent on the type and dollar amount of change proposed. Department heads and managing directors have latitude in shifting or transferring funds between operating accounts within a department. However, changes in capital expenditures require at least Deputy City Manager approval, and only the City Manager can authorize changes in salary and benefits accounts.

CITY OF GARLAND
Budget Calendar
FY 2016–17

Color Key: **Fleet-Related Deadlines**
 Revenue Estimates
 Council-Related Items

February 2016

- | | | |
|------|-----------|---|
| 2/09 | Tuesday | Fleet Services distributes evaluation instructions / recommended review lists to Fleet Coordinators. |
| 2/17 | Wednesday | Preliminary Instructions, Budget Assignments, and Preliminary Budget Calendar distributed to departments. |
| 2/18 | Thursday | Fleet Coordinators meet to discuss vehicle evaluations. |
| 2/26 | Friday | Vehicle evaluation lists due back to Fleet Services after departmental review. |

March 2016

- | | | |
|------|--------|---|
| 3/04 | Friday | Preliminary Requests due to Reviewing Departments with copies to Budget & Research for: <ul style="list-style-type: none">◆ New Position Requests (PDQs) – Human Resources◆ IT Hardware/Software Requests (ISR) – IT◆ IT Project Request / Project Charter forms – IT◆ Facilities Renovation / Project Request forms – Facilities Management◆ Request to Assign or Reassign Space/Land forms – Facilities Management (If required – See Facilities Budget Instructions – FY 2016-17) |
| 3/04 | Friday | Year-to-date revenue amounts distributed to departments. Revenue Managers begin calculating Revenue Estimates for 2015-16 Revised and 2016-17 Proposed Budgets. |

March 2016 (Continued)

- | | | |
|--------------|---------------|--|
| 3/11 | Friday | Fleet Services returns updated evaluation review lists to departments with a copy to Budget & Research. |
| 3/14 | Monday | Fleet Services starts accepting vehicles for evaluation. |
| 3/18 to 4/04 | | Budget Analysts meet with Budget contacts, convey targets, and address any training issues. |
| 3/25 | Friday | Performance Measures and Departmental Organization Charts placed on the G:\CITY drive by Budget & Research for departments to update. |
| 3/25 | Friday | Deadline for Preliminary Requests to be returned from Reviewing Departments to requesting departments along with copies to Budget & Research. |
| 3/28 | Monday | Revenue Estimates due (preliminary for Utilities). |

April 2016

- | | | |
|-------------|---------------|--|
| 4/01 | Friday | <i>Budget Instruction Manual</i> placed on COGnet by Budget & Research for departments to access. |
| 4/01 | Friday | BRASS Budget System open for department input. |
| 4/04 | Monday | Deadline for submission of Fleet Services evaluations / New Equipment Request forms. |
| 4/11 | Monday | Fleet Services notifies departments and Budget & Research of final replacement recommendations / new vehicle evaluations. |
| 4/15 | Friday | Facilities Project Review Board (FPRB) notifies departments if projects are selected for further study and evaluation. |
| 4/18 | Monday | Fleet Rates due. |
| 4/22 | Friday | Information Technology Board (ITB) notifies requesting departments whose projects qualify for further study and evaluation. |

May 2016

- 5/02 Monday ITB prioritizes and recommends qualified projects for inclusion in the Proposed Budget based on available funding.**
- 5/02 Monday ALL BUDGETS DUE.**
- 5/03 to 5/31 Budget & Research compiles departmental budget requests and generates preliminary lists of funded and unfunded supplements, new position requests, and fund summaries.
- 5/06 Friday Facilities Project Review Board (FPRB) prioritizes and recommends projects for inclusion in the Proposed Budget based on available funding.**
- 5/13 Friday Preliminary Appraisal of City Tax Base due from DCAD.
- 5/16 Monday Updated Performance Measures and Departmental Organization Charts due back to Budget & Research.**

June 2016

- 6/01 to 7/07 City Manager Budget Reviews.
- 6/10 Friday Final Utility Revenue Estimates and Rates due.**
Updated "GP&L 10-Year Forecast" due to Budget & Research.

July 2016

- 7/01 to 7/07 City Manager makes preliminary decisions.
- 7/08 to 7/15 City Manager's preliminary decisions incorporated into working copy of Proposed Budget.
- 7/15 Friday City Manager makes final decisions.
- 7/18 Monday Budget Analysts communicate final proposed Revenue Estimates and City Manager budget changes back to departments.**
- 7/19 to 7/29 Final production of Proposed Budget.
- 7/25 Monday Certified Appraisal of City Tax Base due from DCAD.

August 2016

- 8/01 Monday Regular Work Session**
Budget Preview – Highlights of 2016-17 Proposed Budget.
- 8/02 Tuesday Regular City Council Meeting**
(1) City Manager’s Proposed Budget Presented to Council.
(2) Official Council Actions:
(a) Vote to place a proposal to adopt the Tax Rate on the agenda of a future meeting.
(b) Set the dates and times for public hearings on the Tax Rate.
- 8/03 Wednesday** Proposed Budget distributed to Libraries and City Secretary’s Office and made available to the public on the City website.
- 8/11 Thursday** Publication and Notice of Public Hearing.
- 8/13 Saturday Council Budget Work Session**
Department Presentations and Council Questions.
- 8/16 Tuesday Regular City Council Meeting**
Official Council Actions:
(1) Public Hearing on Proposed Budget and Tax Rate.
- 8/25 Thursday Council Budget Work Session**
Official Council Actions:
(1) Public Hearing on Proposed Budget and Tax Rate.
(2) City Council Questions and Budget Deliberations.

September 2016

- 9/1 Thursday Council Budget Work Session**
City Council Questions and Budget Deliberations.
- 9/05 Monday** Labor Day Holiday
- 9/06 Tuesday Regular Work Session**
Additional City Council Budget Deliberations (if necessary).

September 2016 (Continued)

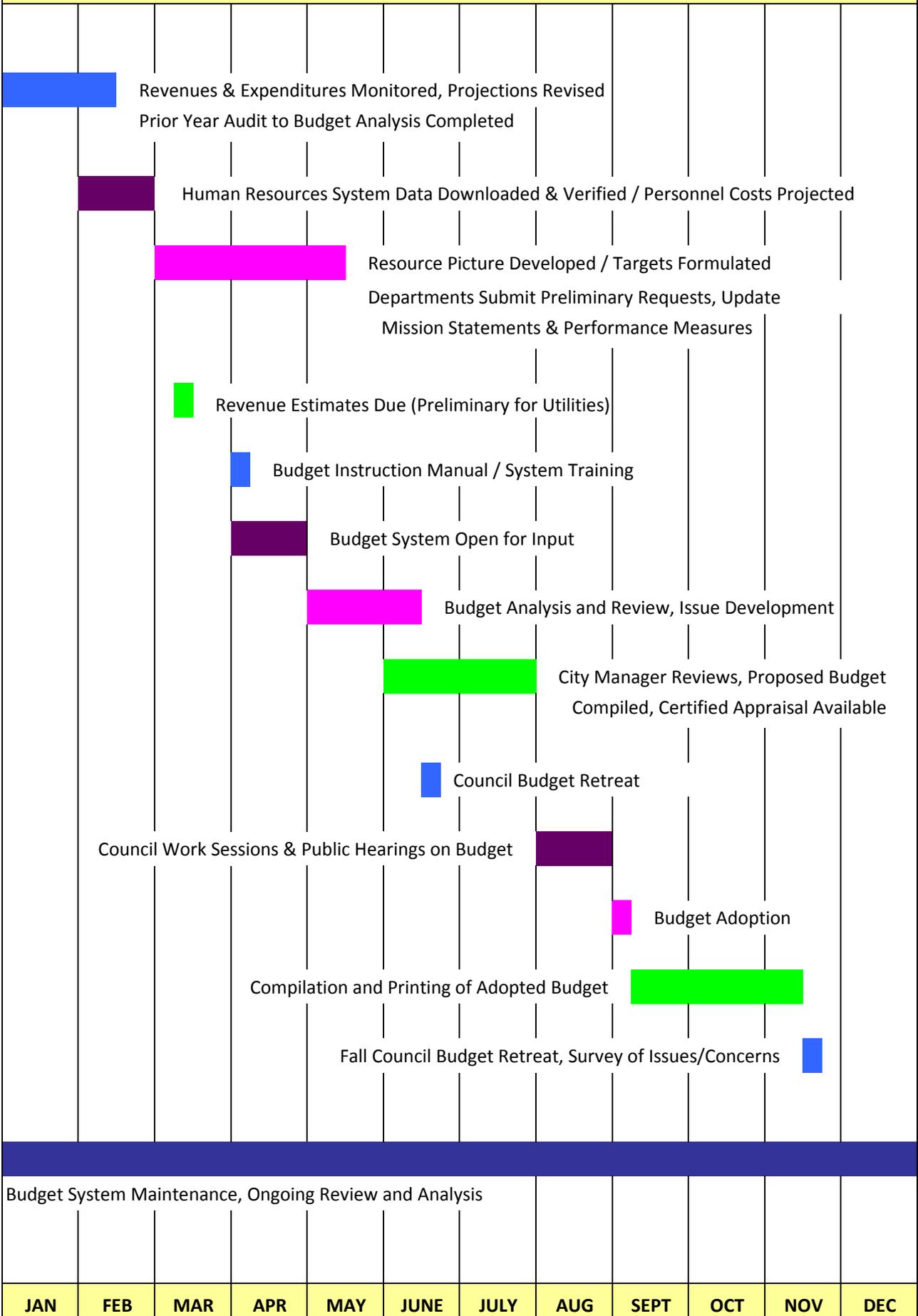
9/06 Tuesday

Regular City Council Meeting

Official Council Actions:

- (1) Public Hearing on Proposed Budget
- (2) Adopt 2016-17 Budget
- (3) Set Tax Rate
- (4) Adopt Fee and Rate Changes
- (5) Adopt Civil Service Ordinance
- (6) Approve Issue of Tax Note

OPERATING BUDGET CYCLE



JAN FEB MAR APR MAY JUNE JULY AUG SEPT OCT NOV DEC

APPENDIX (C)
FY 2015-16 REVISED BUDGET

Revised Budget - FY 2015-16
FY 2015-16 Revised Budget Summary
FY 2015-16 Revised Budget Changes

REVISED BUDGET FY 2015-16

Each year, in addition to adopting a Budget for the upcoming fiscal year, the City Council adopts a Revised Budget for the current year. The Revised Budget consists of the FY 2015-16 Adopted Budget adjusted for the following:

- (1) Budget Amendments previously approved by the Council.
- (2) Encumbrances rolled forward.
- (3) Revenue projections – updated based on receipts to date.
- (4) Expenditure adjustments not previously included in Budget Amendments or encumbrances.

Budget Amendments

The FY 2015-16 Revised Budget includes Budget Amendment No. 1 that was previously reviewed and approved by Council. The amendment totaled \$5,553,756 (excluding encumbrances) and is reflected in the Revised Budget Summary schedule.

Encumbrances

Encumbrances carried forward represent open Purchase Orders from FY 2014-15. These Purchase Orders are for goods or services that were approved by Council in the FY 2014-15 Budget but not yet received by the end of the 2014-15 fiscal year.

Because the purchase of these items was approved by Council in the previous fiscal year, the City's practice is to carry these encumbrances forward, adding them to the authorized expenditures of the current fiscal year.

The total carry-over of encumbrances in the FY 2015-16 Revised Budget is \$5,653,637 and was reviewed and approved by Council on April 5, 2016, as part of Budget Amendment No. 1.

Revenue Adjustments

Total projected revenue for the FY 2015-16 Revised Budget includes an increase of approximately \$8.0 million. General Fund revenues are anticipated to grow by approximately \$6.2 million from the Approved Budget due to stronger Sales Tax receipts, increases in Sanitation and Building Permit revenue, and a higher collection rate on Ad Valorem Taxes. The powerful storms in Garland and neighboring cities during this past winter and spring have provided a substantial amount of the increase in revenue.

Electric anticipates a reduction of \$10.9 million due in large part to reduced Off-System Sales and lower consumption rates, while the Water Utility Fund anticipates an increase to projected revenue of \$3.1 million due to increased usage by all customers. Due to unanticipated increases in medical claims, the Group Health Insurance Fund increased its transfers in from other City funds by \$5.5 million and its anticipated Stop-Loss recovery by \$1.7 million. Other funds expected to realize better-than-expected results include the SafeLight and Firewheel Funds.

Expenditure Adjustments

As part of the budget process, items not related to encumbrances or budget amendments are adjusted in the Revised Budget to reflect more accurately the year's anticipated expenditures. The net impact of these other adjustments is a net reduction of approximately \$2.4 million from approved expenditures. Expenditure adjustments to the General Fund total \$4.3 million and result primarily from increased transfers to the Group Health Insurance Fund, the Firewheel Fund, and the Economic Development Fund. The Office of Emergency Management saw a significant increase to its expenditures originally approved for FY 2015-16 in association with the City's response to the tornado event in late December, 2015. There are, however, some offsets to the increases within the General Fund arising from a decrease in fuel cost and the reduction in election expenses.

The Electric Utility Fund anticipates a decrease of \$13.4 million in its expenditures due to decreased energy and Texas Municipal Power Agency (TMPA) fuel costs in association with decreased revenue described above in the Revenue Adjustments section. An increase in Electric's transfer to the Group Health Insurance Fund is offset by reductions elsewhere. No change will be made to the Rate Mitigation Fund transfer of \$7.5 million to the Electric Utility.

The Group Health Insurance Fund expects an increase in medical claims costs of approximately \$6.8 million.

**CITY OF GARLAND
FY 2015-16 REVISED BUDGET
SUMMARY**

	<u>2015-16 APPROVED</u>	<u>Roll-Forward Encumbrances</u>	<u>Budget Amendments</u>	<u>Other Adjustments</u>	<u>2015-16 REVISED</u>
REVENUES AND TRANSFERS IN					
General Fund	\$149,078,228	\$0	\$0	\$6,156,708	\$155,234,936
Electric Utility Fund	299,159,809	0	0	(10,904,507)	288,255,302
Rate Mitigation Fund	810,000	0	0	66,027	876,027
Water Utility Fund	62,888,253	0	0	3,119,771	66,008,024
Wastewater Utility Fund	44,637,922	0	0	(113,318)	44,524,604
Environmental Waste Svcs. Fund	19,528,914	0	0	(36,798)	19,492,116
Infrastructure Repair & Rplcmt. Fd.	10,978,805	0	0	77,923	11,056,728
Stormwater Management Fund	3,861,634	0	0	81,056	3,942,690
Firewheel Fund	3,176,444	0	0	502,431	3,678,875
Recreation Performance Fund	1,222,650	0	0	85,829	1,308,479
Hotel/Motel Tax Fund	1,004,291	0	0	184,159	1,188,450
Heliport Fund	7,482	0	0	250	7,732
SafeLight Fund	1,520,000	0	0	430,000	1,950,000
Economic Development Fund	1,813,588	0	0	452,600	2,266,188
Housing Reinvestment Fund	803,066	0	0	(153,066)	650,000
Combined Grant Funds	15,908,220	0	18,730	28,966	15,955,916
Narcotic Seizure Funds	0	0	0	88,049	88,049
Equipment Replacement Fund	4,818,325	0	0	360,392	5,178,717
Self Insurance Fund	6,617,460	0	0	255,200	6,872,660
Group Health Insurance Fund	32,919,535	0	0	7,282,462	40,201,997
Long Term Disability Fund	472,244	0	0	1,523	473,767
Customer Service Fund	12,715,754	0	0	(27,131)	12,688,623
Facilities Management Fund	8,013,850	0	0	1,137	8,014,987
Fleet Services Fund	8,304,200	0	0	(22,000)	8,282,200
Information Technology Fund	13,833,903	0	0	100	13,834,003
IT Project Fund	1,384,581	0	0	24,200	1,408,781
IT Replacement Fund	1,658,999	0	0	(95)	1,658,904
Warehouse Fund	901,150	0	0	0	901,150
Sub-Total Operating Funds	<u>\$708,039,307</u>	<u>\$0</u>	<u>\$18,730</u>	<u>\$7,941,868</u>	<u>\$715,999,905</u>
G.O. Debt Service Fund	72,676,064	0	0	168,372	72,844,436
TOTAL REVENUES & TRANSFERS IN	<u><u>\$780,715,371</u></u>	<u><u>\$0</u></u>	<u><u>\$18,730</u></u>	<u><u>\$8,110,240</u></u>	<u><u>\$788,844,341</u></u>

Note: Schedule does not eliminate interfund transfers.

**CITY OF GARLAND
FY 2015-16 REVISED BUDGET
SUMMARY**

	<u>2015-16 APPROVED</u>	<u>Roll-Forward Encumbrances</u>	<u>Budget Amendments</u>	<u>Other Adjustments</u>	<u>2015-16 REVISED</u>
APPROPRIATIONS & TRANSFERS OUT					
General Fund	\$150,400,339	\$919,567	\$168,605	\$4,347,969	155,836,480
Electric Utility Fund	324,249,220	980,242	0	(13,417,462)	311,812,000
Rate Mitigation Fund	7,500,000	0	0	0	7,500,000
Water Utility Fund	61,887,095	39,616	0	139,518	62,066,229
Wastewater Utility Fund	44,876,935	635,338	500,000	(86,559)	45,925,714
Environmental Waste Svcs. Fund	19,091,238	15,000	0	(128,063)	18,978,175
Infrastructure Repair & Rplcmt. Fd.	11,230,589	164,291	2,101,578	125,245	13,621,703
Stormwater Management Fund	4,080,556	18,150	0	4,895	4,103,601
Firewheel Fund	3,476,461	9,360	0	(91,107)	3,394,714
Recreation Performance Fund	1,245,025	98,421	0	70,200	1,413,646
Hotel/Motel Tax Fund	1,105,407	0	0	10,578	1,115,985
Heliport Fund	7,700	0	0	0	7,700
SafeLight Fund	1,602,285	0	0	229,114	1,831,399
Economic Development Fund	2,235,325	0	352,600	(334,426)	2,253,499
Housing Reinvestment Fund	415,000	0	0	(14,978)	400,022
Combined Grant Funds	16,069,846	0	18,730	(440,060)	15,733,409
Narcotic Seizure Funds	302,000	49,141	0	(121,777)	229,364
Equipment Replacement Fund	2,551,477	1,868,825	1,662,243	96,938	6,179,483
Self Insurance Fund	6,664,161	5,640	0	13,060	6,682,861
Group Health Insurance Fund	33,338,834	0	0	6,845,148	40,183,982
Long Term Disability Fund	506,000	0	0	0	506,000
Customer Service Fund	12,917,483	17,863	0	244,568	13,179,914
Facilities Management Fund	8,013,369	71,147	150,000	(69,172)	8,165,344
Fleet Services Fund	8,304,938	30,515	0	84,048	8,419,501
Information Technology Fund	14,650,205	474,760	0	175,584	15,300,549
IT Project Fund	1,466,306	0	0	169,883	1,636,189
IT Replacement Fund	2,325,004	255,761	0	(266,493)	2,314,272
Warehouse Fund	927,332	0	0	26,062	953,394
Sub-Total Operating Funds	<u>\$741,440,130</u>	<u>\$5,653,637</u>	<u>\$4,953,756</u>	<u>(\$2,387,287)</u>	<u>\$749,745,129</u>
G.O. Debt Service Fund	73,371,295	0	600,000	0	73,771,469
TOTAL APPROPRIATIONS & TRANSFERS OUT	<u><u>\$814,811,425</u></u>	<u><u>\$5,653,637</u></u>	<u><u>\$5,553,756</u></u>	<u><u>(\$2,387,287)</u></u>	<u><u>\$823,516,598</u></u>

Note: Schedule does not eliminate interfund transfers.

