



GARLAND

TEXAS MADE HERE

Annual Operating Budget Fiscal Year 2011-12

City Council



*Seated, Left to Right: Preston Edwards (Mayor Pro Tem),
Ronald Jones (Mayor); Larry Jeffus (District 4),
Standing, Left to Right: Laura Perkins Cox (District 2),
Douglas Athas (District 1), John Willis (District 5),
Rick Williams (District 7), Jim Cahill (District 8),
and Lori Barnett Dodson (District 6)*

William Dollar, City Manager

Bryan Bradford, Assistant City Manager

Budget & Research Staff

Ron Young, Budget Director

Sharon Bailey, Senior Budget Analyst

Ron Tiffany, Senior Budget Analyst

Trent Schulze, Senior Budget Analyst

Matt Watson, Senior Budget Analyst

Sherry Bennett, Senior Administrative Assistant



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Garland, Texas, for its annual budget for the fiscal year beginning October 1, 2010.

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.

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

INTRODUCTORY INFORMATION



Rick Williams



Douglas Athas



Jim Cahill



Laura Perkins Cox



Lori Barnett Dodson



John Willis



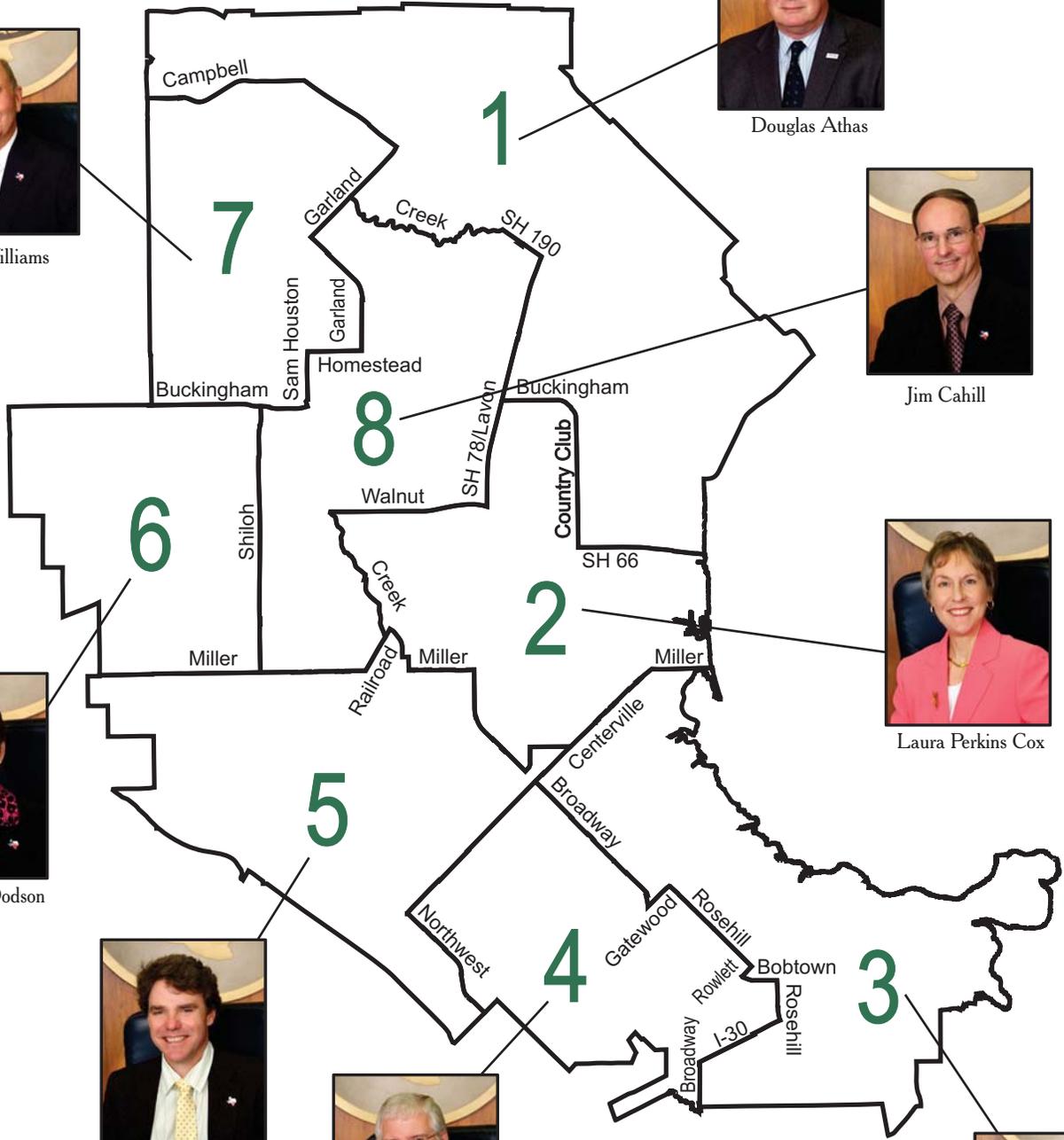
Larry Jeffus



Preston Edwards
Mayor Pro Tem



Mayor
Ronald E. Jones



2011-12 GARLAND CITY COUNCIL

CITIZENS OF GARLAND

CITY COUNCIL

Internal Audit
Craig Hametner

City Secretary
Mary Kayser

City Attorney
Brad Neighbor

City Manager
William E. Dollar

Assistant City Manager
Bryan L. Bradford

Deputy City Manager
Martin E. Glenn

Public & Media Affairs
David Schuler
Managing Director
Financial Services
Budget
Purchasing
Warehouse
Firewheel
Facilities Management

Emergency Management
Organizational Development (OD)
Office of Environmental Quality
Housing Agency

Senior Management Team

Ray Schwertner
Managing Director

Mitch Bates
Managing Director

Priscilla Wilson
Sr. Managing Director

Robert Wunderlich
Sr. Managing Director

Neil Montgomery
Sr. Managing Director

John Baker
Managing Director

Jim Stone
Managing Director

Richard Briley
Managing Director

Raymond Knight
Interim Fire Chief

Kevin Slay
Managing Director

Steve Niekamp
Managing Director

Lonnie Banks
Managing Director

GP&L
Health
Animal Services
Public Health
Code Compliance

Police
SafelLight Garland
Fire
Customer Service
Tax
Municipal Court

Human Resources
Risk Management
CityCare Clinic
Fleet Services
Fair Housing
Summer Nutrition

Transportation
Engineering
Street Services
Stormwater Management
Heliport

Planning
Building Inspection
Comm. & Neigh. Dev.
Housing Grants Admin.

Water
Wastewater
Information Technology
IT Communications

Parks, Rec. & Cultural Arts
Granville Arts Center
Library
Community Relations
EWS - Service Delivery
EWS - Disposal (Landfill)

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 10th 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 227,726. Garland has an estimated 80,834 households and an employment base of approximately 103,365.

Population, Households, Employment *(Estimates)*

	2000	2010	Growth
Population	215,768	226,876	11,108
Households	73,774	80,834	7,060
Employment	93,265	103,365	10,100

Source: U.S. Census Bureau & American Community Survey

Garland is diverse in ethnicity and education. In 2010, the city's population was 37% White, 38% Hispanic, 14% African-American, 9% Asian, and 2% Other. 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. The estimated median household income in Garland is \$62,054, and the average home value is \$125,950.

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 the eighth largest manufacturing hub in Texas and is home to companies such as:

*Arrow Fabrication Tubing
Atlas Copco Drilling Solutions
Carroll Company
Daisy Brands, Inc.
Ecolabs, Inc.
General Dynamics Corp.*

*Interceramic, Inc.
Kingsley Tools
Kraft Foods
L-3 Communications
Mapei Corporation
Metalwest, LLC*

*Packaging Corp. of America
Plastipak Packaging
Raytheon Corporation
Sherwin-Williams Company
SST Truck Company
Valspar Corporation*

The city has a growing retail base with developments such as Firewheel Town Center, an open-air mall featuring numerous department and specialty shops, as well as Bass Pro Shops on Lake Ray Hubbard. New retail development is expected with the expansion of the President George Bush Turnpike from State Highway 78 to Interstate Highway 30. The 9.9-mile tollway extension will provide enhanced infrastructure—connecting the southeastern area of Garland to the northeastern section. The project is set to be completed by the end of 2011.



One of the City's most talked about upcoming projects is the addition of an In-and-Out Burger. News of the well-known California-based burger chain coming to various Metroplex cities has created a media blitz. The Garland location is now scheduled for an opening in late 2011.

As plans for new development continue to take shape, redevelopment and revitalization in Downtown Garland remain a focus for the City. Several projects that have changed the face of the Downtown area have been completed and include:

- **Fifth Street Crossing:** This 180,000 square-foot mixed-use development features apartments on the upper levels as well as shops and businesses on the ground level. It is conveniently located in downtown Garland and is within walking distance of the Dallas Area Rapid Transit Garland Station. The facility also includes a multi-level parking garage for residents as well as visitors and area workers.



- **Charles E. Duckworth Utility Services Building:** Garland Power & Light and the City's Utility Customer Service operations and Tax offices are located downtown in the Charles E. Duckworth Utility Services Building, which opened in June 2010. The eco-friendly building is energy-efficient and is LEED (Leadership in Energy and Environmental Design) certified. The City's utility payment drive-thru also has been relocated in Downtown Garland and features four drive-thru lanes as well as drive-thru access to the utility payment drop box.



- **Richland College - Garland Campus:** Another important part of Garland's Downtown revitalization includes the addition of the Richland College - Garland Campus. Offering specialized corporate and workforce training, the campus provides numerous continuing education opportunities that are convenient for employees who work for local and regional businesses. This new facility also is LEED-certified.



Tourism

In an effort to enhance Garland's tourism and further expand its marketing opportunities, a new logo has been adopted. The new logo will be used in future branding and marketing efforts both within the surrounding area and statewide. The marketing efforts will help position Garland as a location for hosting association and corporate meetings; local, regional, and national sporting events; and will help bring other travelers to the area.

Garland has already attracted several new events including the Professional Anglers Association Bass Pro Shops Series Tournament and the Southwestern Athletic Conference Men's and Women's Basketball Tournament. State associations groups that have recently booked in Garland include Texas Solid Waste Association, Texas Municipal League, and Texas Film Commission, as well as several corporate meetings.

Cultural Arts and Community Events

Garland's cultural arts scene provides quality programs that aim to enrich the lives of residents and visitors from surrounding communities. Cultural arts facilities include the Patty Granville Arts Center, the Atrium, 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.

Government 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 323 sworn Police Officers and 255 sworn Fire personnel. Garland has 11 fire stations and several public safety training facilities. Residents enjoy an abundance of recreation opportunities with 60 parks covering more than 2,500 acres as well as five recreation centers and two senior centers. Services are further enhanced with four libraries conveniently located throughout the city. 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.

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>Community Relations</i>							
<i>Emergency Management</i>							
<i>Engineering</i>							
<i>Environmental Waste</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 & Cultural Arts</i>							
<i>Planning</i>							
<i>Police</i>							
<i>Public Information</i>							
<i>Purchasing</i>							
<i>Stormwater Management</i>							
<i>Streets</i>							
<i>Tax</i>							
<i>Transportation</i>							
<i>Wastewater</i>							
<i>Water</i>							

Budget Message



GARLAND

TEXAS MADE HERE

October 1, 2011

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, 2011.

The impacts of the ongoing economic challenges are apparent in this year's Budget. The 2011 property tax base was certified at \$10.2 billion, representing a decline of \$237 million (2.3%) and a cumulative loss of \$1.0 billion (9%) since 2008. Furthermore, new construction, which has been a significant contributor to revenue growth in the past, fell to \$50 million, the lowest levels on record. While improving from lows set in FY 2009-10, Sales Tax revenue remains \$2.0 million (8.4%) below prerecession levels. A host of other City revenues have also been negatively impacted by the lack of economic recovery.

Our primary focus for the 2011-12 Budget was to deal with the impacts of the ongoing recession and a projected General Fund deficit of \$3.6 million. Our priorities and framework for development of the Budget were as follows:

- (1) Maintain Property Tax Rate at 70.46 Cents Per \$100 of Valuation.
- (2) Maintain Current Service Levels to the Highest Extent Possible.
- (3) Implement Cost Savings Measures Where Efficiencies Can be Gained without Materially Impacting Service Levels.
- (4) Delay Enhancements in Employee Compensation and Benefits (Excluding Public Safety Step Increases) Until a Recovery in the Tax Base is Evident.
- (5) Adjust Various Fees to Levels Charged by Other Metroplex Cities.

Efforts by all levels of the City's organization resulted in a balanced General Fund budget that does not require an increase in the Property Tax Rate and avoids reductions in City services as well as the layoff of any City employees. It contains further cuts in departmental operating expenditures and the elimination of selected vacant positions. In addition, the Budget includes market-based increases in various user fees. A significant factor in balancing the FY 2011-12 Budget was a decrease in the contribution rate required to fund employee retirement benefits with the Texas Municipal Retirement System (TMRS). This provided \$2.9 million of relief in the General Fund and a total of \$5.0 million for all funds. No employee salary increases are included in the Budget which maintains compensation at FY 2008-09 levels. Based on these measures, the 2011-12 Adopted General Fund Budget totals \$132.5 million, a decrease of \$1.6 million (1.2%) from the Budget adopted for FY 2010-11.

Within the City's utilities, a rate increase was adopted for Water service. Based on the approved rate structure, a typical Garland resident will experience a monthly increase of \$1.09. No rate increases are included for Electric, Wastewater, or Solid Waste collection.

The FY 2011-12 Adopted Combined Budget, which includes the General Fund, the General Obligation Debt Service Fund, the Utility Funds, and other Enterprise and Grant Funds, totals \$513.7 million, a decrease of \$10.4 million (2.0%) from FY 2010-11 approved levels. The decrease is primarily related to lower fuel and energy costs in the Electric Utility and reductions in TMRS contributions.

In closing, while we still face challenges ahead, I believe the 2011-12 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 and for the sacrifices they have had to make due to our current economic challenges. 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,



William E. Dollar
City Manager

Overview

MAJOR BUDGET SECTIONS

The information contained in the City's 2011-12 Adopted Budget is divided into the following major sections:

Budget Highlights
Overview
Fund Summaries
Department Detail
Personnel

Debt Service
CIP Summaries
Historical Data and Trends
Appendices

Budget Highlights

The Budget Highlights section (at the beginning of the Overview) includes, among other things, a brief discussion of approved changes in tax and 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 detail listing of existing positions by department.

Debt Service

The Debt Service section includes a summary of Debt Service payments due during the 2011-12 budget year and future year commitments.

Capital Improvement Program (CIP) Summaries

The CIP section includes summaries of the City's 2011 Capital Budget, which is adopted separately from the Operating Budget.

Historical Data and Trends

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 2010-11, Budget Amendments to FY 2010-11 Adopted Budget, Ordinances, Revenue Enhancements for FY 2011-12, Other Post Employment Benefits (OPEB) and Unfunded Liabilities, Combined Fund Summary for Firewheel Golf Park and the Garland Foundation for Development, 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.

**2011-12 ADOPTED BUDGET
HIGHLIGHTS**

2011-12 ADOPTED BUDGET HIGHLIGHTS

BUDGET PRIORITIES AND APPROVED MEASURES

The development of the FY 2011-12 Budget was done in an environment of continued economic uncertainty. After seeing property values stabilize and sales tax revenues increase during the 2010 calendar year, trends in more recent months point to another wave of declines in residential home prices and reversals in consumer confidence and spending. At the time of this writing, Garland's unemployment rate remains stubbornly high at 8.4%, materially unchanged from the same period last year. Garland in many ways mirrors the national economy in which there continues to be significant concerns regarding the strength and sustainability of a recovery. The primary focus of the Budget for 2011-12 was to absorb the impact of declining revenues without increasing the Ad Valorem Tax rate and at the same time maintain current City service levels. In developing the Budget, Management's decision-making process assumed that the City would continue to face financial challenges for the next several years.

Preliminary projections indicated that Garland faced a \$3.6 million deficit in the General Fund for FY 2011-12. In addressing the deficit, the City Manager's priorities and philosophies were as follows:

- Maintain Property Tax Rate at 70.46 cents per \$100 of valuation.
- Maintain current service levels to the highest extent possible.
- Implement cost-savings measures where efficiencies can be gained without materially impacting service levels.
- Delay enhancements in employee compensation and benefits (excluding Public Safety step increases) until a recovery in the tax base is evident.
- Adjust various fees to levels charged by other Metroplex cities.

The reduction in the City's TMRS contribution rate provided over \$2.9 million in savings and was a key element in closing the projected budget gap. Without the relief provided by the TMRS restructuring, the City would have been faced with much more difficult choices affecting both service levels and City employees.

The Adopted Budget also continues the implementation of the rate strategy approved by the City Council in 2009-10 for the Water Utility. Water rates will increase \$1.09 a month based on average usage of 8,000 gallons a month, which is being necessitated by increases in wholesale water cost. The Adopted Budget holds rates at FY 2010-11 levels for Wastewater, Solid Waste Collection, and Stormwater.

2011-12 ADOPTED BUDGET HIGHLIGHTS

COMBINED AND GENERAL FUND BUDGETS

The FY 2011-12 Adopted Combined Budget, which includes the General Fund, the General Obligation Debt Service Fund, the Utility Funds, and other Enterprise and Grant Funds, totals \$513.7 million. The Combined Budget reflects a decrease of \$10.4 million (2.0%) from the FY 2010-11 Adopted Combined Budget. The decrease is primarily related to a reduction in the Texas Municipal Retirement System (TMRS) contribution rate and fuel cost in the Electric Utility.

Combined Budget Comparison (In Millions)

	<u>2010-11 Adopted</u>	<u>Change</u>	<u>2011-12 Adopted</u>
Personnel	\$154.1	\$ (4.2)	\$149.9
Operations	114.0	0.2	114.2
Capital	2.4	(1.7)	0.7
Electric Fuel, Energy & Demand	104.5	(3.0)	101.5
Water Purchases	19.6	0.8	20.4
Transfers to Other Funds	16.3	(2.0)	14.3
Support Services	28.9	(1.5)	27.4
Debt Payments	<u>84.3</u>	<u>1.0</u>	<u>85.3</u>
Totals	<u>\$524.1</u>	<u>\$(10.4)</u>	<u>\$513.7</u>

The FY 2011-12 Adopted General Fund Budget totals \$132.5 million, representing a decrease of \$1.6 million (1.2%) from the FY 2010-11 Adopted Budget.

General Fund Adopted Budget (In Millions)

	<u>2010-11 Adopted</u>	<u>Change</u>	<u>2011-12 Adopted</u>
Personnel	\$ 98.4	\$ (2.7)	\$ 95.7
Operations	14.8	0.6	15.4
Capital	0.2	0.2	0.4
Transfers to Other Funds	8.3	0.4	8.7
Support Services	<u>12.4</u>	<u>(0.1)</u>	<u>12.3</u>
Totals	<u>\$134.1</u>	<u>\$(1.6)</u>	<u>\$132.5</u>

The \$1.6 million decrease in the General Fund budget is primarily related to the Texas Municipal Retirement System (TMRS) decrease.

2011-12 ADOPTED BUDGET HIGHLIGHTS

CHANGES IN FUNDED POSITIONS

A net decrease of three (3) full-time positions is incorporated in the FY 2011-12 Adopted Budget, bringing the City's total number of funded full-time positions down to 2,051 after reaching a high of 2,116 positions in FY 2007-08. The net decrease includes the addition of five positions in the FY 2010-11 Revised Budget.

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

Funded Positions – FY 2010-11	2,054
Positions Added	6
Positions Added – Grant-Funded	6
Positions Eliminated	(8)
Positions Banked	(7)
Funded Positions – FY 2011-12	2,051

The total number of full-time positions included in the FY 2011-12 Adopted General Fund Budget is unchanged at 1,146. The General Fund full-time position count is down 37 positions from FY 2007-08 levels despite the addition of six grant-funded Firefighter positions included in the FY 2011-12 Adopted Budget.

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

EMPLOYEE COMPENSATION AND BENEFITS

There are no salary increases included in the FY 2011-12 Adopted Budget, although Civil Service employees will continue to receive Step Pay Increases. The FY 2011-12 Budget holds salaries at 2008-09 levels.

Salary Increase 0% **Unchanged from FY 2008-09**

FY 2008-09	3.50%
FY 2009-10	(1.15%)
FY 2010-11	1.15%
FY 2011-12	0.00%

2011-12 ADOPTED BUDGET HIGHLIGHTS

The City's Texas Municipal Retirement System (TMRS) contribution rate will decrease substantially in FY 2011-12. The rate will decline from the current 17.42% rate to 12.07% on January 1, 2012. The Citywide contribution to TMRS will decrease by \$5 million in FY 2011-12, with an additional \$1.67 million in projected savings for FY 2012-13 when the City benefits from a full fiscal year at the lower rate. The General Fund contribution to TMRS will be reduced by \$2.9 million in FY 2011-12, with an additional reduction of \$1 million anticipated for FY 2012-13.

REDUCTIONS IN OPERATING EXPENDITURES

For the past ten years, Management has been engaged in a vigorous process of reducing operating costs. In previous years, these efforts resulted in the elimination of positions and aggressive cuts in operating funds. In addition, the City closed the Ridgewood Branch Library, discontinued the Star Spangled Fourth Festival, and reduced street refurbishment. Furthermore, the City has privatized or outsourced internal Print Shop operations, median mowing, and utility bill processing.

In preparation for the FY 2011-12 Budget, General Fund and Support Service departments were again required to submit for consideration reductions equal to 5% and 10% of their operating funds. In addition, departments were required to submit a comprehensive plan that identified a 5% and 10% reduction that included personnel and operating expenses. The departments submitted a combination of alternatives including revenue enhancements, the standard 5% and 10% reductions of their operating budgets, an analysis of current and anticipated vacant positions, privatization alternatives, and service level reductions to assist in the development of the Budget. The funds that materialized from reductions or revenue enhancements were used to address critical needs and to reduce the General Fund deficit.

PROPERTY TAX RATE

The FY 2011-12 Adopted Budget is based on a combined Ad Valorem Tax rate of 70.46 cents per \$100 of valuation, which is unchanged for the third consecutive year.

Adopted Tax Rate (Cents Per \$100 Value)

	<u>2010-11</u>	<u>Change</u>	<u>2011-12</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 are unchanged at 39.40 and 31.06 cents respectively.

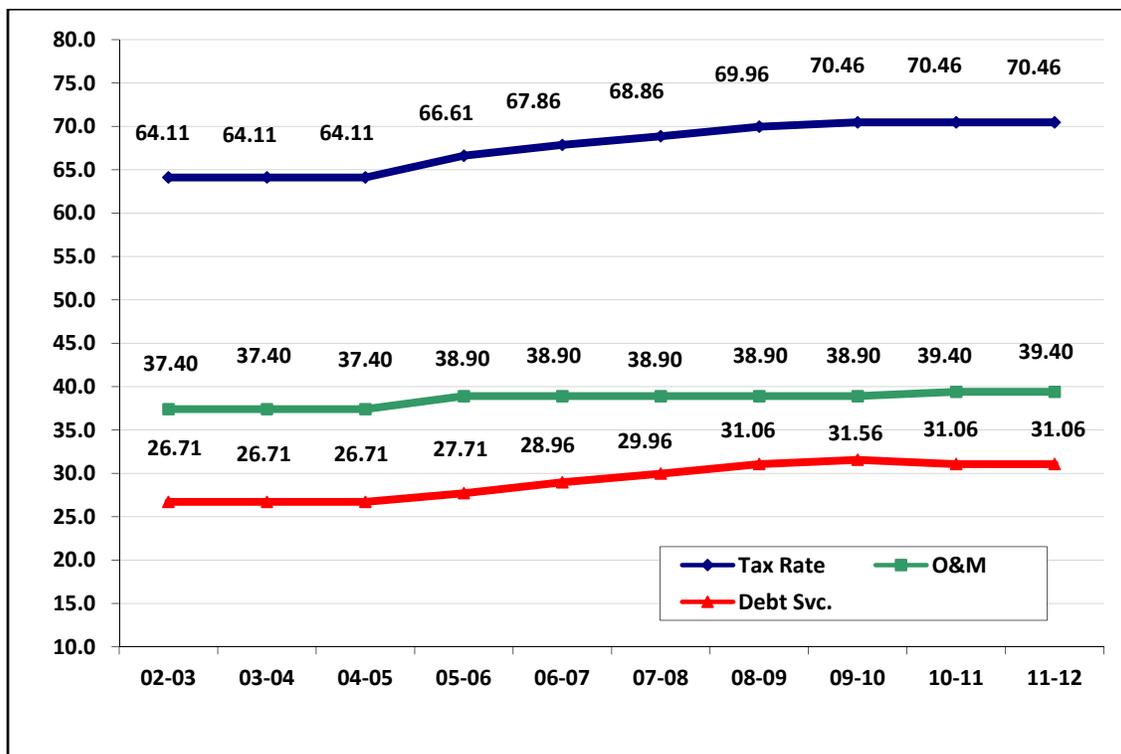
2011-12 ADOPTED BUDGET HIGHLIGHTS

Impact of Tax Rate

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

In the 2011 property tax assessment, Garland homeowners realized an average 2.8% decline in value while commercial property owners realized a 2.5% decrease. As a result, many property owners will pay less in taxes even though there is no decrease in the overall tax rate.

**Historical Property Tax Rates
(In Cents)**



UTILITY RATES

Within the City's Utility Funds, a monthly rate increase is included in the FY 2011-12 Adopted Budget for Water Service. Adjustments to Water rates are required primarily due to continuing increases in the cost of wholesale water from the North Texas Municipal Water District (NTMWD). Based on the approved rate structures, a typical Garland resident will experience an increase of \$1.09 in their monthly Water bill.

2011-12 ADOPTED BUDGET HIGHLIGHTS

Monthly Utility Cost (Typical Garland Resident)

Base Utility Services	2010-11 Adopted	Change	2011-12 Adopted
Electric	\$140.04	\$0.00	\$140.04
Water	34.72	1.09	35.81
Sewer Service	39.79	0.00	39.79
Trash Collection	16.58	0.00	16.58
Stormwater Fee	<u>2.88</u>	<u>0.00</u>	<u>2.88</u>
Totals	<u>\$234.01</u>	<u>\$1.09</u>	<u>\$235.10</u>

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

OTHER RATE AND FEE CHANGES

A variety of new fees and adjustments in current fees are included in the Adopted Budget and are outlined in Appendix (F). New fees approved for FY 2011-12 include various Fire inspection fees and user fees for Park programs. The approved fee increases include Building Inspection; Municipal Court; Parks, Recreation and Cultural Arts; and Code Compliance.

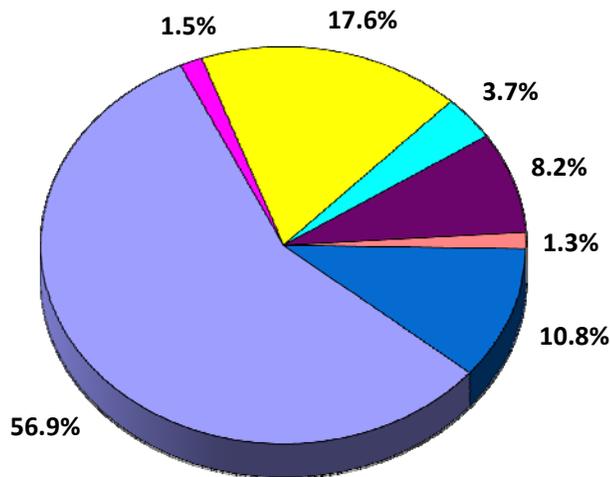
In total, approved fee changes total \$487,700 in the General Fund.

**2011-12 ADOPTED BUDGET
OVERVIEW**

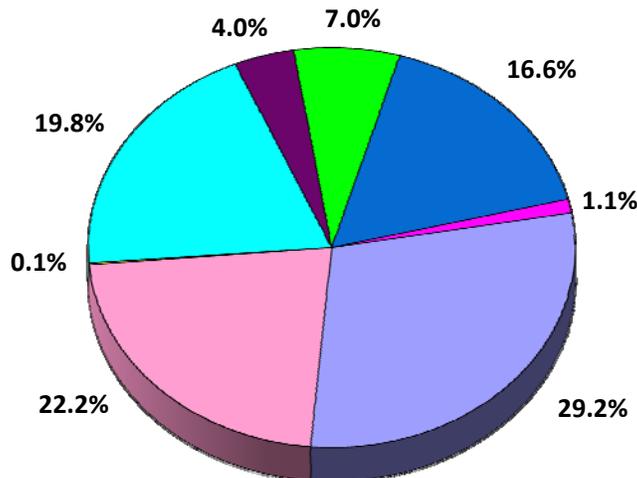
**TOTAL COMBINED BUDGET
ALL FUNDS**

The Total Combined Adopted Budget for FY 2011-12 equals \$513.7 million. This is a decrease of \$10.4 million, or 2.0%, from the Combined Adopted Budget for FY 2010-11. The information below highlights the major revenue sources and types of expenditures for the Combined City Budget.

2011-12 Funding Sources



2011-12 Expenditures



Combined Budget**BUDGET OVERVIEW**

	2009-10 ACTUAL	2010-11 ADOPTED	2011-12 ADOPTED	CHANGE
FUNDING BY SOURCE				
Utility Fees	\$307,030,112	\$303,968,585	\$297,661,313	\$(6,307,272)
Taxes	97,686,384	93,671,832	91,927,858	(1,743,974)
Franchise Fees	8,041,399	7,383,430	7,864,059	480,629
Intergovernmental	21,729,295	20,523,889	18,971,139	(1,552,750)
Intragovernmental	41,305,928	42,819,349	43,019,655	200,306
Interest/Miscellaneous	8,057,564	8,019,558	6,941,468	(1,078,090)
Fines, Fees, & Charges	54,115,085	56,968,592	56,610,823	(357,769)
Change in Fund Balance	<u>(16,214,659)</u>	<u>(9,245,314)</u>	<u>(9,283,030)</u>	<u>(37,716)</u>
TOTAL FUNDING	<u>\$521,751,108</u>	<u>\$524,109,921</u>	<u>\$513,713,285</u>	<u>\$(10,396,636)</u>
EXPENDITURES BY TYPE				
Personnel	\$145,917,344	\$154,080,334	\$149,839,114	\$(4,241,220)
Operations	105,691,723	113,955,579	114,240,829	285,250
Capital	1,474,126	2,419,434	698,300	(1,721,134)
Fuel, Energy, & Demand Charges	121,224,177	104,532,586	101,442,767	(3,089,819)
Transfers to CIP	14,400,000	9,143,900	5,732,000	(3,411,900)
Water Purchases	16,295,908	19,622,396	20,445,713	823,317
Support Services / Other Transfers	36,376,461	36,010,788	36,009,746	(1,042)
Debt	<u>80,371,369</u>	<u>84,344,904</u>	<u>85,304,816</u>	<u>959,912</u>
TOTAL EXPENDITURES	<u>\$521,751,108</u>	<u>\$524,109,921</u>	<u>\$513,713,285</u>	<u>\$(10,396,636)</u>

Combined Resources

Total combined resources are projected to decline \$10.4 million (2.0%). Of this amount, \$9.1 million is due to a decline in Electric Utility sales. Other revenue sources such as Property Tax, Grant Revenue, and Interest Income are also contributing to declines in combined projected revenues.

Combined Expenditures

Budgeted combined expenditures as approved reflect a decrease of \$10.4 million due to a decline in the Texas Municipal Retirement System (TMRS) contribution rate, lower fuel cost in the Electric Utility, and a decrease in Utility Fund transfers to the Capital Improvement Program (CIP).