CITY OF GARLAND FY 2015-16 REVISED BUDGET CHANGES

<u>General Fund</u>	<u>Reason for Change</u>	<u>Amount</u>
<u>Building Inspection</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$5,969)
Various	Positions Transfer from Code Compliance	19,379
	Sub-Total	<u>\$13,410</u>
 <u>City Administration</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$2,372)
	Sub-Total	<u>(\$2,372)</u>
 <u>City Attorney, Office of</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$578)
	Sub-Total	<u>(\$578)</u>
 <u>City Secretary Office</u>		
Election Expenses	Election Expenses	(\$79,500)
	Sub-Total	<u>(\$79,500)</u>
 <u>Code Compliance</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$18,510)
Various	Positions Transfer to Building Inspection	(19,379)
	Sub-Total	<u>(\$37,889)</u>
 <u>Engineering</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$10,789)
	Sub-Total	<u>(\$10,789)</u>
 <u>EWS - Disposal</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$197,844)
Other Outside Services	TCEQ Compliance	74,227
	Sub-Total	<u>(\$123,617)</u>
 <u>Fire</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$59,250)
	Sub-Total	<u>(\$59,250)</u>
 <u>Health</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$22,278)
	Sub-Total	<u>(\$22,278)</u>
 <u>Human Resources</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$44)
	Sub-Total	<u>(\$44)</u>
 <u>Library</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$915)
	Sub-Total	<u>(\$915)</u>

**CITY OF GARLAND
FY 2015-16 REVISED BUDGET
CHANGES**

	<u>Reason for Change</u>	<u>Amount</u>
<u>Municipal Court</u>		
Fuel & Lubricants	Increase in Fuel Cost	\$34
Other Outside Services	Purge Software Development	9,000
	Sub-Total	\$9,034
<u>Office of Emergency Management</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$274)
Various	Tornado Response and Mitigation	652,495
	Sub-Total	\$652,221
<u>Parks, Recreation and Cultural Arts</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$44,874)
	Sub-Total	(\$44,874)
<u>Police</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$340,133)
Safety Equipment	Ballistic Vests	299,110
Salary Charge-Out	Increase Salary Charge-Out to SafeLight Fund	(12,000)
	Sub-Total	(\$53,023)
<u>Public and Media Relations</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$342)
Various Accounts	Increase to Public and Media Relations Budget	7,309
	Sub-Total	\$6,967
<u>Transportation</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$8,378)
Other Outside Services	Increase for Contract Employee	13,333
	Sub-Total	\$4,955
<u>7000 - Non-Dept./Support Svcs.</u>		
Transfer	Transfer to Firewheel Fund	\$500,000
Transfer	Transfer to Economic Development Fund	352,600
Transfer	Transfer to Summer Nutrition Fund	64,471
Support Services	Increase in Transfer to IT Project Fund	13,549
Economic Incentive	Economic Incentive Adjustment	89,000
Group Health Insurance	City Contribution Adjustment	3,076,891
	Sub-Total	\$4,096,511
	Total General Fund	\$4,347,969
<u>Electric Utility Fund</u>		
Energy Purchases	Increase Based on GP&L Estimates	(\$13,400,136)
Fuel & Lubricants	Decrease in Fuel Cost	(135,776)
Group Health Insurance	City Contribution Adjustment	668,658
Debt Service Transfer	Decrease in Debt Service Transfer Due to Refunding	(150,208)
Other	Transportation Contract Funding Eliminated	(400,000)
	Total Electric Utility Fund	(\$13,417,462)

**CITY OF GARLAND
FY 2015-16 REVISED BUDGET
CHANGES**

<u>Water Utility Fund</u>	<u>Reason for Change</u>	<u>Amount</u>
Wholesale Water	Reduction for Anticipated NTMWD Rebate	\$165,825
Fuel & Lubricants	Decrease in Fuel Cost	(67,398)
General Obligation Debt	Decrease in General Obligation Debt Due to Refunding	(275,871)
Economic Incentive	Economic Incentive Adjustment	10,935
Support Services	Increase in Transfer to IT Project Fund	5,995
Group Health Insurance	City Contribution Adjustment	167,830
Franchise Fees	Increase to In-Lieu-of Franchise Fee	132,202
	Total Water Utility Fund	<u>\$139,518</u>
<u>Wastewater Utility Fund</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$80,824)
Motor Vehicles	Increase for Wastewater Collection Equipment	70,000
General Obligation Debt	Decrease in General Obligation Debt Due to Refunding	(287,968)
Economic Incentive	Economic Incentive Adjustment	21,008
Group Health Insurance	City Contribution Adjustment	266,398
Support Services	Increase in Transfer to IT Project Fund	2,863
Franchise Fees	Decrease to In-Lieu-of Franchise Fee	(78,036)
	Total Wastewater Utility Fund	<u>(\$86,559)</u>
<u>Environmental Waste Services Fund</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$307,374)
Other Outside Services	Unemployment Claims	(6,472)
Group Health Insurance	City Contribution Adjustment	231,766
Franchise Fees	Decrease to In-Lieu-of Franchise Fee	(7,579)
Disposal Fees	Decrease in Disposal Fees	(38,404)
	Total Environmental Waste Services Fund	<u>(\$128,063)</u>
<u>Firewheel Fund</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$22,107)
Various Accounts	Salary Savings	(100,000)
Various Accounts	Kitchen Equipment	21,000
Other Outside Services	Transfer to Garland Foundation for Development	10,000
	Total Firewheel Fund	<u>(\$91,107)</u>
<u>Recreation Performance Fund</u>		
Various Accounts	Increase in Revenue Drives an Increase in Expenditures	\$70,200
	Total Recreation Performance Fund	<u>\$70,200</u>
<u>Stormwater Management Fund</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$59,040)
Group Health Insurance	City Contribution Adjustment	63,935
	Total Stormwater Management Fund	<u>\$4,895</u>

CITY OF GARLAND FY 2015-16 REVISED BUDGET CHANGES

	<u>Reason for Change</u>	<u>Amount</u>
<u>SafeLight Fund</u>		
Other	Increase in Funding to the State	\$214,450
Group Health Insurance	City Contribution Adjustment	2,664
Salary Charge-In	Increase in Salary Charge-In	12,000
	Total SafeLight Fund	\$229,114
<u>Economic Development Fund</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$1,640)
Group Health Insurance	City Contribution Adjustment	13,320
Economic Development	Incentive Agreement with the Carroll Company	100,000
Other	Available Fund Balance from FY 2014-15 Budgeted for FY 2016-17	(352,600)
Various Accounts	Decreased Budget Amounts Related to New Office	(93,506)
	Total Economic Development Fund	(\$334,426)
<u>Housing Reinvestment Fund</u>		
Other Outside Services	Decrease in Construction Expenditures	(\$14,978)
	Total Housing Reinvestment Fund	(\$14,978)
<u>Combined Grant Funds</u>		
<u>CDBG Fund</u>		
Group Health Insurance	City Contribution Adjustment	\$18,648
Salary Offset	Decrease in Salary Offset	40,000
Various Accounts	Increased Payroll to Cover All Employees in Org	30,865
Various Accounts	Decrease in Operating Expenditures	(105,672)
	Total CDBG Fund	(\$34,807)
<u>HOME Grant Fund</u>		
Salary Charge-In	Increase in Salary Charge-In	\$24,638
Infill Housing	Increase in Infill Housing	175,000
CHDO-15%	Increase in CHDO-15%	25,000
	Total HOME Grant Fund	\$224,638
<u>Housing Assistance Fund</u>		
Group Health Insurance	City Contribution Adjustment	\$42,624
Voucher Portability	Decrease in Voucher Use	(494,000)
	Total Housing Assistance Fund	(\$451,376)
<u>Fair Housing Grant Fund</u>		
Various Accounts	Removal of FHIP Grant	(\$56,075)
Various Accounts	Various Decreases to Fair Housing Grant Fund Budget	(\$29,639)
	Total Fair Housing Grant Fund	(\$85,714)
<u>Summer Nutrition Fund</u>		
Various Accounts	Various Decreases to Summer Nutrition Fund Budget	(\$119,799)
Various Accounts	United Way STG (Increase in Revenue Drives Increase in Expend.)	\$9,605
	Total Summer Nutrition Fund	(\$110,194)

CITY OF GARLAND FY 2015-16 REVISED BUDGET CHANGES

	<u>Reason for Change</u>	<u>Amount</u>
<u>Public Health / Immunization Grant Fund</u>		
Various Accounts	Adjustments for Texas DSHS Grant and Clinical Services	(\$10,105)
	Total Public Health / Immunization Grant Fund	(\$10,105)
 <u>Public Safety Grant Fund</u>		
Various Accounts	UASI Grant - Funding Reduced	(\$2,350)
Various Accounts	SHSP-LETPA Grant - Funding Reduced	(\$2,647)
Various Accounts	MMRS - Funded	31,900
Various Accounts	Justice Assistance Grant - Funding Reduced	(2,353)
Various Accounts	ICAC Grant - Funding Increased	3,000
Various Accounts	State Training Grant - Funding Reduced	(52)
	Total Public Safety Grant Fund	\$27,498
	Total Combined Grant Funds	(\$440,060)
 <u>Customer Service Fund</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$23,643)
Group Health Insurance	City Contribution Adjustment	250,414
Postage & Mailing	Increase In <i>City Press</i>	17,797
	Total Customer Service Fund	\$244,568
 <u>Self Insurance Fund</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$260)
Group Health Insurance	City Contribution Adjustment	13,320
	Total Self Insurance Fund	\$13,060
 <u>Group Health Insurance Fund</u>		
Health Claims	Medical Claims Adjustment	\$6,845,148
	Total Group Health Insurance Fund	\$6,845,148
 <u>Hotel/Motel Tax Fund</u>		
Group Health Insurance	City Contribution Adjustment	\$10,656
Fuel & Lubricants	Decrease in Fuel Cost	(78)
	Total Hotel/Motel Tax Fund	\$10,578
 <u>Information Technology Fund</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$5,055)
Group Health Insurance	City Contribution Adjustment	162,502
Vehicle Replcmt. & Reserve	ERF Not Budgeted in Org 4552	18,137
	Total Information Technology Fund	\$175,584
 <u>Information Technology Replacement Fund</u>		
Various Accounts	Various Decreases to Information Technology Replacement	(\$266,493)
	Total Information Technology Replacement Fund	(\$266,493)

CITY OF GARLAND

FY 2015-16 REVISED BUDGET CHANGES

	<u>Reason for Change</u>	<u>Amount</u>
<u>Information Technology Project Fund</u>		
Computer & Accessories	Various Increases to Information Technology Projects	\$382,883
Computer & Accessories	Project Incorrectly Budgeted in FY 2015-16	(213,000)
	Total Information Technology Project Fund	\$169,883
<u>Infrastructure Repair & Replacement Fund</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$77,217)
Group Health Insurance	City Contribution Adjustment	202,462
	Total Infrastructure Repair & Replacement Fund	\$125,245
<u>Narcotic Seizure Fund</u>		
Various Accounts	Various Decreases to Federal Narcotic Seizure Budget	(\$92,027)
Various Accounts	Various Decreases to State Narcotic Seizure Budget	(29,750)
	Total Narcotic Seizure Fund	(\$121,777)
<u>Equipment Replacement Fund</u>		
Various Accounts	Increase in Replacement Costs	\$96,938
	Total Equipment Replacement Fund	\$96,938
<u>Facilities Management Fund</u>		
Salary Savings	Salary Savings	(\$50,000)
Fuel & Lubricants	Decrease in Fuel Cost	(12,411)
Group Health Insurance	City Contribution Adjustment	93,239
Natural Gas	Reduction in Natural Gas	(100,000)
	Total Facilities Management Fund	(\$69,172)
<u>Fleet Services Fund</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$9,191)
Group Health Insurance	City Contribution Adjustment	93,239
	Total Fleet Services Fund	\$84,048
<u>Warehouse Fund</u>		
Fuel & Lubricants	Decrease in Fuel Cost	(\$578)
Group Health Insurance	City Contribution Adjustment	26,640
	Total Warehouse Fund	\$26,062
	TOTAL REVISED CHANGES	(\$2,372,309)

APPENDIX (D)
BUDGET AMENDMENT

2015-16 Budget Amendment No. 1

ORDINANCE NO. 6827

AN ORDINANCE AUTHORIZING AN AMENDMENT TO THE 2015-16 OPERATING BUDGET (BUDGET AMENDMENT NO. 1), PROVIDING FOR SUPPLEMENTAL APPROPRIATION OF FUNDS IN THE GENERAL FUND, THE ECONOMIC DEVELOPMENT FUND, THE EQUIPMENT REPLACEMENT FUND, THE FACILITIES MANAGEMENT FUND, THE GENERAL OBLIGATION BOND DEBT SERVICE FUND, THE INFRASTRUCTURE REPAIR & REPLACEMENT FUND, THE PUBLIC SAFETY GRANT FUND, THE WASTEWATER UTILITY FUND, AND VARIOUS FUNDS ASSOCIATED WITH PURCHASE ORDER ENCUMBRANCES; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Council approved the 2015-16 Operating Budget and appropriated the necessary funds out of the general revenues and grants and other revenues for the maintenance and operation of various departments, activities, and improvements of the City; and

WHEREAS, the City Charter provides that the City Council may approve any amendments and supplements to the Budget as deemed necessary; and

WHEREAS, Council has reviewed and concurred with a Policy Report that establishes the need for changes to appropriations in the General Fund, the Economic Development Fund, the Equipment Replacement Fund, the Facilities Management Fund, the General Obligation Bond Debt Service Fund, the Infrastructure Repair & Replacement Fund, the Public Safety Grant Fund, the Wastewater Utility Fund, and also various funds associated with Purchase Order encumbrances from the 2014-15 fiscal year;

THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS, THAT:

Section 1

The City Council of the City of Garland, Texas, hereby authorizes and approves an amendment to the 2015-16 Operating Budget (Budget Amendment No. 1) for the purposes and in the amounts as shown in Exhibit A (Policy Report), attached hereto and incorporated herein by reference.

Section 2

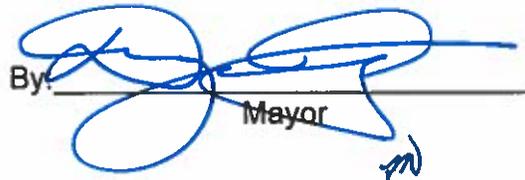
The City Council of the City of Garland, Texas, hereby amends Ordinance No. 6802, Section 1, adjusting operating appropriations in the General Fund, the Economic Development Fund, the Equipment Replacement Fund, the Facilities Management Fund, the General Obligation Bond Debt Service Fund, the Infrastructure Repair & Replacement Fund, the Public Safety Grant Fund, the Wastewater Utility Fund, and also various funds associated with purchase order encumbrances from the 2014-15 fiscal year, in the amounts and for the purposes specified in Exhibit A (Policy Report), attached hereto.

Section 3

This Ordinance shall be and become effective immediately upon and after its adoption and approval.

PASSED AND APPROVED this the 5th day of April, 2016.

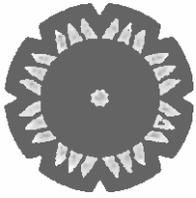
THE CITY OF GARLAND, TEXAS

By:  _____
Mayor

ATTEST:



City Secretary



Meeting: Work Session

Date: March 14, 2016

Policy Report

2015-16 BUDGET AMENDMENT NO. 1

ISSUE

Amend the 2015-16 Adopted Budget in order to appropriate available funds for the following:

- (1) Projects approved in last year's Budget but not completed by the fiscal year-end.
- (2) Rollover of open Purchase Orders from the 2014-15 fiscal year.
- (3) Grant and other funds recently awarded to the City.
- (4) Expenditures not anticipated in the 2015-16 Adopted Budget.

OPTIONS

- (A) Approve Budget Amendment No. 1 as proposed.
- (B) Approve portions of Budget Amendment No. 1.
- (C) Do not approve Budget Amendment No. 1.

RECOMMENDATION

Option (A) – Approve Budget Amendment No. 1 as proposed. Unless otherwise directed by Council, this item will be scheduled for formal consideration at the April 5, 2016, Regular Meeting.

COUNCIL GOAL

“Financially Stable Government with Tax Base that Supports Community Needs”

Budget amendments allow the City to respond to changing situations and needs in a manner that permits flexibility while ensuring financial integrity and controls.

BACKGROUND

(1) Carry-Over of 2014-15 Incomplete Projects

(a) Street Upgrades and Equipment

The FY 2014-15 Revised Budget for the Infrastructure Repair & Replacement Fund included \$1,791,578 for Street Pavement Improvements and Traffic Marking Improvements for the Street Department. Budget Amendment No. 1 proposes to increase FY 2015-16 operating appropriations by \$1,791,578 to complete the following projects: Pavement Improvements to Rowlett Road from Roan Road to Lake Ray Hubbard Bridge - \$974,078, to Stonewall Street from Broadway Boulevard to Quail Hollow Drive - \$500,000, and to South Country Club Road from Marilee Drive to Iroquois Drive - \$125,000; and \$192,500 for Arterial Traffic Marking Improvements on various streets.

In addition, the FY 2014-15 Revised Budget for the Infrastructure Repair & Replacement Fund included \$310,000 to purchase a truck with a haul trailer and 4 additional cargo trailers. Budget Amendment No. 1 proposes to increase the FY 2015-16 operating appropriations by \$310,000 to purchase the truck and trailers.

A Budget Amendment is required due to the timing of the expenditures only. There is no additional financial impact.

(b) Rolled-Forward Economic Development Funds

The FY 2014-15 Revised Budget for the Economic Development Department included \$352,600 for economic development initiatives. Budget Amendment No. 1 proposes to increase FY 2015-16 operating appropriations by \$352,600 to fund ongoing initiatives.

A Budget Amendment is required due to the timing of the expenditures only. There is no additional financial impact.

(c) Rolled-Forward Equipment Replacement Funds

The FY 2014-15 Revised Budget for the Equipment Replacement Fund included \$1,662,243 to replace equipment that did not get purchased by the close of the fiscal year. Budget Amendment No. 1 proposes to increase FY 2015-16 operating appropriations by \$1,662,243 to purchase the previously approved equipment. Below is a breakdown of the total amount by department:

General Fund Departments:	
Building Inspection	\$ 43,332
EWS - Disposal	31,690
Transportation	26,016
Code Compliance	87,415
Parks, Recreation and Cultural Arts	25,184
Sub-Total General Fund Departments	<u>\$ 213,637</u>
All Other Departments:	
Garland Power & Light	\$ 775,357
Water	302,420
Wastewater Collection & Treatment	93,437
Stormwater Management	26,792
Facilities Management	49,000
Fleet Services	25,000
Customer Service	49,000
Street	127,600
Sub-Total Departments - All Other Funds	
Total All Departments	<u>\$1,662,243</u>

A Budget Amendment is required due to the timing of the expenditures only. There is no additional financial impact.

(d) Other Miscellaneous Project Carryovers which include:

- 1) General Fund - \$168,605 for repairs to the Landfill Gas Collection and Control System to ensure regulatory compliance with TCEQ.
- 2) Facilities Management Fund - \$150,000 for fencing repairs at the Firewheel Golf Park.

A Budget Amendment is required due to the timing of the expenditures only. There is no additional financial impact.

(2) Rolled-Forward Encumbrances from Fiscal Year 2014-15

When an order is placed for goods or services, a Purchase Order is issued that encumbers the budgeted funds. This has the effect of reserving the funds for future payment of the items covered in the Purchase Order. Every year on September 30th – when the fiscal year ends, there are open Purchase Orders related to goods or services that have been ordered but not yet received. Accordingly, the funds reserved for these open Purchase Orders are still in the year-end fund balances since the transactions are not yet completed.

Because the purchase of these open items was authorized by Council in the previous fiscal year (2014-15), the City's practice has been to roll these encumbrances forward into the current fiscal year (2015-16). This has the effect of increasing the current year's appropriation by the amount of the open Purchase Orders or encumbrances. The funding to cover the expenditures is available in the fund balance since payment was not made before the close of the fiscal year.

The projected fund balance for the current fiscal year is unaffected by the "roll-forward," because it was assumed in the 2015-16 Adopted Budget that the expenditures would be completed in the prior year. The presence of the funds in the fund balance is above and beyond what the Budget assumes for the 2015-16 year-end balance.

Budget Amendment No. 1 proposes that encumbrances totaling \$5,653,637 be rolled forward to 2015-16. Of the total rollover amount, \$919,567 is related to the General Fund. Attachment A provides a detailed listing by fund of individual outstanding encumbrances over \$25,000.

A Budget Amendment is required due to the timing of the expenditures only. There is no additional financial impact.

(3) Mid-Year Adjustments to Public Safety Grants

a) Office of Emergency Management – Federal Grant

During the FY 2015-16 budget preparation process, information needed by the Garland Fire Department was unavailable in regard to an Assistance to Firefighter Grant (AFG) funded by the Department of Homeland Security and administered by the Federal Emergency Management Agency (FEMA), so no request was submitted. The Fire Department has requested twelve licenses for software that allows users to respond to simulated emergencies and coordinate actions in a dynamic manner similar to those encountered during actual emergencies. Once purchased, the software does not require any ongoing support, licensing,

or maintenance costs. The City of Garland has since received notice that it has been awarded \$18,730 in FEMA funding for the current year to purchase these software licenses. The conditions of this grant require that the City contribute 10% in matching funds, and that amount will be provided through the Fire Department's current approved budget. Budget Amendment No. 1 proposes appropriating these Federal grant funds for FY 2015-16.

(4) Expenditures Not Anticipated in the 2015-16 Adopted Budget

(a) Mandatory Redemption of 1997 Certificate of Obligation Issue

Certificates of Obligation, Series 1997B, was issued as a private placement to acquire land related to the expansion of the Firewheel Golf Park. Based on the bond ordinance terms, the principal would be paid in full after 30 years to the landowner's trust or upon death of the landowner, depending on which event occurred first.

In December, the City received the certified Death Certificate for the owner, and on December 16th, principal and interest were paid to the owner's trust. Budget Amendment No. 1 proposes appropriating \$600,000 to the General Obligation Bond Debt Service Fund to comply with this provision in the bond ordinance. While this expenditure was not anticipated, the General Obligation Bond Debt Service Fund maintained a fund balance to meet this obligation.

(b) Wastewater Management Plan Updates

In 2007, the City of Garland entered into an agreement with the Texas Commission on Environmental Quality (TCEQ) known as the Sanitary Sewer Overflow Initiative. In the agreement, the City is required to submit a completed Wastewater Management Plan Update by the end of 2017. It has been determined that this study is expected to take approximately one-and-a-half years to complete, and it includes studying the flow monitoring of both the Rowlett Creek and the Duck Creek wastewater collection basins, updating the hydraulic wastewater model, and updating zoning and population changes.

In order to ensure ample time is given to complete this study and to ensure continued regulatory compliance, Budget Amendment No. 1 proposes an increase of \$500,000 to the Wastewater Utility Fund for FY 2015-16 to allow the department to select a vendor and begin work this spring. Funding will come from excess fund balance reserves within the Wastewater Utility Fund and will not have any impact on rate payers.

FINANCIAL CONSIDERATIONS

The Street Upgrades and Equipment, Economic Development and Equipment Replacement Funds, Other Miscellaneous Project Carryovers, and outstanding Purchase Orders carried forward were fully funded in the FY 2014-15 Budget, and the funds required to cover these expenditures remain within each fund's respective fund balance. As a result, there is no financial impact from approval of these items. Federal Grant Funds were awarded to provide simulation software for the Fire Department. The mandatory redemption of 1997 Certificates of Obligation Issue and Wastewater Management Plan Updates will be fully funded by the available fund balance in the General Obligation Bond Debt Service Fund and the Wastewater Utility Fund respectively.

Budget Amendment No. 1 proposes to appropriate funds as follows:

<u>Economic Development Fund</u>	
Rolled Forward for Economic Development Initiatives	\$ 352,600
<u>Equipment Replacement Fund</u>	
Vehicle Replacement – Various Departments	1,662,243
<u>Facilities Management Fund</u>	
Firewheel Golf Park Fence	150,000
<u>General Fund</u>	
Landfill - Gas Collection and Control System	168,605
<u>General Obligation Bond Debt Service Fund</u>	
Mandatory Redemption of 1997 Certificate of Obligation	600,000
<u>Infrastructure Repair & Replacement Fund</u>	
Street Repair and Replacement Projects	1,791,578
Street Repair and Replacement Equipment	310,000
<u>Wastewater Utility Fund</u>	
Wastewater Management Plan Update	500,000
<u>Public Safety Grant Fund</u>	
Simulation Software for Fire Department	18,730
<u>Various Funds</u>	
Rollover of Purchase Order Encumbrances	<u>5,653,637</u>
TOTAL SUPPLEMENTAL APPROPRIATION	<u>\$11,207,393</u>

ATTACHMENT(S)

Attachment A – Schedule of Open Encumbrances being Rolled Forward

Attachment B – Schedule of Proposed Amendments by Fund

Submitted By:

Ron Young
Director
Budget & Research

Approved By:

Bryan L. Bradford
City Manager

Date: March 14, 2016

Date: March 14, 2016

**ATTACHMENT A
2014-15 Rollover
(With Detail of PO's Over \$25,000)**

<u>Fund/Department</u>	<u>PO Description</u>	<u>Amount Outstanding 9-30-15</u>
<u>General Fund</u>		
Emergency Management, Office of	CASA Weather Radar Installation	\$50,000
EWS - Disposal	Dodge Ram 5500 Cab/Chassis w/Aerial Lift	\$262,096
Fire	Thermal Imaging Cameras and Equipment	\$40,400
	Holmatro Hydraulic Tools and Equipment	49,763
Health	Resurface Kennel Floor	\$49,560
Parks, Recreation & Cultural Arts	Dump Trucks	\$186,524
Various	PO's Under \$25,000	\$281,224
Sub-Total General Fund		<u>\$919,567</u>
<u>Electric Utility Fund</u>		
	Service Contracts	\$60,072
	Professional Services	502,434
	Vehicles	79,492
	PO's Under \$25,000	338,244
Sub-Total Electric Utility Fund		<u>\$980,242</u>
<u>Information Technology Fund</u>		
	Resident Opinion Survey	\$60,000
	Service Contracts	311,136
	PO's Under \$25,000	103,624
Sub-Total Information Technology Fund		<u>\$474,760</u>
<u>Information Technology Replacement Fund</u>		
	Network Core Switch Replacement	\$164,252
	PO's Under \$25,000	91,509
Sub-Total Information Technology Replacement Fund		<u>\$255,761</u>

**ATTACHMENT A
2014-15 Rollover
(With Detail of PO's Over \$25,000)**

<u>Fund/Department</u>	<u>PO Description</u>	<u>Amount Outstanding 9-30-15</u>
<u>Equipment Replacement Fund</u>		
Fire - Operations	Chevy Tahoe	\$27,801
Police - Patrol	Five (5) Chevy Impalas	92,835
Police - Patrol	Police Passenger Van	25,819
Parks - Ground Maintenance	Brush Dump Truck	93,662
Parks - Medians & ROW	One-Ton Pickup with Compactor	64,491
GP&L - Distribution Operations	Altec DM47B Digger Derrick & Aerial Trucks	666,783
GP&L - Distribution Operations	Dodge Ram Altec Bucket Truck	145,307
GP&L - Distribution Operations	Dodge Ram Altec Bucket Truck	109,359
GP&L - Distribution Operations	Ford F-450 & F-350 Extended Cab Trucks	93,241
GP&L - Distribution Operations	Ford 1-Ton Extended Cab Truck	25,703
Wastewater - Collection	Jet Vacuum Truck	189,298
Wastewater - Collection	12 Cubic Yard Dump Truck	101,506
Wastewater - Treatment	Chevrolet 3/4-Ton Truck with Flip-Top Body	33,112
Wastewater - Treatment	Mack Roll-Off Truck	178,194
	PO's Under \$25,000	21,714
	Sub-Total Equipment Replacement Fund	<u>\$1,868,825</u>
<u>Infrastructure Repair & Replacement Fund</u>		
	Flameless Pothole Patcher	\$160,734
	PO's Under \$25,000	3,557
	Sub-Total Infrastructure Repair & Replacement Fund	<u>\$164,291</u>
<u>Recreation Performance Fund</u>		
	Resurface Dobbs Tennis Courts	\$39,060
	PO's Under \$25,000	59,361
	Sub-Total Recreation Performance Fund	<u>\$98,421</u>
<u>Narcotic Seizure Fund</u>		
	Weapons	\$49,141
	Sub-Total Narcotic Seizure Fund	<u>\$49,141</u>
<u>Wastewater Utility Fund</u>		
	Professional Services for WWTP	\$136,800
	Repairs to Rowlett Creek WWTP	119,772
	Repairs to Duck Creek WWTP	25,094
	Replacement Pump at Duck Creek WWTP	207,289
	PO's Under \$25,000	146,383
	Sub-Total Wastewater Utility Fund	<u>\$635,338</u>
<u>All Other Funds</u>	PO's Under \$25,000	<u>\$207,291</u>
<u>TOTAL OUTSTANDING PO's</u>		<u>\$5,653,637</u>

ATTACHMENT B

Proposed Budget Amendment FY 2015-16 Operating Budget

	<u>BA #1</u>	<u>BA #1 PO Rollover</u>	<u>Total Budget Amendments</u>
REVENUES AND EXPENDITURES			
Sources of Funds:			
Additional Revenue - Public Safety Grant Fund	\$18,730	\$0	\$18,730
Fund Balance - Prior Year	5,535,026	5,653,637	11,188,663
Total Funds Provided	<u>\$5,553,756</u>	<u>\$5,653,637</u>	<u>\$11,207,393</u>
Use of Funds - Expenditures:			
General Fund (See Detail in Notes)	\$168,605	\$919,567	\$1,088,172
Electric Utility Fund	0	980,242	980,242
Water Utility Fund	0	39,616	39,616
Wastewater Utility Fund	500,000	635,338	1,135,338
Environmental Waste Services Fund	0	15,000	15,000
Infrastructure Repair & Replacement Fund	2,101,578	164,291	2,265,869
Stormwater Management Fund	0	18,150	18,150
General Obligation Bond Debt Service Fund	600,000	0	600,000
Economic Development Fund	352,600	0	352,600
Firewheel Golf Fund	0	9,360	9,360
Recreation Performance Fund	0	98,421	98,421
Self Insurance Fund	0	5,640	5,640
Public Safety Grant Fund	18,730	0	18,730
Narcotic Seizure Funds	0	49,141	49,141
Equipment Replacement Fund	1,662,243	1,868,825	3,531,068
Customer Service Fund	0	17,863	17,863
Facilities Management Fund	150,000	71,147	221,147
Fleet Services Fund	0	30,515	30,515
Information Technology Fund	0	474,760	474,760
IT Replacement Fund	0	255,761	255,761
Total Expenditures	<u>\$5,553,756</u>	<u>\$5,653,637</u>	<u>\$11,207,393</u>
Notes:			
General Fund -			
City Attorney	\$0	\$8,450	\$8,450
Code Compliance	0	3,733	3,733
Economic Development	0	18,874	18,874
Emergency Management	0	50,000	50,000
Fire	0	192,281	192,281
Health	0	53,060	53,060
Human Resources	0	9,369	9,369
EWS - Disposal (Landfill)	168,605	3,850	172,455
Library	0	28,816	28,816
Parks, Recreation & Cultural Arts	0	253,447	253,447
Planning & Community Development	0	625	625
Police	0	10,204	10,204
Public & Media Relations	0	2,254	2,254
Purchasing	0	3,209	3,209
Transportation	0	276,839	276,839
Non-Departmental	0	4,556	4,556
Sub-Total General Fund	<u>\$168,605</u>	<u>\$919,567</u>	<u>\$1,088,172</u>

APPENDIX (E)

ORDINANCES

Ordinance No. 6855 (Adopting Budget)

Ordinance No. 6856 (Adopting Tax Rate)

Ordinance No. 6857 (Amending Fees for Various Services in the Code of Ordinances)

Ordinance No. 6858 (Establishing Civil Service Classifications)

ORDINANCE NO. 6855

AN ORDINANCE OF THE CITY OF GARLAND, TEXAS, APPROVING AND ADOPTING THE BUDGET FOR FISCAL YEAR 2016-17; PROVIDING BUDGETARY APPROPRIATIONS FOR THE VARIOUS FUNDS OF THE CITY; AMENDING THE CURRENT BUDGET AS REVISED; AUTHORIZING THE CITY MANAGER TO MAKE ADJUSTMENTS; AND ESTABLISHING AN EFFECTIVE DATE FOR SUCH ACTIONS.