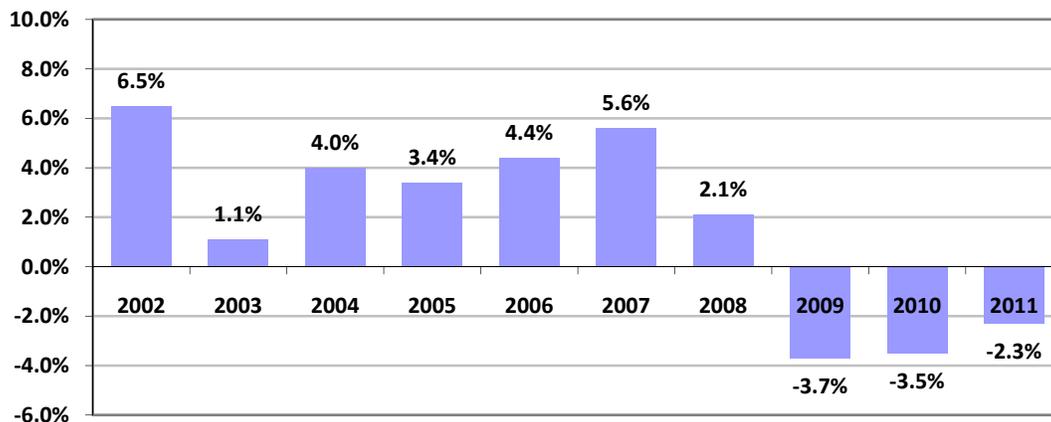
GENERAL FUND RESOURCES

Total General Fund resources, which include revenues, transfers, and excess fund balance, are projected to be \$132.5 million in 2011-12, compared to \$134.3 million in the FY 2010-11 Adopted Budget. This represents a decrease of \$1.8 million (1.3%). A discussion of the more significant funding sources within the General Fund is included below.

Property Tax Base

The City of Garland’s 2011 property tax base is certified at \$10.2 billion after subtracting abatements and exemptions. This equates to a decrease of \$236.6 million (2.3%) from 2010 certified values. Included in the 2011 valuation is \$49.9 million in new construction, compared to \$69.7 million last year. Ignoring new construction, the value of Garland’s existing tax base decreased by \$286.5 million (2.7%). Existing residential property declined by \$173.6 million (2.8%), and commercial real property decreased by \$69.7 million (2.5%).

**Property Tax Base
Historical Percentage Change**

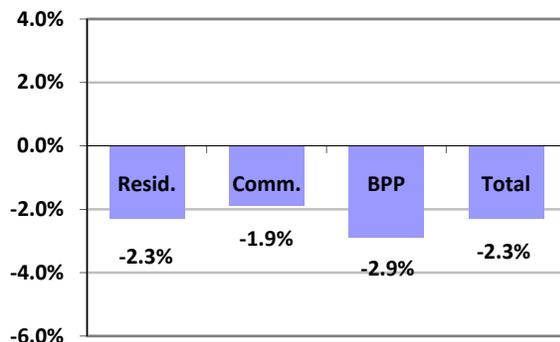


The 2011 property tax base breaks down as follows among commercial, business personal, and residential property:

2011 Certified Tax Base

	<u>Value</u>	<u>Percent</u>
Commercial Real Property	\$ 2,766,611,937	27.1%
Business Personal Property	<u>1,422,988,543</u>	<u>14.0%</u>
Total Commercial Property	<u>\$ 4,189,600,480</u>	<u>41.1%</u>
Residential Real Property	<u>5,999,529,272</u>	<u>58.9%</u>
Total Tax Base	<u><u>\$10,189,129,752</u></u>	<u><u>100.0%</u></u>

**Change in Property Tax Base
Components**



Exemptions

The 2011 certified tax base is net of an 8% Homestead Exemption, \$51,000 Senior/Disabled Citizen Exemption, and \$479 million in Freeport Exemptions. Homestead Exemption amounts declined slightly while Freeport Exemptions increased significantly in 2011. The Residential Homestead Exemption was down \$5.8 million (1.3%), and the Freeport Exemption on Business Personal Property increased \$246.3 million (105.7%).

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-30 corridor. In 2011, incremental increases in property values totaled \$34.3 million within the Downtown TIF and \$34.9 million in the I-30 TIF. These figures represent the growth in property values since 2004 in the Downtown TIF and since 2005 in the I-30 TIF.

Based on the adopted tax rate of 70.46 cents per \$100 of valuation, a total of \$233,000 of property tax revenues are projected to be allocated to the Downtown TIF and \$237,000 to the I-30 TIF in FY 2011-12. The I-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.

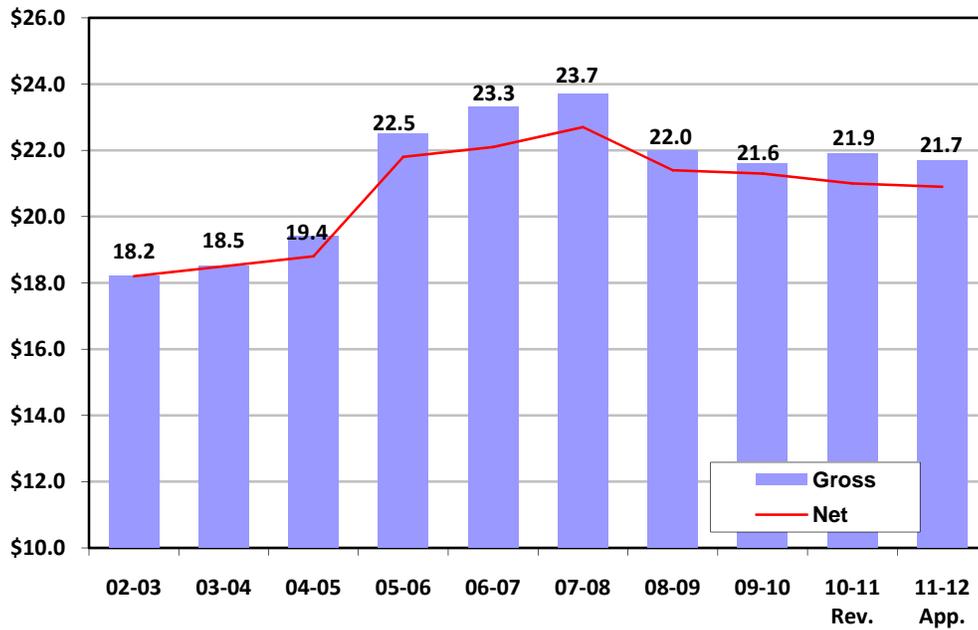
Ad Valorem Tax - \$39,015,965

The General Fund’s single largest source of revenue is the Ad Valorem Tax. Of the total Ad Valorem Tax rate, 39.4 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 \$38.5 million. The collection of prior year taxes is projected to result in an additional \$566,000. Combined, this represents a decrease of \$909,000 (2.3%) from FY 2010-11 Adopted Ad Valorem Tax revenues.

Sales Tax - \$20,936,475

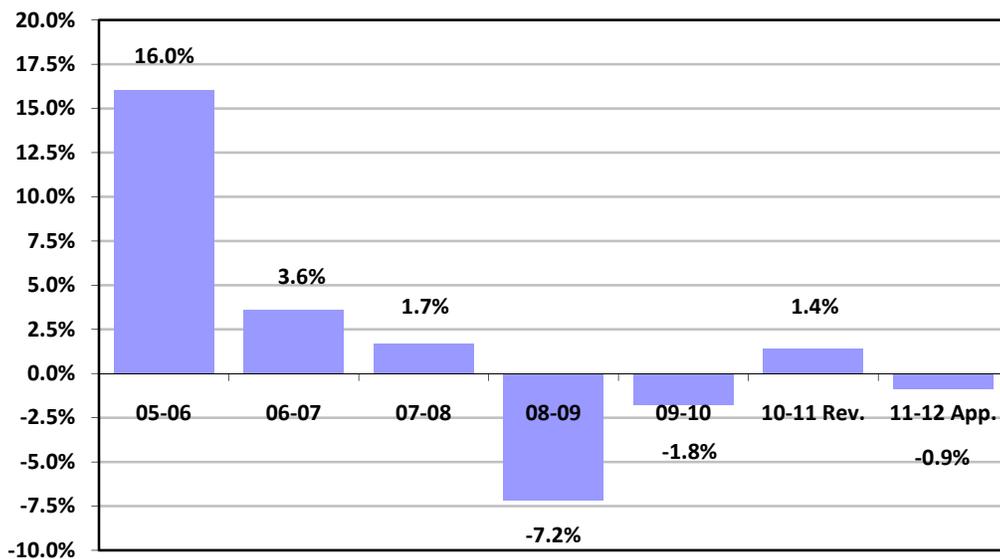
The City of Garland receives 1% of the 8.25% Sales Tax levied on goods and services sold within the city. Gross Sales Tax is projected to be \$21.7 million in FY 2011-12. From this amount, an estimated \$264,200 will be returned as part of the incentive agreement for the Bass Pro – Harbor Point project, and \$529,400 will be returned as part of the incentive agreement for Firewheel Town Center. After these transfers, net Sales Tax revenues for FY 2011-12 are projected to be \$20.9 million, representing a decrease of \$244,600 (1.2%) from projections included in the Adopted Budget for FY 2010-11.

Sales Tax Revenues
(In Millions)



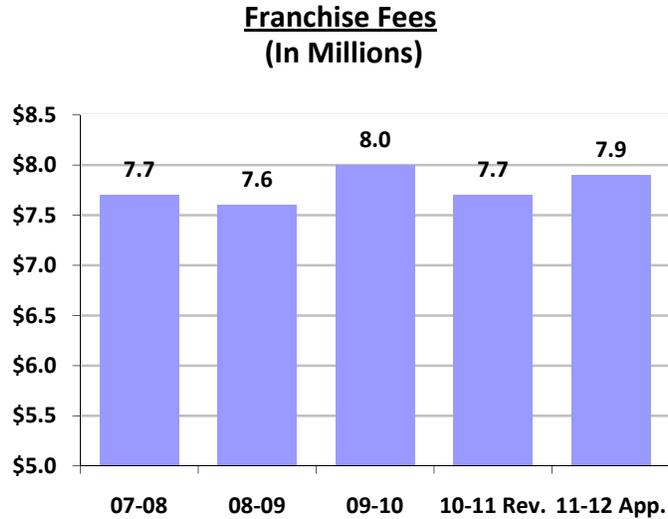
In total, Sales Tax revenues have declined \$2.0 million (8.4%) from FY 2007-08 pre-recession levels.

Sales Tax Revenues
(Annual Percent Change)



Franchise Fees - \$7,864,059

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 2011-12 is \$7.9 million, which represents an increase of \$481,000 (6.5%) from 2010-11 budgeted levels. Franchise Fees for electric, commercial solid waste, and telecommunication services reflect an increase for 2011-12, while cable and natural gas services are projected to decline.

Landfill Fees - \$5,244,534

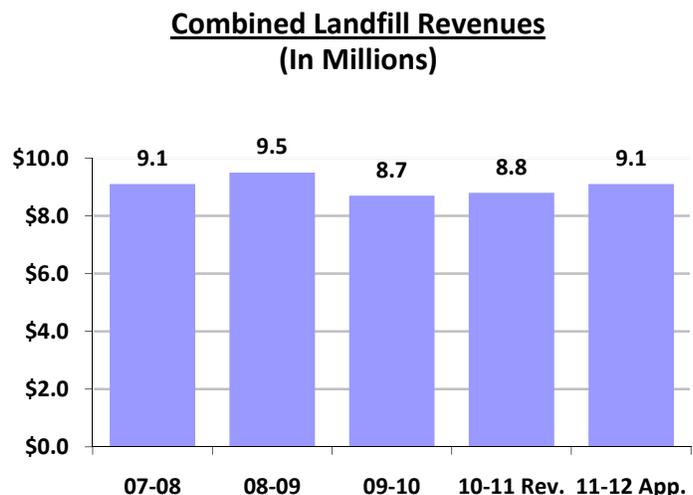
Landfill Fees include charges to private commercial haulers and other surrounding cities for the use of the City’s solid waste disposal site. The tipping fees the City charges private commercial haulers are primarily based on prevailing market rates. The current tipping fee for commercial haulers is \$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 \$5.2 million in FY 2011-12, representing a decrease of \$152,000 (2.8%) from FY 2010-11 budgeted levels. The decreased revenue is reflective of the downturn in the economy and construction activity.

Disposal Fees - \$3,832,670

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 projected to be \$27.37 per ton for FY 2011-12.

Total Disposal Fees of \$3.8 million are included in the FY 2011-12 Adopted Budget, reflecting an increase of \$17,000 (0.4%) from levels budgeted in FY 2010-11.



EMS Ambulance Fees - \$1,960,749

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 2011-12 Adopted Budget total \$1,961,000, a decrease of \$161,700 (7.6%) from FY 2010-11 budgeted levels.

EMS Monthly Fees - \$1,470,924

Effective September 1, 2009, Senate Bill (S.B.) 1896 allows municipalities that (1) have a population of between 200,000 and 250,000, (2) are located in a county in which another municipality has a population of more than one million, and (3) provide emergency medical services through a fire department, to charge each municipal water customer a monthly fee for the costs of emergency medical services and to collect the EMS fee in conjunction with the bill for utility services. The Adopted Budget for FY 2011-12 continues the EMS monthly fee of \$1.50 for each utility customer and includes approximately \$1,471,000 in revenue for the year to partially offset EMS operating expenditures.

Earnings on Investments - \$154,600

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 2011-12 is projected to be \$154,600, decreasing by \$19,000 (10.9%) from last year's approved levels. The downward trend in investment earnings is the result of significant declines in interest rates and the shift in the portfolio to shorter term investments.

In-Lieu-of Franchise Fees - \$4,739,520

The General Fund receives a fee from the City's Water, Wastewater, and Solid Waste 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 2011-12 Adopted Budget are \$4.7 million, representing an increase of \$209,500 (4.6%) from the FY 2010-11 Adopted Budget.

In-Lieu-of Ad Valorem Tax - \$4,940,553

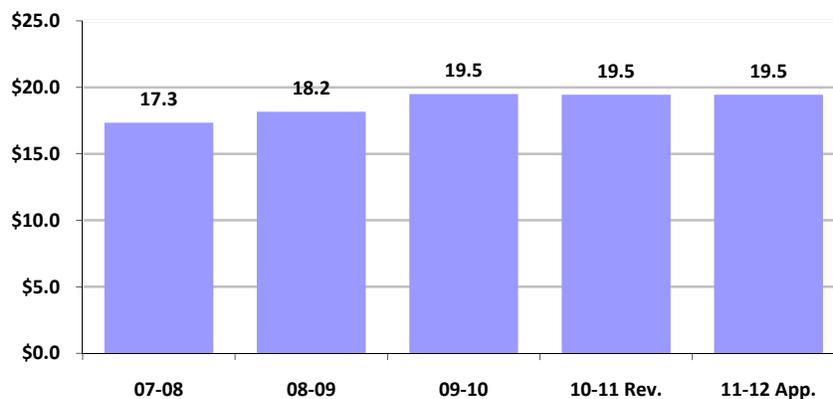
In addition to an In-Lieu-of Franchise Fee, the General Fund receives an amount from City-owned Water, Wastewater, and Solid Waste utilities that is in lieu of the Ad Valorem Taxes charged to privately-owned businesses located in the city. The In-Lieu-of Ad Valorem Tax is based on a market value assigned to the utilities' property, plant, and equipment and the current Property Tax Rate. For FY 2011-12, In-Lieu-of Ad Valorem Tax totals \$4.9 million, representing an increase of \$191,700 (4.0%) from last year's budgeted levels. The change is primarily due to the capital improvement programs for Water and Wastewater which add to each utility's fixed assets.

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

In FY 2007-08, the In-Lieu Charges from the General Fund to the Electric Utility Fund were replaced with a Return on Investment (ROI) methodology. The ROI methodology measures the transfer to the General Fund as a percentage of the three-year moving average of Garland Power & Light (GP&L) revenues. The three-year moving average consists of revenues from the three most recently completed fiscal years. For the FY 2011-12 ROI calculation, the three years include FY 2007-08, FY 2008-09, and FY 2009-10.

The approved transfer amount for FY 2011-12 remains unchanged for the third consecutive year at \$19.5 million, which results in an ROI rate of 7.9% of the three-year moving average of GP&L’s revenue. The ROI rate of 7.9% for GP&L compares favorably to 14.0% used by the City of San Antonio’s City Public Service and 9.1% used by the City of Austin’s Austin Energy.

GP&L Return on Investment Transfer
(In Millions)



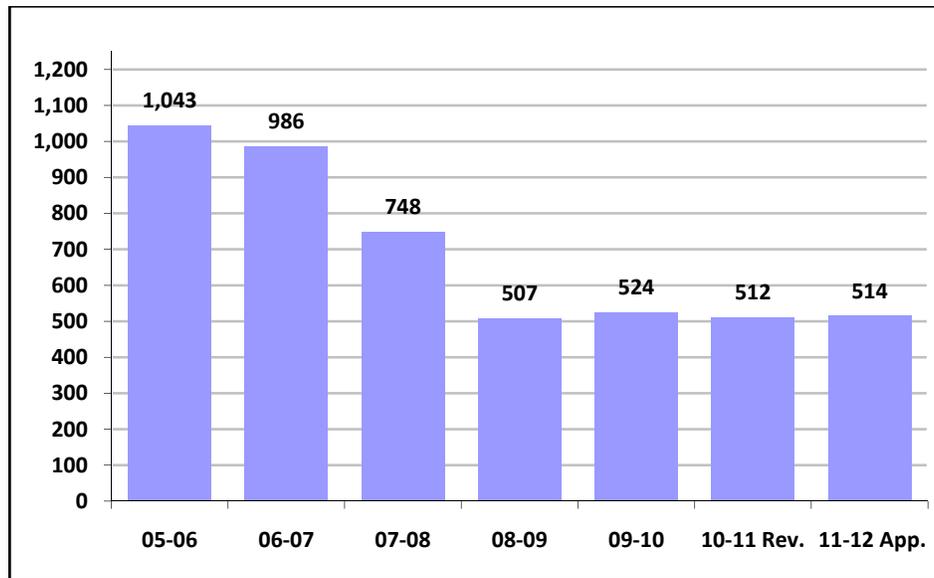
General and Administrative Charges - \$7,838,993

The General Fund provides administrative support to all City departments and funds. Administrative support includes the services provided by Financial Services, Budget, Purchasing, Human Resources, and the City Attorney’s Office, as well as others. Proprietary funds are assessed a G&A charge equivalent to 13.45% of each fund’s salary and benefit costs in order to recapture a portion of the costs associated with these services. In addition, City Marshals, which as of FY 2010-11 are overseen by the City Attorney’s Office, are allocated to the Customer Service Fund through the G&A charge. While the 13.45% represents an increase from 13.25%, the dollar amount of the charge is unchanged. The FY 2011-12 Adopted Budget includes G&A charges of \$7.8 million, the same as FY 2010-11.

Building Permit Fees - \$514,276

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 2011-12 Adopted Budget anticipates \$514,300 in Building Inspection Fees, a decrease of \$34,400 (6.3%) from last year’s budgeted levels. Building Inspection Fees have declined \$472,000 (47.8%) since 2006-07.

**Building Permits
(In Thousands)**



Municipal Court - \$3,999,546

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 \$4.0 million in FY 2011-12, a decrease of \$536,800 (11.8%) from last year’s budgeted levels. This decrease is attributable to a reduced level of citations being issued and the inability of defendants to pay. The Municipal Court is experiencing a higher percentage of cases that are awaiting final adjudication than in previous years.

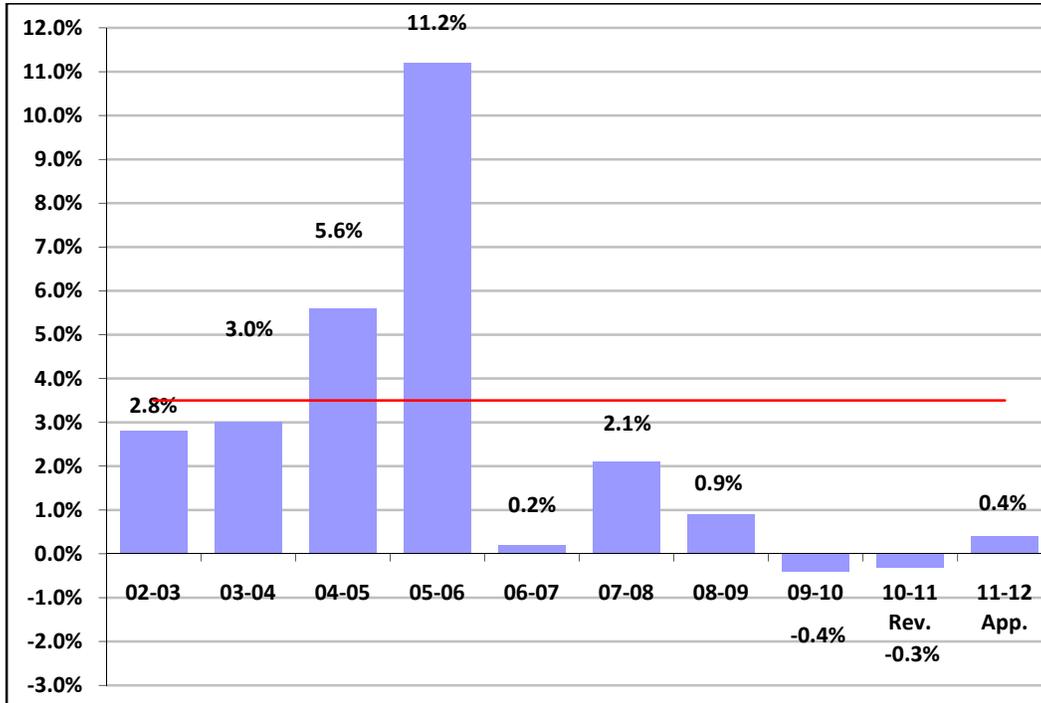
Approved revenues for the Court include \$90,500 in increased fines for various violations and reduced credit card fees of \$30,000. Details related to these adjustments are contained in Appendix (F).

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 \$27,800 from escrow for additional computer monitors 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. For the sixth consecutive year, revenue growth has been well below the 3.5% benchmark. This also illustrates that the City was starting to incur financial challenges even before the recession began.

General Fund – Current Year Revenue Trends
Percentage Change in Revenues



(Based on year-end actuals adjusted for conversion to GP&L ROI methodology.)

GENERAL FUND RESOURCES SUMMARY OF CHANGES

Current year revenue combined with the use of 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:

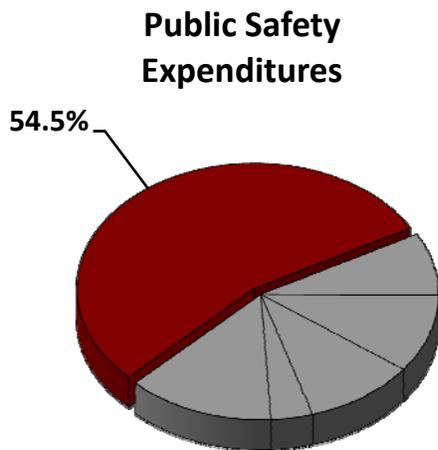
	<u>Change</u>	<u>Percent Change</u>
Taxes:		
Ad Valorem Taxes	\$ (909,000)	-2.3%
Sales Tax	(245,000)	-1.2%
All Other	3,000	0.7%
Sub-Total	<u>(1,151,000)</u>	<u>-1.9%</u>
Franchise Fees	481,000	6.5%
Landfill Revenue	(135,000)	-1.5%
Service Charges:		
EMS Transport Fees	(162,000)	-7.6%
EMS Monthly Fees	247,000	20.2%
E-911 Fees	79,000	4.8%
All Other	(57,000)	-1.8%
Sub-Total	<u>107,000</u>	<u>1.3%</u>
Investment Earnings	(19,000)	-10.9%
Intergovernmental – Grants	248,000	67.9%
Intragovernmental:		
In-Lieu Charges from Utilities	401,000	4.3%
GP&L Return on Investment	0	0.0%
General & Administrative Charges	0	0.0%
Interfund Transfers	141,000	104.2%
Sub-Total	<u>542,000</u>	<u>1.5%</u>
Licenses and Permits:		
Building Permits	(34,000)	-6.3%
All Other	208,000	8.6%
Sub-Total	<u>174,000</u>	<u>5.9%</u>
Municipal Court and Library Fines	(553,000)	-11.7%
Rents and Concessions	13,000	1.6%
Total Change in Revenue	<u>\$ (293,000)</u>	<u>-0.2%</u>
Change in Use of Fund Balance	<u>(1,460,000)</u>	<u>-70.9%</u>
Total Change in Resources	<u>\$ (1,753,000)</u>	<u>-1.3%</u>

GENERAL FUND EXPENDITURES

The Adopted General Fund Budget for FY 2011-12 is \$132.5 million, representing a decrease of \$1.6 million (1.2%) from the FY 2010-11 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 \$72.2 million or 54.5% of total General Fund Expenditures.

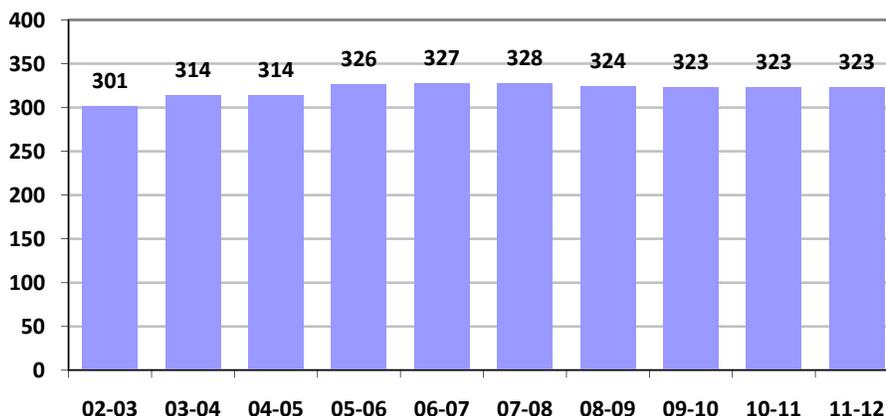


Police - \$42,466,686

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

The Adopted Budget provides the funding necessary to maintain Sworn Police Officer staffing at 323. Operating funds, however, are being further reduced by \$42,400. These reductions are not anticipated to negatively impact Police services.

**Police Sworn Positions
10-Year History**

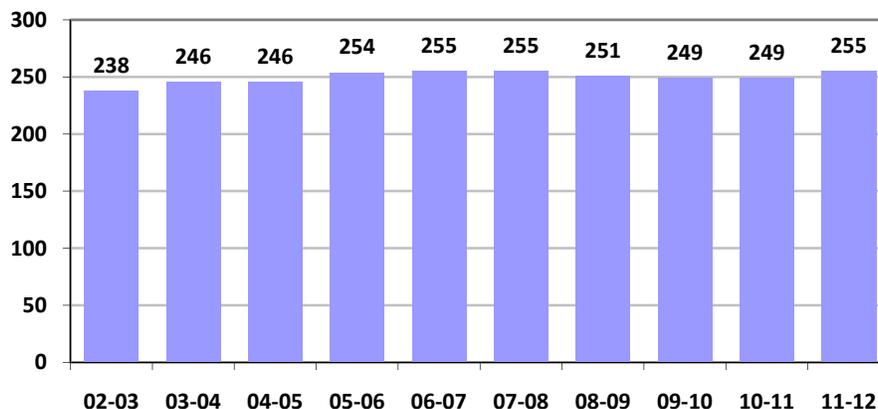


Fire - \$27,039,469

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 assistance, fire inspections, and educational programs.

Through a Federal grant administered by the U.S. Department of Homeland Security and Federal Emergency Management Agency, the City has been awarded funding to add six additional Firefighters and return the Fire Department to the FY 2007-08 staffing level. The Staffing for Adequate Fire and Emergency Response (SAFER) Grant was created to provide funding directly to municipal fire departments and other agencies as a means to increase the number of fully trained “front line” personnel available to provide assistance to their communities. Under the terms of the SAFER Grant, the City will be reimbursed for approximately \$372,800 in FY 2011-12 to offset salary and benefit costs associated with the six added personnel. The grant will provide a similar reimbursement for FY 2012-13.

**Fire Sworn Positions
10-Year History**



The FY 2011-12 Adopted Budget includes a reduction to operating expenditures of \$22,400 related to wireless cards. During FY 2010-11, the Fire Department placed into service a new electronic patient care reporting system that eliminated the need for wireless cards carried on board ambulances.

Health - \$2,485,549

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

The FY 2010-11 Revised Budget includes one additional Animal Services Officer to facilitate the implementation of new euthanasia methods. The FY 2011-12 Adopted Budget includes \$7,600 in additional funding that will allow the Health Department to continue a “kennel cough” vaccination program for pets adopted through the City’s Animal Shelter. The program was previously funded by a contribution and has been successful in increasing the adoption rate for dogs while also decreasing the euthanasia rate. Also included in the FY 2011-12 Adopted Budget is \$14,400 to fund food for animals at the City’s Animal Shelter. While donations have traditionally been the primary source for this particular item, the decision was made for the City to fund this need.

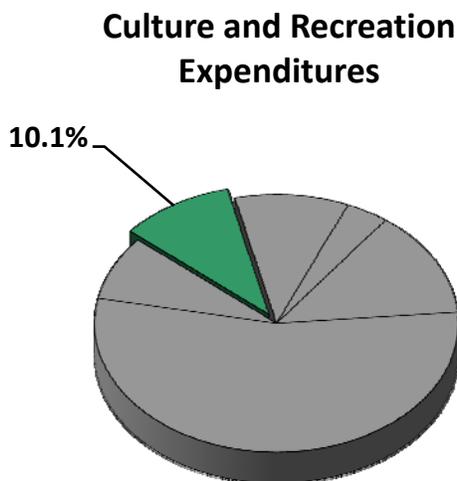
Office of Emergency Management - \$186,416

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 Adopted Budget includes \$11,000 in reductions to operating expenditures that were taken in areas that are not expected to impact operations.

CULTURE AND RECREATION

Culture and Recreation departments include Community Relations; Library; and Parks, Recreation and Cultural Arts. Combined, these departments represent \$13.4 million or 10.1% of total General Fund Expenditures.



Community Relations - \$144,551

The Community Relations Department is responsible for marketing Garland both externally through the Convention & Visitors Bureau efforts and internally through graphic design for City departments. Additionally, this department assists nonprofit organizations by coordinating City services and planning the annual “Christmas on the Square” event.

Recent efforts of the Community Relations Department have been devoted to the City’s new logo and tagline. With the culmination of this branding effort and the publication of a Brand Standards Guide, the promotion and marketing of the City remains a primary focus for the department. Salary costs of approximately \$126,200 remain eligible to be charged to the Hotel/Motel Tax Fund.

Library - \$4,151,946

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

Minor remodeling and expansion of the Central Library have been completed. The Adopted Budget continues the \$75,000 annual contribution to the IT Project Fund to supplement 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.

In May 2004, voters approved a Bond Proposition for the Library that included funding of \$7.4 million for books and \$2.0 million for renovations. Books are purchased from these funds as part of the annual Capital Improvement Program.