WHEREAS, on August 2, 2016, the City Manager submitted a Proposed Budget for the City of Garland for the year beginning October 1, 2016, and ending September 30, 2017; and

WHEREAS, such Budget contains anticipated receipts and proposed expenditures of the City, a summary of the budget, and a budget message containing the need for the requested appropriations, in the form prescribed; and

WHEREAS, the Proposed Budget was made available for public inspection; and

WHEREAS, following due notice, public hearings were held on the Proposed Budget on August 16, August 25, and September 6, 2016, at which time all interested persons were given an opportunity to be heard for or against the estimates or any item therein; and

WHEREAS, upon full consideration of the matter, Council made such changes to the Proposed Budget which in their judgment are warranted and in the best interests of the taxpayers of the city of Garland;

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

Section 1

Appropriations and Transfers

That subject to the applicable provisions of State law and the City Charter, the Budget for the fiscal year beginning October 1, 2016, and ending September 30, 2017, as submitted by the City Manager and adjusted by the City Council, containing estimates of resources and revenues for the year from all sources and the detailed estimates of expenditures desired for each project and operation proposed to be undertaken, together with estimated amounts of all other proposed expenditures, is hereby approved and adopted, as follows:

A. Operating Appropriations:

1) General Fund	\$147,268,742
2) Electric Utility Fund	239,817,400
3) Water Utility Fund	58,148,352
4) Wastewater Utility Fund	34,347,161
5) Environmental Waste Services Fund	11,080,556
6) Infrastructure Repair & Replacement Fund	16,984,137
7) Stormwater Management Fund	3,817,839
8) Firewheel Fund	2,644,357
9) Recreation Performance Fund	1,304,935
10) Hotel/Motel Tax Fund	1,153,423
11) Heliport Fund	7,700
12) SafeLight Fund	1,358,618
13) Economic Development Fund	2,355,726
14) Housing Reinvestment Fund	415,000
15) Summer Nutrition Fund	352,348
16) HOME Grant Fund	740,152
17) CASA Fund	110,000
18) Fair Housing Grant Fund	353,666
19) Community Development Block Grant Fund	1,839,644
20) Community Development Rehab Fund	284,766
21) Housing Assistance Fund	10,637,715
22) Public Safety Grant Fund	251,122
23) Public Health / Immunization Grant Fund	971,043
24) Narcotic Seizure Fund	545,144
25) Equipment Replacement Fund	4,432,160
26) Self Insurance Fund	6,462,946
27) Group Health Insurance Fund	37,347,148
28) Long Term Disability Fund	506,000
29) General Obligation Debt Service Fund	75,953,115

B. Transfers to Self Insurance Fund:

1) From General Fund	3,014,484
2) From Electric Utility Fund	1,942,276
3) From Water Utility Fund	150,888
4) From Wastewater Utility Fund	253,673
5) From Environmental Waste Services Fund	310,279
6) From Stormwater Management Fund	45,560
7) From Equipment Replacement Fund	99,360

C. Transfers to Capital Improvement Funds:

1) From Electric Utility Fund	11,725,000
2) From Environmental Waste Services Fund	200,000
3) From SafeLight Fund	100,000
4) From Information Technology Project Fund	233,000

D.	Transfer to Landfill Interest & Sinking Fund:	
	From General Fund	\$ 1,301,559
E.	Transfers to Infrastructure Repair & Replacement Fund:	
	1) From General Fund	9,924,026
	2) From Water Utility Fund	768,349
	3) From Wastewater Utility Fund	768,349
F.	Transfers to GO Bond Debt Service Fund:	
	1) From Electric Utility Fund	26,713,024
	2) From Water Utility Fund	1,074,477
	3) From Wastewater Utility Fund	3,051,582
	4) From Environmental Waste Services Fund	2,820,967
	5) From Stormwater Management Fund	124,440
	6) From Customer Service Fund	2,199,654
	7) From Fleet Services Fund	216,632
	8) From Information Technology Fund	1,082,495
	9) From Warehouse Fund	6,125
G.	Transfers to General Fund:	
	1) From Electric Utility Fund	23,256,604
	2) From Water Utility Fund	5,927,256
	3) From Wastewater Utility Fund	6,020,048
	4) From Environmental Waste Services Fund	1,800,477
	5) From Environmental Waste Services - Disposal Fee	3,399,520
	6) From Stormwater Management Fund	217,201
	7) From Recreation Performance Fund	119,305
	8) From Hotel/Motel Tax Fund	48,472
	9) From SafeLight Fund	328,344
	10) From Housing Assistance Fund	110,000
	11) From Self Insurance Fund	76,906
	12) From Group Health Insurance Fund	141,247
	13) From Customer Service Fund	951,419
	14) From Facilities Management Fund	302,808
	15) From Fleet Services Fund	320,953
	16) From Information Technology Fund	841,406
	17) From Warehouse Fund	76,894
H.	Transfers to Economic Development Fund:	
	1) From Electric Utility Fund	1,247,338
	2) From Water Utility Fund	465,000
	3) From Hotel/Motel Tax Fund	209,000

I.	Transfers to Long Term Disability Fund:	
	1) From General Fund	\$ 173,938
	2) From Electric Utility Fund	37,379
	3) From Water Utility Fund	9,382
	4) From Wastewater Utility Fund	14,892
	5) From Environmental Waste Services Fund	12,956
	6) From Infrastructure Repair & Replacement Fund	11,318
	7) From Stormwater Management Fund	3,574
	8) From Firewheel Fund	2,383
	9) From Hotel/Motel Tax Fund	596
	10) From SafeLight Fund	149
	11) From Economic Development Fund	745
	12) From Fair Housing Grant Fund	447
	13) From Community Development Block Grant Fund	745
	14) From Community Development Rehab Fund	298
	15) From Housing Assistance Fund	2,383
	16) From Public Safety Grant Fund	149
	17) From Public Health / Immunization Grant Fund	1,340
	18) From Self Insurance Fund	745
	19) From Group Health Insurance Fund	1,638
	20) From Customer Service Fund	13,998
	21) From Facilities Management Fund	5,212
	22) From Fleet Services Fund	5,212
	23) From Information Technology Fund	9,233
	24) From Warehouse Fund	1,489
J.	Transfer to Electric Utility Fund:	
	From Rate Mitigation Fund	10,000,000
K.	Transfer to Summer Nutrition Fund:	
	From General Fund	30,000
L.	Transfer to Garland Foundation for Development Corporation:	
	From Firewheel Fund	880,000
M.	Transfer to Garland Healthcare Facilities Development Corporation:	
	From General Fund	20,000
N.	Transfer to Group Health Insurance Fund:	
	From Self Insurance Fund	282,506

O. Transfers to Other Post Employment Benefits Trust Fund:

1) From Electric Utility Fund	\$	358,571
2) From Water Utility Fund		90,000
3) From Wastewater Utility Fund		142,857
4) From Environmental Waste Services Fund		124,286
5) From Stormwater Management Fund		34,286

P. Transfers to Debt Reserve

1) From Water Utility Fund	414,936
2) From Wastewater Utility Fund	430,440

Section 2

2015-16 Budget Amended

That the Budget for 2015-16 is hereby amended as revised in the 2016-17 Budget document submitted by the City Manager and adjusted by the City Council.

Section 3

Revised Budget for 2014-15 – Post-Audit

That the Budget for 2014-15 is hereby amended as revised based on final year-end 9/30/15 audited financial statements.

A. Operating Appropriations:

1) Hotel/Motel Tax Fund	\$	1,260,070
2) SafeLight Fund		1,536,326
3) Economic Development Fund		289
4) Group Health Insurance Fund		32,842,270
5) CASA Fund		33,523
6) Public Safety Grant Fund		264,645

Section 4

Authority of City Manager

That specific authority is given to the City Manager to make adjustments within fund appropriations, including:

- (1) Reduction of allowed expenditures of a department under the City Manager if and when, in the judgment of the City Manager, actual or probable receipts are less than the amount estimated for expenditure.
- (2) Transfer of appropriations within funds.

Section 5

Effective Date for Budget Adoption and Appropriation

That this Ordinance shall take effect on October 1, 2016.

PASSED AND APPROVED this 6th day of September, 2016.

THE CITY OF GARLAND, TEXAS

By: _____



Douglas Athas, Mayor

ATTEST:



Rene Dowl, City Secretary

ORDINANCE NO. 6856

AN ORDINANCE FIXING THE TAX RATE AND TAX LEVY FOR THE CITY OF GARLAND, TEXAS, FOR THE FISCAL YEAR 2016-17, UPON ALL TAXABLE PROPERTY IN THE CITY OF GARLAND, TEXAS, IN CONFORMITY WITH THE LAWS OF THE STATE OF TEXAS AND THE CHARTER PROVISIONS AND ORDINANCES OF THE CITY OF GARLAND, TEXAS; REPEALING ALL ORDINANCES, OR PARTS OF ORDINANCES, IN CONFLICT THEREWITH; AND PROVIDING AN EFFECTIVE DATE.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS:

Section 1

That there shall be and the same is hereby levied and shall be assessed and collected for the fiscal year 2016-17 an Ad Valorem Tax of Seventy and Forty-Six Hundredths of a Cent (\$0.7046) on each One Hundred Dollars (\$100.00) assessed value of property located within the present city limits of the city of Garland, made taxable by law, which taxes, when collected, shall be appropriated among the funds and departments of the City of Garland for the purposes set forth as follows:

For the General Fund - Operations and Maintenance	\$0.3940
For the Purpose of Paying the Accrued Interest and to Provide a Sinking Fund for General Obligation Bonds and Certificates of Obligation	<u>0.3106</u>
TOTAL	<u>\$0.7046</u>

Section 2

That the Ad Valorem Tax rate of Seventy and Forty-Six Hundredths of a Cent (\$0.7046) as set forth in Section 1 above is hereby levied and shall be assessed and collected on each One Hundred Dollars (\$100.00) assessed value of property located within the city of Garland, as valued by the Dallas Central Appraisal District of the County of Dallas and the Collin Central Appraisal District of Collin County and made taxable to the City of Garland by law. Assessed value, as used herein, means 100% of market value less the 8% Homestead Exemption.

Section 3

THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE. THE TAX RATE WILL EFFECTIVELY BE RAISED BY 9.75 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$32.20.

<u>MARKET VALUE</u>	<u>ASSESSED VALUE</u>
\$100,000	\$92,000
TAX: $(\$92,000/\$100) \times (\$0.3940 - \$0.3590)$	\$32.20

Section 4

That the Tax Manager of the City of Garland is hereby directed to assess, extend, and enter upon the tax rolls of the City of Garland, Texas, for the current taxable year, the amounts and rates herein levied and to keep a current account of same and, when so collected, the same to be deposited in the depository of the City of Garland to be distributed in accordance with this Ordinance.

Section 5

That all ordinances, or parts of ordinances, in conflict herewith are expressly repealed.

Section 6

That this Ordinance shall take effect on October 1, 2016.

PASSED AND APPROVED by the affirmative record vote of a super-majority of sixty percent of the City Council of the City of Garland, Texas, at a public meeting held at 217 North Fifth Street, Garland, Texas (the Duckworth Building, Goldie Locke Room), on the 6th day of September, 2016.

THE CITY OF GARLAND, TEXAS

By: 

Douglas Athas, Mayor

ATTEST:



Rene Dowl, City Secretary

ORDINANCE NO. 6857

AN ORDINANCE AMENDING CERTAIN SECTIONS OF THE CODE OF ORDINANCES OF THE CITY OF GARLAND, TEXAS RELATING TO FEES FOR VARIOUS SERVICES PROVIDED BY THE CITY; PROVIDING A SAVINGS CLAUSE, A SEVERABILITY CLAUSE, AND AN EFFECTIVE DATE.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS:

Section 1

That the initial introductory section of Sec. 30.301 immediately following the heading "Schedule of fees", of Chapter 30 "Building Inspection" of the Code of Ordinances of the City of Garland, Texas is hereby amended by adding a paragraph so that it shall read as follows:

"Sec. 30.301 Schedule of Fees

The following fees shall be charged when issuing either combined permits or individual permits for the work shown. In the event that a permit is to be issued for work not shown below, a fee shall be charged based upon a category of work shown which most resembles the work intended. All fees will be rounded to the closest dollar amount, with 1-49 cents rounded down and 50-99 cents rounded up to the next dollar. The permit fees listed may be doubled if work is started prior to the permit being issued.

Construction valuation shall be stated on the permit application and shall include the entire value of the construction being proposed. Construction valuation shall include all costs of constructing the actual structure including all mechanical, electrical, plumbing, fire sprinkler and interior and exterior finishes. If the stated construction valuation is less than what is reflected in the most current Square Footage Construction Cost Table from Building Valuation Data published by the International Code Council, the City may recalculate the construction valuation using that table and assess the fee based on the new calculated construction value."

Section 2

That Sec. 30.301 (C) of Chapter 30, "Building Inspection" of the Code of Ordinances of the City of Garland, Texas, is hereby amended to read as follows:

"(C) Residential construction:

(1) SFR - New:

- \$3.75 Per \$1,000.00 of construction valuation. Minimum \$650.00 (includes mechanical, electrical and plumbing fees)
- \$30.00 Sidewalk adjacent to public or private street (if applicable)
- \$30.00 Per approach
- \$35.00 Fence (if applicable)
- \$50.00 Stormwater plan review

Plus applicable water meter fee, water/roadway impact fees, fire sprinkler fees, etc.

(2) SFR - Addition (including attached accessory building, detached accessory building 400 square feet or larger, and/or garage not constructed at time of the main building):

- \$5.00 Per \$1,000.00 of construction valuation. Minimum \$100.00 (includes mechanical, electrical and plumbing fees)

(3) SFR - Repair, alteration or remodeling (including, but not limited to, garage conversions and fire repairs):

- \$5.00 Per \$1,000.00 of construction valuation, minimum \$50.00.
- \$70.00 Mechanical (if applicable)
- \$70.00 Electrical (if applicable)
- \$70.00 Plumbing (if applicable)

(4) SFR - Miscellaneous:

- \$50.00 Carport not constructed at the time of the main building

\$50.00 Fireplace
 \$40.00 Wood burning stove
 \$55.00 Ham antenna
 \$50.00 Rebrick, stucco, etc. of house
 \$30.00 Improved parking surface (new or replace driveway)
 \$30.00 Detached storage building and patio cover up to 144 square feet
 \$55.00 Detached storage building and patio cover more than 144 square feet but less than 400 square feet
 \$30.00 Sidewalk adjacent to public or private street
 \$30.00 Per approach
 \$35.00 Fence
 \$50.00 Retaining wall requiring a permit
 \$30.00 Foundation repair
 \$30.00 Demolition
 \$35.00 Screening wall plus \$0.25 per linear foot
 \$70.00 Mechanical (heating and air conditioning)
 \$70.00 Electrical
 \$70.00 Plumbing (includes water heater replacement and sprinkler systems)
 \$35.00 Temporary utility inspection
 \$80.00 Irrigation installation
 \$60.00 Roofing permit

(5) Multifamily construction:

(a) Multifamily new:

\$450.00 Per unit (including common noncommercial areas, such as laundry rooms; includes mechanical, electrical and plumbing fees)

\$75.00 Per unit for garages/carports

\$50.00 Sidewalk adjacent to public or private street (if applicable)

\$50.00 Per approach

\$60.00 Fence

\$35.00 Temporary utility inspection, per inspection (electric or gas), per building

Additional fees (meter fees, impact fees, pro-rata fees, fire sprinkler fees, etc.) may apply, depending on scope of project.

(b) Multifamily additions:

\$450.00 Per unit (including common areas; includes mechanical, electrical and plumbing fees)

Additional fees (meter fees, impact fees, pro-rata fees, fire sprinkler fees, etc.) may apply, depending on scope of project.

(c) Multifamily repairs, alterations and/or remodeling (including re-roofs):

\$5.00 Per \$1,000.00 of construction value. Minimum fee \$100.00 (Includes mechanical, electrical and plumbing fees)

(d) Multifamily miscellaneous permit fees:

\$100.00 Miscellaneous building permit fees

\$70.00 Mechanical (per unit, minimum \$140.00)

\$70.00 Electrical (per unit, minimum \$140.00)

\$70.00 Plumbing (per unit, minimum \$140.00) includes water heater replacements and sprinkler systems

\$60.00 Retaining wall requiring a permit

\$35.00 Screening wall plus \$0.25 per linear foot

\$50.00	Sidewalk adjacent to public or private street
\$50.00	Per approach
\$60.00	Fence
\$75.00	Paving repair/replacement
\$150.00	New parking lot, parking lot expansion"

Section 3

That Sec. 30.301 (D) of Chapter 30, "Building Inspection" of the Code of Ordinances of the City of Garland, Texas, is hereby amended to read as follows:

"(D) Commercial:

(1) Commercial and Non-residential - New building and new shell buildings:

\$2.50 Per \$1,000.00 of construction valuation.
Minimum \$1,000.00 (includes mechanical, electrical and plumbing fees)

Additional fees (meter fees, impact fees, pro-rata fees, fire sprinkler fees, etc.) may apply, depending on scope of project.

(2) Commercial and Non-residential canopies:

\$3.00 Per \$1,000.00 of construction valuation.
Minimum \$100.00 (includes any electrical fee)

Additional fees (meter fees, impact fees, pro-rata fees, fire sprinkler fees, etc.) may apply, depending on scope of project.

(3) Commercial and Non-residential - Interior completions, major repairs, remodeling or alterations:

\$3.00 Per \$1,000.00 of construction valuation.
Minimum permit fee \$100.00 (includes mechanical, electrical and plumbing fees)

Additional fees (meter fees, impact fees, pro-rata fees, fire sprinkler fees, etc.) may apply, depending on scope of project.

(4) Commercial - Miscellaneous:

\$75.00	Reroof
\$60.00	Fence
\$50.00	Sidewalk adjacent to public or private streets
\$50.00	Per approach
\$50.00	Demolition
\$100.00	Cell antenna monopole
\$35.00	Satellite
\$100.00	Fire sprinkler system with building permit
\$90.00	Mechanical
\$90.00	Electrical
\$90.00	Plumbing
\$50.00	Screening wall plus \$0.25 per linear foot
\$75.00	Paving repair/replacement
\$150.00	New parking lot, parking lot expansion
\$100.00	Grading
\$500.00	Foundation only
\$75.00	Temporary batch plant (fee due upon each 90-day renewal)
\$75.00	Temporary shipping container (per unit)
\$35.00	Temporary utility inspection
\$60.00	Retaining wall requiring a permit
\$100.00	Irrigation installation"

Section 4

That Sec. 50.34 (1) of Chapter 50, "Utility Rates and Fees," of the Code of Ordinances of the City of Garland, Texas, is hereby amended to read as follows:

"(1) Residential, commercial and industrial rates.

(a) Residential.

Volume Charge

First 3,000 gallons or less (per thousand)	\$4.35
Next 12,000 gallons (per thousand)	\$5.49
All over 15,000 gallons (per thousand)	\$8.78

(b) Commercial and industrial.

Volume charge per 1,000 gallons	\$5.76
---------------------------------	--------

(c) Customer charge per month for residential, commercial and industrial customers will be based on meter size:

<u>Meter</u>	<u>Rate</u>
5/8 inch	\$16.45
¾ inch	\$21.40
1 inch	\$22.65
1-1/2 inch	\$25.05
2 inch	\$33.20
3 inch	\$86.55
4 inch	\$106.85
6 inch	\$153.15
8 inch	\$206.65"

Section 5

That Sec. 50.35 of Chapter 50, "Utility Rates and Fees," of the Code of Ordinances of the City of Garland, Texas, is hereby amended to read as follows:

"(A) Residential users.

(1) Single-family residential users.

Customer charge	\$6.55 per month
Volume charge	\$4.50 per 1,000 gallons

Minimum monthly charge equals the customer charge per month. Maximum volume charge will not exceed a ceiling of 17,000 gallons per month. Volume charge is based on 98% of metered water consumption. Maximum charge will not exceed the customer charge plus volume charge for 17,000 gallons per month.

Bills will be based on 98% of the actual water volume not to exceed the customer's individual ceiling. The individual ceiling is 98% of the average metered water volume billed during the previous December-March period for that specific customer. In the event at least three of the four months are not complete months for that specific customer, the customer shall be billed based on 70% of the actual water volume.

(2) Duplex dwelling residential users.

Customer charge	\$6.55 per month
Volume charge	\$4.50 per 1,000 gallons

Minimum monthly charge equals the customer charge per month. Maximum volume charge will not exceed a ceiling of 34,000 gallons per month. Volume charge is based on 98% of metered water consumption. Maximum charge will not exceed the customer charge plus volume charge for 34,000 gallons per month.