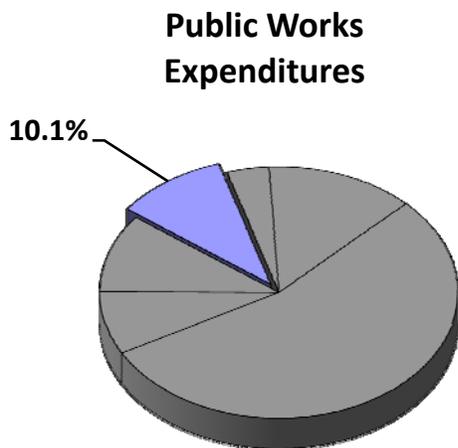
Parks, Recreation and Cultural Arts - \$9,053,991

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 Adopted Budget includes funding for various items including \$35,000 for ADA-required improvements at aquatic facilities, \$9,000 for the balance of funding for a full year of operation for re-opening the Bradfield Recreation Center, \$13,700 for the rigging system inspection at the Granville Arts Center, \$30,000 for a replacement filtration system at Wynne pool, \$187,000 for replacement equipment (dump truck and two tractors with flail mowers), \$38,000 for two replacement vans utilized for the Senior programs, and \$22,000 for a movie projector and screen for the Plaza Theatre. The Adopted Budget also includes charge-outs of approximately \$352,000 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 the Landfill Sinking Fund, Transfers to the Infrastructure Repair & Replacement Fund, and Transportation. Combined, these departments and transfers represent \$13.4 million or 10.1% of total General Fund Expenditures.



Engineering - \$1,008,945

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

Engineering's approved budget for FY 2011-12 is approximately \$158,900 less than the amount adopted for FY 2010-11. In addition to cutbacks identified by the department, the decrease includes the reduction of two positions, a Public Works Inspector and Engineering Services Administrator.

EWS - Disposal (Landfill) - \$4,355,748

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 collection has declined an average of 7.2% per year over the last three years at Hinton Landfill. This trend can be attributed to the success of community recycling programs and the ongoing slump in the construction industry. In order to prevent a significant decrease in revenue and ensure that all costs associated with providing the Landfill service are recovered, the cost per ton paid by EWS - Delivery and other internal City departments using the Landfill is approved to increase by \$1.97 to \$27.37 in FY 2011-12.

The FY 2010-11 Revised Budget includes a Customer Service Representative and an Employee Services Coordinator position being moved to the Environmental Waste Services (EWS) Fund to better reflect where they are being utilized.

Adopted FY 2011-12 expenditures include an additional \$38,400 for an outside contractor to perform non-routine operation and maintenance tasks related to the Landfill Gas Collection System at Castle Landfill. This increase will be partially offset by a reduction of \$10,000 being made to various outside services at the Hinton Landfill.

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 Environmental Waste Services - Delivery Department more than offset the costs associated with operating the Landfill.

Transfers to Landfill Sinking Fund - \$1,217,870

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 - \$4,433,158

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 transfer from the General Fund is being held at FY 2010-11 levels.

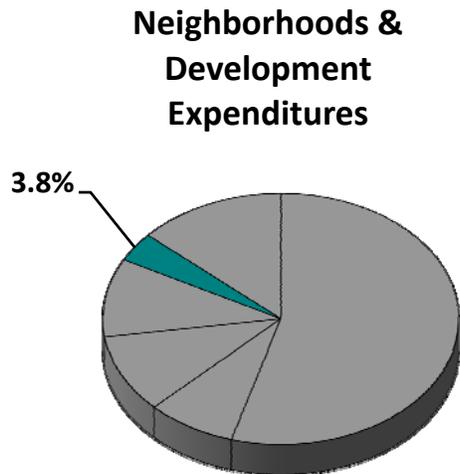
Transportation - \$2,174,615

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.

The department will bank two vacant positions in FY 2011-12 – a Senior Transportation Planner and an Administrative Assistant. Both positions have been vacant since January 2010; savings of \$128,900 will be realized as a result. The replacement of an aerial bucket truck costing \$85,000 is approved for funding in the 2011-12 Budget. Additionally, funding of \$100,000 for LED traffic signal replacements is approved to be transferred from General Fund Non-Departmental to the Capital Improvement Program (CIP). Funding for LEDs had previously been part of the SafeLight program.

NEIGHBORHOODS AND DEVELOPMENT

Neighborhoods and Development departments include Building Inspection, Code Compliance, and Planning. Combined, these departments represent \$5.1 million or 3.8% of total General Fund Expenditures.



Building Inspection - \$1,461,273

The Building Inspection Department is responsible for creating and maintaining a safe and healthy environment by confirming compliance with all local construction and zoning codes, reviewing permit requests, and inspecting new and existing structures. Salary Charge-Outs to the Stormwater Management Fund are being reduced by \$21,000 in the FY 2011-12 Budget to reflect recent trends.

Code Compliance - \$2,152,256

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 approved budget includes \$9,100 in reductions to operating expenditures that were taken in areas that are not expected to impact operations.

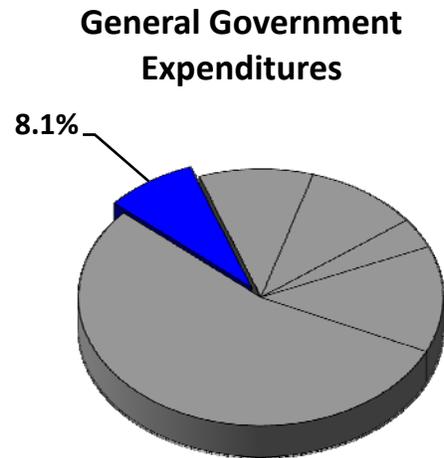
Planning - \$1,469,788

The Planning Department’s primary function is to review and recommend development plans, standards, and activities within the city. The department also includes Community and Neighborhood Development and the Office of Neighborhood Vitality. In addition, the Senior Managing Director of Planning oversees Housing Funds, such as CASA, Housing Opportunities Made Equal (HOME) Grant, and Community Development Block Grant (CDBG).

Traditionally, the Planning Department has charged out approximately \$117,000 of its personnel cost to the Community Development Block Grant (CDBG) Fund for services provided to the grant programs. However, due to restrictions by the U.S. Department of Housing and Urban Development (HUD), these Salary Charge-Outs are being decreased by approximately \$62,700.

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 Affairs, Purchasing, and Tax. Combined, these departments represent \$10.8 million or 8.1% of total General Fund Expenditures. They primarily provide traditional administrative support for other City departments and funds.



Budget and Research - \$599,293

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. Total approved expenditures include no material changes other than further reductions in operating expenditures.

City Administration - \$1,022,287

Joining the City Manager, Deputy City Manager, and associated support staff, City Administration was expanded during FY 2010-11 to include an Assistant City Manager. This position was created through the reclassification and transfer of the Senior Managing Director position originally assigned to Budget and Research. In addition to its responsibilities associated with 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 and other support to City Council members.

Other than costs associated with the addition of the Assistant City Manager position, total approved expenditures for FY 2011-12 include no material changes other than further reductions in operating expenditures.

City Attorney (Office of) - \$1,831,408

The Office of the City Attorney 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 (CMO), created within the Office of the City Attorney during FY 2009-10 and coordinated by a Deputy City Attorney, provides security services at various City facilities, including City Hall and the Duckworth Utility Services Building.

The Customer Service Fund shares funding responsibility for CMO expenditures through increases to its annual General and Administrative transfer to the General Fund.

City Council - \$178,993

City Council is comprised of a Mayor and eight Council Members and serves as the policy-making and legislative body for the City of Garland. Its responsibilities include the adoption of ordinances, establishing City policies, approving major expenditure items, and adopting Annual Operating and Capital Improvement Budgets. No significant changes are included in the City Council budget.

City Secretary - \$351,150

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. The FY 2011-12 Adopted Budget includes \$54,000 to fund anticipated election costs.

Financial Services - \$1,640,003

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

The Utility Financial & Regulatory Affairs Manager that was previously funded out of the Wastewater Utility Fund will be eliminated and a Senior Financial Analyst position will be moved from Financial Services to the Wastewater Fund. An Administrative Assistant position is approved to be upgraded to a Financial Analyst position. The net impact to the Financial Services Department's FY 2011-12 approved budget is a reduction of one position with a savings of \$66,500.

Human Resources - \$1,071,181

Human Resources is responsible for personnel functions such as compensation, job classification, benefits, and training. Human Resources also administers the Civil Service program for the City's Police and Fire Departments. There are no material changes to the Human Resources departmental budget for FY 2011-12.

Internal Audit - \$478,314

The Internal Audit Department provides financial and operational audits and is responsible for ensuring adequate levels of internal controls. Approved expenditures do not reflect material changes in funding levels from the prior year other than further reductions in operating expenditures.

Municipal Court - \$1,974,798

The Municipal Court processes Court citations and records as well as ensures the collection of approximately \$4.0 million a year in fines and penalties. Operational reductions of \$28,400 have been taken in the FY 2011-12 Adopted Budget within various operational accounts.

Certain fees have been designated by State law for Municipal Court technology expenditures. Within the FY 2011-12 Adopted Budget, \$27,800 of expenditures for additional computer monitors will qualify for reimbursement from the escrowed technology fee account.

Public and Media Affairs - \$281,733

The Public and Media Affairs function handles media relations, press releases, and Channel 16 programming and broadcasts, as well as producing the content for the *Garland City Press*. Approved expenditures reflect no material change in operational funding levels from the prior year, except for additional reductions in operating expenditures.

Purchasing - \$554,690

The Purchasing Department acquires goods and services for City departments in a manner consistent with State law. A Buyer is approved to be transferred to the Warehouse Fund, as the majority of this position's purchases are for Warehouse stock items. Savings to the General Fund of approximately \$63,000 will be realized from this move. The Warehouse Services Manager position is being eliminated with those duties being combined with those of the Purchasing Director. Further reductions in operational expenses have also been approved.

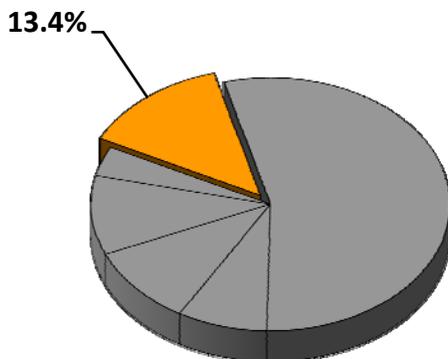
Tax - \$782,268

The Tax Department collects all Ad Valorem Taxes and maintains ownership and plat map records. Approved expenditures reflect no material changes other than reductions in operating expenditures.

NON-DEPARTMENT

Non-Departmental expenditures include a variety of items that are generally not exclusive to one department. Excluding transfers to the Landfill Sinking Fund and Infrastructure Repair & Replacement Fund, these expenditures total \$17.9 million or 13.4% of total General Fund Expenditures.

Non-Departmental Expenditures



Approved Non-Departmental expenditures include the following:

- (1) Retiree Health Insurance - \$1,594,200
- (2) Employee Health Increase - \$275,000
- (3) Unemployment Claims - \$60,000
- (4) Dues and Memberships - \$99,700
- (5) Professional Fees - \$177,500
- (6) Street Lighting - \$228,300
- (7) Employee Tuition Reimbursement - \$70,000
- (8) Legislative Consultant - \$30,000

Transfers to Other Funds and Support Services

The FY 2011-12 Adopted Budget includes transfers to other funds totaling \$3.1 million, which is an increase of \$357,500 (13.1%) from last year. Included in this figure are transfers to the Self Insurance Fund, Long Term Disability Fund, Debt Service Fund, Capital Improvement Program, and Summer Nutrition Fund. Charges from Support Service departments total \$11.3 million in the FY 2011-12 Adopted Budget, representing a decrease of \$462,800 (3.9%). Included in Support Service charges is a \$650,000 transfer to the IT Replacement Fund and \$270,800 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 2011-12 with an unassigned fund balance of \$10.2 million, \$44,300 over the 30 days requirement. Assigned Fund Balance amounts include \$4.7 million which is reserved to help maintain the City's tax-supported AAA Bond Rating and to help offset the impact of any emergency funding needs.

**MAJOR CHANGES IN GENERAL FUND
FOR 2011-12****Changes in Resources**

Revenue	\$ (293,000)
Fund Balance Requirement and Utilized Reserves	<u>(1,460,000)</u>
Total Change in Resources	<u>(1,753,000)</u>

Changes in Expenditures

Employee Compensation – Net Adjustments	(465,000)
Positions Banked or Transferred (6)	(417,000)
Fire Positions Added (6) – Grant-Funded	373,000
Salary Charge-Outs – Decreased	294,000
Employee and Retiree Health Insurance	445,000
Texas Municipal Retirement Contributions	(2,939,000)
Fleet and Fuel Costs	698,000
Equipment Replacement Fund Transfer	122,000
Park Pool Improvements – Capital	65,000
Park Vehicles – Capital	38,000
Park Equipment – Capital	187,000
Plaza Projector Equipment – Capital	22,000
Transportation Bucket Truck – Capital	85,000
Transportation LED Traffic Light Replacements	100,000
Landfill Gas Collection	38,000
Support Service Charges and All Other	139,000
Last Year's Capital Expenditures	(165,000)
Operating Expenditure Reductions	(250,000)

Net Change in Expenditures (1,630,000)

Change in Fund Balance Requirements (167,000)

Available Fund Balance \$ 44,000

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 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.

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 relatively low interest rate, and principal payments are not made until the debt is rolled over into GO Bonds – which occurs approximately every three years. The Commercial Paper Program has provided the City with the ability to issue an annual Short-Term Tax Anticipation Note (TAN) that is used to supplement infrastructure replacement projects.

Debt Service Tax Rate Management Strategy

With assistance from the City's financial advisors, a Debt Service Tax Rate Management Strategy was implemented in FY 2010-11. The strategy includes the following main components:

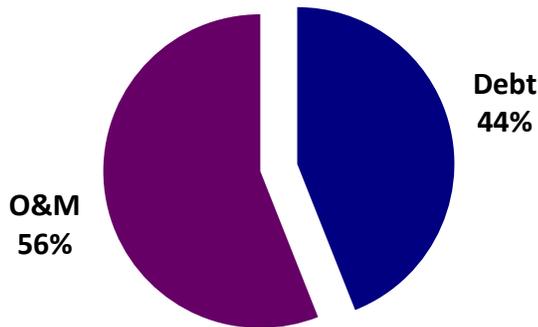
- (1) Take advantage of call options and historically low interest rates to refinance existing debt.
- (2) Terms on new tax-supported General Obligation Bonds (GOs) and Certificates of Obligation (COs) to include: first two years interest only with principal payments spread over remaining years – without extending the debt terms (years until pay-off).

The cumulative impact of these measures is to move a portion of the new CIP Debt Service requirements into years where existing Debt Service is declining. Barring a significant decline in the tax base, this will allow for the 2004 Bond Program to be completed without further Debt Service Tax rate increases. In addition, it allowed for the Debt Service Tax rate to be decreased by one-half (½) cent in FY 2010-11. The Adopted Budget included a corresponding increase in the O&M Tax rate to provide needed funding for the General Fund. Additional Debt Service Tax rate reductions are possible depending on future growth in the tax base.

Total Debt Service and Tax Rate

Total approved Tax-Supported Debt Service for FY 2011-12 equals \$55.7 million, representing a decrease of approximately \$406,800 (0.7%) from the FY 2010-11 Adopted Budget. The approved Debt Service Tax rate remains 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 the FY 2011-12 budget year with a fund balance of approximately \$4.5 million, the equivalent of 30 days of expenditures.

ELECTRIC UTILITY FUND

Garland Power & Light (GP&L) provides residential and commercial electric service to approximately 85% of Garland households and more than 5,700 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.

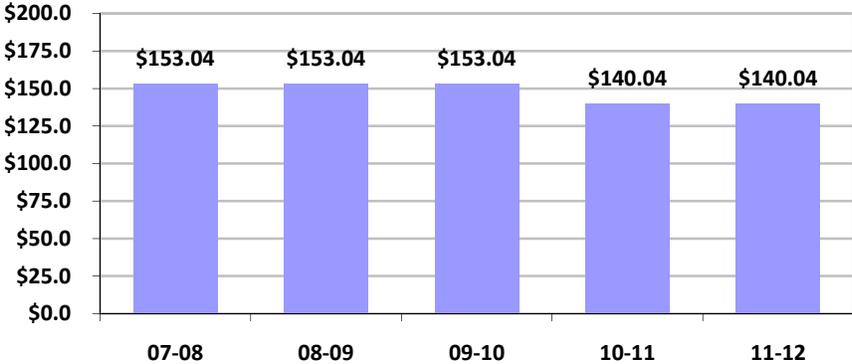
Approximately 75-80% – 1.7 million megawatt hours – of GP&L’s energy is provided by the Texas Municipal Power Agency (TMPA), of which the City of Garland has a 47% interest. TMPA operates a 462-megawatt coal-fired generation plant at the Gibbons Creek reservoir. The remaining energy requirements are purchased through the energy market. GP&L’s own generation units are primarily used to sell power into the market when prices exceed the Utility’s cost of production.

Revenue

Projected revenues for FY 2011-12 are \$216.7 million, representing an \$8.7 million (3.9%) decline from the amount included in the FY 2010-11 Adopted Budget. The decrease continues a trend of reduced off-system sales from GP&L operating units.

GP&L rates are not set with the adoption of the Budget. The Rate Adjustment Factor (RAF) may be modified as appropriate throughout the year based on changing market conditions and natural gas prices. The average monthly cost for residential GP&L customers using 1,300 kWh each month, however, is not expected to change in FY 2011-12 from the current amount of \$140.04. An increase to the RAF tentatively scheduled for November 2010 was not implemented, and the FY 2010-11 average residential monthly bill has been restated at \$140.04.

Average Residential Monthly Bill



Expenditures

GP&L approved expenditures for FY 2011-12 total \$217.1 million, \$11.1 million (4.9%) lower than amounts adopted for FY 2010-11. Driving the decrease is a \$9.3 million (86.5%) reduction in natural gas purchases as well as lower personnel and operating costs and reduced transfers to the Support Service Funds.

Both the FY 2010-11 Revised Budget and FY 2011-12 Adopted Budget include transfers to the Rate Mitigation Fund to be used to offset future rate increases to GP&L customers. The transfer for FY 2010-11 increased to \$40.3 million in the Revised Budget from the \$15.5 million originally adopted, while the approved transfer for FY 2011-12 is \$14.1 million. The FY 2011-12 Adopted Budget also includes a transfer of \$5.0 million to the Utility's multi-year capital fund.

GP&L's Return on Investment (ROI) transfer to the General Fund, discussed elsewhere in the General Fund - Resources section, is approved to remain unchanged for the third consecutive year at \$19.5 million. Likewise, the General and Administrative charge to GP&L is also approved to remain unchanged at \$3.2 million. The Electric Utility provides additional subsidies to the General Fund, the largest being a subsidized electric rate and street light maintenance.

Fund Balance – Operating Fund

The Electric Utility Fund is projected to end FY 2011-12 with a fund balance of approximately \$20.4 million or 45 days of working capital.

Fund Balance – Rate Mitigation Fund

Through transfers intended to offset the impact to customers of possible future rate increases, the Electric Utility is projected to end FY 2011-12 with \$171.1 million in reserves. The Rate Mitigation Fund is restricted by City Charter such that its funds may only be used by GP&L to pay down debt or mitigate rate increases.

WATER UTILITY FUND

The Water Utility purchases wholesale potable water from the North Texas Municipal Water District (NTMWD), then stores and transports it through the City's distribution system.

Revenue

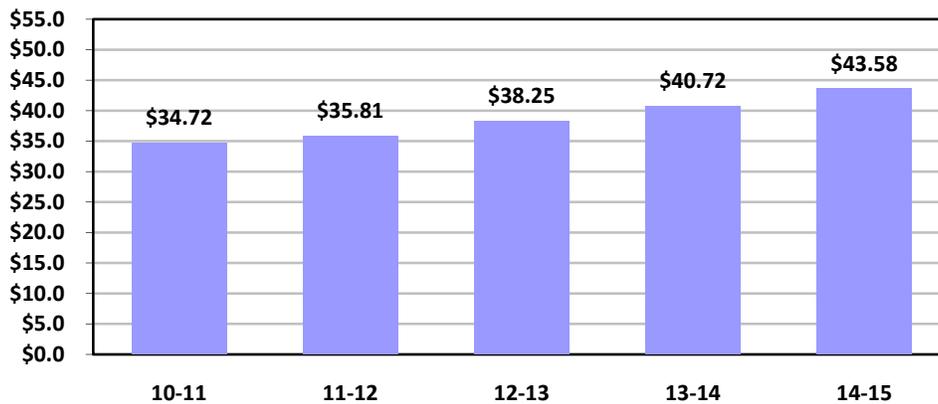
Projected Water revenues for FY 2011-12 are \$47.0 million, reflecting an increase of approximately \$1.9 million (4.2%) from the FY 2010-11 Adopted Budget. The increase is primarily due to a residential and commercial rate increase. The rate increase will have an impact of \$1.09 per month for the average residential user. Rate adjustments are anticipated for the next several years due to significant increases scheduled for wholesale water by the North Texas Municipal Water District (NTMWD). 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 as follows:

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

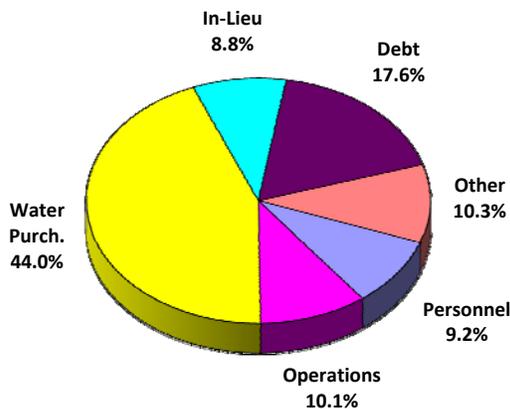
Gallons Used	2010-11 Adopted	2011-12 Adopted
Base Charge 5/8"	\$9.00	\$9.30
1 – 3,000	2.69	2.77
3,001 – 15,000	3.53	3.64
15,001 +	5.47	5.63

In addition, a \$15.00 one-time fee charge for temporary water service when applying for a residential construction permit will be eliminated. Instead, residential developers will be required to set up a metered account for water with Customer Service. For water taken from a fire hydrant during commercial construction, the current \$36.50 minimum charge plus consumption charge will be restructured to reflect a 3-inch meter base charge (\$50.00) plus volume used.

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



**Water Utility Fund
Expenditures**



Expenditures

Approved expenditures for FY 2011-12 are \$46.4 million, an increase of \$2.0 million (4.5%) from FY 2010-11 approved levels. Expenditures include an additional \$823,000 to cover a rate increase imposed by the North Texas Municipal Water District (NTMWD) for wholesale water purchases. The NTMWD rate will increase from \$1.37 per thousand gallons to \$1.49. 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 of dry weather conditions, the Water Utility expects to meet but not exceed the demand level for 2010-11.

In the past, all concrete work required by the Water Utility has been funded with Debt Service proceeds in the Capital Improvement Program. However, the FY 2011-12 Adopted Budget includes an additional \$350,000 in operations to cash-fund concrete work primarily related to maintenance and repair projects. Expenditures also include an additional \$50,000 to continue the development and implementation of a comprehensive Asset Management Program for Transmission, Distribution, and Pumping Systems.

The Water Utility Fund provides several subsidies to the General Fund including \$305,000 toward IT capital purchases and approximately \$220,400 for the maintenance and construction activities of Facilities Management. The Water Utility Fund also contributes \$465,400 to the Garland Economic Development Partnership as well as making a yearly transfer of \$692,500 to the Infrastructure Repair & Replacement Fund to offset the cost of street repairs made as a result of water line repairs and replacements.

Fund Balance

The Water Utility Fund is projected to end the year with a fund balance of \$7.5 million (67 days) of working capital. Due to the volatility in weather patterns, a 60-day fund balance goal has been adopted – along with a 45-day requirement. This allows for the Utility to better deal with extreme weather conditions without having to place a surcharge on water rates. Fund balance amounts that exceed the 60 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, and Rowlett, and the Town of Sunnyvale.

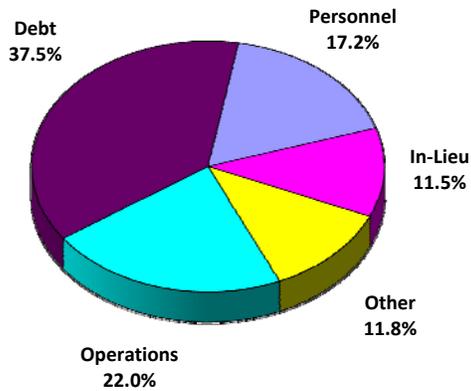
Revenue

Projected Wastewater revenues for FY 2011-12 are \$41.1 million, an increase of \$599,100 (1.5%) from the FY 2010-11 Adopted Budget primarily due to cost-of-service increases to customer cities and major industrial users. Based on the approved rates, a typical Garland resident will continue to pay \$39.79 per month for Wastewater service. Fund balance will be used to avoid a retail rate increase for FY 2011-12, but increases are anticipated in future years due to expected increases in Debt Service costs related to ongoing plant expansion.

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

Volume Charge per 1,000 Gallons	2010-11 Adopted	2011-12 Adopted
Residential	\$4.31	\$4.31
Commercial	4.48	4.48

Wastewater Utility Fund Expenditures



Expenditures

Total approved expenditures for FY 2011-12 are \$41.5 million, an increase of \$707,200 (1.7%) from FY 2010-11 approved levels. Approved expenditures include a \$100,000 transfer to the Capital Improvement Program for future capital projects, \$50,000 to develop and implement an Asset Management Program, and \$400,000 to cash-fund concrete repair traditionally paid for with Debt Service funds.

Also approved is the replacement of a \$35,000 fluid conservation systems correlator; \$12,500 to replace a mini-cam television system used to televise sewer laterals; and increases totaling \$91,100 for rising chemical, industrial sampling, lab equipment service contracts, and lift station maintenance supplies. Personnel expenditures are to be reduced by \$31,700 due to the elimination of a Utility Financial & Regulatory Affairs Manager. This position will be replaced by a Senior Financial Analyst, which is approved to be transferred from the General Fund.

Within Wastewater approved expenditures are a \$305,000 subsidy to the General Fund for IT capital purchases and approximately \$220,400 for the maintenance and construction activities of Facilities Management. Also included are a transfer of \$692,500 to the Infrastructure Repair & Replacement Fund to contribute toward the cost of street repairs incurred in the process of repairing and replacing sewer lines and \$120,000 for legislative consulting services.

Fund Balance

The Wastewater Utility Fund is expected to end FY 2011-12 with a fund balance of \$14.9 million (156 days) of working capital. Like the Water Utility Fund, there is a 45-day fund balance requirement.

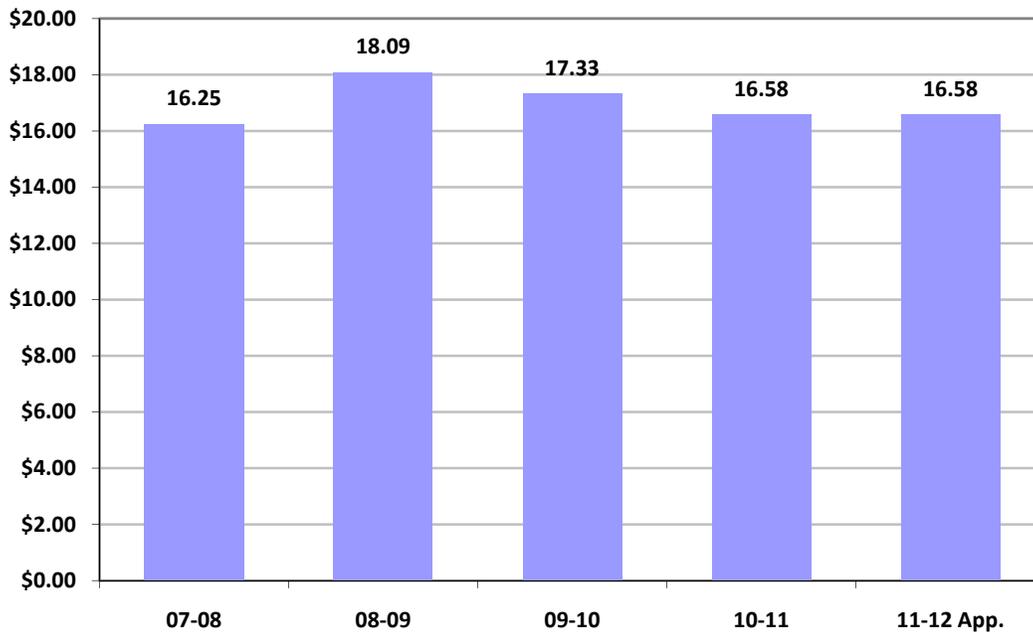
ENVIRONMENTAL WASTE SERVICES FUND

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.

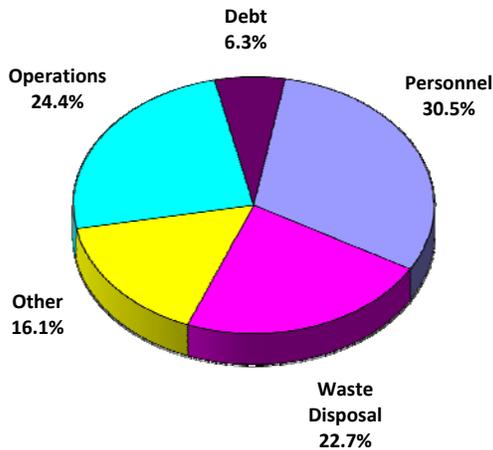
Revenue

Projected EWS revenues for FY 2011-12 are \$16.4 million, a decrease of approximately \$141,300 (0.9%) from FY 2010-11. There is not an increase to residential or commercial rates in the FY 2011-12 Adopted Budget. However, mid-year adjustments may need to be made if fuel prices increase significantly.

**Environmental Waste Services
Monthly Residential Base Rates**



Environmental Waste Services Fund Expenditures



Expenditures

Total approved EWS expenditures for FY 2011-12 are \$16.9 million, approximately \$253,600 (1.5%) lower than FY 2010-11 approved levels. The decrease is due to approved reductions to personnel and operations in order to prevent a residential rate increase from occurring in FY 2011-12. These decreases include banking three vacant positions (a Customer Service Representative, an Equipment Operator, and a Regulatory Compliance Manager) for a total savings of \$190,200. Also, operating reductions of \$100,000 related to promotional expenditures, equipment rentals, and other outside services have been approved.

In addition, The FY 2011-12 Adopted Budget includes an increase of \$60,000 to purchase new automated residential solid waste containers.

Fund Balance

The Environmental Waste Services Fund is projected to end the year with a fund balance of \$1.4 million (46 days) of working capital.

STORMWATER MANAGEMENT FUND

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

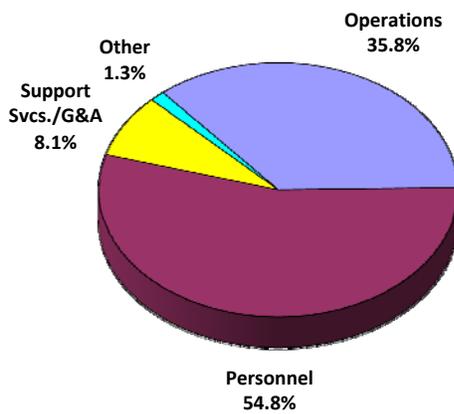
Revenue

Total projected Stormwater Management revenue for FY 2011-12 is estimated at \$3.8 million and is relatively unchanged from approved revenue for FY 2010-11. Although a three-year rate plan was adopted and implemented in FY 2009-10 to fund drainage projects and absorb litter control expenditures borne by the General Fund, Stormwater rates will remain unchanged for FY 2011-12. For a mid-sized residential lot, the rate will continue at \$2.88 or 35% less than the Metroplex median. Commercial account rates will hold steady at \$0.072 per 100 square feet or 44% less than the Metroplex median.

Stormwater Rates

	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted
Small Residential	\$1.32	\$1.44	\$1.44
Medium Residential	2.64	2.88	2.88
Large Residential	3.96	4.32	4.32
Commercial per 100 sq. ft.	0.066	0.072	0.072

**Stormwater Management Fund
Expenditures**



Expenditures

Approved Stormwater Management expenditures for FY 2011-12 are \$3.8 million, virtually unchanged from those approved for FY 2010-11.

Fund Balance

The Stormwater Management Fund is projected to end the year with a fund balance of \$304,800 of working capital.

**COMBINED MONTHLY UTILITY COSTS
TYPICAL GARLAND RESIDENT**

	2010-11 Adopted	Change	2011-12 Adopted
Electric *	\$140.04	\$0.00	\$140.04
Water	34.72	1.09	35.81
Wastewater Service	39.79	0.00	39.79
Trash Collection	16.58	0.00	16.58
Stormwater Fee	2.88	0.00	2.88
Totals	\$234.01	\$1.09	\$235.10

*Electric rates are not set as part of the budget process but rather throughout the year based on market conditions. The average monthly Electric bill for 2010-11 Adopted has been restated to reflect the cancellation of a November 2010 planned increase in the Rate Adjustment Factor.

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 historically 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 have been accomplished through the Infrastructure Repair & Replacement Fund.

The Infrastructure Repair & Replacement Fund is funded each year by transfers from the General Fund, Water Utility Fund, and Wastewater Utility Fund. Transfers for FY 2011-12 to the Fund total \$5.8 million and reflect a minimal increase of \$20,500. Revised revenue includes \$175,000 from Dallas County for the cost-sharing portion of the Pleasant Valley Road resurfacing project, with an offset in expenditures.

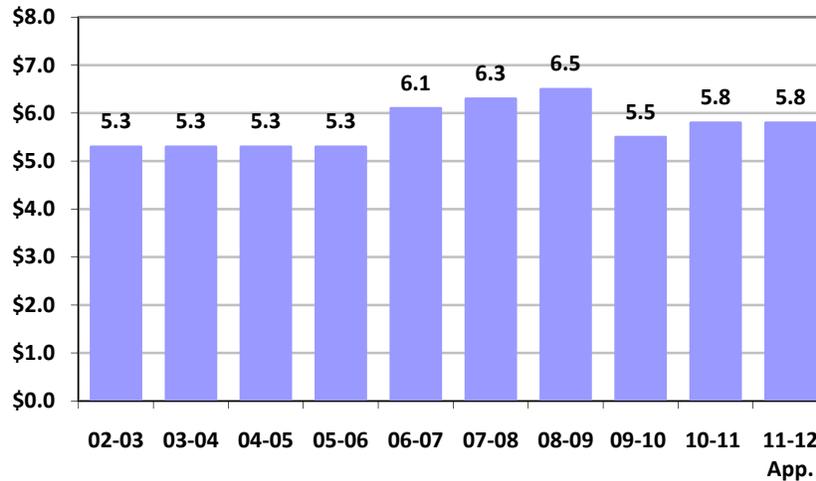
**Infrastructure Repair & Replacement Fund
Transfers**

General Fund	\$4,433,200
Water Utility Fund	692,600
Wastewater Utility Fund	<u>692,600</u>
Total Transfers	<u>\$5,818,400</u>

Funding for infrastructure repair is enhanced each year by approximately \$3.4 million. To provide these funds, a pool is maintained by the annual issuance of a Short-Term Tax Note. The amount of the Tax Note is approximately the amount of Debt Service that is deferred due to the City's issuance of Commercial Paper rather than long-term Bonds when projects are initiated. Additional information regarding the City's Commercial Paper program can be found in the Debt Service section of the Budget.

Combined, transfers from the General Fund, Water Utility Fund, Wastewater Utility Fund, and Tax Note, as well as Interest Income, will provide \$9.3 million in funding for street repairs and replacements in FY 2011-12.

Infrastructure Repair & Replacement Fund
Funding Transfers - History
(In Millions)



Included in the FY 2010-11 Revised Budget is \$175,000 for the Dallas County cost-sharing portion of the Pleasant Valley Road resurfacing project. The FY 2011-12 Adopted Budget includes capital funding of \$235,000 to replace a soil compactor and pneumatic roller. One Administrative Associate position was eliminated.

The Infrastructure Repair & Replacement Fund is projected to end FY 2011-12 with a zero fund balance.

FIREWHEEL FUND

The Firewheel Golf Course is a premier facility that originally offered two 18-hole courses. In September 2001, 27 additional 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, the Lakes Course, and the Bridges Course.

Prior to the 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. As a result, both cost-cutting efforts and revenue enhancements have been aggressively pursued over the past few years. 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.

In July 2010, the City entered into a new management agreement that allowed the City to retain all revenue generated from the Golf Park, including the Branding Iron and Grill 64 snack bar. Also, the City assumed responsibility for the food, beverage, and alcohol costs associated with these facilities. In order to buy and sell alcohol, the City needed to acquire a Mixed Beverage Permit from the Texas Alcoholic Beverage Commission (TABC). (This permit was previously held by the Contractor.) At the recommendation of the City Attorney's Office, the Mixed Beverage Permit for the Firewheel Golf Park was acquired by the Garland Foundation for Development Corporation (GFDC) rather than the City of Garland. This provides significant liability protection for the City.

To meet the alcohol permit requirements, all food and beverage services at the Golf Park must be provided under the GFDC. As a result, in FY 2010-11, the operations of the Branding Iron restaurant, Grill 64 snack bar, food and beverage cart service, along with catering for tournaments and special events became a function of GFDC. GFDC will receive all the revenue derived from these services and will be responsible for all related expenses.

As a result of the change, a Firewheel Golf Park Combined Fund Summary is included in Appendix (H) to show a complete picture of the Golf Park's revenue and expenditures. Also, during the development of the FY 2010-11 Adopted Budget, a lack of meaningful financial data existed to create thorough revenue and expenditure projections. Therefore, Combined Firewheel revenues are projected to decrease by \$154,200 (3.8%) in FY 2011-12 from levels budgeted in the prior year. Likewise, budgeted expenditures are increasing \$233,900 (6.3%). This increase in expenditures is due to labor cost associated with the Golf Park's heavy use season and additional operating expenditures related to the Pro Shop. Firewheel revenues and expenditures are both projected to be \$3.9 million, resulting in a breakeven cash flow.

Combined Firewheel Funds are projected to end the 2011-12 fiscal year with a fund balance deficit of \$1.2 million. It should be noted that while the Firewheel Golf Course has struggled to fully fund its operating costs and Debt Service, the development of the golf complex has been the catalyst for bringing high-end residential development to North Garland. It is conservatively estimated that the courses are responsible for adding over \$400 million to the City's residential tax base, equating to approximately \$2.8 million in annual tax revenues.

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 2011-12 are \$884,300, representing a \$37,300 (4.4%) increase from FY 2010-11 approved levels. Approved revenue includes \$50,900 of additional revenue primarily from fee increases for fitness and ID passes. Increases in classroom, ball field, and pavilion rental have also been approved. Approved expenditures for FY 2011-12 are approximately \$900,900, a decrease of \$91,000 (9.2%) from FY 2010-11. A one-time transfer to the General Fund of \$100,000 is included in approved expenditures and is funded from excess fund balance. Approved expenditures include \$6,000 for four replacement laptop computers at the three City pools and Surf & Swim.

The Recreation Performance Fund is projected to end FY 2011-12 with a fund balance of approximately \$59,500 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 primarily be used to attract visitors and promote tourism to the area. A modest amount of revenue is generated for the Fund from special events sponsored by the City.

The FY 2011-12 Adopted Budget includes estimated Hotel/Motel Tax receipts of \$584,300, a \$152,600 increase (35.4%) from FY 2010-11 approved levels.

Approved Hotel/Motel Tax expenditures for FY 2011-12 are \$729,800, which is a \$138,200 increase (23.4%) from FY 2010-11 approved levels. The increase is due to the addition of a new CVB Sales Specialist position. Additionally, funding of \$5,200 for office equipment for the eventual relocation of the CVB and Community Relations staff to the Duckworth Building is included in the Approved Budget. An agreement with the Hyatt Place Hotel on S.H. 190 stipulates a refund of the Hotel/Motel Tax generated at the facility. During FY 2011-12, approximately \$164,000 will be refunded to the Hyatt Place under this arrangement.

Within the department, salary costs totaling \$134,500 are eligible to be charged from the General Fund to the Hotel/Motel Tax Fund. For FY 2011-12, funding to the Garland Cultural Arts Commission (GCAC) remains at 15% of the prior year's Hotel/Motel Tax revenue, which amounts to \$65,300.

The Hotel/Motel Tax Fund is projected to end FY 2011-12 with a fund balance of approximately \$992,600.

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 2011-12 are \$8,000 in lease and interest income with approved expenditures projected to be \$7,700.

The Garland Heliport Fund is projected to end the FY 2011-12 budget year with a fund balance of \$137,300 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. 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 current trends, SafeLight revenues are projected to remain at \$900,000 in FY 2011-12.

Approved expenditures for FY 2011-12 are \$836,500. Net program income of \$63,500 is projected for FY 2011-12 of which one-half must be sent to the State of Texas.

The SafeLight vendor previously funded the equipment for three additional intersections. Installation costs of \$300,000 associated with these additional intersections are now the City's responsibility and are being paid from program income at \$5,000 a month. It is expected to be paid off in 2014.

The collection of delinquent SafeLight fines is anticipated to be enhanced when the SafeLight Program is incorporated within Dallas County's Scofflaw efforts. The Scofflaw Program prevents individuals from renewing their automobile registration when they have unpaid fines.

The SafeLight Fund is projected to end the FY 2011-12 year with a fund balance of approximately \$79,400 of working capital prior to potential funding to the State.

COMMUNITY AND NEIGHBORHOOD GRANTS

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

Community & Neighborhood Development**CASA Fund**

The CASA Program anticipates program income of approximately \$25,000 from the sale of rehabilitated properties and expenditures of \$25,000.

CDBG Fund

In FY 2011-12, the City expects to receive \$1.9 million in new funding from CDBG, \$60,000 in program income from revolving loans, and \$92,500 in reprogrammed CDBG funds. The CDBG Program will again concentrate on infrastructure projects with \$821,000 (42%) of new funding dedicated to street improvements.

Also, during FY 2008-09, the City secured \$3.6 million in funding from the U.S. Department of Housing and Urban Development (HUD) and the State of Texas for the Neighborhood Stabilization Program (NSP) which was created from the Housing and Economic Recovery Act of 2008. These funds have been used toward the Green, Revitalized, Energy Efficient, Affordable Cost-of-Ownership, and Tailored for Home Ownership (GREAT Homes) program initiated by the City of Garland. This program is expected to continue through FY 2011-12.

In addition, the FY 2011-12 Adopted Budget includes a transfer to the General Fund of \$25,200 as an indirect charge for the administrative support provided by City staff.

HOME Grant Fund

The City expects to receive approximately \$723,600 in additional HOME Grant funds and use approximately \$100,000 in non-expended prior years' funds to construct affordable new housing within Garland neighborhoods during FY 2011-12.

Also, the FY 2011-12 Adopted Budget includes a transfer to the General Fund of \$21,000 as an indirect charge for the administrative support provided by City staff.

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 \$195,500 are anticipated in FY 2011-12 along with approximately \$91,400 from the Emergency Shelter Grant (ESG).

Summer Nutrition Program

The Summer Nutrition Program is projected to receive funding of approximately \$375,000 to provide lunches and snacks for school-age children at approximately 26 sites throughout Garland. In addition, the \$20,000 annual transfer from the General Fund is being made to reduce the deficit created by high fuel and food prices.

Housing Assistance Fund

The Garland Housing Agency is projected to receive approximately \$12.8 million from HUD to administer and operate the Section 8 Housing Voucher Programs and the Disaster Housing Assistance Program. Total approved expenditures in FY 2011-12 are approximately \$12.8 million with the majority (84%) being allocated to Housing Voucher payments.

In addition, the FY 2011-12 Adopted Budget includes a transfer to the General Fund of \$110,000 as an indirect charge for the administrative support provided by City staff.

Housing Assistance Fund

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

LIBRARY GRANT FUND

The Texas State Library contracts with the City of Garland to operate the Northeast Texas Library System (NETLS). The program is fully funded by the State, and the City incurs no direct financial cost for operation of the system.

Projected NETLS revenue for FY 2011-12 is approximately \$410,900, substantially reduced from prior year levels of \$725,800. The State Library System is experiencing budget constraints, and NETLS along with other member systems have reduced expenditures/programs accordingly. Two vacant positions within NETLS are being eliminated – the NETLS Coordinator and a NETLS Librarian. The General Fund expects to receive approximately \$19,500 for administrative services charged to the program through an indirect cost allocation.

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.

Total approved revenue for FY 2011-12 is approximately \$806,900, slightly less than that approved for FY 2010-11 due to anticipated reductions in program income. Of that amount, \$481,900 is grant-funded from the Texas Department of State Health Services and \$300,000 is program income derived from immunizations and examinations. Contributions of \$25,000 are also expected.

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 as well as to acquire specialized equipment outside its normal operating budget. These specific grants are separate from any amounts that may become available through Federal stimulus efforts.

Approved revenue for the Public Safety Grant Fund in FY 2011-12 totals approximately \$86,300 and includes the following:

Public Safety Grants

State Training Grant	\$21,330
Justice Assistance Grant (JAG)	51,370
Internet Crimes Against Children (ICAC) Grant	7,000
Youth Programs	6,600
Total	<u>\$86,300</u>

Due to Federal budget constraints, grant revenue provided by the Department of Homeland Security will not be available for FY 2011-12. While it is anticipated that such funding will be restored and become available in the future, City initiatives and programs in those related areas will continue by using a portion of the grant's fund balance.

Approved expenditures for the Public Safety Grant Fund are \$228,300, and the Fund is expected to end FY 2011-12 with a balance of approximately \$464,600.

STIMULUS GRANT FUND

On February 17, 2009, Congress enacted and President Obama signed into law the American Recovery and Reinvestment Act. This Act provided funds and programs intended to stimulate the U.S. economy in the wake of the economic downturn. The Stimulus Grant Fund is used to account for and track all funds received by the City of Garland as a result of the American Recovery and Reinvestment Act.

The City has secured \$3.9 million in funding in the five areas listed below and expects these programs to continue through FY 2011-12.

Stimulus Grant Funds

- (1) CDBG - Recovery
- (2) Byrne JAG National & State
- (3) Homeless Prevention Rapid Re-Housing
- (4) Energy Efficiency & Conservation Block Grant (EECBG)
- (5) Clean Cities - Petrol Reduction

COMBINED GRANT FUND BALANCE

The grant funds are projected to end FY 2011-12 with a total combined fund balance of \$2.9 million.

NARCOTIC SEIZURE FUNDS

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 Funds expenditures for the FY 2011-12 Adopted Budget total \$1,006,500 and include a \$720,000 transfer to the Multi-Year Capital Improvement Program to assist with upgrades in the rebuilding of the Police Shooting Range, a cost-sharing agreement with Dallas County – Dallas Sheriff's Office Transport Unit, and various annual software maintenance costs.

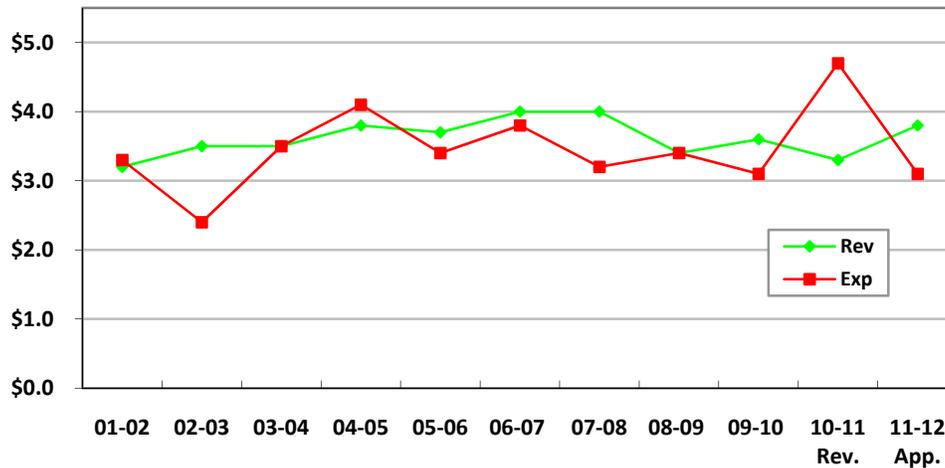
The Narcotic Seizure Funds are expected to end the FY 2011-12 year with a balance on hand of \$79,300.

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 2011-12 are \$3.8 million, consisting mostly of transfers from the major operating funds. Approved expenditures for FY 2011-12 are \$2.7 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.

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



The ERF is expected to have \$8.1 million in reserves for future vehicle replacements by the end of FY 2011-12. This represents a decrease of \$255,100 (3.0%) from FY 2010-11 approved levels. The cost of vehicle replacement is expected to continue exceeding annual contributions, which will lower future fund balance reserves.

SELF INSURANCE FUND

The Self Insurance Fund provides a means for funding liability and property 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 in FY 2011-12 are \$5.3 million.

Approved expenditures in FY 2011-12 are approximately \$5.4 million, representing a 2.1% decrease from FY 2010-11 approved levels. The modest decrease in expenditures is attributed to anticipated reductions in insurance premiums and claims.

Also, within the Risk Management Department, an additional \$26,700 is included to contract out new hire physicals and drug testing. This will allow for more CityCare Clinic resources to go toward family practice and occupational medical services. This increase will be mostly offset by a \$20,000 reduction resulting from using in-house resources to conduct driver's license checks. This service had traditionally been contracted out to an outside agency.

The Self Insurance Fund is projected to end the FY 2011-12 budget year with a fund balance of \$3.0 million, which represents 52.4% 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 Health Clinic for employees and retirees. The City's Group Health Insurance is self-funded by contributions from other City funds and premiums from employees and retirees.

During FY 2010-11, the City experienced an extraordinary high level of health claims that are projected to total \$20.3 million. This is an increase of approximately \$1.2 million from FY 2010-11 approved levels. This increase in health claims is expected to be a one-time occurrence. However, in order to prevent future fund balance issues and spikes in monthly premiums, the City is making a one-time transfer from other City funds of \$901,600 to the Group Health Insurance Fund in the FY 2010-11 Revised Budget.

The FY 2011-12 Adopted Budget includes increases in City contributions for health coverage of \$20.00 (3.7%) per month for employees and \$11.00 (3%) per month for retirees. This brings the monthly City contribution to \$560 for employees and \$376 for retirees. The City's contributions for employee dental coverage are unchanged at \$18.50 per month. In total, City contributions for employee/retiree health and dental coverage increases \$698,200 (4.3%) in the FY 2011-12 Adopted Budget.

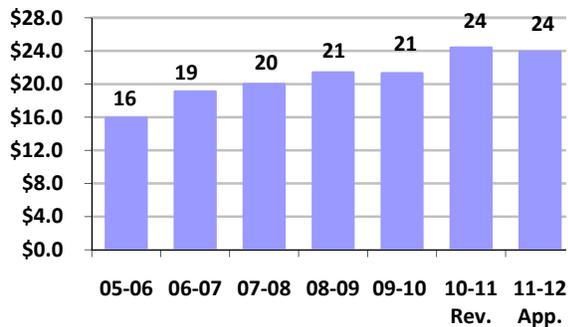
Additionally, In FY 2010-11, the City of Garland introduced the Commit-to-Wellness (C2W) program to help employees enhance personal wellness through proactive health behaviors. The program is offered to all employees at no cost, and participation is strictly voluntary. For full-time employees who meet all of the program requirements by September 30, 2011, the City will pay \$20.00 per month towards employees' required payroll deduction for health insurance (starting January 1, 2012). Approved increases/decreases to monthly premiums paid by City employees based on employee participation in the C2W program are outlined below.

**Approved FY 2011-12 Increase (Decrease)
in Employee Monthly Premiums**

Coverage	Without C2W Participation	With C2W Participation
Employee Only	\$ 8.00	\$(12.00)
Employee + Children	10.00	(10.00)
Employee + Spouse	11.00	(9.00)
Employee + Family	12.00	(8.00)

Also, the Approved Budget includes an average rate increase of 7% for pre-65 retirees and for Medicare-eligible retirees.

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



As reflected in the graph, the historical trend for health insurance costs (net of stop-loss reimbursements) reflects an average increase since FY 2005-06 of 6.7%. The average is mostly due to significant increases in FY 2006-07 and FY 2010-11. Based on actuarial assumptions, an increase is not expected in FY 2011-12.

The Group Health Insurance Fund is projected to end the year with a fund balance reserve of \$2.2 million, which will be used to address unanticipated spikes in claim costs if and when they occur.

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 2011-12 with a fund balance of \$631,600.

CUSTOMER SERVICE FUND

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

The Duckworth Utility Services Building opened in June 2010 to consolidate GP&L administrative offices with those of Customer Service and the City's Tax Department. The new facility provides a larger customer service assistance area with several private areas for individual customer care and problem resolution, as well as additional work stations to assist customers during high-volume periods. The Garland Utility Payment Drive-Thru also opened in June 2010 and expanded drive-through payment capacity from two to four lanes, decreasing customer wait times and improving traffic flow.

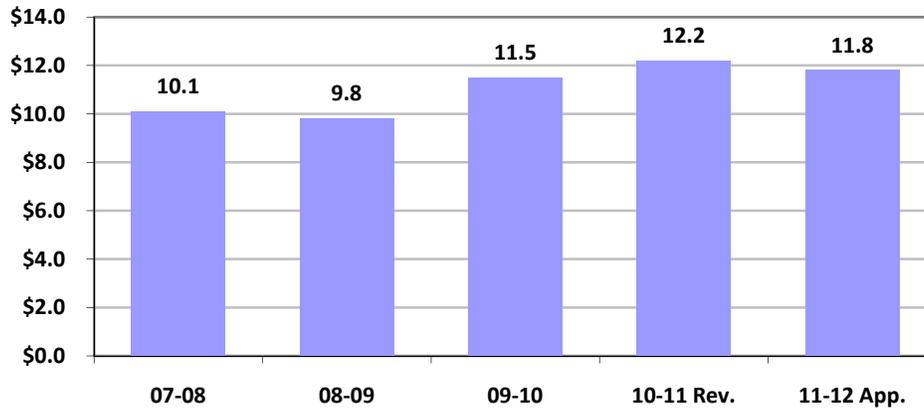
Total anticipated revenue for Customer Service in FY 2011-12 is \$10.9 million and reflects a decrease of \$1.1 million (9.1%) from the amount approved for FY 2010-11. Of the expected \$10.9 million, \$9.1 million (83.7%) is comprised of transfers from the City's utilities and other operating funds.

The FY 2011-12 approved expenditures for Customer Service total \$11.8 million and are \$278,000 (2.3%) less than the amount approved for FY 2010-11. This decrease is the result of \$48,600 in miscellaneous cuts made across the organization in various non-essential areas as well as the banking of two Meter Reader positions. Neither the miscellaneous reductions nor the banked positions are expected to have a negative impact on Customer Service operations or customer care.

Customer Service saw the reclassification of the Customer Service Administrator to Managing Director during FY 2010-11, a move designed to increase the leadership role of that position within Customer Service, Municipal Court, and Tax.

Included in the FY 2011-12 Adopted Budget is \$50,000 in additional operating expenditures that will allow Customer Service to expand their service to verify customer identification and improve collection on past due accounts. Customer Service will continue to fund, through its General and Administrative transfer, security services provided by the Garland City Marshals Office.

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

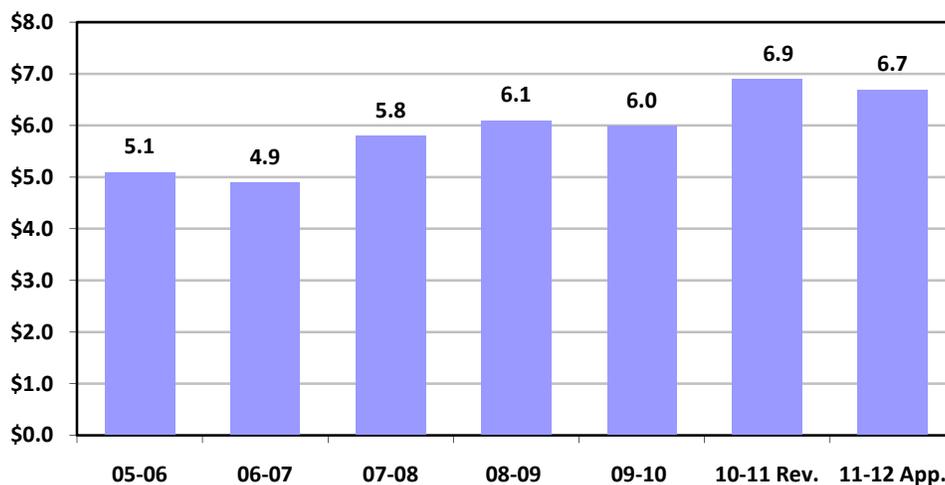


The Customer Service Fund is expected to end FY 2011-12 with a fund balance of approximately \$86,071.

FACILITIES MANAGEMENT FUND

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

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



The FY 2011-12 approved expenditures for Facilities Management are \$6.7 million, a \$200,000 (2.7%) decrease from FY 2010-11 approved levels.

While FY 2011-12 reflects a decline, overall 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.

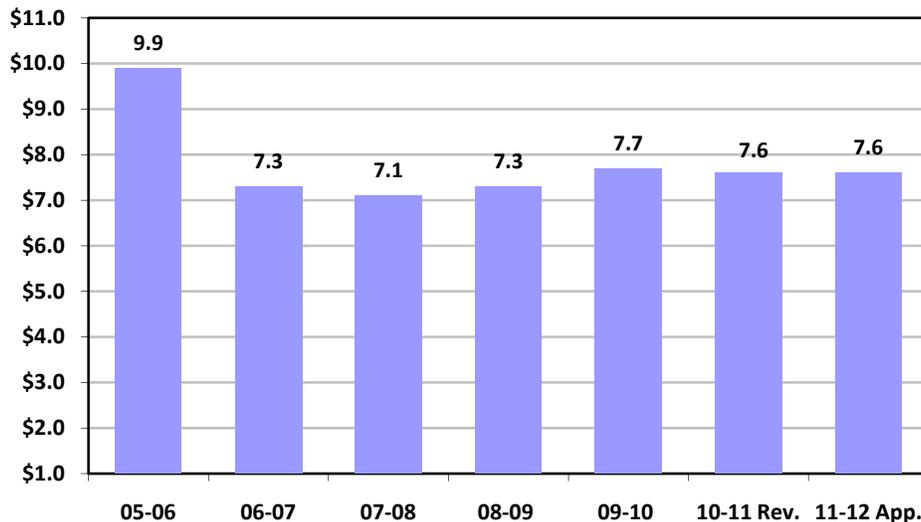
Approved expenditures include transfers to the IT Project Fund for a Facilities Management System. The new system will distribute and track work orders electronically versus the paper process that is currently being used. The software system will not only help manage Facilities' day-to-day operations, but will also serve as the database for all City-owned property and be used by several other City departments to assist in the management of their property. To help offset this additional cost, other operating accounts were reduced.

The Facilities Management Fund is projected to end the FY 2011-12 budget year with a \$21,300 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.

**Fleet Services Department
Total Expenditures
(In Millions)**



FY 2011-12 approved expenditures are \$7.6 million, substantially unchanged from the FY 2010-11 Adopted Budget. Fleet Services will change out Police vehicles from regular motor oil to synthetic oil. This change will result in a reduction of scheduled maintenance of Police vehicles from eleven times per year to three times. The Police Department concurs in this procedural change, which will result in annual savings to Fleet Services of \$12,000.

An additional change is the outsourcing of the remaining tire mounting and repair service. By outsourcing the remaining work, a Mechanic position will be eliminated. The net savings to Fleet Services will be approximately \$20,000 per year after outside expenses are added.

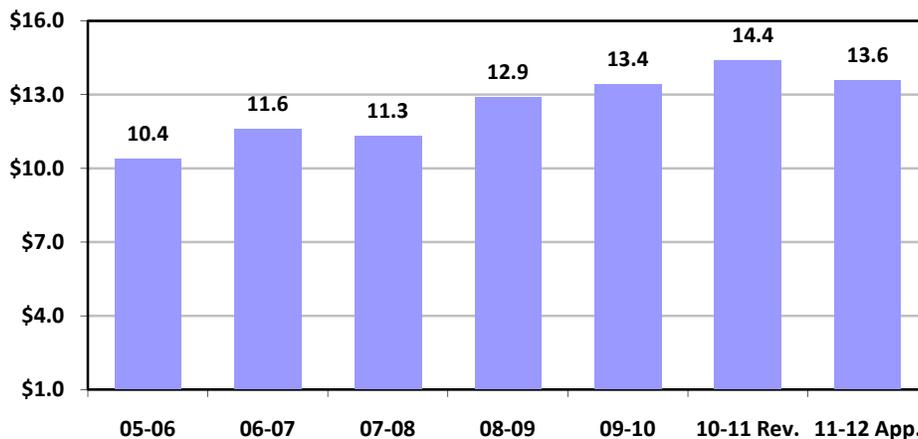
Beginning with FY 2011-12, Fleet Services will be responsible for the servicing of generators for the City (except for the Water Department). Additional funding of \$13,300 is approved for this program. Previously, the Facilities Management Department managed this function.

The Fleet Services Fund is projected to end the FY 2011-12 budget year with a fund balance of approximately \$122,400.

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 Management Information Services (MIS), Organizational Development (OD), Geographical Information Systems (GIS), and Communications. The MIS Division provides development of computer software, hardware support, and network administration to City departments. OD provides internal consulting services such as management studies, facilitation, software design, and project management. 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. And finally, 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.

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



Approved expenditures for FY 2011-12 are \$13.6 million, which is a \$250,700 (1.8%) decrease from FY 2010-11 approved levels. This decrease is primarily due to a \$396,900 (22.3%) drop in Debt Service payments, \$83,400 reduction in Support Service costs, and operating reductions totaling \$57,100.

In addition, approved expenditures include a \$250,000 transfer to the Capital Improvement Program for future networking and cabling upgrades of City facilities.

The Information Technology Fund is projected to end the FY 2011-12 budget year with a fund balance of \$246,400.

IT PROJECT FUND

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

Approved expenditures for FY 2011-12 total \$3.3 million and include approximately \$447,500 for new projects and another \$2.9 million for previously approved projects not yet completed. Mid-year projects approved by the ITB to be funded from the available fund balance in FY 2010-11 include a Team Mate software upgrade (\$5,700), financial application / bid application integration (\$8,000), upgrade to the Image Cash Letter hardware/software (\$42,600), Fleet software upgrade and interface (\$7,000), and new Internet filtering software (\$40,000). Projects approved by the ITB for the FY 2011-12 Adopted Budget are listed below and are funded by a combination of available fund balance and interfund transfers. Also included in the IT Project Fund is a \$75,000 transfer from the General Fund for future Library IT initiatives.

Approved IT Projects

Projects	Costs
Windows 7/Office 2010 Testing and Implementation	\$ 210,000
Neighborhood Information System Data Sharing	22,000
Class Upgrade, V 7.1	11,500
Facilities Management Software	151,000
ArcGIS Upgrade	53,000
Sub-Total – New Projects	\$ 447,500
Projects Previously Approved	2,913,100
Total Project Funding	\$3,360,600

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 transfer from the General Fund is approved to be \$650,000 for FY 2011-12. Future transfers will have to be approximately \$900,000 a year to sustain the General Fund's replacement schedule.

Approved funding for FY 2011-12, received through transfers from other City funds, is \$597,100, and approved expenditures total \$2.5 million. The Fund is expected to end FY 2011-12 with a fund balance of \$660,800.

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. This Fund also includes certain Print and Mail Service Operations and the City's Day Labor Center.