Bills will be based on 98% of the actual water volume not to exceed the customer's individual ceiling. The individual ceiling is 98% of the average metered water volume billed during the previous December-March period for that specific customer.

(3) Apartment dwelling residential users.

Customer charge	\$6.55 per month
Volume charge	\$4.50 per 1,000 gallons

Minimum monthly charge equals the customer charge per month. Volume charge is unrestricted. Volume charge is based on 80% of metered water consumption.

(B) General commercial/industrial users.

Customer charge	\$6.55 per month
Volume charge	\$4.66 per 1,000 gallons

Minimum monthly charge equals the customer charge per month. Volume charge is unrestricted. Volume charge is based on 80% of metered water consumption.

(C) Major commercial/industrial users. A separate subclass and rate may be established for major commercial and industrial users.

(D) Delayed payment charges. Delayed payment charges shall be made in accordance with section 50.34(5).

(E) Outside City limits. Charges for service outside the City limits shall be as established by service contract.

(F) Tax adjustment clause. Bills may be increased by the proportionate part of any new tax, or increased rate of tax, or governmental imposition or charge (except state, county, City and special district ad valorem taxes, payments in lieu of taxes, and any taxes on net income) levied or assessed against the municipal wastewater utility or upon its business as a result of any new or amended laws after enactment of this section.

(G) Customer cities and major commercial/industrial users, specific wastewater treatment; surcharge; review procedures. The wastewater treatment charges for customer cities shall be as follows:

<u>Customer</u>	<u>Rate Per 1,000 Gallons</u>
Dallas	\$2.87
Richardson	\$2.50
Rowlett	\$2.67
Sachse	\$2.81
Sunnyvale	\$2.81

These charges will be based on 100% of the metered volume of actual wastewater discharged into the City. These rates do not abrogate any provisions under existing contracts between the City and the individual customer cities, but are supplemental to said contracts.

And further, the wastewater treatment rates for the individual industrial subclasses are to be:

<u>Customer</u>	<u>Rate Per 1,000 Gallons</u>
Kraft Foods	\$11.57
Sherwin-Williams	\$5.85
General Dynamics	\$4.85
Raytheon	\$4.85
Baylor Medical Center	\$4.85
Carroll Company	\$11.05
Economics Lab	\$11.33
Valspar Chemical Corp.	\$5.37
Texas Precision	\$4.85
L3 Communications	\$4.85
Daisy Brand	\$12.50
IFS/Ona Polymers	\$23.22

This sewerage effluent will be based on 80% of the water volume unless the customer has installed a City-approved flow-measuring device, in which case the total flow will be used.

A commercial/industrial surcharge will be applied if a user exceeds the quality loading data (weighted average biochemical oxygen demand (BOD) and weighted average total suspended solids (TSS)) used in the development of its user charge by 50%. When this excess is encountered, a surcharge will be computed which will be the actual cost of additional treatment. This surcharge will be computed by the following formula:

BOD and TSS Surcharge Calculation (mg/l)

$$S_1 = V \times (\text{BOD} - C) * A$$

$$S_2 = V \times (\text{TSS} - D) * B$$

Where:

S₁ = BOD Surcharge

S₂ = TSS Surcharge

V = Total water consumption in thousands of gallons during the billing period

A = Unit charge in dollars per liter for BOD

B = Unit charge in dollars per liter for TSS

C = Normal BOD strength allowance defined as 200 mg/l

D = Normal TSS strength allowance defined as 200 mg/l

BOD = Average 3-month biochemical oxygen demand concentration in mg/l

TSS = Average 3-month total suspended solids concentration in mg/l

In the event a customer places pretreatment equipment in the business process or for any other reason improves the quality of effluent, a review process may be requested by the industrial customer. To obtain this review, all of the following steps must be taken:

- (1) The customer must make a formal written request to the City Council through the City Secretary for this rate to be examined.
- (2) Formal assurances must be supplied that a change in the effluent due to sewerage pretreatment, product manufacturing change, or any other reason must be expected to remain in effect for at least 12 months or until the next scheduled rate review and change.
- (3) The customer must agree that the cost of sampling by City staff (or an independent party at the City's election) to determine the new loading factors, plus the cost of 2 more samples to be taken at the City's own discretion, will be prepaid by the customer. In the event the City elects not to take additional samples or if the next samples are part of the regularly scheduled sampling plan, the cost of the prepaid samples will be refunded by the City to the customer. The cost of samplings will be \$75.00 each, for a total of \$225.00.

The City shall have 45 days from the date the written request is received by the City Secretary to take action. This will be in the form of a resolution acted upon by the City Council. The effective date of the credit shall be the regular bill to the customer subsequent to the approved resolution by the Council. A rate credit may be in order to be approved by the City Council. The credit shall remain in effect until the next regular rate

schedule has been put into effect by the City Council unless the user's effluent increases significantly, in which case the provisions set forth above concerning surcharges shall apply. Should the customer be deemed entitled to a rate reduction, the maximum amount of the reduction to be allowed would be the variable costs associated with the new effluent loadings. This credit will be computed in the same manner as the surcharge as defined above. The City Council may take any action it deems equitable with respect to the customer's rate, but until such action is taken, the customer's obligation to pay rates previously established shall not be relieved unless this subsection is amended by proper Council action.

Prior to the implementation of the proposed rates for each budget year, each customer will have the right to an administrative review of the cost allocations. Computer calculations, work papers and sampling data shall be available for public review during normal business hours.

Nothing in this subsection shall be construed to supersede or abolish the industrial waste ordinance controlling allowable discharges (codified herein as section 22.140 et seq.) and associated penalties."

Section 6

That Sec. 50.38 of Chapter 50, "Utility Rates and Fees" of the Code of Ordinances of the City of Garland, Texas, is hereby amended to read as follows:

Sec. 50.38 Cross-connection control and prevention fees

- (A) Backflow prevention assembly registration fees. An annual nonrefundable registration fee of thirty-six dollars (\$36.00) shall be charged for each nonresidential backflow prevention assembly device.
- (B) Licensed backflow prevention assembly tester registration fee. The annual registration fee for approved testers shall be a nonrefundable fee of one hundred dollars (\$100.00).

Section 7

That Sec. 51. 74(D) (2) of Chapter 51, "General Utility Provisions" of the Code of Ordinances of the City of Garland, Texas, is hereby amended to read as follows:

"(2) Provide evidence to the Managing Director that the applicant has successfully completed a TCEQ accredited 8 hour hands on "Permit Confined-Space Entry Training" as specified by the Occupational Safety and Health Administration (29 CFR 1910.146) within the past 5 years. Non-TCEQ accredited "Confined Space Entry Training" will need to be verified and approved by the Managing Director;"

Section 8

That the Code of Ordinances of the City of Garland, as amended, shall be and remain in full force and effect save and except as amended by this ordinance.

Section 9

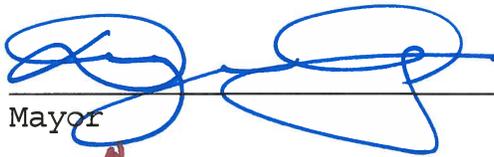
That the terms and provisions of this Ordinance are severable and are governed by Section 10.06 of the Code of Ordinances of the City of Garland, Texas.

Section 10

That this Ordinance shall become effective on October 1, 2016.

PASSED AND APPROVED on this the 6th day of September, 2016.

CITY OF GARLAND, TEXAS



Mayor

ATTEST:



City Secretary



ORDINANCE NO. 6858

AN ORDINANCE OF THE CITY OF GARLAND, TEXAS, ESTABLISHING CIVIL SERVICE CLASSIFICATIONS WITHIN THE POLICE AND FIRE DEPARTMENTS; PRESCRIBING THE NUMBER OF POSITIONS IN EACH CLASSIFICATION; PRESCRIBING THE BASE SALARY AND TYPES OF PAY FOR THOSE CLASSIFICATIONS; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, pursuant to Chapter 143 of the Texas Local Government Code, the City Council shall establish certain classifications and shall prescribe the number of positions in each of these classifications by ordinance, and

WHEREAS, the City Council has reviewed and approved a budget for the City for the fiscal year beginning October 1, 2016, and ending September 30, 2017, and

WHEREAS, such budget contains a program of planned expenditures for the police and fire departments, including changes to the operations and human resources of those departments,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS:

Section 1

That the City Council of the City of Garland, Texas, hereby establishes the classifications and number of authorized positions within each classification and the base salary and types of pay for those classifications as specified on "Exhibits A-1 through A-4" attached hereto and made a part hereof as if fully set forth herein.

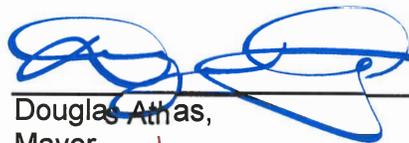
Section 2

That this Ordinance shall take effect on October 1, 2016.

PASSED AND APPROVED this the 6th day of September, 2016.

THE CITY OF GARLAND, TEXAS

By:



Douglas Athas,
Mayor

ATTEST:



Eloyce Rene Dowd,
City Secretary

EXHIBIT "A-1"

CIVIL SERVICE

2016/2017
Budgeted Positions



Classification	Number of Positions Effective 10-01-2016
Police Officer*	288
Police Supervisor	36
Police Captain	8
Assistant Chief	4
Police Chief (Managing Director)	1
Total	337



Classification	Number of Positions Effective 10-01-2016
Firefighter**	118
Driver	72
Lieutenant**	14
Captain	37
Battalion Chief	9
Assistant Chief	3
Fire Chief (Managing Director)	1
Total	254

* Includes three new requested Police Officer (School Resource) positions

** Revision as per City Council instruction on July 5th, 2016

EXHIBIT "A-2"

**Civil Service
2016-2017 Salary Schedules**
Effective 1/1/2017

Police

Years	Step	Classification	Hourly	Annual	Spread
Hire	1	Recruit	\$27.40	\$56,989	
6 months	2	Officer 2	\$28.08	\$58,397	2%
1 year	3	Officer 3	\$29.51	\$61,373	5%
2 year	4	Officer 4	\$31.10	\$64,695	5%
3 year	5	Officer 5	\$32.64	\$67,898	5%
4 year	6	Officer 6	\$33.86	\$70,432	4%
5 year	7	Officer 7	\$35.30	\$73,415	4%
10 years	8	Officer 8	\$37.09	\$77,152	5%
12 years	9	Officer 9	\$38.06	\$79,174	3%
Year 1	1	Supervisor 1	\$46.93	\$97,618	
Year 2	2	Supervisor 2	\$49.48	\$102,920	5%
Year 1	1	Captain 1	\$54.99	\$114,384	
Year 2	2	Captain 2	\$57.86	\$120,357	5%
Year 1	1	Assistant Chief 1	\$64.74	\$134,652	
Year 2	2	Assistant Chief 2	\$68.30	\$142,058	5%

Fire

Years	Step	Classification	Staff*	Shift**	Annual	Spread
Hire	1	Recruit 1	\$25.87	\$18.48	\$53,812	
6 months	2	Recruit 2	\$27.11	\$19.36	\$56,382	5%
1 year	3	Firefighter 3	\$28.36	\$20.26	\$58,999	5%
2 year	4	Firefighter 4	\$29.96	\$21.40	\$62,325	6%
3 year	5	Firefighter 5	\$31.26	\$22.33	\$65,025	4%
5 years	6	Firefighter 6	\$33.61	\$24.00	\$69,900	7%
7 years	7	Firefighter 7	\$34.46	\$24.61	\$71,670	3%
8.5 years	8	Firefighter 8	\$35.44	\$25.31	\$73,710	3%
Year 1	1	Fire Driver 1	\$37.57	\$26.83	\$78,139	
Year 2	2	Fire Driver 2	\$39.13	\$27.95	\$81,390	4%
Year 1	1	Lieutenant 1	\$41.81	\$29.86	\$86,961	
Year 2	2	Lieutenant 2	\$43.69	\$31.21	\$90,873	4%
Year 1	1	Captain 1	\$46.09	\$32.92	\$95,868	
Year 2	2	Captain 2	\$48.40	\$34.57	\$100,663	5%
Year 1	1	Battalion Chief 1	\$52.64	\$37.60	\$109,499	
Year 2	2	Battalion Chief 2	\$55.53	\$39.66	\$115,501	5%
Year 1	1	Assistant Chief 1	\$64.34	\$45.96	\$133,832	
Year 2	2	Assistant Chief 2	\$67.86	\$48.47	\$141,153	5%

* Staff - hourly rate calculated from 2080 hours per year

** Shift - hourly rate calculated from 2912 hours per year

EXHIBIT "A-3"

POLICE DEPARTMENT

**2016/2017
INCENTIVE PAY PLANS**

ELIGIBILITY:

1. Must be a full time, paid, duly sworn peace officer in the Garland Police Department.
2. Must have more than one year of service as a peace officer in the department.

CERTIFICATION AND EDUCATIONAL INCENTIVE PAY:

1. Certification Incentive

Description	Amount Per Month
Advanced Certification	\$75 per month
Master Certification	\$95 per month

2. Education Incentive

Description	Amount Per Month
Bachelor Degree	\$125 per month
Masters or Doctoral Degree	\$150 per month

ASSIGNMENT PAY:

Description	Amount Per Month
Officers designated by the Chief of Police as Field Training Officers (FTO) shall receive FTO Pay in compensation for this job assignment. This job assignment is of a temporary nature and can be removed at the discretion of the Chief of Police.	\$250 per month

BILINGUAL PAY:

Description	Amount Per Month
a) Certification by the State of Texas indicating proficiency in verbal bilingual skills.	\$100 per month
b) Certification by the State of Texas indicating proficiency in verbal and written bilingual skills.	\$150 per month

Note: The above is a synopsis of these special pay plans. Details of these plans are available from the Director of Civil Service or Chief of Police.

EXHIBIT "A-4"

FIRE DEPARTMENT

**2016/2017
INCENTIVE PAY PLANS**

ELIGIBILITY:

Must be a Certified Texas Firefighter

CERTIFICATION AND EDUCATIONAL INCENTIVE PAY:

1. Certification Incentive

- a) Per TCFP Rules
- b) Available to all ranks

Description	Amount Per Month
a) Intermediate	\$45 per month
b) Advanced	\$85 per month
c) Master	\$125 per month

2. Education Incentive

- a) Per TCFP Rules
- b) Available to all ranks

Description	Amount Per Month
1. Bachelor or Master Degree + Intermediate Certification	\$50 per month
2. Bachelor or Master Degree + Advanced Certification	\$100 per month
3. Bachelor Degree + Master Certification	\$150 per month
4. Master Degree + Master Certification	\$200 per month

EXHIBIT "A-4" (Continued)

ASSIGNMENT PAY:

Assignment Pay Incentive - Available to Firefighter, Driver/Engineer, Lieutenant and Captain classifications.

Description	Amount Per Month
a) Instructor II	\$25 per month
b) Instructor III Must be assigned full time to Training Division Not eligible for Intermediate Instructor incentive pay	\$100 per month
c) Paramedic Must be certified by the State, and be accepted by the City Medical Control Director and approved by the Fire Chief.	\$100 per month
d) Paramedic Paramedics who staff an ambulance receive an additional \$30 per shift.	\$30 per shift
e) Fire Inspector Must be certified and assigned to Inspection Section of Fire Prevention Bureau	\$100 per month
f) Fire/Arson Investigator Must be certified and assigned to the Investigation Section of Fire Prevention Bureau.	\$100 per month

BILINGUAL PAY:

Description	Amount Per Month
a) Certification by the State of Texas indicating proficiency in verbal bilingual skills.	\$100 per month
b) Certification by the State of Texas indicating proficiency in verbal and written bilingual skills.	\$150 per month

Note: The above is a synopsis of these special pay plans. Details of these plans are available from the Director of Civil Service or Fire Chief.

APPENDIX (F)
OPEB AND UNFUNDED LIABILITIES

Unfunded Actuarial Accrued Liabilities

UNFUNDED ACTUARIAL ACCRUED LIABILITIES

TEXAS MUNICIPAL RETIREMENT SYSTEM (TMRS)

All full-time City of Garland employees participate in the Texas Municipal Retirement System (TMRS) through payroll deductions and City-funded plan contributions. Due to changes in the actuarial methodologies utilized by TMRS, the City's contribution rate was scheduled to increase over an eight-year period beginning January 1, 2009, from 15.7% to 23.1%. Historically, TMRS did not account for annual Cost-of-Living Adjustments (COLAs) and Updated Service Credits in its calculation of contribution rates for member cities. Until December 2007, TMRS also did not have a methodology in place to recover costs over a finite period of time. As a result, TMRS cities accumulated Unfunded Actuarial Accrued Liabilities (UAALs) representing the present value of benefits earned in prior periods subtracted from the value of pension assets. At the time of the announced changes in the TMRS contribution rate, Garland's UAAL was estimated at \$201.4 million.

The scheduled increases in the TMRS contribution rate were required in order to fully fund the retiree benefits and amortize the elimination of the UAAL. However, an additional \$11.7 million a year, including \$7.2 million for the tax-supported General Fund, would be necessary for the City to fund the required 23.1% contribution rate. That amount was, and currently remains, beyond the City's funding capacity.

In order to maintain sustainable contribution rates for employee retirement, the TMRS Cost-of-Living Adjustments (COLAs) for both current and future retirees were discontinued in 2009. By making this modification to the benefit structure, the projected TMRS maximum contribution rate dropped from 23.1% to 17.1% and the UAAL declined from \$201.4 million to \$108.5 million. This action was consistent with the findings and recommendations of an outside actuarial firm hired to review the TMRS plan and the City's funding options.

City staff, along with outside consultants, have attempted to develop an alternative funding plan to restore at least modest COLAs for retirees. To date, however, those efforts have been unsuccessful. In September 2009, the City Manager announced an employee group which is further exploring the COLA issue.

Texas Senate Bill (SB) 350, entered into the 82nd Legislature and signed by Governor Rick Perry in 2011, restructured fund obligations and accounts of TMRS and the related actuarial and accounting procedures. The impact of SB 350 upon TMRS is a more efficient funding structure that reduces contribution rates for nearly every TMRS city, protects TMRS cities against the downside risk of leveraged adverse investment returns, enhances contribution rate stabilization, and eliminates the need for TMRS to build and maintain a substantial reserve fund. The TMRS UAAL and contribution rates for 2015 reflect the positive impact of restructuring under SB 350. It should be noted that TMRS actuaries adopted new mortality tables in 2015 that resulted in a significant increase in the City's UAAL from 2014.

**Texas Municipal Retirement System
(In Millions)**

	<u>January 1, 2015</u>	<u>January 1, 2016</u>	<u>January 1, 2017</u>
UAAL	\$39.0	\$30.1	\$38.7
Contribution Rate (Maximum)	11.0%	10.5%	11.1%

OTHER POST-EMPLOYMENT BENEFITS

In addition to retirement benefits paid through TMRS, eligible retirees receive group health and dental insurance benefits. These benefits are commonly referred to as Other Post-Employment Benefits (OPEB). In 2004, the Governmental Accounting Standards Board (GASB) issued Statement 45 establishing reporting and accounting standards for these benefits. Under GASB 45, the cost of Post-Employment Benefits must be recognized as they are earned by employees over the span of their careers rather than at the time the benefits are actually paid out by the City.

GASB 45 requires the City to disclose any Unfunded Actuarial Accrued Liability (UAAL) for OPEB in the notes of its annual financial statements. The UAAL is calculated by subtracting the present value of benefits earned in prior periods from the value of assets held to meet these liabilities. In addition, GASB 45 established that the Annual Required Contribution (ARC) must also be disclosed in Comprehensive Annual Financial Reports (CAFRs) beginning in FYE 2008. The ARC is defined as the amount the City would need to set aside each year to address the UAAL over a finite period of time. Finally, GASB 45 requires the City to record any net OPEB obligation on the City's balance sheet.

Carrying a large UAAL presents some concerns as it could potentially result in lower ratings from bond rating agencies in the future and adversely impact the City's ability to issue debt.

The City took the following steps in 2008 to mitigate the overall OPEB liability:

A. Fully Insuring Retirees Age 65 and Older:

The City Council approved in the FY 2007-08 Budget a measure to move all retiree insurance coverage for participants age 65 and older to a Medicare Supplemental Plan effective January 1, 2008, whereby an outside party assumed all claims risk liability on this group of retirees. Prior to this move, these retirees were covered under the City's self-insured plan.

B. Retiree Eligibility Restrictions for Health-Care Benefits:

1. Employees hired on or before February 1, 2008, are now required to meet the following stipulations in order to be eligible for health-care benefits:
 - a. Meet all TMRS retirement criteria.
 - b. Work for the City of Garland a minimum of five (5) full years.
2. Employees hired on or after February 1, 2008, are eligible to participate in group retiree benefits but are ineligible to receive City contributions towards their premiums until age 65 when they become eligible for Medicare benefits.
3. Current and future retirees under age 65 can opt out of group benefits until age 65 when they become eligible for Medicare. Retirees and their spouses have a one-time re-entry option within 30 days of their 65th birthdays. By providing this opt-out option, the City insures fewer risks and reduces its liability.

C. Funding Strategies:

1. The City established an irrevocable trust to fund the ARC, which is the amount the City would need to set aside each year to address the UAAL. In general, this assumes that the City makes contributions to a qualified trust which invests the contributions. Retiree benefit costs are reimbursed from the trust to the City, and excess contributions and earnings accumulate in the trust and are used to pay future retiree OPEB costs. However, due to funding constraints, the City does not anticipate being able to fully fund the ARC.
2. The City reduced its liability and risk by placing a cap on City contributions and contribution increases. Contributions were established at an amount of \$425 for retirees under age 65 and \$200 for those retirees age 65 and older; contribution increases were capped at a maximum of 3% per year. For FY 2016-17, the monthly City contribution per participant for the retiree group as a whole is \$446.

Without implementing the combined strategies of modifying benefits, eligibility, funding strategies, risk retention alternatives, and other options, the City would have recorded a UAAL of \$283.5 million, an ARC of \$15.1 million, and a Net OPEB Obligation of \$11.6 million on its balance sheet for FYE 2008. For FYE 2015, the City's UAAL stands at \$84.1 million, the ARC at \$6.2 million, and the Net OPEB Obligation at \$20.2 million.

**Other Post-Employment Benefits Liability
(In Millions)**

	FYE <u>09/30/13</u>	FYE <u>09/30/14</u>	FYE <u>09/30/15</u>
UAAL	\$86.0	\$85.5	\$84.1
ARC	7.4	7.6	6.2
Net OPEB Obligation	15.9	18.5	20.2

APPENDIX (G)
FIREWHEEL GOLF PARK
COMBINED FUND SUMMARY

City of Garland / Garland Foundation for Development
Firewheel Golf Park Combined Fund Summary - 2016-17

**CITY OF GARLAND / GARLAND FOUNDATION FOR DEVELOPMENT
FIREWHEEL GOLF PARK COMBINED FUND SUMMARY
2016-17**

	TOTAL 2015-16 APPROVED	City of Garland 2015-16 REVISED	GFDC 2015-16 REVISED	TOTAL 2015-16 REVISED	City of Garland 2016-17 APPROVED	GFDC 2016-17 APPROVED	TOTAL 2016-17 APPROVED
REVENUE							
Green Fees	\$1,879,633	\$1,889,258	\$0	\$1,889,258	\$1,898,944	\$0	\$1,898,944
Golf Carts	936,646	926,641	0	926,641	954,741	0	954,741
Range	130,710	126,698	0	126,698	128,485	0	128,485
Food & Beverage	597,989	0	629,048	629,048	0	635,159	635,159
Merchandise	221,955	228,778	0	228,778	223,632	0	223,632
Miscellaneous Revenue	11,500	7,500	5,000	12,500	7,500	5,000	12,500
Transfer from General Fund	0	500,000	0	500,000	0	0	0
TOTAL REVENUE	\$3,778,433	\$3,678,875	\$634,048	\$4,312,923	\$3,213,302	\$640,159	\$3,853,461
EXPENDITURES							
Personnel	\$2,141,560	\$985,815	\$1,071,643	\$2,057,458	\$1,123,243	\$1,088,954	\$2,212,197
Operations	1,873,235	1,466,515	434,800	1,901,315	1,472,010	426,200	1,898,210
Capital	43,396	49,569	0	49,569	31,999	0	31,999
Sub-Total	\$4,058,191	\$2,501,899	\$1,506,443	\$4,008,342	\$2,627,252	\$1,515,154	\$4,142,406
Transfer to GFDC	0	875,000	(875,000)	0	880,000	(880,000)	0
IT Replacement Fund	15,409	15,409	0	15,409	17,105	0	17,105
Total Operating Expenditures	\$4,073,600	\$3,392,308	\$631,443	\$4,023,751	\$3,524,357	\$635,154	\$4,159,511
Transfer to Other Funds	\$2,406	\$2,406	\$0	\$2,406	\$2,383	\$0	\$2,383
TOTAL EXPENDITURES	\$4,076,006	\$3,394,714	\$631,443	\$4,026,157	\$3,526,740	\$635,154	\$4,161,894
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$297,573)	\$284,161	\$2,605	\$286,766	(\$313,438)	\$5,005	(\$308,433)
BEGINNING FUND BALANCE	(\$720,276)	(\$476,540)	(\$1,576)	(\$478,116)	(\$192,379)	\$1,029	(\$191,350)
Change in Fund Balance	(297,573)	284,161	2,605	286,766	(313,438)	5,005	(308,433)
ENDING FUND BALANCE	(\$1,017,849)	(\$192,379)	\$1,029	(\$191,350)	(\$505,817)	\$6,034	(\$499,783)

APPENDIX (H)

GARLAND PLUS FIVE

Garland Plus Five (General Fund Five-Year Forecast)

Garland Plus Five

General Fund

Five-Year Forecast

Summary Version

As of September 2016



Garland Plus Five Forecast

Major Assumptions – Three Largest Revenue Sources

□ **Property Tax Base**

Assessments reached lowest point in 2012-13:

Y1	2017-18	5.0%	Y4	2020-21	2.6%
Y2	2018-19	3.3%	Y5	2021-22	2.6%
Y3	2019-20	3.0%			

□ **Sales Tax Revenue**

Sales Tax reached lowest point in 2009-10:

Y1	2017-18	3.0%	Y4	2020-21	3.8%
Y2	2018-19	2.0%	Y5	2021-22	2.5%
Y3	2019-20	2.4%			



Garland Plus Five Forecast

Major Assumptions – Three Largest Revenue Sources

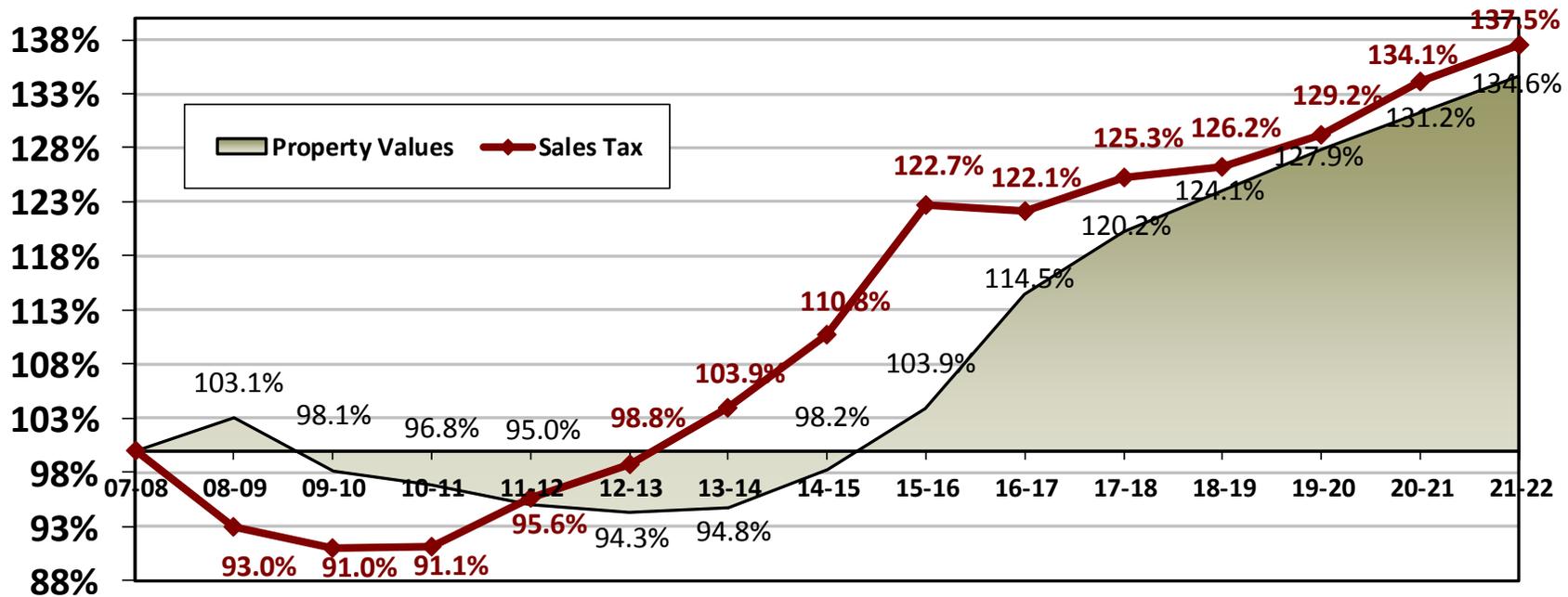
□ **Garland Power and Light - Return on Investment (ROI)**

Assumes no increase until 2020-21:

Y1	2017-18	0%
Y2	2018-19	0%
Y3	2019-20	0%
Y4	2020-21	2.5%
Y5	2021-22	2.5%

Historical and Assumed General Fund Revenue Trends

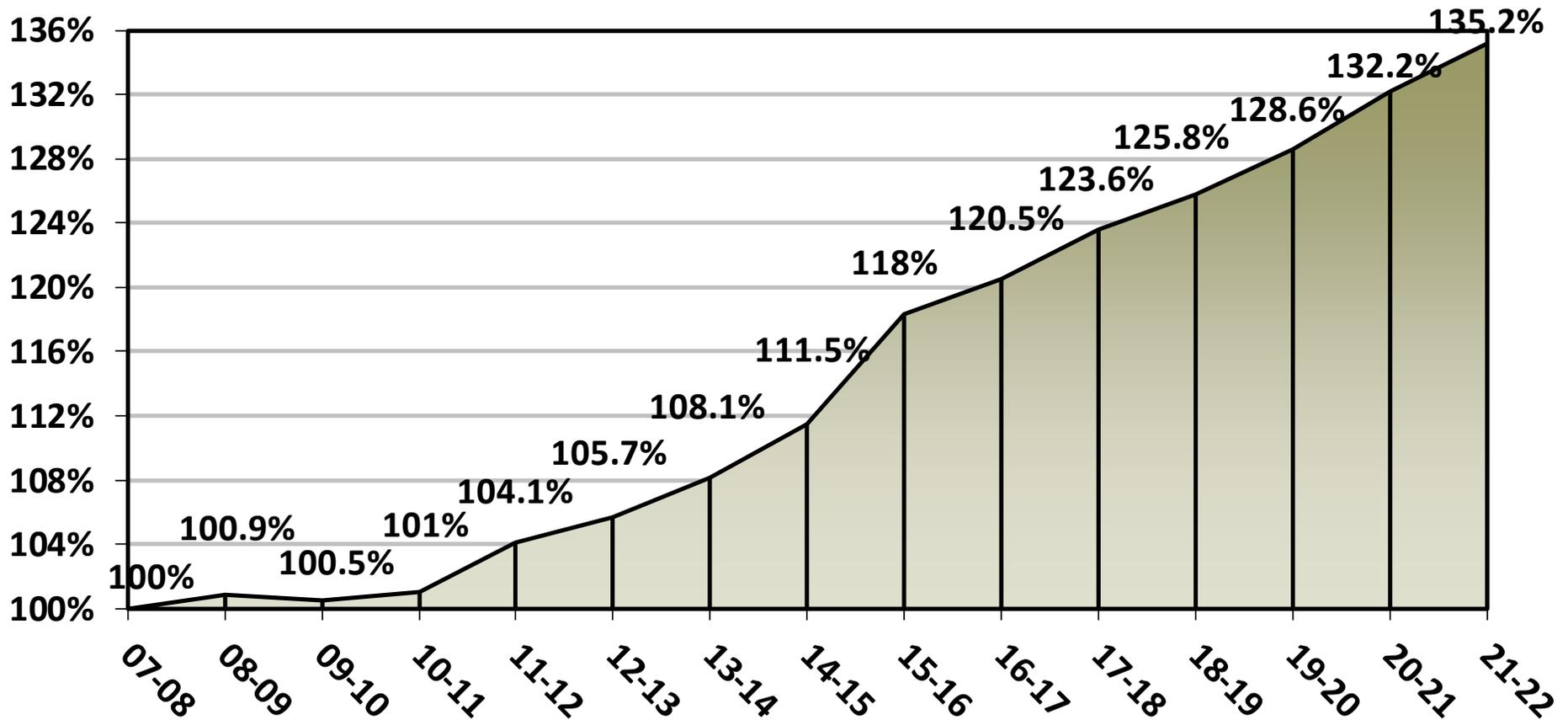
Property and Sales Tax Revenue – Compared to Prerecession Levels



Reflected as percentage of base year – 2007-08.

Historical and Assumed General Fund Revenue Trends

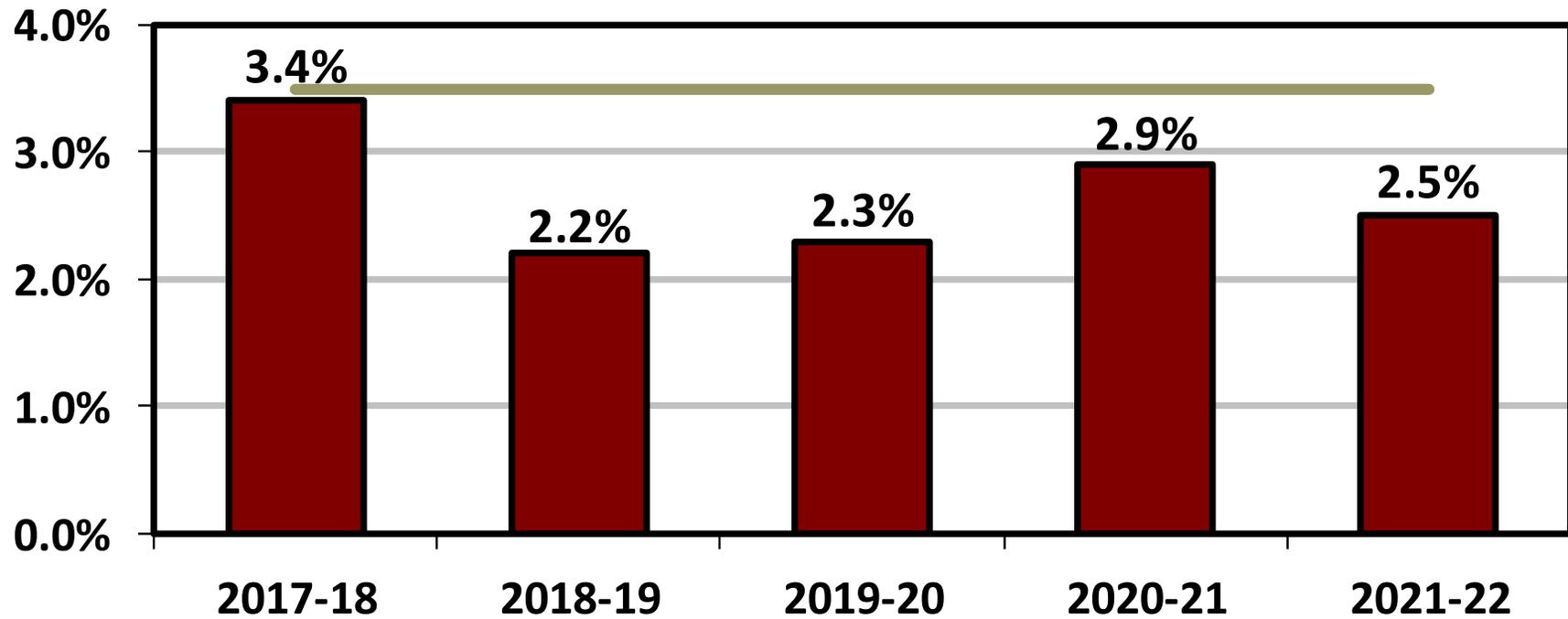
Total General Fund Revenue – Compared to Prerecession Levels



Reflected as percentage of base year – 2007-08.