Approved Warehouse expenditures for FY 2011-12 are approximately \$984,000, a decrease of \$68,800 (6.5%) from FY 2010-11 approved levels. The vacant Warehouse Services Manager position is approved to be eliminated and a Senior Inventory Assistant position upgraded to a Warehouse Supervisor's position. Additionally, a Buyer's position in Purchasing will be transferred to the Warehouse, as this position primarily purchases stock items for the Warehouse. A net reduction of approximately \$11,100 will be realized from these personnel changes. Approved expenditures also include \$66,900 for the replacement of two small forklifts. The Warehouse budget includes \$67,000 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 2011-12 with a fund balance of approximately \$67,300.

Fund Summaries

**CITY OF GARLAND
COMBINED FUND SUMMARY
2011-12**

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
REVENUE & TRANSFERS IN					
General Fund	\$131,790,320	\$132,034,590	\$131,397,228	\$131,741,593	-0.2%
Electric Utility Fund	232,723,827	225,413,435	214,713,539	216,708,326	-3.9%
Rate Mitigation Fund	32,889,247	16,484,100	40,975,000	14,850,000	-9.9%
Water Utility Fund	40,972,089	45,141,460	45,526,095	47,048,439	4.2%
Wastewater Utility Fund	40,536,111	40,495,290	40,601,086	41,094,402	1.5%
Environmental Waste Services Fund	15,967,786	16,526,816	16,423,872	16,385,468	-0.9%
All Other Funds	64,071,176	64,920,857	68,969,628	63,431,241	-2.3%
Sub-Total	<u>\$558,950,556</u>	<u>\$541,016,548</u>	<u>\$558,606,449</u>	<u>\$531,259,469</u>	<u>-1.8%</u>
G.O. Debt Service Fund	\$53,494,356	\$55,256,261	\$55,327,514	\$53,882,504	-2.5%
TOTAL REVENUE & TRANSFERS IN	<u>\$612,444,912</u>	<u>\$596,272,809</u>	<u>\$613,933,963</u>	<u>\$585,141,973</u>	<u>-1.9%</u>
Less Interfund Transfers	(\$74,478,934)	(\$62,917,574)	(\$89,005,640)	(\$62,145,658)	-1.2%
NET BUDGET REVENUE	<u>\$537,965,978</u>	<u>\$533,355,235</u>	<u>\$524,928,323</u>	<u>\$522,996,315</u>	<u>-1.9%</u>
APPROPRIATIONS & TRANSFERS OUT					
General Fund	\$130,618,250	\$134,086,244	\$135,546,750	\$132,456,113	-1.2%
Electric Utility Fund	254,380,288	228,193,482	244,895,091	217,052,614	-4.9%
Rate Mitigation Fund	0	0	0	0	0.0%
Water Utility Fund	39,135,615	44,463,017	43,775,165	46,443,732	4.5%
Wastewater Utility Fund	38,601,396	40,756,525	41,013,156	41,463,755	1.7%
Environmental Waste Services Fund	15,995,706	17,170,201	17,036,222	16,916,621	-1.5%
All Other Funds	63,915,715	66,268,192	71,327,051	65,843,111	-0.6%
Sub-Total	<u>\$542,646,971</u>	<u>\$530,937,661</u>	<u>\$553,593,436</u>	<u>\$520,175,946</u>	<u>-2.0%</u>
G.O. Debt Service Fund	\$53,583,071	\$56,089,834	\$55,045,748	\$55,682,997	-0.7%
TOTAL APPROPRIATIONS & TRANSFERS OUT	<u>\$596,230,042</u>	<u>\$587,027,495</u>	<u>\$608,639,184</u>	<u>\$575,858,943</u>	<u>-1.9%</u>
Less Interfund Transfers Out	(\$74,478,934)	(\$62,917,574)	(\$89,005,640)	(\$62,145,658)	-1.2%
NET BUDGET APPROPRIATIONS	<u>\$521,751,108</u>	<u>\$524,109,921</u>	<u>\$519,633,544</u>	<u>\$513,713,285</u>	<u>-2.0%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$16,214,872	\$9,245,314	\$5,294,778	\$9,283,030	0.4%
BEGINNING BALANCE	\$204,816,526	\$180,597,193	\$221,031,397	\$226,326,176	25.3%
Change in Fund Balance	16,214,872	9,245,314	5,294,778	9,283,030	0.4%
ENDING BALANCE	<u>\$221,031,398</u>	<u>\$189,842,507</u>	<u>\$226,326,176</u>	<u>\$235,609,205</u>	<u>24.1%</u>
Assigned General Fund Balance	\$4,730,000	\$4,730,000	\$4,730,000	\$4,730,000	0.0%
TOTAL FUND BALANCE	<u>\$225,761,398</u>	<u>\$194,572,507</u>	<u>\$231,056,176</u>	<u>\$240,339,205</u>	<u>23.5%</u>

**CITY OF GARLAND
COMBINED FUND SUMMARY
2011-12**

DETAIL SCHEDULES:

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
REVENUE - ALL OTHER FUNDS					
Infrastructure Repair & Replcmt. Fund	\$9,218,112	\$9,285,052	\$9,879,152	\$9,272,522	-0.1%
Stormwater Management Fund	3,468,839	3,739,587	3,748,181	3,750,281	0.3%
Firewheel Fund	2,675,813	4,081,575	3,869,199	3,351,183	-17.9%
Recreation Performance Fund	772,980	846,960	1,054,092	884,287	4.4%
Hotel/Motel Tax Fund	581,608	441,618	595,618	602,256	36.4%
Garland Heliport Fund	7,644	8,044	8,044	8,044	0.0%
SafeLight Fund	998,746	900,000	900,000	900,000	0.0%
Combined Grant Funds	21,185,433	20,517,689	22,129,526	18,688,272	-8.9%
Narcotic Seizure Funds	670,284	0	488,968	0	0.0%
Group Health Insurance Fund	24,491,717	25,100,332	26,296,847	25,974,397	3.5%
TOTAL REVENUE	\$64,071,176	\$64,920,857	\$68,969,628	\$63,431,241	-2.3%
APPROPRIATIONS - ALL OTHER FUNDS					
Infrastructure Repair & Replcmt. Fund	\$9,324,373	\$9,312,815	\$10,878,507	\$9,544,324	2.5%
Stormwater Management Fund	3,521,473	3,836,535	4,114,746	3,789,713	-1.2%
Firewheel Fund	2,666,238	3,691,385	3,693,713	3,349,021	-9.3%
Recreation Performance Fund	819,423	992,048	1,175,079	900,854	-9.2%
Hotel/Motel Tax Fund	464,857	591,604	732,052	729,761	23.4%
Garland Heliport Fund	37,837	7,700	7,700	7,700	0.0%
SafeLight Fund	962,071	857,659	858,107	836,528	-2.5%
Combined Grant Funds	21,288,955	20,866,407	22,407,147	18,886,446	-9.5%
Narcotic Seizure Funds	306,150	246,500	246,500	1,006,500	308.3%
Group Health Insurance Fund	24,524,338	25,865,539	27,213,500	26,792,264	3.6%
TOTAL APPROPRIATIONS	\$63,915,715	\$66,268,192	\$71,327,051	\$65,843,111	-0.6%

**CITY OF GARLAND
COMBINED FUND SUMMARY
2011-12**

DETAIL SCHEDULES:

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance					
General Fund	\$1,172,070	(\$2,051,654)	(\$4,149,522)	(\$714,520)	65.2%
Electric Utility Fund	(21,656,461)	(2,780,047)	(30,181,552)	(344,288)	87.6%
Rate Mitigation Fund	32,889,247	16,484,100	40,975,000	14,850,000	-9.9%
Water Utility Fund	1,836,474	678,443	1,750,930	604,707	-10.9%
Wastewater Utility Fund	1,934,715	(261,235)	(412,070)	(369,353)	-41.4%
Environmental Waste Services Fund	(27,920)	(643,385)	(612,350)	(531,153)	17.4%
Infrastructure Repair & Replcmt. Fund	(106,261)	(27,763)	(999,355)	(271,802)	-879.0%
Stormwater Management Fund	(52,634)	(96,948)	(366,565)	(39,432)	59.3%
Firewheel Fund	9,575	390,190	175,486	2,162	-99.4%
Recreation Performance Fund	(46,443)	(145,088)	(120,987)	(16,567)	88.6%
Hotel/Motel Tax Fund	116,751	(149,986)	(136,434)	(127,505)	15.0%
Garland Heliport Fund	(30,193)	344	344	344	0.0%
SafeLight Fund	36,675	42,341	41,893	63,472	49.9%
Combined Grant Funds	(103,522)	(348,718)	(277,621)	(198,174)	43.2%
Narcotic Seizure Funds	364,134	(246,500)	242,468	(1,006,500)	-308.3%
Group Health Insurance Fund	(32,621)	(765,207)	(916,653)	(817,867)	-6.9%
Sub-Total	<u>\$16,303,586</u>	<u>\$10,078,887</u>	<u>\$5,013,012</u>	<u>\$11,083,523</u>	<u>10.0%</u>
G.O. Debt Service Fund	(\$88,714)	(\$833,573)	\$281,766	(\$1,800,493)	-116.0%
TOTAL CHANGE IN FUND BALANCE	<u>\$16,214,872</u>	<u>\$9,245,314</u>	<u>\$5,294,778</u>	<u>\$9,283,030</u>	<u>0.4%</u>

**CITY OF GARLAND
COMBINED FUND SUMMARY
2011-12**

DETAIL SCHEDULES:

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
BEGINNING BALANCE					
General Fund	\$13,904,867	\$12,393,781	\$15,076,937	\$10,927,415	-11.8%
Electric Utility Fund	72,614,714	23,619,481	50,958,253	20,776,701	-12.0%
Rate Mitigation Fund	82,412,650	115,181,650	115,301,897	156,276,897	35.7%
Water Utility Fund	3,283,663	1,038,912	5,120,137	6,871,067	561.4%
Wastewater Utility Fund	13,735,067	13,844,748	15,669,782	15,257,712	10.2%
Environmental Waste Services Fund	2,579,104	2,302,896	2,551,184	1,938,834	-15.8%
Infrastructure Repair & Replcmt. Fund	1,377,418	27,763	1,271,157	271,802	879.0%
Stormwater Management Fund	763,423	300,132	710,789	344,224	14.7%
Firewheel Fund	(1,471,323)	(1,235,054)	(1,461,748)	(1,286,262)	-4.1%
Recreation Performance Fund	243,478	156,581	197,035	76,048	-51.4%
Hotel/Motel Tax Fund	1,139,750	994,504	1,256,501	1,120,067	12.6%
Garland Heliport Fund	166,783	128,915	136,590	136,934	6.2%
SafeLight Fund	(62,640)	55,717	(25,965)	15,928	-71.4%
Combined Grant Funds	3,528,228	3,661,363	3,424,706	3,147,085	-14.0%
Narcotic Seizure Funds	479,152	603,628	843,286	1,085,754	79.9%
Group Health Insurance Fund	3,982,030	2,783,577	3,949,409	3,032,756	9.0%
Sub-Total	\$198,676,364	\$175,858,595	\$214,979,949	\$219,992,962	25.1%
G.O. Debt Service Fund	\$6,140,162	\$4,738,598	\$6,051,448	\$6,333,214	33.7%
TOTAL BEGINNING BALANCE	\$204,816,526	\$180,597,193	\$221,031,397	\$226,326,176	25.3%
ENDING BALANCE					
General Fund	\$15,076,937	\$10,342,127	\$10,927,415	\$10,212,895	-1.2%
Electric Utility Fund	50,958,253	20,839,434	20,776,701	20,432,413	-2.0%
Rate Mitigation Fund	115,301,897	131,665,750	156,276,897	171,126,897	30.0%
Water Utility Fund	5,120,137	1,717,355	6,871,067	7,475,774	335.3%
Wastewater Utility Fund	15,669,782	13,583,513	15,257,712	14,888,359	9.6%
Environmental Waste Services Fund	2,551,184	1,659,511	1,938,834	1,407,680	-15.2%
Infrastructure Repair & Replcmt. Fund	1,271,157	0	271,802	0	0.0%
Stormwater Management Fund	710,789	203,184	344,224	304,792	50.0%
Firewheel Fund	(1,461,748)	(844,864)	(1,286,262)	(1,284,100)	-52.0%
Recreation Performance Fund	197,035	11,493	76,048	59,481	417.5%
Hotel/Motel Tax Fund	1,256,501	844,518	1,120,067	992,562	17.5%
Garland Heliport Fund	136,590	129,259	136,934	137,278	6.2%
SafeLight Fund	(25,965)	98,058	15,928	79,400	-19.0%
Combined Grant Funds	3,424,706	3,312,645	3,147,085	2,948,911	-11.0%
Narcotic Seizure Funds	843,286	357,128	1,085,754	79,254	-77.8%
Group Health Insurance Fund	3,949,409	2,018,370	3,032,756	2,214,889	9.7%
Sub-Total	\$214,979,950	\$185,937,482	\$219,992,962	\$231,076,486	24.3%
G.O. Debt Service Fund	\$6,051,448	\$3,905,025	\$6,333,214	\$4,532,721	16.1%
TOTAL ENDING BALANCE	\$221,031,398	\$189,842,507	\$226,326,176	\$235,609,205	24.1%

**CITY OF GARLAND
GENERAL FUND SUMMARY
2011-12**

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
REVENUE					
Taxes	\$62,814,179	\$61,486,315	\$61,482,559	\$60,335,799	-1.9%
Franchise Fees	8,041,399	7,383,430	7,709,169	7,864,059	6.5%
Sanitation Services	8,683,463	9,211,976	8,815,619	9,077,204	-1.5%
Service Charges	7,571,538	8,257,749	8,415,683	8,364,485	1.3%
Earnings on Investments	248,926	173,592	180,322	154,600	-10.9%
Intergovernmental	417,565	366,000	303,213	614,467	67.9%
Intragovernmental	27,542,398	28,730,201	28,728,753	29,131,371	1.4%
Licenses & Permits	3,370,873	2,962,572	2,903,230	3,136,452	5.9%
Fines & Forfeitures	4,688,779	4,714,545	4,143,451	4,161,631	-11.7%
Rents & Concessions	950,225	774,217	741,236	786,824	1.6%
Sub-Total	\$124,329,345	\$124,060,597	\$123,423,235	\$123,626,892	-0.3%
Intragovernmental Transfers	\$66,107	\$135,000	\$135,000	\$275,708	104.2%
General & Administrative Revenue	7,394,868	7,838,993	7,838,993	7,838,993	0.0%
TOTAL REVENUE & TRANSFERS	\$131,790,320	\$132,034,590	\$131,397,228	\$131,741,593	-0.2%
EXPENDITURES					
Personnel	\$95,019,214	\$100,586,892	\$100,480,733	\$97,583,655	-3.0%
Salary Charge-Outs	0	(2,181,335)	(2,161,335)	(1,886,943)	13.5%
Operations	14,095,259	14,798,370	15,534,094	15,358,262	3.8%
Capital	246,510	165,493	306,078	397,000	139.9%
Sub-Total	\$109,360,983	\$113,369,420	\$114,159,570	\$111,451,974	-1.7%
Support Services	\$12,111,730	\$12,383,125	\$12,383,125	\$12,266,069	-0.9%
Total Operating Expenditures	\$121,472,713	\$125,752,545	\$126,542,695	\$123,718,043	-1.6%
Transfers to Other Funds	\$9,145,537	\$8,333,699	\$9,004,055	\$8,738,070	4.9%
TOTAL EXPENDITURES	\$130,618,250	\$134,086,244	\$135,546,750	\$132,456,113	-1.2%
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$1,172,070	(\$2,051,654)	(\$4,149,522)	(\$714,520)	65.2%
UNASSIGNED BEGINNING BALANCE	\$13,904,867	\$12,393,781	\$15,076,937	\$10,927,415	-11.8%
Change in Unassigned Fund Balance	1,172,070	(2,051,654)	(4,149,522)	(714,520)	65.2%
UNASSIGNED ENDING BALANCE	\$15,076,937	\$10,342,127	\$10,927,415	\$10,212,895	-1.2%
Assigned Fund Balance	\$4,730,000	\$4,730,000	\$4,730,000	\$4,730,000	0.0%
TOTAL FUND BALANCE	\$19,806,937	\$15,072,127	\$15,657,415	\$14,942,895	-0.9%
Days of Operating Expenditures	45	30	32	30	0.4%
30-Day Fund Balance Requirement	\$9,984,059	\$10,335,826	\$10,400,769	\$10,168,606	-1.6%
Over (Short of) Requirement	\$5,092,878	\$6,301	\$526,646	\$44,289	602.8%

**CITY OF GARLAND
GENERAL FUND
REVENUE BY SOURCE
2011-12**

SOURCE OF INCOME	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
<u>Taxes</u>					
Ad Valorem - Current Year	\$40,453,310	\$39,354,135	39,554,135	\$38,450,376	-2.3%
Ad Valorem - Prior Year / Int. & Penalty	687,870	570,394	515,541	565,589	-0.8%
Sales Tax	21,573,549	21,628,713	21,916,571	21,730,035	0.5%
Transfer to FTC Reserve/Developer	0	(175,000)	(614,733)	(529,391)	-202.5%
Sales Tax Incentive	(263,457)	(272,626)	(264,169)	(264,169)	3.1%
Mixed Drink Tax	263,272	277,698	272,243	281,520	1.4%
Bingo Gross Receipts Tax	99,635	103,001	102,971	101,839	-1.1%
TOTAL TAXES	\$62,814,179	\$61,486,315	\$61,482,559	\$60,335,799	-1.9%
<u>Franchise Fees</u>					
Time Warner Cable Franchise Fee	\$1,030,782	\$958,761	\$746,594	\$910,823	-5.0%
TXU Electric Franchise Fee	1,226,244	1,185,411	1,258,746	1,258,589	6.2%
Atmos Gas Franchise Fee	2,101,225	1,961,538	1,919,680	1,878,546	-4.2%
Telecommunications Franchise Fees	3,451,030	3,061,838	3,525,722	3,557,768	16.2%
Commercial Sanitation Franchise Fee	232,118	215,882	258,427	258,333	19.7%
TOTAL FRANCHISE FEES	\$8,041,399	\$7,383,430	\$7,709,169	\$7,864,059	6.5%
<u>Sanitation Services</u>					
Landfill Fees / Transfer Station	\$4,953,592	\$5,396,417	\$5,183,420	\$5,244,534	-2.8%
Disposal Fees	3,729,436	3,815,559	3,632,199	3,832,670	0.4%
Other Sanitation Fees	435	0	0	0	0.0%
TOTAL SANITATION CHARGES	\$8,683,463	\$9,211,976	\$8,815,619	\$9,077,204	-1.5%
<u>Service Charges</u>					
EMS - Ambulance Fees	\$2,217,518	\$2,122,399	\$2,011,025	\$1,960,749	-7.6%
EMS - Monthly Fee	0	1,224,000	1,470,924	1,470,924	20.2%
Impound Vehicles	182,977	161,445	145,695	143,997	-10.8%
E-911 Fees	1,661,521	1,630,205	1,686,598	1,709,065	4.8%
False Alarm Fees	213,071	240,000	159,164	159,164	-33.7%
Police Services	1,374,625	1,363,096	1,356,701	1,356,701	-0.5%
Swimming Pool Fees	460,845	469,000	449,000	515,476	9.9%
Mowing Liens	259,568	280,207	244,845	244,845	-12.6%
Salvage	430,960	300,000	300,000	300,000	0.0%
Other Service Charges	770,453	467,397	591,731	503,564	7.7%
TOTAL SERVICE CHARGES	\$7,571,538	\$8,257,749	\$8,415,683	\$8,364,485	1.3%
<u>Earnings on Investments</u>					
Interest Income	\$248,926	\$173,592	\$180,322	\$154,600	-10.9%
TOTAL EARNINGS ON INVESTMENTS	\$248,926	\$173,592	\$180,322	\$154,600	-10.9%

**CITY OF GARLAND
GENERAL FUND
REVENUE BY SOURCE
2011-12**

SOURCE OF INCOME	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
<u>Intergovernmental</u>					
State Grants	\$80,606	\$66,000	\$66,634	\$66,634	1.0%
Federal Grants	336,959	300,000	236,579	547,833	82.6%
TOTAL INTERGOVERNMENTAL	\$417,565	\$366,000	\$303,213	\$614,467	67.9%
<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	1,478,741	1,645,512	1,645,512	1,731,319	5.2%
Wastewater Ad Valorem	2,924,695	3,052,423	3,052,423	3,163,183	3.6%
Environmental Waste Svcs. Ad Valorem	48,934	50,941	50,941	46,051	-9.6%
Water Franchise Fee	1,898,558	2,130,216	2,140,718	2,344,439	10.1%
Wastewater Franchise Fee	1,599,720	1,599,926	1,598,959	1,602,107	0.1%
Env. Waste Svcs. Franchise Fee	140,452	799,885	788,902	792,974	-0.9%
General & Administrative	7,394,868	7,838,993	7,838,993	7,838,993	0.0%
Indirect Cost / Transfers In	66,107	135,000	135,000	275,708	104.2%
TOTAL INTRAGOVERNMENTAL	\$35,003,373	\$36,704,194	\$36,702,746	\$37,246,072	1.5%
<u>Licenses & Permits</u>					
Building Permits	\$523,889	\$548,629	\$511,596	\$514,276	-6.3%
Rezoning Fees	42,787	38,042	41,001	41,894	10.1%
Public Works Inspection Fee	28,974	33,354	31,082	31,082	-6.8%
Electric & Plumbing Permits	344,797	318,162	382,179	484,937	52.4%
Sign Permits	110,186	102,497	103,141	134,941	31.7%
Animal License	68,817	67,977	68,402	68,402	0.6%
Animal Pound	178,323	179,509	208,709	208,709	16.3%
Inspection Fees	218,077	220,306	214,002	232,202	5.4%
Rental Registration Fees	283,220	233,000	233,000	253,600	8.8%
Other Permits and Licenses	1,571,803	1,221,096	1,110,118	1,166,409	-4.5%
TOTAL LICENSES & PERMITS	\$3,370,873	\$2,962,572	\$2,903,230	\$3,136,452	5.9%
<u>Fines & Forfeitures</u>					
Court Fines and Fees	\$4,139,014	\$4,208,106	\$3,631,863	\$3,722,669	-11.5%
Warrant Fees	311,362	277,879	249,127	249,127	-10.3%
Technology Fee Transfer	60,000	50,376	100,376	27,750	-44.9%
Library Fines	178,403	178,184	162,085	162,085	-9.0%
TOTAL FINES & FORFEITURES	\$4,688,779	\$4,714,545	\$4,143,451	\$4,161,631	-11.7%
<u>Rents & Concessions</u>					
Surf & Swim Concessions	\$93,700	\$115,000	\$93,975	\$94,000	-18.3%
Park Concessions	147,161	160,000	148,237	140,000	-12.5%
Granville Arts Center Fees	123,916	121,000	115,000	122,000	0.8%
Other Rentals	585,448	378,217	384,024	430,824	13.9%
TOTAL RENTS & CONCESSIONS	\$950,225	\$774,217	\$741,236	\$786,824	1.6%
TOTAL GENERAL FUND REVENUE	\$131,790,320	\$132,034,590	\$131,397,228	\$131,741,593	-0.2%

**CITY OF GARLAND
GENERAL FUND
EXPENDITURES BY AREA
2011-12**

AREA	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Budget & Research	\$779,854	\$794,774	\$587,070	\$599,293	-24.6%
Building Inspection	1,513,698	1,510,187	1,520,187	1,461,273	-3.2%
City Administration	796,279	819,378	1,027,082	1,022,287	24.8%
City Attorney	1,520,570	1,819,095	1,820,191	1,831,408	0.7%
City Council	151,182	181,993	181,993	178,993	-1.6%
City Secretary	333,941	391,607	391,607	351,150	-10.3%
Code Compliance	2,029,312	2,128,654	2,128,654	2,152,256	1.1%
Community Relations	156,262	135,856	135,856	144,551	6.4%
Engineering	1,061,306	1,167,835	1,167,835	1,008,945	-13.6%
Financial Services	1,834,954	1,778,853	1,778,853	1,640,003	-7.8%
Fire	26,958,544	27,196,605	27,294,299	27,039,469	-0.6%
Health	2,349,539	2,434,251	2,452,163	2,485,549	2.1%
Human Resources	1,057,550	1,082,001	1,082,001	1,071,181	-1.0%
Internal Audit	434,943	491,117	492,117	478,314	-2.6%
EWS - Disposal (<i>formerly Landfill</i>)	4,052,375	4,377,803	4,480,194	4,355,748	-0.5%
Library	4,173,778	4,247,983	4,350,798	4,151,946	-2.3%
Municipal Court	2,099,661	2,032,305	2,082,305	1,974,798	-2.8%
Office of Emergency Management	212,121	222,052	222,052	186,416	-16.0%
Parks, Recreation and Cultural Arts	8,439,009	9,056,776	9,220,925	9,053,991	0.0%
Planning	1,435,320	1,483,423	1,672,487	1,469,788	-0.9%
Police	42,136,292	43,590,158	43,673,766	42,466,686	-2.6%
Public & Media Affairs	284,892	288,821	288,821	281,733	-2.5%
Purchasing	632,527	644,443	644,443	554,690	-13.9%
Tax	757,362	796,865	796,865	782,268	-1.8%
Transportation	2,153,672	2,225,849	2,240,599	2,174,615	-2.3%
Non-Departmental	2,006,040	2,470,736	2,426,407	2,534,623	2.6%
Department Totals	\$109,360,983	\$113,369,420	\$114,159,570	\$111,451,974	-1.7%
Support Services					
Customer Service	\$354,867	\$212,535	\$212,535	\$192,859	-9.3%
Facilities Management	3,645,915	3,403,741	3,403,741	3,007,183	-11.7%
Information Technology (MIS/Comm.)	7,327,977	7,852,894	7,852,894	7,855,845	0.0%
IT Replacement Fund	500,000	500,000	500,000	650,000	30.0%
IT Project Fund	0	75,000	75,000	270,767	261.0%
Warehouse	282,971	338,955	338,955	289,415	-14.6%
Sub-Total	\$12,111,730	\$12,383,125	\$12,383,125	\$12,266,069	-0.9%
Transfers to Other Funds	\$9,145,537	\$8,333,699	\$9,004,055	\$8,738,070	4.9%
TOTAL EXPENDITURES	\$130,618,250	\$134,086,244	\$135,546,750	\$132,456,113	-1.2%

**CITY OF GARLAND
GENERAL FUND
2011-12**

NON-DEPARTMENTAL EXPENDITURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Incr. - Non-Civil Svc.	\$0	\$0	\$0	\$0	0.0%
Market Adjustment - Non-Civil Service	0	0	0	0	0.0%
Civil Service Adjustment - Police	0	0	0	0	0.0%
Civil Service Adjustment - Fire	0	0	0	0	0.0%
Salary Savings	0	0	(750,000)	0	0.0%
Early Retirement Incentive Program	0	0	149,965	0	0.0%
Retiree Insurance	1,400,769	1,435,496	1,435,496	1,594,165	11.1%
City Insurance Adjustment	0	370,008	883,814	275,040	-25.7%
Unemployment Claims	70,862	60,000	60,000	60,000	0.0%
Sub-Total Personnel Costs	<u>\$1,471,631</u>	<u>\$1,865,504</u>	<u>\$1,779,275</u>	<u>\$1,929,205</u>	<u>3.4%</u>
Dues and Memberships	\$101,565	\$99,573	\$99,573	\$99,663	0.1%
Professional Services	65,155	177,408	219,308	177,504	0.1%
Tuition Reimbursement / Training	44,497	70,000	70,000	70,000	0.0%
Legislative Lobbyist	0	30,000	30,000	30,000	0.0%
Other (Prior Period Adjustment., Bad Debt)	94,940	0	0	0	0.0%
Street Lighting	228,251	228,251	228,251	228,251	0.0%
Sub-Total Operations Costs	<u>\$534,408</u>	<u>\$605,232</u>	<u>\$647,132</u>	<u>\$605,418</u>	<u>0.0%</u>
 Total Non-Departmental	 <u>\$2,006,039</u>	 <u>\$2,470,736</u>	 <u>\$2,426,407</u>	 <u>\$2,534,623</u>	 <u>2.6%</u>

TRANSFERS TO OTHER FUNDS

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
Long Term Disability Fund	\$172,800	\$172,300	\$172,300	\$173,579	0.7%
Infrastructure Repair & Replcmt. Fund	4,358,158	4,433,158	4,433,158	4,433,158	0.0%
Self Insurance Fund	2,642,371	2,537,213	2,537,213	2,723,107	7.3%
Transfer to Landfill Interest & Sinking Fd.	1,125,989	1,171,028	1,171,028	1,217,870	4.0%
Transfer to Firewheel Fund	500,000	0	500,000	0	0.0%
Transfer to Summer Nutrition Fund	20,000	20,000	20,000	20,000	0.0%
Transfer to CIP	250,000	0	100,000	100,000	0.0%
Transfer to Debt Service	76,219	0	70,356	70,356	0.0%
 Total Transfers to Other Funds	 <u>\$9,145,537</u>	 <u>\$8,333,699</u>	 <u>\$9,004,055</u>	 <u>\$8,738,070</u>	 <u>4.9%</u>

**CITY OF GARLAND
ELECTRIC UTILITY FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Sales of Electricity	\$231,017,994	\$224,461,206	\$213,102,049	\$215,120,007	-4.2%
Miscellaneous Revenue	2,460,948	2,135,799	2,381,199	2,281,466	6.8%
Interest Income	295,659	210,000	210,000	290,000	38.1%
Bad Debt	(1,050,774)	(1,393,570)	(979,709)	(983,147)	29.5%
TOTAL REVENUE	<u>\$232,723,827</u>	<u>\$225,413,435</u>	<u>\$214,713,539</u>	<u>\$216,708,326</u>	<u>-3.9%</u>
EXPENDITURES					
Personnel	\$22,801,886	\$26,128,430	\$26,361,889	\$25,127,394	-3.8%
Operations	132,207,390	119,933,332	116,634,377	115,779,751	-3.5%
Capital	82,422	124,095	193,888	14,930	-88.0%
Sub-Total	<u>\$155,091,698</u>	<u>\$146,185,857</u>	<u>\$143,190,154</u>	<u>\$140,922,075</u>	<u>-3.6%</u>
Support Services	\$8,707,745	\$8,727,701	\$8,727,701	\$7,676,537	-12.0%
IT Replacement Fund	175,000	275,000	275,000	350,000	27.3%
Debt Service	9,189,294	13,440,899	13,415,211	13,418,882	-0.2%
Revenue Bonds	10,230,555	10,227,435	10,227,435	10,596,471	3.6%
Total Operating Expenditures	<u>\$183,394,292</u>	<u>\$178,856,892</u>	<u>\$175,835,501</u>	<u>\$172,963,965</u>	<u>-3.3%</u>
General & Administrative	\$3,006,740	\$3,164,239	\$3,164,239	\$3,164,239	0.0%
Return on Investment	19,451,298	19,451,298	19,451,298	19,451,298	0.0%
Inventory Adjustment	48,825	0	0	0	0.0%
Transfer to Multi-Year Capital	14,000,000	8,943,900	3,926,000	5,012,000	-44.0%
Transfers to Other Funds	34,479,133	17,777,153	42,518,053	16,461,112	-7.4%
TOTAL EXPENDITURES	<u>\$254,380,288</u>	<u>\$228,193,482</u>	<u>\$244,895,091</u>	<u>\$217,052,614</u>	<u>-4.9%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$21,656,461)	(\$2,780,047)	(\$30,181,552)	(\$344,288)	87.6%
BEGINNING FUND BALANCE	\$72,614,714	\$23,619,481	\$50,958,253	\$20,776,701	-12.0%
Change in Fund Balance	<u>(21,656,461)</u>	<u>(2,780,047)</u>	<u>(30,181,552)</u>	<u>(344,288)</u>	<u>87.6%</u>
ENDING FUND BALANCE	<u>\$50,958,253</u>	<u>\$20,839,434</u>	<u>\$20,776,701</u>	<u>\$20,432,413</u>	<u>-2.0%</u>
Days of Operating Expenditures	108	45	45	45	0.0%
45-Day Fund Balance Requirement	\$21,174,963	\$20,833,154	\$20,766,954	\$20,419,674	-2.0%
Over (Short of) Requirement	\$29,783,290	\$6,280	\$9,747	\$12,739	102.8%

**CITY OF GARLAND
RATE MITIGATION FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from Electric Utility Fund	\$32,169,000	\$15,534,100	\$40,275,000	\$14,100,000	-9.2%
Interest and Amortization	720,247	950,000	700,000	750,000	-21.1%
TOTAL REVENUE	<u>\$32,889,247</u>	<u>\$16,484,100</u>	<u>\$40,975,000</u>	<u>\$14,850,000</u>	<u>-9.9%</u>
EXPENDITURES					
Transfer to Electric Utility Fund	\$0	\$0	\$0	\$0	0.0%
TOTAL EXPENDITURES	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.0%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$32,889,247	\$16,484,100	\$40,975,000	\$14,850,000	-9.9%
BEGINNING FUND BALANCE	\$82,412,650	\$115,181,650	\$115,301,897	\$156,276,897	35.7%
Change in Fund Balance	<u>32,889,247</u>	<u>16,484,100</u>	<u>40,975,000</u>	<u>14,850,000</u>	<u>-9.9%</u>
ENDING FUND BALANCE	<u>\$115,301,897</u>	<u>\$131,665,750</u>	<u>\$156,276,897</u>	<u>\$171,126,897</u>	<u>30.0%</u>

**CITY OF GARLAND
WATER UTILITY FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Residential Water Service	\$25,965,956	\$28,402,221	\$28,410,945	\$28,948,639	1.9%
Commercial Water Service	12,412,054	14,055,157	14,263,618	15,147,969	7.8%
Intra-City Water Service	648,434	985,215	996,017	1,223,321	24.2%
Water Pro-Rata	0	5,000	0	0	-100.0%
Construction Water Service	100,718	108,945	107,303	111,837	2.7%
Water Taps	45,393	30,000	30,000	30,000	0.0%
Temporary Water Service	2,327	3,000	2,500	2,500	-16.7%
Penalty	321,666	250,000	363,000	360,000	44.0%
Interest Income	4,983	7,000	10,000	15,000	114.3%
Bad Debt	(184,942)	(287,632)	(287,632)	(296,261)	-3.0%
Effluent Sales	1,443,265	1,350,000	1,400,000	1,300,000	-3.7%
Miscellaneous	212,235	232,554	230,344	205,434	-11.7%
TOTAL REVENUE	<u>\$40,972,089</u>	<u>\$45,141,460</u>	<u>\$45,526,095</u>	<u>\$47,048,439</u>	<u>4.2%</u>
EXPENDITURES					
Personnel	\$4,259,199	\$4,672,059	\$4,623,970	\$4,577,073	-2.0%
Salary Charge-Outs	0	(490,524)	(436,852)	(350,664)	28.5%
Operations	3,436,495	4,498,121	4,626,299	4,705,296	4.6%
Purchased Water	16,295,908	19,622,396	18,799,079	20,445,713	4.2%
Capital	0	17,500	25,651	0	-100.0%
Sub-Total	<u>\$23,991,602</u>	<u>\$28,319,552</u>	<u>\$27,638,147</u>	<u>\$29,377,418</u>	<u>3.7%</u>
Support Services	\$3,389,759	\$3,490,071	\$3,490,071	\$3,423,335	-1.9%
Debt Service Transfer	1,247,252	1,253,575	1,236,626	1,268,020	1.2%
Revenue Bond Debt	5,603,373	6,271,771	6,271,771	6,927,154	10.4%
Total Operating Expenditures	<u>\$34,231,986</u>	<u>\$39,334,969</u>	<u>\$38,636,615</u>	<u>\$40,995,927</u>	<u>4.2%</u>
General & Administrative	\$512,471	\$533,796	\$533,796	\$533,796	0.0%
In-Lieu-of Ad Valorem Taxes	1,478,741	1,645,512	1,645,512	1,731,319	5.2%
In-Lieu-of Franchise Fees	1,898,558	2,130,216	2,140,718	2,344,439	10.1%
Transfers to Other Funds	1,013,859	818,524	818,524	838,251	2.4%
TOTAL EXPENDITURES	<u>\$39,135,615</u>	<u>\$44,463,017</u>	<u>\$43,775,165</u>	<u>\$46,443,732</u>	<u>4.5%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$1,836,474	\$678,443	\$1,750,930	\$604,707	-10.9%
BEGINNING FUND BALANCE	\$3,283,663	\$1,038,912	\$5,120,137	\$6,871,067	561.4%
Change in Fund Balance	1,836,474	678,443	1,750,930	604,707	-10.9%
ENDING FUND BALANCE	<u>\$5,120,137</u>	<u>\$1,717,355</u>	<u>\$6,871,067</u>	<u>\$7,475,774</u>	<u>335.3%</u>
Days of Operating Expenditures	55	16	65	67	317.7%
45-Day Fund Balance Requirement	\$4,220,382	\$4,849,517	\$4,763,418	\$5,054,292	4.2%
Over (Short of) Requirement	\$899,755	(\$3,132,162)	\$2,107,649	\$2,421,482	

**CITY OF GARLAND
WATER UTILITY FUND
2011-12**

NON-DEPARTMENTAL EXPENDITURES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Step Adjustments	0	29,807	29,807	28,655	-3.9%
Early Retirement Incentive Program	0	0	24,351	0	0.0%
Retiree Insurance	74,173	76,677	76,677	86,246	12.5%
City Insurance Adjustment	0	19,764	47,562	14,880	-24.7%
Unemployment Claims	2,378	1,340	1,340	1,412	5.4%
Sub-Total Personnel Costs	<u>\$76,551</u>	<u>\$127,588</u>	<u>\$179,737</u>	<u>\$131,193</u>	<u>2.8%</u>
Employee Assistance Program	\$0	\$1,464	\$1,464	\$1,488	1.6%
Economic Development Partnership	465,398	465,398	465,398	465,398	0.0%
Economic Development/Incentives	34,091	0	33,660	33,660	0.0%
Legal and Professional	2,150	0	0	0	0.0%
Other Outside Services	94,320	138,750	138,750	138,750	0.0%
Sub-Total Operations Costs	<u>\$595,959</u>	<u>\$605,612</u>	<u>\$639,272</u>	<u>\$639,296</u>	<u>5.6%</u>
Total Non-Departmental	<u><u>\$672,510</u></u>	<u><u>\$733,200</u></u>	<u><u>\$819,009</u></u>	<u><u>\$770,489</u></u>	<u><u>5.1%</u></u>

TRANSFERS TO OTHER FUNDS

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Infrastructure Repair & Replcmt. Fund	\$672,238	\$682,322	\$682,322	\$692,557	1.5%
Long Term Disability Fund	9,150	9,203	9,203	9,391	2.0%
Transfer to Water Debt Reserve	200,209	0	0	0	0.0%
Self Insurance Fund	132,262	126,999	126,999	136,303	7.3%
Total Transfers to Other Funds	<u><u>\$1,013,859</u></u>	<u><u>\$818,524</u></u>	<u><u>\$818,524</u></u>	<u><u>\$838,251</u></u>	<u><u>2.4%</u></u>

SUPPORT SERVICES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Customer Service	\$1,781,790	\$1,866,273	\$1,866,273	\$1,716,506	-8.0%
Facilities Management	47,165	92,854	92,854	92,223	-0.7%
Facilities Mgmt. - Maint. & Construction	280,365	220,365	220,365	220,365	0.0%
Information Technology (MIS/Comm.)	824,518	855,132	855,132	938,704	9.8%
MIS Capital	305,000	305,000	305,000	305,000	0.0%
IT Replacement Fund	80,681	84,435	84,435	43,534	-48.4%
IT Project Fund	0	0	0	1,150	0.0%
Warehouse	70,240	66,012	66,012	105,853	60.4%
Total Support Services	<u><u>\$3,389,759</u></u>	<u><u>\$3,490,071</u></u>	<u><u>\$3,490,071</u></u>	<u><u>\$3,423,335</u></u>	<u><u>-1.9%</u></u>

**CITY OF GARLAND
WASTEWATER UTILITY FUND
2011-12**

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
<u>REVENUE</u>					
Residential Sewer Service	\$20,236,132	\$20,799,065	\$20,088,554	\$20,341,437	-2.2%
Customer Cities	8,173,495	8,159,972	8,314,363	8,728,028	7.0%
Commercial Sewer Service	5,974,978	5,848,978	6,154,951	6,229,623	6.5%
Major Industrial Sewer Service	3,124,560	2,864,270	2,994,871	2,726,946	-4.8%
Apartment Sewer Service	2,606,023	2,460,890	2,719,803	2,722,994	10.7%
Sewer Pro-Rata	0	5,000	0	0	-100.0%
Intra-City Sewer Service	81,695	87,885	99,536	103,962	18.3%
Duplex Sewer Service	18,812	18,818	19,496	19,642	4.4%
Sewer Taps	2,436	1,500	1,500	1,500	0.0%
Sub-Total Operating Revenue	\$40,218,131	\$40,246,378	\$40,393,074	\$40,874,132	1.6%
Penalty	\$262,143	\$225,000	\$268,000	\$268,000	19.1%
Interest Income	71,637	130,000	60,000	80,000	-38.5%
Miscellaneous	150,707	133,300	119,400	119,300	-10.5%
Bad Debt	(166,507)	(239,388)	(239,388)	(247,030)	-3.2%
Sub-Total Other Revenue	\$317,980	\$248,912	\$208,012	\$220,270	-11.5%
TOTAL REVENUE	\$40,536,111	\$40,495,290	\$40,601,086	\$41,094,402	1.5%
<u>EXPENDITURES</u>					
Personnel	\$6,651,140	\$7,408,983	\$7,505,781	\$7,179,016	-3.1%
Salary Charge-Outs	0	(27,030)	(27,030)	(27,106)	-0.3%
Operations	7,658,492	8,377,826	8,446,785	9,095,513	8.6%
Capital	69,194	28,450	202,470	0	-100.0%
Sub-Total	\$14,378,826	\$15,788,229	\$16,128,006	\$16,247,423	2.9%
Support Services	\$3,031,727	\$3,191,920	\$3,191,920	\$3,000,842	-6.0%
Debt Service Transfer	3,343,150	3,393,353	3,311,174	3,381,054	3.5%
Revenue Bond Debt	10,830,780	11,755,864	11,755,864	12,168,550	3.5%
Total Operating Expenditures	\$31,584,483	\$34,129,366	\$34,386,964	\$34,797,869	2.0%
General & Administrative	\$844,418	\$863,890	\$863,890	\$863,890	0.0%
In-Lieu-of Ad Valorem Taxes	2,924,695	3,052,423	3,052,423	3,163,183	3.6%
In-Lieu-of Franchise Fees	1,599,720	1,599,926	1,598,959	1,602,107	0.1%
Transfers to Other Funds	1,648,080	1,110,920	1,110,920	1,036,706	-6.7%
TOTAL EXPENDITURES	\$38,601,396	\$40,756,525	\$41,013,156	\$41,463,755	1.7%
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$1,934,715	(\$261,235)	(\$412,070)	(\$369,353)	-41.4%
BEGINNING FUND BALANCE	\$13,735,067	\$13,844,748	\$15,669,782	\$15,257,712	10.2%
Change in Fund Balance	1,934,715	(261,235)	(412,070)	(369,353)	-41.4%
ENDING FUND BALANCE	\$15,669,782	\$13,583,513	\$15,257,712	\$14,888,359	9.6%
Days of Operating Expenditures	181	145	162	156	7.5%
45-Day Fund Balance Requirement	\$3,893,977	\$4,207,730	\$4,239,489	\$4,290,148	2.0%
Over (Short of) Requirement	\$11,775,804	\$9,375,783	\$11,018,223	\$10,598,211	13.0%

**CITY OF GARLAND
WASTEWATER UTILITY FUND
2011-12**

NON-DEPARTMENTAL EXPENDITURES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Step Adjustments	0	86,049	86,049	86,746	0.8%
Early Retirement Incentive Program	0	0	52,412	0	0.0%
Retiree Insurance	121,594	125,700	125,700	137,716	9.6%
City Insurance Adjustment	0	32,400	76,786	23,760	-26.7%
Unemployment Claims	3,944	10,500	10,500	7,672	-26.9%
Sub-Total Personnel Costs	<u>\$125,538</u>	<u>\$254,649</u>	<u>\$351,447</u>	<u>\$255,894</u>	<u>0.5%</u>
Employee Assistance Program	\$2,100	\$2,400	\$2,400	\$2,376	-1.0%
Economic Development/Incentives	47,953	0	47,430	47,430	0.0%
Legal and Professional	59,643	120,000	120,000	120,000	0.0%
Sub-Total Operations Costs	<u>\$109,696</u>	<u>\$122,400</u>	<u>\$169,830</u>	<u>\$169,806</u>	<u>38.7%</u>
 Total Non-Departmental	 <u>\$235,234</u>	 <u>\$377,049</u>	 <u>\$521,277</u>	 <u>\$425,700</u>	 <u>12.9%</u>

TRANSFERS TO OTHER FUNDS

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Infrastructure Repair & Replcmt. Fund	\$672,238	\$682,322	\$682,322	\$692,557	1.5%
Long Term Disability Fund	15,000	15,088	15,088	14,995	-0.6%
Transfer to Wastewater Debt Reserve	338,483	0	0	0	0.0%
Multi-Year Capital Fund	400,000	200,000	200,000	100,000	-50.0%
Self Insurance Fund	222,359	213,510	213,510	229,154	7.3%
 Total Transfers to Other Funds	 <u>\$1,648,080</u>	 <u>\$1,110,920</u>	 <u>\$1,110,920</u>	 <u>\$1,036,706</u>	 <u>-6.7%</u>

SUPPORT SERVICES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Customer Service	\$1,548,639	\$1,684,798	\$1,684,798	\$1,559,147	-7.5%
Facilities Management	259,511	274,740	274,740	255,679	-6.9%
Facilities Mgmt. - Maint. & Construction	220,365	220,365	220,365	220,365	0.0%
Information Technology (MIS/Comm.)	595,687	613,912	613,912	543,006	-11.5%
MIS Capital	305,000	305,000	305,000	305,000	0.0%
IT Replacement Fund	51,278	25,587	25,587	18,535	-27.6%
IT Project Fund	0	0	0	8,725	0.0%
Warehouse	51,247	67,518	67,518	90,385	33.9%
 Total Support Services	 <u>\$3,031,727</u>	 <u>\$3,191,920</u>	 <u>\$3,191,920</u>	 <u>\$3,000,842</u>	 <u>-6.0%</u>

**CITY OF GARLAND
ENVIRONMENTAL WASTE SERVICES FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
<u>REVENUE</u>					
Residential Collection	\$12,520,479	\$12,111,812	\$12,111,812	\$12,066,327	-0.4%
Commercial Collection	2,398,974	2,392,105	2,469,548	2,475,626	3.5%
Roll-Off Containers	510,533	586,728	535,937	541,296	-7.7%
Premium Brush Collection	2,261	11,660	4,809	4,809	-58.8%
Recycling	263,565	270,366	281,866	281,866	4.3%
Intra-City Collection	122,795	123,244	123,244	123,244	0.0%
Penalty Charges	131,378	130,362	132,613	132,613	1.7%
Extra Containers	26,931	1,008,168	809,113	809,113	-19.7%
Bad Debt	(107,516)	(184,642)	(110,827)	(110,599)	40.1%
Miscellaneous	46,474	61,013	44,172	44,172	-27.6%
Auction Revenue	44,305	6,000	16,585	10,000	66.7%
Interest	7,607	10,000	5,000	7,000	-30.0%
TOTAL REVENUE	<u>\$15,967,786</u>	<u>\$16,526,816</u>	<u>\$16,423,872</u>	<u>\$16,385,468</u>	<u>-0.9%</u>
<u>EXPENDITURES</u>					
Personnel	\$5,204,149	\$5,422,810	\$5,313,402	\$5,194,414	-4.2%
Salary Charge-Outs	0	(31,411)	(31,411)	(31,411)	0.0%
Operations	3,906,582	3,928,563	4,098,335	4,135,304	5.3%
Capital	13,694	0	0	0	0.0%
Sub-Total	<u>\$9,124,425</u>	<u>\$9,319,962</u>	<u>\$9,380,326</u>	<u>\$9,298,307</u>	<u>-0.2%</u>
Support Services	\$907,237	\$937,089	\$937,089	\$925,801	-1.2%
Debt Service Transfer	1,115,856	1,305,885	1,305,885	1,060,752	-18.8%
Total Operating Expenditures	<u>\$11,147,518</u>	<u>\$11,562,936</u>	<u>\$11,623,300</u>	<u>\$11,284,860</u>	<u>-2.4%</u>
General & Administrative	\$644,188	\$666,449	\$666,449	\$666,449	0.0%
In-Lieu-of Ad Valorem Taxes	48,934	50,941	50,941	46,051	-9.6%
In-Lieu-of Franchise Fees	140,452	799,885	788,902	792,974	-0.9%
Transfers to Other Funds	285,178	274,431	274,431	293,617	7.0%
Disposal Transfer	3,729,436	3,815,559	3,632,199	3,832,670	0.4%
TOTAL EXPENDITURES	<u>\$15,995,706</u>	<u>\$17,170,201</u>	<u>\$17,036,222</u>	<u>\$16,916,621</u>	<u>-1.5%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$27,920)	(\$643,385)	(\$612,350)	(\$531,153)	17.4%
BEGINNING FUND BALANCE	\$2,579,104	\$2,302,896	\$2,551,184	\$1,938,834	-15.8%
Change in Fund Balance	(27,920)	(643,385)	(612,350)	(531,153)	17.4%
ENDING FUND BALANCE	<u>\$2,551,184</u>	<u>\$1,659,511</u>	<u>\$1,938,834</u>	<u>\$1,407,680</u>	<u>-15.2%</u>
Days of Operating Expenditures	84	52	61	46	-13.1%
45-Day Fund Balance Requirement	\$1,374,352	\$1,425,567	\$1,433,010	\$1,391,284	-2.4%
Over (Short of) Requirement	\$1,176,832	\$233,943	\$505,824	\$16,396	-93.0%

**CITY OF GARLAND
ENVIRONMENTAL WASTE SERVICES FUND
2011-12**

NON-DEPARTMENTAL EXPENDITURES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Salary Savings Adjustment	0	0	(157,412)	0	0.0%
Early Retirement Incentive Program	0	0	8,549	0	0.0%
Retiree Insurance	107,003	110,616	110,616	122,414	10.7%
City Insurance Adjustment	0	28,512	67,967	21,120	-25.9%
Unemployment Claims	2,631	8,108	8,108	9,831	21.3%
Sub-Total Personnel Costs	\$109,634	\$147,236	\$37,828	\$153,365	4.2%
Employee Assistance Program	\$2,950	\$2,112	\$2,112	\$2,112	0.0%
Sub-Total Operations Costs	\$2,950	\$2,112	\$2,112	\$2,112	0.0%
Total Non-Departmental	\$112,584	\$149,348	\$39,940	\$155,477	4.1%

TRANSFERS TO OTHER FUNDS

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Long Term Disability Fund	\$13,200	\$13,277	\$13,277	\$13,329	0.4%
Self Insurance Fund	271,978	261,154	261,154	280,288	7.3%
Total Transfers to Other Funds	\$285,178	\$274,431	\$274,431	\$293,617	7.0%

SUPPORT SERVICES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Customer Service	\$155,462	\$201,190	\$201,190	\$182,346	-9.4%
Facilities Management	65,128	60,809	60,809	53,373	-12.2%
Information Technology (MIS/Comm.)	634,639	620,298	620,298	636,300	2.6%
IT Replacement Fund	16,875	26,439	26,439	11,638	-56.0%
IT Project Fund	0	0	0	5,342	0.0%
Warehouse	35,133	28,353	28,353	36,802	29.8%
Total Support Services	\$907,237	\$937,089	\$937,089	\$925,801	-1.2%

**CITY OF GARLAND
INFRASTRUCTURE REPAIR & REPLACEMENT FUND
2011-12**

	<u>2009-10</u> <u>ACTUAL</u>	<u>2010-11</u> <u>APPROVED</u>	<u>2010-11</u> <u>REVISED</u>	<u>2011-12</u> <u>APPROVED</u>	<u>% CHG</u> <u>APPRV</u>
<u>REVENUE</u>					
Transfer from General Fund	\$4,358,158	\$4,433,158	\$4,433,158	\$4,433,158	0.0%
Transfer from Water Utility Fund	672,238	682,322	682,322	692,557	1.5%
Transfer from Wastewater Utility Fund	672,238	682,322	682,322	692,557	1.5%
Transfer from CIP (Tax Note Proceeds)	3,400,000	3,400,000	3,857,000	3,400,000	0.0%
Street Assessment	2,977	2,250	250	250	-88.9%
Recovery of Expenditures	500	30,000	206,100	30,000	0.0%
Bad Debt	(15,000)	0	0	0	0.0%
Miscellaneous Income	99,747	0	0	0	0.0%
Interest Income	27,254	55,000	18,000	24,000	-56.4%
TOTAL REVENUE	<u>\$9,218,112</u>	<u>\$9,285,052</u>	<u>\$9,879,152</u>	<u>\$9,272,522</u>	<u>-0.1%</u>
<u>EXPENDITURES</u>					
Personnel	\$4,058,216	\$4,830,311	\$4,994,713	\$4,779,586	-1.1%
Salary Charge-Outs	0	(534,271)	(534,271)	(407,689)	23.7%
Operations	5,105,475	4,642,477	6,038,167	4,918,915	6.0%
Capital	143,007	353,200	358,800	235,000	-33.5%
Sub-Total	<u>\$9,306,698</u>	<u>\$9,291,717</u>	<u>\$10,857,409</u>	<u>\$9,525,812</u>	<u>2.5%</u>
IT Replacement Fund	6,875	10,235	10,235	5,172	-49.5%
IT Project Fund	0	0	0	2,435	0.0%
Total Operating Expenditures	<u>\$9,313,573</u>	<u>\$9,301,952</u>	<u>\$10,867,644</u>	<u>\$9,533,419</u>	<u>2.5%</u>
Transfers to Other Funds	\$10,800	\$10,863	\$10,863	\$10,905	0.4%
TOTAL EXPENDITURES	<u>\$9,324,373</u>	<u>\$9,312,815</u>	<u>\$10,878,507</u>	<u>\$9,544,324</u>	<u>2.5%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	<u>(\$106,261)</u>	<u>(\$27,763)</u>	<u>(\$999,355)</u>	<u>(\$271,802)</u>	<u>-879.0%</u>
BEGINNING FUND BALANCE	\$1,377,418	\$27,763	\$1,271,157	\$271,802	879.0%
Change in Fund Balance	<u>(106,261)</u>	<u>(27,763)</u>	<u>(999,355)</u>	<u>(271,802)</u>	<u>-879.0%</u>
ENDING FUND BALANCE	<u><u>\$1,271,157</u></u>	<u><u>\$0</u></u>	<u><u>\$271,802</u></u>	<u><u>\$0</u></u>	<u><u>0.0%</u></u>

**CITY OF GARLAND
INFRASTRUCTURE REPAIR & REPLACEMENT FUND
2011-12**

NON-DEPARTMENTAL EXPENDITURES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Early Retirement Incentive Program	0	0	7,121	0	0.0%
Retiree Insurance	87,548	90,504	90,504	100,157	10.7%
City Insurance Adjustment	0	23,328	55,609	17,280	-25.9%
Unemployment Claims	3,337	8,000	8,000	4,500	-43.8%
Sub-Total Personnel Costs	<u>\$90,885</u>	<u>\$121,832</u>	<u>\$161,234</u>	<u>\$121,937</u>	<u>0.1%</u>
Employee Assistance Program	\$1,264	\$1,728	\$1,728	\$1,728	0.0%
Sub-Total Operations Costs	<u>\$1,264</u>	<u>\$1,728</u>	<u>\$1,728</u>	<u>\$1,728</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$92,149</u></u>	<u><u>\$123,560</u></u>	<u><u>\$162,962</u></u>	<u><u>\$123,665</u></u>	<u><u>0.1%</u></u>

TRANSFERS TO OTHER FUNDS

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Long Term Disability Fund	\$10,800	\$10,863	\$10,863	\$10,905	0.4%
Total Transfers to Other Funds	<u>\$10,800</u>	<u>\$10,863</u>	<u>\$10,863</u>	<u>\$10,905</u>	<u>0.4%</u>

**CITY OF GARLAND
STORMWATER MANAGEMENT FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Residential	\$1,891,327	\$2,053,214	\$2,062,527	\$2,062,527	0.5%
Commercial/Industrial	1,491,508	1,635,646	1,607,733	1,607,733	-1.7%
Intra-City	60,415	69,247	72,348	72,348	4.5%
Bad Debt	(14,647)	(27,666)	(27,527)	(27,527)	0.5%
Miscellaneous Income	40,236	9,146	33,100	35,200	284.9%
TOTAL REVENUE	<u>\$3,468,839</u>	<u>\$3,739,587</u>	<u>\$3,748,181</u>	<u>\$3,750,281</u>	<u>0.3%</u>
EXPENDITURES					
Personnel	\$1,976,660	\$2,223,947	\$2,260,695	\$2,136,104	-3.9%
Salary Charge-Outs	0	(60,646)	(60,646)	(60,835)	-0.3%
Operations	1,213,518	1,303,910	1,545,373	1,357,842	4.1%
Capital	0	0	0	0	0.0%
Sub-Total	<u>\$3,190,178</u>	<u>\$3,467,211</u>	<u>\$3,745,422</u>	<u>\$3,433,111</u>	<u>-1.0%</u>
Support Services	\$73,088	\$104,332	\$104,332	\$91,292	-12.5%
Debt Service Transfer	8,773	8,755	8,755	6,249	-28.6%
Total Operating Expenditures	<u>\$3,272,039</u>	<u>\$3,580,298</u>	<u>\$3,858,509</u>	<u>\$3,530,652</u>	<u>-1.4%</u>
General & Administrative	\$205,748	\$214,118	\$214,118	\$214,118	0.0%
Transfers to Other Funds	43,686	42,119	42,119	44,943	6.7%
TOTAL EXPENDITURES	<u>\$3,521,473</u>	<u>\$3,836,535</u>	<u>\$4,114,746</u>	<u>\$3,789,713</u>	<u>-1.2%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	<u>(\$52,634)</u>	<u>(\$96,948)</u>	<u>(\$366,565)</u>	<u>(\$39,432)</u>	<u>59.3%</u>
BEGINNING FUND BALANCE	\$763,423	\$300,132	\$710,789	\$344,224	14.7%
Change in Fund Balance	<u>(52,634)</u>	<u>(96,948)</u>	<u>(366,565)</u>	<u>(39,432)</u>	<u>59.3%</u>
ENDING FUND BALANCE	<u>\$710,789</u>	<u>\$203,184</u>	<u>\$344,224</u>	<u>\$304,792</u>	<u>50.0%</u>

**CITY OF GARLAND
STORMWATER MANAGEMENT FUND
2011-12**

NON-DEPARTMENTAL EXPENDITURES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Early Retirement Incentive Program	0	0	25,539	0	0.0%
Retiree Insurance	30,399	31,425	31,425	34,777	10.7%
City Insurance Adjustment	0	8,100	19,309	6,000	-25.9%
Unemployment Claims	1,636	0	0	0	0.0%
Sub-Total Personnel Costs	<u>\$32,035</u>	<u>\$39,525</u>	<u>\$76,273</u>	<u>\$40,777</u>	<u>3.2%</u>
Employee Assistance Program	\$431	\$600	\$600	\$600	0.0%
Sub-Total Operations Costs	<u>\$431</u>	<u>\$600</u>	<u>\$600</u>	<u>\$600</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$32,466</u></u>	<u><u>\$40,125</u></u>	<u><u>\$76,873</u></u>	<u><u>\$41,377</u></u>	<u><u>3.1%</u></u>

TRANSFERS TO OTHER FUNDS

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Long Term Disability Fund	\$3,750	\$3,772	\$3,772	\$3,787	0.4%
Self Insurance Fund	39,936	38,347	38,347	41,156	7.3%
Total Transfers to Other Funds	<u>\$43,686</u>	<u>\$42,119</u>	<u>\$42,119</u>	<u>\$44,943</u>	<u>6.7%</u>

SUPPORT SERVICES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Customer Service	\$20,588	\$42,849	\$42,849	\$41,260	-3.7%
Facilities Management	15,083	12,318	12,318	10,002	-18.8%
Information Technology (MIS/Comm.)	29,952	36,009	36,009	33,436	-7.1%
IT Replacement Fund	1,250	2,559	2,559	1,293	-49.5%
IT Project Fund	0	5,000	5,000	609	-87.8%
Warehouse	6,215	5,597	5,597	4,692	-16.2%
Total Support Services	<u>\$73,088</u>	<u>\$104,332</u>	<u>\$104,332</u>	<u>\$91,292</u>	<u>-12.5%</u>

**CITY OF GARLAND
FIREWHEEL FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Green Fees	\$1,728,966	\$1,904,448	\$1,861,215	\$1,889,831	-0.8%
Golf Contract Percentage	60,393	0	0	0	0.0%
Golf Carts	184,165	1,010,460	951,248	1,010,416	0.0%
Range	25,097	168,177	167,875	167,875	-0.2%
Food & Beverage	128,975	696,477	201,238	0	-100.0%
Merchandise	36,547	229,816	159,623	178,869	-22.2%
Miscellaneous Revenue	11,670	72,197	28,000	28,000	-61.2%
Transfer from General Fund	500,000	0	500,000	0	0.0%
Transfer from GFDC	0	0	0	76,192	0.0%
TOTAL REVENUE	<u>\$2,675,813</u>	<u>\$4,081,575</u>	<u>\$3,869,199</u>	<u>\$3,351,183</u>	<u>-17.9%</u>
EXPENDITURES					
Personnel	\$1,720,618	\$1,762,260	\$1,908,254	\$1,861,196	5.6%
Operations	924,817	1,907,385	1,763,719	746,188	-60.9%
Capital	0	0	0	0	0.0%
Total Operating Expenditures	<u>\$2,645,435</u>	<u>\$3,669,645</u>	<u>\$3,671,973</u>	<u>\$2,607,384</u>	<u>-28.9%</u>
Transfer to Other Funds	\$4,200	\$4,225	\$4,225	\$4,241	0.4%
Transfer to GFDC	0	0	0	722,000	0.0%
Interfund Loan Payment - Electric	14,103	14,103	14,103	14,103	0.0%
IT Replacement Fund	2,500	3,412	3,412	1,293	-62.1%
TOTAL EXPENDITURES	<u>\$2,666,238</u>	<u>\$3,691,385</u>	<u>\$3,693,713</u>	<u>\$3,349,021</u>	<u>-9.3%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$9,575	\$390,190	\$175,486	\$2,162	-99.4%
BEGINNING FUND BALANCE	(\$1,471,323)	(\$1,235,054)	(\$1,461,748)	(\$1,286,262)	-4.1%
Change in Fund Balance	9,575	390,190	175,486	2,162	-99.4%
ENDING FUND BALANCE	<u>(\$1,461,748)</u>	<u>(\$844,864)</u>	<u>(\$1,286,262)</u>	<u>(\$1,284,100)</u>	<u>-52.0%</u>