Forecast General Fund Revenue Growth

Expressed as Percentage Change



— 3.5% Goal.



Garland Plus Five Forecast

Major Assumptions – Expenditures

- **Employee Compensation Assumptions**

Y1 2017-18 2.5%

Y2 2018-19 2.5%

Y3 2019-20 2.5%

Y4 2020-21 2.5%

Y5 2021-22 2.5%

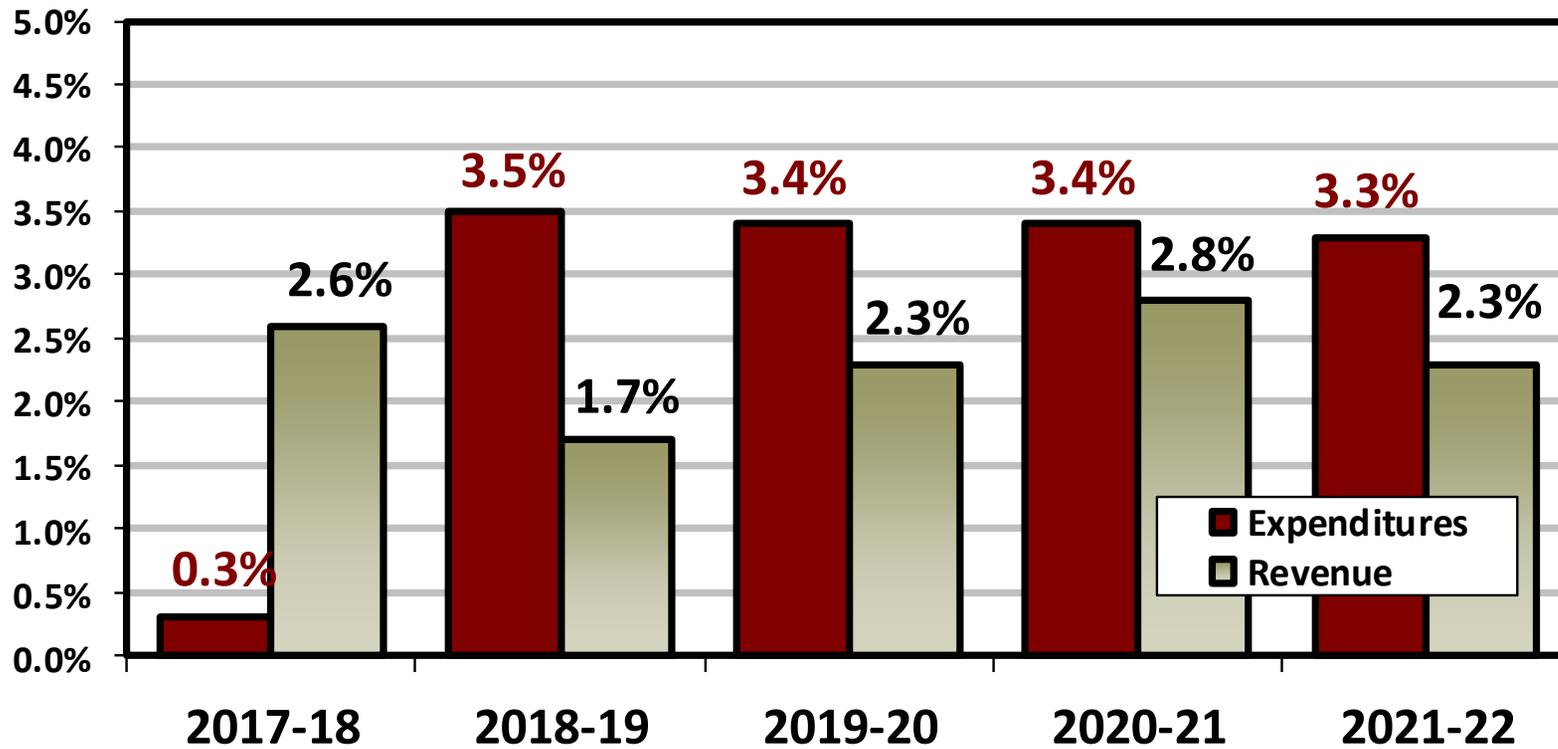
- **Benefit Costs Assumptions**

Health Insurance cost increases average 7.5% to 8.6% a year.

Texas Municipal Retirement System – no further increases.

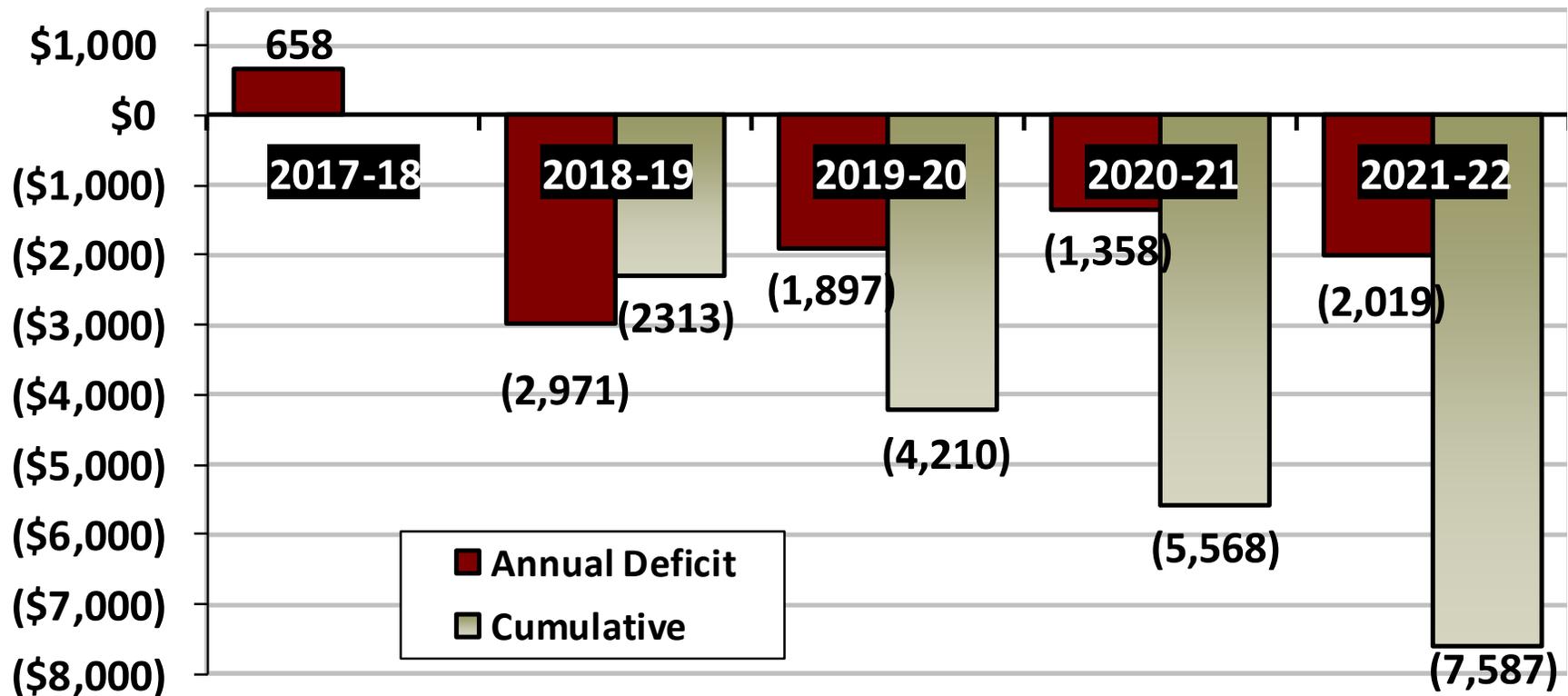
Forecast General Fund Revenue and Expenditures

Expressed as Percentage Change



General Fund Projected Deficit

Annual and Cumulative – In Thousands



Annual Deficit assumes that the prior year deficit is resolved by ongoing revenue or expenditure cuts – rather than one-time measures.

Forecast General Fund Deficits

Before Applying One-Time Funds

	2017-18	2018-19	2019-20	2020-21	2021-22
Forecast Deficit	\$658,084	(\$2,970,611)	(\$1,896,508)	(\$1,357,891)	(\$2,019,313)
Tax Rate Equivalent	(0.52)	2.28	1.41	0.98	1.43
Cumulative Rate Equiv.		1.76	3.17	4.15	5.58

CITY OF GARLAND
Garland Plus Five
September, 2016

	Y0 2016-17	Y1 2017-18	Y2 2018-19	Y3 2019-20	Y4 2020-21	Y5 2021-22
REVENUE						
Property Taxes	\$47,440,167	\$49,800,258	\$51,425,515	\$52,990,589	\$54,359,853	\$55,758,055
Property Taxes - Prior Years	524,251	547,803	565,681	582,896	597,958	613,339
Sales Tax - Base	28,920,708	29,791,992	30,391,606	31,003,287	31,627,280	32,263,688
FTC Sales Tax Reserve Transfer	250,000	250,000	250,000	250,000	250,000	250,000
Sales Tax - Firewheel Town Center	(527,064)	(542,943)	(553,870)	(565,018)	(144,097)	0
Sales Tax - Academy Sports Incentives	(163,656)	(168,586)	(171,979)	(80,129)	0	0
Sales Tax - Walmart Incentives	(146,524)	(150,938)	(153,976)	(157,075)	(160,237)	(163,461)
Sales Tax - Saigon Mall Incentives	(39,610)	(40,803)	(41,625)	(21,231)		
Harbor Point Incentive	(356,349)	(368,930)	(381,112)	(392,859)	(403,047)	(413,453)
GP&L ROI	19,451,298	19,451,298	19,451,298	19,451,298	19,937,580	20,436,020
Sub-Total	95,353,221	98,569,151	100,781,537	103,061,759	106,065,291	108,744,189
Percentage Growth	7.7%	3.4%	2.2%	2.3%	2.9%	2.5%
Mixed Drink	372,960	384,196	391,929	399,817	407,864	416,071
Bingo Tax	124,144	124,144	124,144	124,144	124,144	124,144
TXU Franchise Fee	1,147,559	1,167,213	1,187,203	1,207,536	1,228,217	1,249,247
Atmos Gas Franchise Fee	1,945,475	1,984,631	2,024,575	2,065,323	2,106,891	2,149,286
Telecommunications/Cable Franchise Fee	4,257,168	4,108,167	4,026,004	3,885,094	3,807,392	3,674,133
Commercial Sanitation Franchise Fee	284,608	361,745	369,026	376,453	384,030	391,757
Landfill Revenue	10,768,523	10,985,257	11,206,354	11,431,900	11,661,986	11,896,651
EMS - Ambulance Transport	3,147,581	3,231,033	2,686,734	2,773,050	2,862,139	2,868,213
EMS FEE	1,505,915	1,505,915	1,505,915	1,505,915	1,505,915	1,505,915
Impound Vehicles	256,621	256,621	256,621	256,621	256,621	256,621
E911 Fees	1,746,730	1,742,363	1,724,940	1,716,315	1,712,024	1,712,024
False Alarm Fees	148,448	153,217	153,543	158,476	163,567	163,914
Police Services	2,454,205	2,318,588	2,396,677	2,474,838	2,560,359	2,645,815
Swimming Pool Fees	491,500	507,290	508,369	524,701	541,558	542,707
Mowing Liens	371,972	371,972	373,832	375,701	377,580	373,804
Salvage	503,375	503,375	503,375	503,375	503,375	503,375
Other Service Charges	617,653	637,496	638,852	659,376	680,560	682,004
Investment Earnings	193,331	196,811	200,747	204,762	208,857	213,035
Grant Revenues	724,262	263,000	263,000	263,000	263,000	263,000
PILOT	5,310,101	5,575,606	5,798,630	5,972,589	6,211,493	6,522,067
Water Franchise Fees	3,236,317	3,430,496	3,636,326	3,854,505	4,085,776	4,330,922
Wastewater Franchise Fees	1,749,279	1,784,265	1,819,950	1,856,349	1,893,476	1,931,345
Solid Waste Franchise Fees	950,901	969,919	989,317	1,009,104	1,029,286	1,049,872
G&A Charges	9,316,444	9,611,022	9,934,718	10,258,712	10,613,215	10,967,445
Building Permits	1,200,646	1,236,665	1,273,765	1,311,978	1,311,978	1,351,338
Rezoning Fees	125,501	129,266	129,266	133,144	137,138	137,138
Public Works Inspection Fees	188,953	194,622	194,622	200,460	206,474	206,474
Electric and Plumbing Permits	585,543	603,109	603,109	621,203	639,839	639,839
Sign Permits	101,075	104,107	104,107	107,230	110,447	110,447
Animal Licenses	60,435	62,377	62,509	64,517	66,590	66,731
Animal Pound	273,100	281,874	282,473	291,548	300,915	301,553
Inspection Fees - Multi-Family	273,669	281,879	281,879	290,335	299,046	299,046
Rental Registration Fees	302,800	311,884	311,884	321,241	330,878	330,878
Other Permits and Licenses	1,536,174	1,585,526	1,588,898	1,639,944	1,692,630	1,696,222
Municipal Court	4,891,276	5,048,416	5,059,153	5,221,686	5,389,442	5,400,879
Library Fines	116,714	120,464	120,720	124,598	128,601	128,874
Rents and Concessions	814,786	840,962	842,751	869,826	897,770	899,675
Indirect Cost Transfers	613,000	619,130	625,321	631,575	637,890	644,269
Sub-Total	62,708,744	63,594,624	64,201,238	65,686,943	67,338,961	68,646,729
Percentage Growth	3.6%	1.4%	1.0%	2.3%	2.5%	1.9%
TOTAL REVENUE PROJECTED	\$158,061,965	\$162,163,775	\$164,982,775	\$168,748,701	\$173,404,252	\$177,390,918
CHANGE FROM PRIOR YEAR	\$8,983,737	\$4,101,810	\$2,819,000	\$3,765,927	\$4,655,551	\$3,986,666
PERCENTAGE CHANCE	6.0%	2.6%	1.7%	2.3%	2.8%	2.3%
Top Three Revenues:						
Property Taxes	10.4%	5.0%	3.3%	3.0%	2.6%	2.6%
Sales Tax	9.2%	3.0%	2.0%	2.4%	3.8%	2.5%
ROI	0.0%	0.0%	0.0%	0.0%	2.5%	2.5%
Total	7.7%	3.4%	2.2%	2.3%	2.9%	2.5%

CITY OF GARLAND
Garland Plus Five
September, 2016

	Y0 2016-17	Y1 2017-18	Y2 2018-19	Y3 2019-20	Y4 2020-21	Y5 2021-22
EXPENDITURES						
Compensation and Burden	\$99,978,411	\$102,501,823	\$105,127,826	\$107,828,190	\$110,605,299	\$113,461,622
Employee Health Insurance	14,601,945	15,701,471	17,056,508	18,340,864	19,923,680	21,423,933
Added Positions	0	0	0	0	0	0
Sub-Total	114,580,356	118,203,295	122,184,335	126,169,054	130,528,979	134,885,555
Operating Expenditures	10,005,740	10,095,792	10,186,654	10,278,334	10,370,839	10,464,176
Fleet Service Costs	3,381,825	3,488,756	3,606,255	3,723,864	3,852,547	3,981,130
Fuel Cost	1,788,156	1,838,224	1,889,695	1,942,606	1,996,999	2,052,915
ERF	1,932,601	1,993,708	2,060,856	2,128,065	2,201,603	2,275,084
Capital	1,508,663	638,552	644,299	650,097	655,948	661,852
Charge-outs	(1,826,656)	(1,884,413)	(1,947,880)	(2,011,405)	(2,080,911)	(2,150,364)
Sub-Total Operations and Capital	16,790,329	16,170,618	16,439,878	16,711,561	16,997,024	17,284,793
Customer Service	223,137	230,192	237,945	245,705	254,196	262,680
Facilities Management	4,818,807	4,971,174	5,138,601	5,306,183	5,489,544	5,672,765
IT	8,978,659	9,270,465	9,571,756	9,882,838	10,204,030	10,535,661
IT Project Fund	721,906	758,001	795,901	835,696	877,481	921,355
IT Infrastructure Replacement	900,000	1,000,000	1,100,000	1,200,000	1,200,000	1,200,000
Warehouse	255,548	263,628	272,507	281,394	291,118	300,835
Sub-Total	15,898,057	16,493,461	17,116,710	17,751,816	18,316,369	18,893,296
Transfers to LTD	173,938	179,438	185,481	191,530	198,149	204,762
Transfers to Infrastructure	9,924,026	7,093,987	7,765,987	8,391,987	9,020,987	9,651,987
Transfer to Free Lunch Program & Fair Housing	79,646	79,646	79,646	79,646	79,646	79,646
Transfer to Capital Improvement Program	412,000	0	0	0	0	0
Transfers to Self Insurance	3,014,484	3,089,846	3,167,092	3,246,270	3,327,426	3,410,612
Transfers to Landfill Sinking Fund	1,301,559	1,399,622	1,455,606	1,513,830	1,574,383	1,637,359
Sub-Total	14,905,653	11,842,539	12,653,812	13,423,263	14,200,591	14,984,366
TOTAL BASE EXPENDITURES	\$162,174,395	\$162,709,913	\$168,394,736	\$174,055,694	\$180,042,964	\$186,048,010
CHANGE IN EXPENDITURES	11,774,056	535,517	5,684,823	5,660,959	5,987,269	6,005,046
PERCENTAGE CHANGE	7.83%	0.3%	3.5%	3.4%	3.4%	3.3%
NET CASH FLOW - Cumulative Impact	(\$4,112,430)	(\$546,138)	(\$3,411,961)	(\$5,306,993)	(\$6,638,712)	(\$8,657,092)
See Note Below *			(658,084)	2,312,527	4,209,035	5,566,926
FUND BALANCE						
Beginning Fund Balance	\$16,222,524	\$12,104,280	\$12,400,058	\$12,800,624	\$13,202,666	\$13,630,880
Assumed Carry-Over		1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Cash Flow	(4,112,430)	(546,138)	(4,070,046)	(2,994,467)	(2,429,677)	(3,090,166)
Unreserved Fund Balance	\$12,110,094	\$13,058,142	\$9,830,013	\$11,306,157	\$12,272,989	\$12,040,714
Fund Balance Requirement	\$12,104,280	\$12,400,058	\$12,800,624	\$13,202,666	\$13,630,880	\$14,060,026
Excess / (Deficit)	\$5,814	\$658,084	(\$2,970,611)	(\$1,896,508)	(\$1,357,891)	(\$2,019,313)
Tax Rate Equivalent	(0)	(0.52)	2.28	1.41	0.98	1.43
Cumulative			1.76	3.17	4.15	5.58

(1) *Assumes each year's deficit is resolved with measures that are ongoing versus one-time.