* Complete Firewheel/GFDC Fund Summary is Available in Appendix H

**CITY OF GARLAND
FIREWHEEL FUND
2011-12**

NON-DEPARTMENTAL EXPENDITURES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Retiree Insurance	34,046	35,196	35,196	38,950	10.7%
Early Retirement Incentive Program	0	0	8,440	0	0.0%
City Insurance Adjustment	0	9,072	21,626	6,720	-25.9%
Unemployment Claims	3,269	0	0	0	0.0%
Sub-Total Personnel Costs	<u>\$37,315</u>	<u>\$44,268</u>	<u>\$65,262</u>	<u>\$45,670</u>	<u>3.2%</u>
Employee Assistance Program	\$507	\$672	\$672	\$672	0.0%
Sub-Total Operations Costs	<u>\$507</u>	<u>\$672</u>	<u>\$672</u>	<u>\$672</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$37,822</u></u>	<u><u>\$44,940</u></u>	<u><u>\$65,934</u></u>	<u><u>\$46,342</u></u>	<u><u>3.1%</u></u>

TRANSFERS TO OTHER FUNDS

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Long Term Disability Fund	\$4,200	\$4,225	\$4,225	\$4,241	0.4%
Total Transfers to Other Funds	<u>\$4,200</u>	<u>\$4,225</u>	<u>\$4,225</u>	<u>\$4,241</u>	<u>0.4%</u>

**CITY OF GARLAND
RECREATION PERFORMANCE FUND
2011-12**

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
REVENUE					
Recreation Center Programs	\$196,221	\$201,460	\$188,500	\$169,989	-15.6%
Recreation Activities	10,346	25,000	18,000	26,000	4.0%
Senior Events	166,877	192,000	408,835	192,000	0.0%
Garland Swim Program	125,254	120,000	123,000	123,000	2.5%
Tennis Program	20,411	23,000	22,000	22,000	-4.3%
Reservations	179,432	174,500	192,257	219,860	26.0%
Membership - ID Cards	70,857	95,000	90,000	119,938	26.3%
Other	3,582	16,000	11,500	11,500	-28.1%
TOTAL REVENUE	\$772,980	\$846,960	\$1,054,092	\$884,287	4.4%
EXPENDITURES					
Personnel	\$127,631	\$131,310	\$131,310	\$131,571	0.2%
Operations	631,407	684,278	835,662	655,018	-4.3%
Capital	16,301	62,000	93,647	0	-100.0%
Sub-Total	\$775,339	\$877,588	\$1,060,619	\$786,589	-10.4%
Support Services	\$1,722	\$1,409	\$1,409	\$1,214	-13.8%
Total Operating Expenditures	\$777,061	\$878,997	\$1,062,028	\$787,803	-10.4%
General & Administrative	\$12,362	\$13,051	\$13,051	\$13,051	0.0%
Transfer to General Fund	30,000	100,000	100,000	100,000	0.0%
TOTAL EXPENDITURES	\$819,423	\$992,048	\$1,175,079	\$900,854	-9.2%
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$46,443)	(\$145,088)	(\$120,987)	(\$16,567)	88.6%
BEGINNING FUND BALANCE	\$243,478	\$156,581	\$197,035	\$76,048	-51.4%
Change in Fund Balance	(46,443)	(145,088)	(120,987)	(16,567)	88.6%
ENDING FUND BALANCE	\$197,035	\$11,493	\$76,048	\$59,481	417.5%

**CITY OF GARLAND
RECREATION PERFORMANCE FUND
2011-12**

SUPPORT SERVICES

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
Warehouse	\$1,722	\$1,409	\$1,409	\$1,214	-13.8%
Total Support Services	<u>\$1,722</u>	<u>\$1,409</u>	<u>\$1,409</u>	<u>\$1,214</u>	<u>-13.8%</u>

**CITY OF GARLAND
HOTEL/MOTEL TAX FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Hotel/Motel Tax	\$562,590	\$431,618	\$591,618	\$584,256	35.4%
Miscellaneous	19,018	10,000	4,000	18,000	80.0%
TOTAL REVENUE	<u>\$581,608</u>	<u>\$441,618</u>	<u>\$595,618</u>	<u>\$602,256</u>	<u>36.4%</u>
EXPENDITURES					
Personnel	\$126,870	\$173,373	\$173,821	\$267,959	54.6%
Operations	332,218	413,979	553,979	457,550	10.5%
Capital	0	0	0	0	0.0%
Total Operating Expenditures	<u>\$459,088</u>	<u>\$587,352</u>	<u>\$727,800</u>	<u>\$725,509</u>	<u>23.5%</u>
General & Administrative	\$5,619	\$4,101	\$4,101	\$4,101	0.0%
Transfer to Long Term Disability Fund	150	151	151	151	0.0%
TOTAL EXPENDITURES	<u>\$464,857</u>	<u>\$591,604</u>	<u>\$732,052</u>	<u>\$729,761</u>	<u>23.4%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$116,751	(\$149,986)	(\$136,434)	(\$127,505)	15.0%
BEGINNING FUND BALANCE	\$1,139,750	\$994,504	\$1,256,501	\$1,120,067	12.6%
Change in Fund Balance	116,751	(149,986)	(136,434)	(127,505)	15.0%
ENDING FUND BALANCE	<u>\$1,256,501</u>	<u>\$844,518</u>	<u>\$1,120,067</u>	<u>\$992,562</u>	<u>17.5%</u>

**CITY OF GARLAND
HOTEL/MOTEL TAX FUND
2011-12**

NON-DEPARTMENTAL EXPENDITURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Retiree Insurance	1,216	1,257	1,257	1,391	10.7%
City Insurance Adjustment	0	324	772	240	-25.9%
Sub-Total Personnel Costs	<u>\$1,216</u>	<u>\$1,581</u>	<u>\$2,029</u>	<u>\$1,631</u>	<u>3.2%</u>
Employee Assistance Program	\$14	\$24	\$24	\$24	0.0%
Sub-Total Operations Costs	<u>\$14</u>	<u>\$24</u>	<u>\$24</u>	<u>\$24</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$1,230</u></u>	<u><u>\$1,605</u></u>	<u><u>\$2,053</u></u>	<u><u>\$1,655</u></u>	<u><u>3.1%</u></u>

**CITY OF GARLAND
GARLAND HELIPORT FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Terminal/Hangar Lease Space	\$6,528	\$6,544	\$6,544	\$6,544	0.0%
Interest/Miscellaneous Income	1,116	1,500	1,500	1,500	0.0%
TOTAL REVENUE	<u>\$7,644</u>	<u>\$8,044</u>	<u>\$8,044</u>	<u>\$8,044</u>	<u>0.0%</u>
EXPENDITURES					
Personnel	\$0	\$0	\$0	\$0	0.0%
Operations	10,917	7,700	7,700	7,700	0.0%
Capital	26,920	0	0	0	0.0%
TOTAL EXPENDITURES	<u>\$37,837</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	(\$30,193)	\$344	\$344	\$344	0.0%
BEGINNING FUND BALANCE	\$166,783	\$128,915	\$136,590	\$136,934	6.2%
Change in Fund Balance	(30,193)	344	344	344	0.0%
ENDING FUND BALANCE	<u>\$136,590</u>	<u>\$129,259</u>	<u>\$136,934</u>	<u>\$137,278</u>	<u>6.2%</u>

**CITY OF GARLAND
SAFELIGHT FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
SafeLight Revenue	\$998,746	\$900,000	\$900,000	\$900,000	0.0%
TOTAL REVENUE	<u>\$998,746</u>	<u>\$900,000</u>	<u>\$900,000</u>	<u>\$900,000</u>	<u>0.0%</u>
EXPENDITURES					
Personnel	\$102,871	\$113,450	\$113,898	\$92,319	-18.6%
Operations	848,020	731,937	731,937	731,937	0.0%
Capital	0	0	0	0	0.0%
Total Operating Expenditures	<u>\$950,891</u>	<u>\$845,387</u>	<u>\$845,835</u>	<u>\$824,256</u>	<u>-2.5%</u>
General & Administrative	\$11,030	\$12,121	\$12,121	\$12,121	0.0%
Transfer to Long Term Disability Fund	150	151	151	151	0.0%
TOTAL EXPENDITURES	<u>\$962,071</u>	<u>\$857,659</u>	<u>\$858,107</u>	<u>\$836,528</u>	<u>-2.5%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$36,675	\$42,341	\$41,893	\$63,472	49.9%
BEGINNING FUND BALANCE	(\$62,640)	\$55,717	(\$25,965)	\$15,928	-71.4%
Change in Fund Balance	36,675	42,341	41,893	63,472	49.9%
ENDING FUND BALANCE	<u>(\$25,965)</u>	<u>\$98,058</u>	<u>\$15,928</u>	<u>\$79,400</u>	<u>-19.0%</u>

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

**CITY OF GARLAND
SAFELIGHT FUND
2011-12**

NON-DEPARTMENTAL EXPENDITURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Retiree Insurance	1,216	1,257	1,257	1,391	10.7%
City Insurance Adjustment	0	324	772	240	-25.9%
Sub-Total Personnel Costs	<u>\$1,216</u>	<u>\$1,581</u>	<u>\$2,029</u>	<u>\$1,631</u>	<u>3.2%</u>
Employee Assistance Program	\$12	\$24	\$24	\$24	0.0%
Sub-Total Operations Costs	<u>\$12</u>	<u>\$24</u>	<u>\$24</u>	<u>\$24</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$1,228</u></u>	<u><u>\$1,605</u></u>	<u><u>\$2,053</u></u>	<u><u>\$1,655</u></u>	<u><u>3.1%</u></u>

**CITY OF GARLAND
CASA FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Miscellaneous Program Income	\$33,522	\$14,700	\$23,774	\$25,000	70.1%
Interest Income	1,822	0	0	0	0.0%
TOTAL REVENUE	<u>\$35,344</u>	<u>\$14,700</u>	<u>\$23,774</u>	<u>\$25,000</u>	<u>70.1%</u>
EXPENDITURES					
Personnel	\$0	\$0	\$0	\$0	0.0%
Operations	327,822	14,700	14,700	25,000	70.1%
Capital	0	0	0	0	0.0%
TOTAL EXPENDITURES	<u>\$327,822</u>	<u>\$14,700</u>	<u>\$14,700</u>	<u>\$25,000</u>	<u>70.1%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$292,478)	\$0	\$9,074	\$0	0.0%
BEGINNING FUND BALANCE	\$334,519	\$12,145	\$42,041	\$51,115	320.9%
Change in Fund Balance	<u>(292,478)</u>	<u>0</u>	<u>9,074</u>	<u>0</u>	<u>0.0%</u>
ENDING FUND BALANCE	<u>\$42,041</u>	<u>\$12,145</u>	<u>\$51,115</u>	<u>\$51,115</u>	<u>320.9%</u>

**CITY OF GARLAND
COMMUNITY DEVELOPMENT BLOCK GRANT FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Community Develop. Block Grant Funds	\$4,305,110	\$2,564,975	\$3,173,265	\$2,559,076	-0.2%
Reprogrammed CDBG Funds	0	0	0	92,477	0.0%
Program Income - Revolving Loans	58,463	48,000	48,000	60,000	25.0%
TOTAL REVENUE	<u>\$4,363,573</u>	<u>\$2,612,975</u>	<u>\$3,221,265</u>	<u>\$2,711,553</u>	<u>3.8%</u>
EXPENDITURES					
By Category:					
Personnel	\$975,876	\$688,184	\$688,184	\$652,353	-5.2%
Operations	3,196,503	1,924,791	2,688,212	2,066,046	7.3%
Capital	0	0	0	0	0.0%
Sub-Total	<u>\$4,172,379</u>	<u>\$2,612,975</u>	<u>\$3,376,396</u>	<u>\$2,718,399</u>	<u>4.0%</u>
By Area:					
Public Services	\$312,016	\$344,984	\$344,984	\$289,905	-16.0%
Infrastructure Projects	836,759	1,100,000	1,100,000	821,000	-25.4%
Other CDBG Projects	685,532	664,934	664,934	587,730	-11.6%
Administration & Planning	447,977	459,978	459,978	361,346	-21.4%
Neighborhood Stabilization Program	1,890,095	43,079	806,500	658,418	1428.4%
Total Operating Expenditures	<u>\$4,172,379</u>	<u>\$2,612,975</u>	<u>\$3,376,396</u>	<u>\$2,718,399</u>	<u>4.0%</u>
Transfer to General Fund	\$0	\$0	\$0	\$25,194	0.0%
TOTAL EXPENDITURES	<u>\$4,172,379</u>	<u>\$2,612,975</u>	<u>\$3,376,396</u>	<u>\$2,743,593</u>	<u>5.0%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$191,194	\$0	(\$155,131)	(\$32,040)	0.0%
BEGINNING FUND BALANCE	(\$4,023)	\$0	\$187,171	\$32,040	0.0%
Change in Fund Balance	191,194	0	(155,131)	(32,040)	0.0%
ENDING FUND BALANCE	<u>\$187,171</u>	<u>\$0</u>	<u>\$32,040</u>	<u>\$0</u>	<u>0.0%</u>

**CITY OF GARLAND
FAIR HOUSING GRANT FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Fair Housing Assistance Program	\$140,200	\$196,200	\$198,300	\$195,500	-0.4%
Fair Housing Initiatives Program	44,826	0	0	0	0.0%
Emergency Shelter Grant	70,612	92,066	91,846	91,448	-0.7%
Interest Income	199	0	0	0	0.0%
TOTAL REVENUE	<u>\$255,837</u>	<u>\$288,266</u>	<u>\$290,146</u>	<u>\$286,948</u>	<u>-0.5%</u>
EXPENDITURES					
By Category:					
Personnel	\$153,952	\$167,297	\$167,297	\$170,361	1.8%
Operations	117,254	120,969	122,849	116,587	-3.6%
Capital	0	0	0	0	0.0%
Sub-Total	<u>\$271,206</u>	<u>\$288,266</u>	<u>\$290,146</u>	<u>\$286,948</u>	<u>-0.5%</u>
By Area:					
Fair Housing Assistance Program	\$158,246	\$196,200	\$198,300	\$195,500	-0.4%
Fair Housing Initiatives Program	27,791	0	0	0	0.0%
Emergency Shelter Grant	85,169	92,066	91,846	91,448	-0.7%
Total Operating Expenditures	<u>\$271,206</u>	<u>\$288,266</u>	<u>\$290,146</u>	<u>\$286,948</u>	<u>-0.5%</u>
TOTAL EXPENDITURES	<u>\$271,206</u>	<u>\$288,266</u>	<u>\$290,146</u>	<u>\$286,948</u>	<u>-0.5%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$15,369)	\$0	\$0	\$0	0.0%
BEGINNING FUND BALANCE	\$17,244	\$17,244	\$1,875	\$1,875	-89.1%
Change in Fund Balance	(15,369)	0	0	0	0.0%
ENDING FUND BALANCE	<u>\$1,875</u>	<u>\$17,244</u>	<u>\$1,875</u>	<u>\$1,875</u>	<u>-89.1%</u>

**CITY OF GARLAND
HOME GRANT FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
HOME Grant	\$209,366	\$817,711	\$817,711	\$823,553	0.7%
Interest Income	252	0	0	0	0.0%
Miscellaneous Program Income	71,859	0	79,933	75,000	0.0%
TOTAL REVENUE	<u>\$281,477</u>	<u>\$817,711</u>	<u>\$897,644</u>	<u>\$898,553</u>	<u>9.9%</u>
EXPENDITURES					
Personnel	\$103,290	\$110,328	\$81,596	\$79,037	-28.4%
Operations	92,509	736,115	844,780	798,546	8.5%
Capital	0	0	0	0	0.0%
Total Operating Expenditures	<u>\$195,799</u>	<u>\$846,443</u>	<u>\$926,376</u>	<u>\$877,583</u>	<u>3.7%</u>
Transfer to General Fund	\$0	\$0	\$0	\$20,970	0.0%
TOTAL EXPENDITURES	<u>\$195,799</u>	<u>\$846,443</u>	<u>\$926,376</u>	<u>\$898,553</u>	<u>6.2%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$85,678	(\$28,732)	(\$28,732)	\$0	100.0%
BEGINNING FUND BALANCE	\$38,917	\$38,917	\$124,595	\$95,863	146.3%
Change in Fund Balance	85,678	(28,732)	(28,732)	0	100.0%
ENDING FUND BALANCE	<u>\$124,595</u>	<u>\$10,185</u>	<u>\$95,863</u>	<u>\$95,863</u>	<u>841.2%</u>

**CITY OF GARLAND
HOUSING ASSISTANCE FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
HUD Grant	\$11,734,951	\$11,717,145	\$11,997,743	\$11,997,743	2.4%
Voucher Expense Recovery	636,988	831,645	741,108	755,000	-9.2%
Miscellaneous Income	45,319	58,000	17,034	15,000	-74.1%
TOTAL REVENUE	<u>\$12,417,258</u>	<u>\$12,606,790</u>	<u>\$12,755,885</u>	<u>\$12,767,743</u>	<u>1.3%</u>
EXPENDITURES					
Personnel	\$970,470	\$1,076,530	\$1,086,928	\$1,048,306	-2.6%
Operations	11,864,059	11,502,158	11,691,063	11,675,780	1.5%
Capital	0	0	0	0	0.0%
Total Operating Expenditures	<u>\$12,834,529</u>	<u>\$12,578,688</u>	<u>\$12,777,991</u>	<u>\$12,724,086</u>	<u>1.2%</u>
Transfer to General Fund	\$0	\$0	\$0	\$110,000	0.0%
TOTAL EXPENDITURES	<u>\$12,834,529</u>	<u>\$12,578,688</u>	<u>\$12,777,991</u>	<u>\$12,834,086</u>	<u>2.0%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$417,271)	\$28,102	(\$22,106)	(\$66,343)	
BEGINNING FUND BALANCE	\$2,821,292	\$2,779,683	\$2,404,021	\$2,381,915	-14.3%
Change in Fund Balance	(417,271)	28,102	(22,106)	(66,343)	
ENDING FUND BALANCE	<u>\$2,404,021</u>	<u>\$2,807,785</u>	<u>\$2,381,915</u>	<u>\$2,315,572</u>	<u>-17.5%</u>

**CITY OF GARLAND
SUMMER NUTRITION FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Summer Nutrition	\$217,617	\$475,000	\$408,478	\$375,000	-21.1%
Transfer from General Fund	20,000	20,000	20,000	20,000	0.0%
TOTAL REVENUE	<u>\$237,617</u>	<u>\$495,000</u>	<u>\$428,478</u>	<u>\$395,000</u>	<u>-20.2%</u>
EXPENDITURES					
Personnel	\$72,161	\$100,582	\$100,582	\$90,457	-10.1%
Operations	178,225	374,418	307,896	284,543	-24.0%
Capital	0	0	0	0	0.0%
TOTAL EXPENDITURES	<u>\$250,386</u>	<u>\$475,000</u>	<u>\$408,478</u>	<u>\$375,000</u>	<u>-21.1%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$12,769)	\$20,000	\$20,000	\$20,000	0.0%
BEGINNING FUND BALANCE	(\$43,744)	(\$23,744)	(\$56,513)	(\$36,513)	-53.8%
Change in Fund Balance	(12,769)	20,000	20,000	20,000	0.0%
ENDING FUND BALANCE	<u>(\$56,513)</u>	<u>(\$3,744)</u>	<u>(\$36,513)</u>	<u>(\$16,513)</u>	<u>-341.1%</u>

**CITY OF GARLAND
LIBRARY GRANT FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
State Grant	\$593,408	\$644,300	\$643,233	\$326,694	-49.3%
Federal Grant	77,217	81,500	82,325	84,162	3.3%
Other	16,473	0	0	0	0.0%
TOTAL REVENUE	<u>\$687,098</u>	<u>\$725,800</u>	<u>\$725,558</u>	<u>\$410,856</u>	<u>-43.4%</u>
EXPENDITURES					
Personnel	\$365,476	\$443,405	\$443,405	\$264,788	-40.3%
Operations	297,042	245,858	239,006	126,524	-48.5%
Capital	0	0	0	0	0.0%
Total Operating Expenditures	<u>\$662,518</u>	<u>\$689,263</u>	<u>\$682,411</u>	<u>\$391,312</u>	<u>-43.2%</u>
Transfer to General Fund	\$36,107	\$35,000	\$35,000	\$19,544	-44.2%
TOTAL EXPENDITURES	<u>\$698,625</u>	<u>\$724,263</u>	<u>\$717,411</u>	<u>\$410,856</u>	<u>-43.3%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$11,527)	\$1,537	\$8,147	\$0	-100.0%
BEGINNING FUND BALANCE	\$3,380	\$3,267	(\$8,147)	\$0	-100.0%
Change in Fund Balance	(11,527)	1,537	8,147	0	-100.0%
ENDING FUND BALANCE	<u>(\$8,147)</u>	<u>\$4,804</u>	<u>\$0</u>	<u>\$0</u>	<u>-100.0%</u>

**CITY OF GARLAND
PUBLIC HEALTH / IMMUNIZATION GRANT FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Public Health Fees	\$375,592	\$230,000	\$252,000	\$234,000	1.7%
Texas DSHS Grant Revenue	392,934	481,929	481,929	481,929	0.0%
Other Contributions	48,250	25,000	25,000	25,000	0.0%
Miscellaneous Program Income	76,919	100,000	53,000	66,000	-34.0%
Credit Card Fees	(348)	0	0	0	0.0%
TOTAL REVENUE	<u>\$893,347</u>	<u>\$836,929</u>	<u>\$811,929</u>	<u>\$806,929</u>	<u>-3.6%</u>
EXPENDITURES					
By Category:					
Personnel	\$551,175	\$597,821	\$597,821	\$591,490	-1.1%
Operations	165,608	201,083	201,083	193,191	-3.9%
Capital	114,658	0	0	0	0.0%
Sub-Total	<u>\$831,441</u>	<u>\$798,904</u>	<u>\$798,904</u>	<u>\$784,681</u>	<u>-1.8%</u>
By Area:					
Texas DSHS Grant	\$562,794	\$535,540	\$535,540	\$532,988	-0.5%
Clinical Services	268,647	263,364	263,364	251,693	-4.4%
TOTAL EXPENDITURES	<u>\$831,441</u>	<u>\$798,904</u>	<u>\$798,904</u>	<u>\$784,681</u>	<u>-1.8%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$61,906	\$38,025	\$13,025	\$22,248	-41.5%
BEGINNING FUND BALANCE	(\$60,813)	(\$37,656)	\$1,093	\$14,118	
Change in Fund Balance	61,906	38,025	13,025	22,248	-41.5%
ENDING FUND BALANCE	<u>\$1,093</u>	<u>\$369</u>	<u>\$14,118</u>	<u>\$36,366</u>	<u>9755.3%</u>

**CITY OF GARLAND
PUBLIC SAFETY GRANT FUND
2011-12**

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
<u>REVENUE</u>					
State Training Grant	\$22,629	\$22,629	\$22,629	\$21,335	-5.7%
Justice Assistance Grant	51,370	51,370	51,370	51,370	0.0%
Youth Program Income	25,877	4,800	11,431	6,600	37.5%
Victim Assistance Advocate	(12,946)	0	0	0	0.0%
Gang Initiative	22,507	0	0	0	0.0%
ICAC - Juvenile Justice	2,084	4,500	4,500	7,000	55.6%
Emergency Management Grants	726,913	482,419	482,419	0	-100.0%
Interest Income	1,224	0	0	0	0.0%
TOTAL REVENUE	\$839,658	\$565,718	\$572,349	\$86,305	-84.7%
<u>EXPENDITURES</u>					
By Category:					
Personnel	\$114,255	\$146,306	\$146,306	\$141,991	-2.9%
Operations	88,068	213,716	214,116	34,983	-83.6%
Capital	456,250	205,696	207,796	51,370	-75.0%
Sub-Total	\$658,573	\$565,718	\$568,218	\$228,344	-59.6%
By Area:					
<u>Police Grants</u>					
State Training Grant	\$15,860	\$22,629	\$22,629	\$21,335	-5.7%
Justice Assistance Grant	2,305	51,370	51,370	51,370	0.0%
Youth Programs	10,360	4,800	4,800	6,600	37.5%
Victim Assistance Advocate	(12,946)	0	0	0	0.0%
Gang Initiative	22,506	0	0	0	0.0%
ICAC - Juvenile Justice	4,030	4,500	7,000	7,000	55.6%
Sub-Total	\$42,115	\$83,299	\$85,799	\$86,305	3.6%
<u>Emergency Management Grants</u>					
Citizens Corps Program (CCP)	\$142	\$0	\$0	\$0	0.0%
Metro Medical Response Sys. (MMRS)	132,782	317,419	317,419	74,696	-76.5%
Law Enf. Terrorism Prev. Prog. (LETPP)	9,064	0	0	0	0.0%
Urban Areas Security Initiative (UASI)	185,839	165,000	165,000	67,343	-59.2%
State Homeland Security Prog. (SHSP)	186,714	0	0	0	0.0%
UASI - Law Enforcement Assis. & P'ship	101,917	0	0	0	0.0%
Sub-Total	\$616,458	\$482,419	\$482,419	\$142,039	-70.6%
TOTAL EXPENDITURES	\$658,573	\$565,718	\$568,218	\$228,344	-59.6%
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$181,085	\$0	\$4,131	(\$142,039)	0.0%
BEGINNING FUND BALANCE	\$421,456	\$463,857	\$602,541	\$606,672	30.8%
Change in Fund Balance	181,085	0	4,131	(142,039)	0.0%
ENDING FUND BALANCE	\$602,541	\$463,857	\$606,672	\$464,633	0.2%

**CITY OF GARLAND
STIMULUS GRANT FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Stimulus Grant Funds	\$1,173,718	\$1,553,800	\$2,402,498	\$299,385	-80.7%
Program Income	506	0	0	0	
TOTAL REVENUE	<u>\$1,174,224</u>	<u>\$1,553,800</u>	<u>\$2,402,498</u>	<u>\$299,385</u>	<u>-80.7%</u>
EXPENDITURES					
By Category:					
Personnel	\$127,309	\$263,253	\$139,919	\$70,008	-73.4%
Operations	703,717	243,197	785,741	229,377	-5.7%
Capital	217,169	1,455,000	1,602,867	0	-100.0%
Sub-Total	<u>\$1,048,195</u>	<u>\$1,961,450</u>	<u>\$2,528,527</u>	<u>\$299,385</u>	<u>-84.7%</u>
By Area:					
Housing and Community Development	\$638,643	\$38,956	\$638,231	\$143,934	269.5%
Public Safety	261,164	59,884	59,884	65,638	9.6%
Natural Resources and Energy	148,388	1,862,610	1,830,412	89,813	-95.2%
Total Operating Expenditures	<u>\$1,048,195</u>	<u>\$1,961,450</u>	<u>\$2,528,527</u>	<u>\$299,385</u>	<u>-84.7%</u>
TOTAL EXPENDITURES	<u>\$1,048,195</u>	<u>\$1,961,450</u>	<u>\$2,528,527</u>	<u>\$299,385</u>	<u>-84.7%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$126,029	(\$407,650)	(\$126,029)	\$0	100.0%
BEGINNING FUND BALANCE	\$0	\$407,650	\$126,029	\$0	-100.0%
Change in Fund Balance	126,029	(407,650)	(126,029)	0	100.0%
ENDING FUND BALANCE	<u>\$126,029</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.0%</u>

**CITY OF GARLAND
NARCOTIC SEIZURE FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Narcotic Seizure	\$665,163	\$0	\$446,451	\$0	0.0%
Interest Income	5,121	0	2,483	0	0.0%
Miscellaneous Revenue	0	0	40,034	0	0.0%
TOTAL REVENUE	<u>\$670,284</u>	<u>\$0</u>	<u>\$488,968</u>	<u>\$0</u>	<u>0.0%</u>
EXPENDITURES					
Personnel	\$0	\$0	\$0	\$0	0.0%
Operations	218,149	246,500	246,500	286,500	16.2%
Capital	88,001	0	0	0	0.0%
Total Operating Expenditures	<u>\$306,150</u>	<u>\$246,500</u>	<u>\$246,500</u>	<u>\$286,500</u>	<u>16.2%</u>
Transfer to Multi-Year Capital	\$0	\$0	\$0	\$720,000	0.0%
TOTAL EXPENDITURES	<u>\$306,150</u>	<u>\$246,500</u>	<u>\$246,500</u>	<u>\$1,006,500</u>	<u>308.3%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	<u>\$364,134</u>	<u>(\$246,500)</u>	<u>\$242,468</u>	<u>(\$1,006,500)</u>	<u>-308.3%</u>
BEGINNING FUND BALANCE	\$479,152	\$603,628	\$843,286	\$1,085,754	79.9%
Change in Fund Balance	364,134	(246,500)	242,468	(1,006,500)	-308.3%
ENDING FUND BALANCE	<u>\$843,286</u>	<u>\$357,128</u>	<u>\$1,085,754</u>	<u>\$79,254</u>	<u>-77.8%</u>

**CITY OF GARLAND
EQUIPMENT REPLACEMENT FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
<u>REVENUE</u>					
Vehicle Replacement Charges:					
General Fund	\$1,543,501	\$1,434,291	\$1,434,291	\$1,604,755	11.9%
Electric Utility Fund	905,979	909,221	909,221	964,979	6.1%
Water Utility Fund	195,763	209,359	209,359	161,894	-22.7%
Wastewater Utility Fund	346,497	371,662	371,662	514,960	38.6%
Environmental Waste Services Fund	51,535	27,190	27,190	55,297	103.4%
Infrastructure Repair & Replcmt. Fund	43,920	30,116	30,116	29,517	-2.0%
Stormwater Management Fund	29,400	57,266	57,266	18,703	-67.3%
Self Insurance Fund	8,556	8,558	8,558	2,853	-66.7%
Fleet Services Fund	16,884	19,302	19,302	23,602	22.3%
Recreation Performance Fund	13,884	8,131	8,131	8,131	0.0%
Support Service Funds	96,759	125,510	125,510	133,456	6.3%
Sub-Total	<u>\$3,252,678</u>	<u>\$3,200,606</u>	<u>\$3,200,606</u>	<u>\$3,518,147</u>	<u>9.9%</u>
Transfers In:					
Other Funds	\$90,655	\$0	\$0	\$0	0.0%
Total Transfers	<u>\$3,343,333</u>	<u>\$3,200,606</u>	<u>\$3,200,606</u>	<u>\$3,518,147</u>	<u>9.9%</u>
Auction Revenues	\$284,250	\$100,000	\$100,000	\$100,000	0.0%
Interest	61,550	90,000	35,000	48,000	-46.7%
Recovery of Expenditures	0	0	0	89,813	0.0%
TOTAL REVENUE	<u>\$3,689,133</u>	<u>\$3,390,606</u>	<u>\$3,335,606</u>	<u>\$3,755,960</u>	<u>10.8%</u>
<u>EXPENDITURES</u>					
General Fund	\$1,561,840	\$1,886,228	\$2,229,460	\$1,265,546	-32.9%
Electric Utility Fund	939,723	429,365	716,713	625,768	45.7%
Water Utility Fund	60,538	54,377	363,482	269,310	395.3%
Wastewater Utility Fund	311,404	402,004	576,194	366,700	-8.8%
Environmental Waste Services Fund	15,302	103,312	103,312	40,000	-61.3%
Infrastructure Repair & Replcmt. Fund	1,317	0	0	0	0.0%
Firewheel Fund	0	40,206	40,206	0	-100.0%
Internal Service Funds	140,625	38,352	291,093	162,620	324.0%
Self Insurance Fund Transfer	99,360	99,360	99,360	99,360	0.0%
Emergency Replacements	0	250,000	250,000	250,000	0.0%
TOTAL EXPENDITURES	<u>\$3,130,109</u>	<u>\$3,303,204</u>	<u>\$4,669,820</u>	<u>\$3,079,304</u>	<u>-6.8%</u>
Revenue Over (Short of) Expenditures -					
Change in Fund Balance	\$559,024	\$87,402	(\$1,334,214)	\$676,656	674.2%
BEGINNING FUND BALANCE	\$8,213,235	\$8,282,418	\$8,772,259	\$7,438,045	-10.2%
Change in Fund Balance	559,024	87,402	(1,334,214)	676,656	674.2%
ENDING FUND BALANCE	<u>\$8,772,259</u>	<u>\$8,369,820</u>	<u>\$7,438,045</u>	<u>\$8,114,701</u>	<u>-3.0%</u>