APPENDIX (I)

GLOSSARY AND ACRONYMS

Glossary of Terms
Acronyms

GLOSSARY OF TERMS

This Budget contains specialized and technical terminology that is unique to public finance and budgeting and the City of Garland. To assist the reader of the Budget in understanding these terms, a glossary has been included.

Account – Expenditure classification according to the types of items purchased or services obtained; for example, outside services, materials, supplies, and equipment.

Accrual Basis – The basis of accounting under which transactions are recognized when they occur, regardless of the timing of cash flows.

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

Ad Valorem – A tax computed from the assessed value of land and improvements.

Affordable Care Act – Federal legislation enacted in March 2010 intended to increase the quality, affordability, and rate of insurance coverage for Americans while reducing the costs of health care to individuals and the government.

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

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

Assessed Valuation – A value established by the Dallas Central Appraisal District (DCAD) determining the market value of real and business personal property for the purpose of tax assessment.

Assets – Resources owned or held by the City that have monetary value.

Bond – A written promise to pay a sum of money on a specific date at a specified interest rate. The most common types of bonds are General Obligation (G.O.) and Revenue (Water/Sewer) bonds. These are most frequently used for construction of large capital projects, such as buildings, streets, and water lines.

Bond Funds – Resources derived from issuance of bonds for capital improvements and authorized by vote of the citizens of Garland.

Budget – A comprehensive financial plan which estimates anticipated revenue and projected expenditures for a period of one year.

Budget Amendment – A legal procedure utilized by the City staff and City Council to revise a budget appropriation.

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

Budget Document – The instrument used by the budget-making authority to present a comprehensive financial program to the City Council.

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

Budgetary Control – The control or management of the organization in accordance with the Adopted Budget for the purpose of keeping expenditures within the limitations of approved appropriations.

Capital Expense – Any item purchased by the City which meets the City’s capitalization criteria. These criteria are: it has a value of \$5,000 or more, it has an anticipated life of more than one year, and/or it can be readily identified and tracked as an individual item. These expenditures result in the acquisition of or addition to fixed assets.

Capital Improvement Program (CIP) – A 5-year plan of capital projects including estimated costs and funding sources as revised by the City Council each year.

Capital Project – A project or expenditure that adds to the City’s fixed assets – including the construction of infrastructure, major facilities, and the acquisition of large equipment (\$30,000 or more). Capital projects generally involve a “multi-year” process which spans more than one fiscal year.

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

Cash Funded CIP – A transfer of funds budgeted in the operating fund for the three utilities (Electric, Water, and Wastewater) to a multi-year capital account to be used for capital projects. Transferring cash reduces the amount of debt that must be issued to fund various projects.

Certificates of Obligation (COs) – Legal debt instruments which finance a variety of projects such as sanitation trucks, fire equipment, and remodeling. These certificates are backed by the full faith and credit of the issuing government and are financed through property tax and/or utility revenues, generally for a shorter term than bonds. COs are authorized by the City Council.

Charge Outs – Personnel expenses that are charged to another department or project in a different fund.

Commercial Paper – Type of short-term promissory note with a maturity ranging from one to 270 days.

Community Development Fund – A special revenue fund supported by Housing & Urban Development (HUD) that funds community improvement projects in low-income areas within the city. The use of these funds follows Federal guidelines and is approved by the City Council.

Customer Service Fund – An internal service fund responsible for the billing and collection of all utility revenue as well as customer requests concerning billing, rates, metering, and credit policies.

Debt Service – The City's obligation to pay the principal and interest on debt issues.

Debt Service Fund – The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, long-term debt principal, interest, and related costs.

Deficit – The excess of expenditures over revenues during an accounting period; or, in the case of Proprietary Funds, the excess of expenses over income during an accounting period.

Delinquent Taxes – Real or personal property taxes that remain unpaid on and after February 1st of each year.

Department – A segment of the organization responsible for managing and administering services within a functional area.

Depreciation – The portion of a capital asset that is charged as an expense during a particular accounting period. Depreciation is not a budgeted expenditure.

Economic Development Fund – A fund that directs business and real estate investment into strategic geographic areas in a way that rejuvenates the City’s urban form. This function was moved out of the General Fund into a newly created Economic Development Fund for reasons of financial transparency and to more accurately track revenues and expenditures specifically associated with department endeavors.

Effective Tax Rate – Based on State law, a calculated tax rate that would yield the same amount of revenue received in the prior fiscal year on real property plus the amount needed to pay tax-pledged long-term debts for the upcoming fiscal year.

Electric Utility Fund – An enterprise fund that accounts for the resources and expenditures associated with the production and distribution of electricity. The City’s Electric Department is known as Garland Power & Light (GP&L).

Encumbrance – The commitment of budgeted funds to purchase an item or service. To encumber funds means to set aside or reserve funds for specific future expenditures.

Ending Balance – The ending balance of a fund that is not expended. It takes into account the beginning balance, revenue, and expenditures. Year-end encumbrances that will roll forward have not been reserved.

Enterprise Funds – Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public are recovered primarily through user charges. Along with the Internal Service Funds, they are Proprietary Fund types.

Equipment Replacement Fund – An internal service fund used to account for the proceeds accumulated from other funds for the future replacement of deteriorated equipment. This replacement reserve charge is based on expected life and anticipated replacement cost of the equipment.

Expenditures – The cost of goods received or services rendered during a fiscal year where cash payments have been made or encumbered.

Facilities Management Fund – An internal service fund that provides custodial, maintenance, and general construction service for the City. It also manages the City’s use of utilities.

Fiscal Year – The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Garland has a fiscal year of October 1 through September 30 as established by the City Charter.

Fleet Services Fund – An internal service fund that accounts for the resources and expenditures of maintaining the City’s fleet of vehicles.

Franchise Tax – A charge paid for the use of City streets and public rights-of-way.

Freeport Exemption – An exclusion of ad valorem taxes on specific business personal property that is expected to be on the premises of the taxpayer for 175 days or less. The purpose of the exemption is to allow businesses to ship short-term inventory in and out of Texas without incurring a tax liability.

Fund – An accounting device established to control receipt or disbursement of income from sources set aside to support specific activities or attain certain objectives.

Fund Balance – The amount at fiscal year-end including beginning fund balance plus total revenue minus total expenditures. Fund balance is found in governmental fund types. Fund Balance may also be thought of as the unreserved, undesignated portion of total assets minus total liabilities.

General and Administrative (G&A) – The allocated costs charged by the General Fund for services provided to a department in another fund.

General Fund – The General Fund is the general operating fund of the City. All general tax revenues and receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. It includes basic operating services such as general administration, police and fire protection, health services, parks and recreation, and libraries. It is a governmental fund type.

General Obligation Bonds (GOs) – Legal debt instruments which finance a variety of public projects such as streets, buildings, and park improvements. These bonds are backed by the full faith and credit of the municipal government and are financed through property tax revenues. In Texas, GO bonds must be authorized by public referenda.

Goal – A long-range desirable development attained by time-phased objectives and designed to carry out a strategy.

Golf Fund – An enterprise fund that accounts for the resources and expenditures associated with the public golf course at Firewheel.

GP&L – Garland Power and Light, the City's department that manages the Electric Utility Fund.

Grant – A contribution by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the State and Federal governments. Grants are usually made for specified purposes.

Group Health Insurance Fund – An internal service fund that accounts for each employee's medical insurance plan which is administered by a third party. The City makes deposits to the Fund each pay period for each employee covered by these medical insurance plans, and payments of employees' medical claims or HMO premiums are made from this Fund.

Heliport Fund – An enterprise fund that accounts for the resources (terminal lease space, hangar lease space, and fuel sales) and expenditures associated with the operation of the City's heliport.

Hotel/Motel Tax Fund – A special revenue fund that accounts for the resources and expenditures of special events and hotel/motel occupancy taxes. By State law, the use of these taxes is restricted.

Indirect Costs – Costs associated with, but not directly attributable to, providing a product or service. These costs are usually incurred by central service departments in support of operating departments.

Information Technology Fund – An internal service fund responsible for coordinating and maintaining the City's computer network, automation infrastructure, and telecommunication services.

Information Technology (IT) Project Fund – An internal service fund used to account for the proceeds accumulated from other funds to provide more effective financial oversight for technology-related project costs. All projects included in the Fund have undergone a comprehensive review, cost analysis, and approval process outlined by the internal Information Technology Board (ITB).

Information Technology (IT) Replacement Fund – An internal service fund used to account for the proceeds accumulated from other funds for the future replacement of deteriorated personal computer equipment. This replacement reserve charge is based on anticipated replacement cost of the equipment.

Infrastructure Repair & Replacement Fund – This special revenue fund is responsible for the repair and replacement of City streets and alleys. It is supported by funds transferred from the General Fund.

Interfund Transfers – Amounts transferred from one fund to another.

Intergovernmental Revenue – Grants, entitlements, and cost reimbursements from the Federal or State or another local government.

Internal Service Funds – Internal service funds are Proprietary Fund types, and are used to account for the financing of goods or services provided by one department to or on behalf of other departments of the governmental unit, or to other governmental units, on a cost reimbursement or allocation basis.

Intragovernmental Revenue – A transfer from one fund to another, realized as revenue in the receiving fund, to recover the cost of services provided. This includes, but is not limited to, indirect costs, general and administrative costs, and payments in lieu of taxes.

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

Key Results – Departmental goals and objectives as they correspond to the Citywide goals set by the City Council.

Levy – The City Council's authority to impose taxes, special assessments, fines, fees, and charges.

Liabilities – Debt or other legal obligations arising out of transactions in the past that must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances. The Annual Budget reflects only current period expenditures rather than liabilities.

Library Grant Fund – The Library Grant Fund is a contribution by the Northeast Texas Library System (NETLS) to the City of Garland. NETLS contributions to local governments are from the State and Federal government. This fund was dissolved in FY 2012-13.

Line Item Budget – A budget prepared along organizational lines that focuses on expenditure categories. This provides the building blocks for the total Budget.

Long Term Disability Fund – An internal service fund responsible for the City's Long Term Disability Program. The City and participating employees contribute to the Fund each pay period. Long-term disability payments are then made out of this Fund.

Mission Statement – A departmental statement that describes what the department does, why it does it, and who benefits from it.

Modified Accrual Accounting Basis – A basis of accounting in which some expenditures are accrued but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are incurred when the funds are encumbered, while revenues are not recorded until they are actually received or are "measurable" and "available for expenditure." This type of accounting basis is the standard for most governmental fund types.

Non-Departmental – A cost center established in each major operating fund to account for expenditures which are not associated with a particular department within the fund.

Objective – Attached to a goal, it describes something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Operating Budget – Plans of current expenditures and the proposed means for financing them. The Annual Operating Budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of the City are controlled.

Operating Expense – Expenditures in individual organizational budgets for supplies, materials, maintenance, professional services, etc. Generally means the same as Operations & Maintenance (O&M).

Ordinance – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a State statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

Organization – The unit within Garland's governmental structure which has responsibility for accomplishing specific programs and functions of the City.

Other Post Employment Benefits – An accounting concept created by the Governmental Accounting Standards Board describing costs and financial obligations that governments incur when they provide postemployment benefits other than pensions as part of compensation for services rendered by their employees.

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

Personnel Expense – All costs related to compensating employees, including salaries and benefits.

Property Tax – Taxes levied on all real and personal property according to the property's valuation and tax rate, in compliance with State Property Tax Code.

Public Health / Immunization Grant Fund – A fund established to provide a complete collection of both the Public Health services fees and grant-funding.

Rate Mitigation Fund – A fund established for the Electric Utility whereby savings from reduced TMPA charges to Garland are reserved to protect against rate spikes anticipated from future debt payments.

Rating – The creditworthiness of a city as evaluated by independent agencies.

Real Property – Property classified by the State Property Tax Board including land and improvements used for residential single and multi-family; vacant lots; acreage; farm and ranch improvements; commercial and industrial; and oil, gas, and other mineral reserves.

Recreation Performance Fund – An enterprise fund which accounts for recreation center activities that are supported by user charges.

Revenue – Funds the City receives as income that includes tax payments, fees for services, receipts from other governments, fines, forfeitures, grants, and interest income.

Revenue Bonds – Legal debt instruments which finance public projects for utilities such as Water or Sewer. Revenues from the utility are pledged to pay principal and interest on the bonds. In Texas, Revenue Bonds may or may not be authorized by public referenda.

Safelight Fund – A fund established to collect penalty fees from red light running through the use of sensor-activated cameras. The funds are restricted to covering direct program expenditures and enhancements to traffic and public safety.

Self Insurance Fund – An internal service fund that accounts for general and vehicle liability, Workers Compensation, risk management, and all forms of insurance (except health and long term disability) as well as the payment of claims.

Sinking Fund – A reserve fund or account into which contributions are made to be used later for a specific purpose.

Stormwater Management Fund – An enterprise fund that accounts for resources and expenditures associated with controlling the quality of stormwater discharges into lakes and streams.

Target Budgeting – A budget approach wherein General Fund departments are given an allocation of resources based on their proportionate share of projected resources, less management priorities and contingencies.

Tax Base – The assessed value of all residential and commercial real property and business personal property as established annually by the Dallas Central Appraisal District.

Tax Levy – The total amount to be raised by general property taxes for purposes specified in the Tax Levy ordinance.

Tax Note – Short-term interest-bearing note issued by a government in anticipation of tax revenues to be received at a later date. The note is retired from the tax revenues to which it is related.

Tax Rate – The amount of tax levied for each \$100 of assessed valuation. The tax rate times the assessed valuation of the tax base equals the tax levy.

Tax Roll – The official list showing the amount of taxes levied against each taxpayer or property.

Taxes – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

Texas Municipal Power Agency (TMPA) – A consortium of four Texas cities, including Garland, for the acquisition of electric power.

Texas Municipal Retirement System (TMRS) – A statewide retirement system that provides retirement, disability, and death benefits for employees of participating Texas cities.

Unreserved Ending Balance – The ending balance of a fund that is neither expended nor encumbered. It takes into account beginning balance, revenues, expenditures, and year-end encumbrances.

Warehouse Fund – An internal service fund responsible for central receiving, storing, and issuing common usage materials and equipment. Additional functions now include certain mail operations and the City's Day Labor Center.

Wastewater Utility Fund – An enterprise fund that accounts for the resources and expenditures associated with the collection, transportation, and processing of wastewater.

Water Utility Fund – An enterprise fund that accounts for the resources and expenditures associated with the purchase and distribution of water.

Work Trends – Quantitative and qualitative measures of work performed as an objective of the organization.

ACRONYMS

ACA – Affordable Care Act

ADDI – American Dream Down-Payment Initiative

ARRA – American Recovery and Reinvestment Act

CAFR – Comprehensive Annual Financial Report

CDBG – Community Development Block Grant

CGTV – City of Garland Television

CIP – Capital Improvement Program

CO – Certificate of Obligation

COG-ULC – City of Garland - Unified Learning Center

COLA – Cost of Living Adjustments

CP – Commercial Paper

CPI – Consumer Price Index

DART – Dallas Area Rapid Transit

DCAD – Dallas Central Appraisal District

DCCCD – Dallas County Community College District

DFW – Dallas/Fort Worth Metropolitan Area

EMS – Emergency Medical Services

EPA – Environmental Protection Agency

EOC – Emergency Operations Center

ESG – Emergency Solutions Grant

ERCOT – Energy Reliability Council of Texas

ERF – Equipment Replacement Fund

EWS – Environmental Waste Services

FHA – Federal Housing Authority

FHAP – Fair Housing Assistance Program

FHIP – Federal Housing Initiatives Program

FLSA – Fair Labor Standards Act

FMLA – Family Medical Leave Act

FTC – Firewheel Town Center

FY – Fiscal Year

GAAP – Generally Accepted Accounting Principles

GCAC – Garland Cultural Arts Commission

GFDC – Garland Foundation for Development Corporation

GFOA – Government Finance Officers Association

GHA – Garland Housing Agency

GHFC – Garland Housing Finance Corporation

GIS – Geographic Information System

GISD – Garland Independent School District

GNMA – Government National Mortgage Association (Ginnie Mae)

GO – General Obligation

GP&L – Garland Power & Light

HOME – Housing Opportunities Made Equal

HPRP – Homelessness Prevention and Rapid Rehousing Program

HUB – Historically Underutilized Business

HUD – Housing and Urban Development

HVAC – Heating, Ventilating, & Air Conditioning

IT – Information Technology

ITB – Information Technology Board

ITS – Information Technology Services

kWh – Kilowatt hour

LEED – Leadership in Energy and Environmental Design

LTD – Long Term Disability

NCTCOG – North Central Texas Council of Governments

NTMWD – North Texas Municipal Water District

NTTA – North Texas Tollway Authority

O&M – Operations and Maintenance

OAP – Open Access Plan

OPEB – Other Post Employment Benefits

PD – Planned Development

PGBT – President George Bush Tollway

PO – Purchase Order

PPO – Preferred Provider Organization

PSA – Public Service Announcement

QC – Quality Control

RB – Revenue Bond

ROI – Return on Investment

SUP – Specific Use Permit

SWPPP – Stormwater Pollution Prevention Plan

TAN – Tax Anticipation Note

TCEQ – Texas Commission on Environmental Quality

TIF – Tax Increment Financing (District)

TMPA – Texas Municipal Power Agency

TMRS – Texas Municipal Retirement System

TWC – Texas Workforce Commission

TxDOT – Texas Department of Transportation

UAAL – Unfunded Actuarial Accrued Liabilities

UDC – Unified Development Code

WWTP – Wastewater Treatment Plant