**CITY OF GARLAND
SELF INSURANCE FUND
2011-12**

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
REVENUE					
Transfer from General Fund	\$2,642,371	\$2,537,213	\$2,537,213	\$2,723,107	7.3%
Transfer from Electric Utility Fund	1,702,518	1,634,763	1,634,763	1,754,538	7.3%
Transfer from Water Utility Fund	132,262	126,999	126,999	136,303	7.3%
Transfer from Wastewater Utility Fund	222,359	213,510	213,510	229,154	7.3%
Transfer from Env. Waste Svcs. Fund	271,978	261,154	261,154	280,288	7.3%
Transfer from Stormwater Mgmt. Fund	39,936	38,347	38,347	41,156	7.3%
Transfer from Equip. Replacement Fund	99,360	99,360	99,360	99,360	0.0%
Interest Income	27,460	30,000	12,000	17,000	-43.3%
Miscellaneous	29,864	20,000	20,000	30,000	50.0%
TOTAL REVENUE	\$5,168,108	\$4,961,346	\$4,943,346	\$5,310,906	7.0%
EXPENDITURES					
Personnel	\$673,210	\$785,501	\$789,088	\$813,199	3.5%
Operations	166,000	157,901	157,901	160,648	1.7%
Capital	0	0	0	0	0.0%
Sub-Total	\$839,210	\$943,402	\$946,989	\$973,847	3.2%
Liability & Property Claims	\$334,785	\$650,000	\$650,000	\$632,858	-2.6%
Litigation Expense	450,248	575,000	575,000	575,000	0.0%
Workers Compensation Claims	1,399,984	1,406,281	1,406,281	1,406,281	0.0%
Insurance Premiums	2,265,273	1,773,560	1,773,560	1,647,500	-7.1%
Administration Expense	46,164	92,000	92,000	92,000	0.0%
Support Services	43,340	38,110	38,110	32,525	-14.7%
Total Operating Expenditures	\$5,379,004	\$5,478,353	\$5,481,940	\$5,360,011	-2.2%
General & Administrative	\$81,413	\$88,259	\$88,259	\$88,259	0.0%
Transfer to Other Funds	1,050	1,056	1,056	1,212	14.8%
TOTAL EXPENDITURES	\$5,461,467	\$5,567,668	\$5,571,255	\$5,449,482	-2.1%
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$293,359)	(\$606,322)	(\$627,909)	(\$138,576)	77.1%
BEGINNING FUND BALANCE	\$4,059,844	\$3,615,338	\$3,766,485	\$3,138,576	-13.2%
Change in Fund Balance	(293,359)	(606,322)	(627,909)	(138,576)	77.1%
ENDING FUND BALANCE	\$3,766,485	\$3,009,016	\$3,138,576	\$3,000,000	-0.3%
Fund Balance Target	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	0.0%
Over (Short of) Requirement	\$766,485	\$9,016	\$138,576	\$0	-100.0%

**CITY OF GARLAND
SELF INSURANCE FUND
2011-12**

NON-DEPARTMENTAL EXPENDITURES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Retiree Insurance	8,512	8,799	8,799	11,129	26.5%
City Insurance Adjustment	0	2,268	5,855	1,920	-15.3%
Unemployment Claims	0	2,546	2,546	1,273	-50.0%
Sub-Total Personnel Costs	<u>\$8,512</u>	<u>\$13,613</u>	<u>\$17,200</u>	<u>\$14,322</u>	<u>5.2%</u>
Employee Assistance Program	\$123	\$168	\$168	\$192	14.3%
Sub-Total Operations Costs	<u>\$123</u>	<u>\$168</u>	<u>\$168</u>	<u>\$192</u>	<u>14.3%</u>
Total Non-Departmental	<u><u>\$8,635</u></u>	<u><u>\$13,781</u></u>	<u><u>\$17,368</u></u>	<u><u>\$14,514</u></u>	<u><u>5.3%</u></u>

SUPPORT SERVICES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Facilities Management	\$36,545	\$29,846	\$29,846	\$24,234	-18.8%
Information Technology (MIS/Comm.)	4,949	2,007	2,007	2,356	17.4%
IT Replacement Fund	0	5,117	5,117	2,586	-49.5%
IT Project Fund	0	0	0	1,217	0.0%
Warehouse	1,846	1,140	1,140	2,132	87.0%
Total Support Services	<u>\$43,340</u>	<u>\$38,110</u>	<u>\$38,110</u>	<u>\$32,525</u>	<u>-14.7%</u>

**CITY OF GARLAND
GROUP HEALTH INSURANCE FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Employee Contributions	\$4,355,144	\$4,270,299	\$4,270,299	\$4,300,412	0.7%
Retiree Contributions	2,113,600	2,372,109	2,372,109	2,542,901	7.2%
City Contributions - Employees	13,188,591	13,867,524	14,769,150	14,308,644	3.2%
City Contributions - Retirees	2,470,800	2,540,400	2,540,400	2,797,440	10.1%
Miscellaneous Income	2,363,582	2,050,000	2,344,889	2,025,000	-1.2%
TOTAL REVENUE	<u>\$24,491,717</u>	<u>\$25,100,332</u>	<u>\$26,296,847</u>	<u>\$25,974,397</u>	<u>3.5%</u>
EXPENDITURES					
Personnel	\$364,064	\$358,021	\$479,467	\$564,684	57.7%
Operations	183,623	218,566	218,566	223,632	2.3%
Capital	0	8,000	8,000	0	-100.0%
Sub-Total	<u>\$547,687</u>	<u>\$584,587</u>	<u>\$706,033</u>	<u>\$788,316</u>	<u>34.9%</u>
Claims	\$18,179,137	\$19,055,790	\$20,252,305	\$19,800,000	3.9%
Life Insurance Premiums	46,716	48,000	48,000	48,000	0.0%
Insurance Premiums	4,468,987	5,003,385	5,003,385	5,039,825	0.7%
Administrative Fees	908,498	1,061,463	1,091,463	1,016,088	-4.3%
Support Services	79,547	65,556	65,556	53,275	-18.7%
Total Operating Expenditures	<u>\$24,230,572</u>	<u>\$25,818,781</u>	<u>\$27,166,742</u>	<u>\$26,745,504</u>	<u>3.6%</u>
General & Administrative	\$43,166	\$46,154	\$46,154	\$46,154	0.0%
Transfer to Long Term Disability Fund	600	604	604	606	0.3%
Transfer to OPEB Trust	250,000	0	0	0	0.0%
TOTAL EXPENDITURES	<u>\$24,524,338</u>	<u>\$25,865,539</u>	<u>\$27,213,500</u>	<u>\$26,792,264</u>	<u>3.6%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	<u>(\$32,621)</u>	<u>(\$765,207)</u>	<u>(\$916,653)</u>	<u>(\$817,867)</u>	<u>-6.9%</u>
BEGINNING FUND BALANCE	\$3,982,030	\$2,783,577	\$3,949,409	\$3,032,756	9.0%
Change in Fund Balance	<u>(32,621)</u>	<u>(765,207)</u>	<u>(916,653)</u>	<u>(817,867)</u>	<u>-6.9%</u>
ENDING FUND BALANCE	<u>\$3,949,409</u>	<u>\$2,018,370</u>	<u>\$3,032,756</u>	<u>\$2,214,889</u>	<u>9.7%</u>

**CITY OF GARLAND
GROUP HEALTH INSURANCE FUND
2011-12**

NON-DEPARTMENTAL EXPENDITURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Retiree Insurance	4,864	5,028	5,028	5,564	10.7%
City Insurance Adjustment	0	1,296	3,089	960	-25.9%
Sub-Total Personnel Costs	<u>\$4,864</u>	<u>\$6,324</u>	<u>\$8,117</u>	<u>\$6,524</u>	<u>3.2%</u>
Employee Assistance Program	\$66	\$96	\$96	\$96	0.0%
Sub-Total Operations Costs	<u>\$66</u>	<u>\$96</u>	<u>\$96</u>	<u>\$96</u>	<u>0.0%</u>
Total Non-Departmental	<u>\$4,930</u>	<u>\$6,420</u>	<u>\$8,213</u>	<u>\$6,620</u>	<u>3.1%</u>

SUPPORT SERVICES

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
Warehouse	\$0	\$295	\$295	\$39	-86.8%
Facilities Management	78,505	64,114	64,114	52,058	-18.8%
Information Technology (MIS/Comm.)	1,042	1,147	1,147	1,178	2.7%
Total Support Services	<u>\$79,547</u>	<u>\$65,556</u>	<u>\$65,556</u>	<u>\$53,275</u>	<u>-18.7%</u>

**CITY OF GARLAND
LONG TERM DISABILITY FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
City Contributions	\$310,200	\$310,200	\$310,200	\$310,200	0.0%
Employee Contributions	188,404	157,044	157,044	157,044	0.0%
Interest Income	4,061	5,000	2,000	4,000	-20.0%
TOTAL REVENUE	<u>\$502,665</u>	<u>\$472,244</u>	<u>\$469,244</u>	<u>\$471,244</u>	<u>-0.2%</u>
EXPENDITURES					
Claims Paid	\$345,842	\$490,000	\$490,000	\$490,000	0.0%
Administrative Fees	0	16,000	16,000	16,000	0.0%
TOTAL EXPENDITURES	<u>\$345,842</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	\$156,823	(\$33,756)	(\$36,756)	(\$34,756)	-3.0%
BEGINNING FUND BALANCE	\$546,282	\$512,526	\$703,105	\$666,349	30.0%
Change in Fund Balance	156,823	(33,756)	(36,756)	(34,756)	-3.0%
ENDING FUND BALANCE	<u>\$703,105</u>	<u>\$478,770</u>	<u>\$666,349</u>	<u>\$631,593</u>	<u>31.9%</u>

**CITY OF GARLAND
CUSTOMER SERVICE FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from Electric Utility Fund	\$6,417,436	\$6,402,912	\$6,402,912	\$5,407,918	-15.5%
Transfers from Other Funds	3,506,479	3,795,110	3,795,110	3,499,259	-7.8%
Transfer from General Fund	354,867	212,535	212,535	192,859	-9.3%
Account Establishment Fees	590,450	570,000	561,600	550,000	-3.5%
Reconnect Charges	702,119	620,000	734,000	750,000	21.0%
Collection on Bad Debts	362,643	265,000	339,900	339,900	28.3%
Tampering Fees	165,000	180,000	187,000	187,000	3.9%
Interest Income	61,843	85,000	40,000	55,000	-35.3%
Credit Card Fees	(242,105)	0	0	0	0.0%
Bad Debt	(271,832)	(300,000)	(316,000)	(250,000)	16.7%
Miscellaneous Revenue	138,460	131,500	160,900	139,000	5.7%
TOTAL REVENUE	<u>\$11,785,360</u>	<u>\$11,962,057</u>	<u>\$12,117,957</u>	<u>\$10,870,936</u>	<u>-9.1%</u>
EXPENDITURES					
Personnel	\$5,537,725	\$5,759,145	\$5,822,513	\$5,541,696	-3.8%
Operations	1,625,926	1,834,304	1,903,855	1,792,298	-2.3%
Capital	0	0	0	0	0.0%
Sub-Total	<u>\$7,163,651</u>	<u>\$7,593,449</u>	<u>\$7,726,368</u>	<u>\$7,333,994</u>	<u>-3.4%</u>
Support Services	\$2,076,563	\$2,101,014	\$2,101,014	\$2,090,958	-0.5%
Debt Service Transfer	2,207,567	2,214,329	2,214,329	2,205,484	-0.4%
In-Lieu-of Debt Transfer from Electric	(569,965)	(570,269)	(570,269)	(570,525)	0.0%
In-Lieu-of Debt Transfer from Debt Svc.	(86,358)	(86,404)	(86,404)	(86,443)	0.0%
Total Operating Expenditures	<u>\$10,791,458</u>	<u>\$11,252,119</u>	<u>\$11,385,038</u>	<u>\$10,973,468</u>	<u>-2.5%</u>
General & Administrative	\$727,353	\$811,503	\$811,503	\$811,503	0.0%
Transfer to Long Term Disability Fund	14,850	14,786	14,786	14,692	-0.6%
TOTAL EXPENDITURES	<u>\$11,533,661</u>	<u>\$12,078,408</u>	<u>\$12,211,327</u>	<u>\$11,799,663</u>	<u>-2.3%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$251,699	(\$116,351)	(\$93,370)	(\$928,727)	-698.2%
BEGINNING FUND BALANCE	\$856,469	\$284,946	\$1,108,168	\$1,014,798	256.1%
Change in Fund Balance	251,699	(116,351)	(93,370)	(928,727)	-698.2%
ENDING FUND BALANCE	<u>\$1,108,168</u>	<u>\$168,595</u>	<u>\$1,014,798</u>	<u>\$86,071</u>	<u>-48.9%</u>

**CITY OF GARLAND
CUSTOMER SERVICE FUND
2011-12**

NON-DEPARTMENTAL EXPENDITURES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Early Retirement Incentive Program	0	0	19,878	0	0.0%
Retiree Insurance	120,379	123,186	123,186	134,934	9.5%
City Insurance Adjustment	0	31,752	75,242	23,280	-26.7%
Sub-Total Personnel Costs	<u>\$146,034</u>	<u>\$154,938</u>	<u>\$218,306</u>	<u>\$158,214</u>	<u>2.1%</u>
Employee Assistance Program	\$1,685	\$2,352	\$2,352	\$2,328	-1.0%
Sub-Total Operations Costs	<u>\$1,685</u>	<u>\$2,352</u>	<u>\$2,352</u>	<u>\$2,328</u>	<u>-1.0%</u>
Total Non-Departmental	<u><u>\$147,719</u></u>	<u><u>\$157,290</u></u>	<u><u>\$220,658</u></u>	<u><u>\$160,542</u></u>	<u><u>2.1%</u></u>

SUPPORT SERVICES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Facilities Management	\$330,447	\$410,740	\$410,740	\$467,254	13.8%
Information Technology (MIS/Comm.)	1,340,633	1,579,219	1,579,219	1,568,066	-0.7%
IT Replacement Fund	53,750	93,817	93,817	43,966	-53.1%
IT Project Fund	323,488	0	0	0	0.0%
Warehouse	28,245	17,238	17,238	11,672	-32.3%
Total Support Services	<u><u>\$2,076,563</u></u>	<u><u>\$2,101,014</u></u>	<u><u>\$2,101,014</u></u>	<u><u>\$2,090,958</u></u>	<u><u>-0.5%</u></u>

**CITY OF GARLAND
FACILITIES MANAGEMENT FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from General Fund	\$3,645,915	\$3,403,741	\$3,403,741	\$3,007,183	-11.7%
Transfer from Other Funds	1,316,293	1,185,649	1,185,649	1,107,821	-6.6%
Transfer from Electric Utility Fund	851,865	875,432	875,432	832,661	-4.9%
Transfer from Wastewater Utility Fund	479,876	495,105	495,105	476,044	-3.8%
Transfer from Water Utility Fund	327,530	313,219	313,219	312,588	-0.2%
Miscellaneous Revenue	11,039	10,000	7,000	10,000	0.0%
TOTAL REVENUE	<u>\$6,632,518</u>	<u>\$6,283,146</u>	<u>\$6,280,146</u>	<u>\$5,746,297</u>	<u>-8.5%</u>
EXPENDITURES					
Personnel	\$1,735,782	\$2,000,974	\$2,028,367	\$1,970,608	-1.5%
Salary Charge-Outs	0	(130,673)	(130,673)	(201,316)	-54.1%
Operations	3,874,382	4,594,738	4,631,173	4,329,669	-5.8%
Capital	0	0	0	0	
Sub-Total	<u>\$5,610,164</u>	<u>\$6,465,039</u>	<u>\$6,528,867</u>	<u>\$6,098,961</u>	<u>-5.7%</u>
Support Services	\$131,004	\$148,591	\$148,591	\$326,495	119.7%
Total Operating Expenditures	<u>\$5,741,168</u>	<u>\$6,613,630</u>	<u>\$6,677,458</u>	<u>\$6,425,456</u>	<u>-2.8%</u>
General & Administrative	\$224,914	\$246,701	\$246,701	\$246,701	0.0%
Transfer to Long Term Disability Fund	4,650	4,979	4,979	4,998	0.4%
TOTAL EXPENDITURES	<u>\$5,970,732</u>	<u>\$6,865,310</u>	<u>\$6,929,138</u>	<u>\$6,677,155</u>	<u>-2.7%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	<u>\$661,786</u>	<u>(\$582,164)</u>	<u>(\$648,992)</u>	<u>(\$930,858)</u>	<u>-59.9%</u>
BEGINNING FUND BALANCE	\$939,371	\$602,747	\$1,601,157	\$952,165	58.0%
Change in Fund Balance	<u>661,786</u>	<u>(582,164)</u>	<u>(648,992)</u>	<u>(930,858)</u>	<u>-59.9%</u>
ENDING FUND BALANCE	<u>\$1,601,157</u>	<u>\$20,583</u>	<u>\$952,165</u>	<u>\$21,307</u>	<u>3.5%</u>

**CITY OF GARLAND
FACILITIES MANAGEMENT FUND
2011-12**

NON-DEPARTMENTAL EXPENDITURES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Early Retirement Incentive Program	0	0	12,598	0	0.0%
Retiree Insurance	37,694	41,481	41,481	45,905	10.7%
City Insurance Adjustment	0	10,692	25,487	7,920	-25.9%
Unemployment Claims	0	2,300	2,300	2,159	-6.1%
 Sub-Total Personnel Costs	<u>\$37,694</u>	<u>\$54,473</u>	<u>\$81,866</u>	<u>\$55,984</u>	<u>2.8%</u>
 Employee Assistance Program	\$564	\$792	\$792	\$792	0.0%
 Sub-Total Operations Costs	<u>\$564</u>	<u>\$792</u>	<u>\$792</u>	<u>\$792</u>	<u>0.0%</u>
 Total Non-Departmental	<u>\$38,258</u>	<u>\$55,265</u>	<u>\$82,658</u>	<u>\$56,776</u>	<u>2.7%</u>

SUPPORT SERVICES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Information Technology (MIS/Comm.)	\$108,426	\$122,975	\$122,975	\$106,442	-13.4%
IT Replacement Fund	7,500	11,940	11,940	52,308	338.1%
IT Project Fund	0	0	0	153,395	0.0%
Warehouse	15,078	13,676	13,676	14,350	4.9%
 Total Support Services	<u>\$131,004</u>	<u>\$148,591</u>	<u>\$148,591</u>	<u>\$326,495</u>	<u>119.7%</u>

**CITY OF GARLAND
FLEET SERVICES FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Fleet Departmental Charges	\$7,096,069	\$6,973,989	\$6,973,989	\$7,023,800	0.7%
Fuel and Lube	341,209	350,000	340,000	340,000	-2.9%
Work Order Revenue	310,904	275,000	285,000	285,000	3.6%
Miscellaneous/Interest Income	2,428	13,675	2,000	2,000	-85.4%
Recovery of Expenditures	0	0	0	40,000	0.0%
TOTAL REVENUE	<u>\$7,750,610</u>	<u>\$7,612,664</u>	<u>\$7,600,989</u>	<u>\$7,690,800</u>	<u>1.0%</u>
EXPENDITURES					
Personnel	\$2,157,051	\$2,270,467	\$2,271,607	\$2,173,858	-4.3%
Operations	310,144	278,705	322,357	279,418	0.3%
Capital	11,480	0	9,000	0	0.0%
Sub-Total	<u>\$2,478,675</u>	<u>\$2,549,172</u>	<u>\$2,602,964</u>	<u>\$2,453,276</u>	<u>-3.8%</u>
Parts Cost/Inventory	\$2,953,126	\$3,000,000	\$3,000,000	\$2,900,000	-3.3%
Parts Administrative Cost	290,961	300,000	300,000	300,000	0.0%
Commercial Repairs	1,259,143	1,010,000	1,023,755	1,250,000	23.8%
Support Services	372,253	366,925	366,925	314,481	-14.3%
Debt Service Transfer	59,183	52,994	52,994	52,091	-1.7%
Total Operating Expenditures	<u>\$7,413,341</u>	<u>\$7,279,091</u>	<u>\$7,346,638</u>	<u>\$7,269,848</u>	<u>-0.1%</u>
General & Administrative	\$274,294	\$287,838	\$287,838	\$287,838	0.0%
Transfer to Long Term Disability Fund	5,400	5,432	5,432	5,453	0.4%
Inventory Adjustment	(3,056)	0	0	0	0.0%
TOTAL EXPENDITURES	<u>\$7,689,979</u>	<u>\$7,572,361</u>	<u>\$7,639,908</u>	<u>\$7,563,139</u>	<u>-0.1%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	<u>\$60,631</u>	<u>\$40,303</u>	<u>(\$38,919)</u>	<u>\$127,661</u>	<u>216.8%</u>
BEGINNING FUND BALANCE	(\$26,979)	\$126,984	\$33,652	(\$5,267)	
Change in Fund Balance	<u>60,631</u>	<u>40,303</u>	<u>(38,919)</u>	<u>127,661</u>	<u>216.8%</u>
ENDING FUND BALANCE	<u>\$33,652</u>	<u>\$167,287</u>	<u>(\$5,267)</u>	<u>\$122,394</u>	<u>-26.8%</u>

**CITY OF GARLAND
FLEET SERVICES FUND
2011-12**

NON-DEPARTMENTAL EXPENDITURES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Salary Savings	0	0	(15,000)	0	0.0%
Retiree Insurance	43,774	45,252	45,252	50,078	10.7%
City Insurance Adjustment	0	11,664	27,804	8,640	-25.9%
Unemployment Claims	5,496	3,500	3,500	3,500	0.0%
 Sub-Total Personnel Costs	<u>\$49,270</u>	<u>\$60,416</u>	<u>\$61,556</u>	<u>\$62,218</u>	<u>3.0%</u>
 Employee Assistance Program	<u>\$620</u>	<u>\$864</u>	<u>\$864</u>	<u>\$864</u>	<u>0.0%</u>
 Sub-Total Operations Costs	<u>\$620</u>	<u>\$864</u>	<u>\$864</u>	<u>\$864</u>	<u>0.0%</u>
 Total Non-Departmental	<u>\$49,890</u>	<u>\$61,280</u>	<u>\$62,420</u>	<u>\$63,082</u>	<u>2.9%</u>

SUPPORT SERVICES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Facilities Management	\$138,192	\$130,484	\$130,484	\$115,340	-11.6%
Information Technology	219,105	217,146	217,146	184,347	-15.1%
IT Replacement Fund	13,125	17,058	17,058	8,190	-52.0%
IT Project Fund	0	0	0	3,855	0.0%
Warehouse	1,831	2,237	2,237	2,749	22.9%
 Total Support Services	<u>\$372,253</u>	<u>\$366,925</u>	<u>\$366,925</u>	<u>\$314,481</u>	<u>-14.3%</u>

**CITY OF GARLAND
INFORMATION TECHNOLOGY FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from General Fund	\$7,327,977	\$7,852,894	\$7,852,894	\$7,855,845	0.0%
Transfer from Electric Utility Fund	889,467	946,092	946,092	1,049,208	10.9%
Transfer from Customer Service Fund	1,340,633	1,579,219	1,579,219	1,568,066	-0.7%
Transfer from Water Utility Fund	1,129,518	1,160,132	1,160,132	1,243,704	7.2%
Transfers from Other Funds	1,920,360	1,932,678	1,932,678	1,819,255	-5.9%
Miscellaneous/Interest Income	13,643	80,106	70,458	73,458	-8.3%
TOTAL REVENUE	<u>\$12,621,598</u>	<u>\$13,551,121</u>	<u>\$13,541,473</u>	<u>\$13,609,536</u>	<u>0.4%</u>
EXPENDITURES					
Personnel	\$5,476,012	\$5,888,322	\$5,946,926	\$5,813,617	-1.3%
Operations	4,610,053	4,867,639	5,342,435	4,879,854	0.3%
Capital	66,151	0	19,983	42,000	0.0%
Sub-Total	<u>\$10,152,216</u>	<u>\$10,755,961</u>	<u>\$11,309,344</u>	<u>\$10,735,471</u>	<u>-0.2%</u>
Support Services	\$656,097	\$478,299	\$494,299	\$394,906	-17.4%
Debt Service Transfer	1,901,604	1,776,738	1,776,738	1,379,863	-22.3%
Total Operating Expenditures	<u>\$12,709,917</u>	<u>\$13,010,998</u>	<u>\$13,580,381</u>	<u>\$12,510,240</u>	<u>-3.8%</u>
General & Administrative	\$724,086	\$803,877	\$803,877	\$803,877	0.0%
Transfer to Long Term Disability Fund	9,750	9,355	9,355	9,391	0.4%
Multi-Year Capital Fund	0	0	0	250,000	0.0%
TOTAL EXPENDITURES	<u>\$13,443,753</u>	<u>\$13,824,230</u>	<u>\$14,393,613</u>	<u>\$13,573,508</u>	<u>-1.8%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$822,155)	(\$273,109)	(\$852,140)	\$36,028	
BEGINNING FUND BALANCE	\$1,884,639	\$413,052	\$1,062,484	\$210,344	-49.1%
Change in Fund Balance	(822,155)	(273,109)	(852,140)	36,028	
ENDING FUND BALANCE	<u>\$1,062,484</u>	<u>\$139,943</u>	<u>\$210,344</u>	<u>\$246,372</u>	<u>76.1%</u>

**CITY OF GARLAND
INFORMATION TECHNOLOGY FUND
2011-12**

NON-DEPARTMENTAL EXPENDITURES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Early Retirement Incentive Program	0	0	30,806	0	0.0%
Retiree Insurance	79,036	77,934	77,934	86,246	10.7%
City Insurance Adjustment	0	20,088	47,886	14,880	-25.9%
Unemployment Claims	22,964	9,872	9,872	20,817	110.9%
 Sub-Total Personnel Costs	<u>\$102,000</u>	<u>\$107,894</u>	<u>\$166,498</u>	<u>\$121,943</u>	<u>13.0%</u>
 Employee Assistance Program	<u>\$1,105</u>	<u>\$1,488</u>	<u>\$1,488</u>	<u>\$1,488</u>	<u>0.0%</u>
 Sub-Total Operations Costs	<u>\$1,105</u>	<u>\$1,488</u>	<u>\$1,488</u>	<u>\$1,488</u>	<u>0.0%</u>
 Total Non-Departmental	<u><u>\$103,105</u></u>	<u><u>\$109,382</u></u>	<u><u>\$167,986</u></u>	<u><u>\$123,431</u></u>	<u><u>12.8%</u></u>

SUPPORT SERVICES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Facilities Management	\$507,291	\$363,194	\$363,194	\$295,487	-18.6%
IT Replacement Fund	146,250	112,580	112,580	55,172	-51.0%
IT Project Fund	0	0	16,000	42,291	0.0%
Warehouse	2,556	2,525	2,525	1,956	-22.5%
 Total Support Services	<u><u>\$656,097</u></u>	<u><u>\$478,299</u></u>	<u><u>\$494,299</u></u>	<u><u>\$394,906</u></u>	<u><u>-17.4%</u></u>

**CITY OF GARLAND
INFORMATION TECHNOLOGY (IT) PROJECT FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from General Fund	\$0	\$75,000	\$75,000	\$270,767	261.0%
Transfer from Water Utility Fund	0	0	0	1,150	0.0%
Transfer from Wastewater Utility Fund	0	0	0	8,725	0.0%
Transfer from Env. Waste Svcs. Fund	0	0	0	5,342	0.0%
Transfer from Stormwater Mgmt. Fund	0	5,000	5,000	609	-87.8%
Transfer from Info. Technology Fund	0	0	16,000	42,291	0.0%
Transfer from Customer Service Fund	323,488	0	0	0	0.0%
Transfer from Self Insurance Fund	0	0	0	1,217	0.0%
Transfer from Warehouse Fund	0	0	0	1,623	0.0%
Transfer from Infrastructure R&R Fund	0	0	0	2,435	0.0%
Transfer from Facilities Mgmt. Fund	0	0	0	153,395	0.0%
Interest Income	34,710	50,000	18,000	25,000	-50.0%
TOTAL REVENUE	<u>\$358,198</u>	<u>\$130,000</u>	<u>\$114,000</u>	<u>\$512,554</u>	<u>294.3%</u>
EXPENDITURES					
Personnel	\$39,666	\$0	\$0	\$0	0.0%
Operations	3,027	0	0	0	0.0%
Capital	919,793	2,968,736	1,029,750	3,360,624	13.2%
TOTAL EXPENDITURES	<u>\$962,486</u>	<u>\$2,968,736</u>	<u>\$1,029,750</u>	<u>\$3,360,624</u>	<u>13.2%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$604,288)	(\$2,838,736)	(\$915,750)	(\$2,848,070)	-0.3%
BEGINNING FUND BALANCE	\$5,240,532	\$3,984,735	\$4,636,244	\$3,720,494	-6.6%
Change in Fund Balance	<u>(604,288)</u>	<u>(2,838,736)</u>	<u>(915,750)</u>	<u>(2,848,070)</u>	<u>-0.3%</u>
ENDING FUND BALANCE	<u>\$4,636,244</u>	<u>\$1,145,999</u>	<u>\$3,720,494</u>	<u>\$872,424</u>	<u>-23.9%</u>

**CITY OF GARLAND
INFORMATION TECHNOLOGY (IT) REPLACEMENT FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from General Fund	\$500,000	\$500,000	\$500,000	\$650,000	30.0%
Transfer from Electric Utility Fund	175,000	275,000	275,000	350,000	27.3%
Transfer from Water Utility Fund	80,681	84,435	84,435	43,534	-48.4%
Transfer from Wastewater Utility Fund	51,278	25,587	25,587	18,535	-27.6%
Transfer from Env. Waste Svcs. Fund	16,875	26,439	26,439	11,638	-56.0%
Transfer from Stormwater Mgmt. Fund	1,250	2,559	2,559	1,293	-49.5%
Transfer from Facilities Mgmt. Fund	7,500	11,940	11,940	52,308	338.1%
Transfer from Customer Service Fund	53,750	93,817	93,817	43,966	-53.1%
Transfer from Fleet Services Fund	13,125	17,058	17,058	8,190	-52.0%
Transfer from Info. Technology Fund	146,250	112,580	112,580	55,172	-51.0%
Transfer from Self Insurance Fund	3,125	5,117	5,117	2,586	-49.5%
Transfer from Warehouse Fund	5,000	6,823	6,823	3,448	-49.5%
Transfer from Firewheel Fund	2,500	3,412	3,412	1,293	-62.1%
Transfer from Infrastructure R&R Fund	6,875	10,235	10,235	5,172	-49.5%
Interest Income	22,932	35,000	20,000	18,000	-48.6%
TOTAL REVENUE	<u>\$1,086,141</u>	<u>\$1,210,002</u>	<u>\$1,195,002</u>	<u>\$1,265,135</u>	<u>4.6%</u>
EXPENDITURES					
Personnel	\$0	\$0	\$0	\$0	0.0%
Operations	535,283	1,369,534	1,599,256	939,352	-31.4%
Capital	923,430	1,014,900	926,725	1,544,564	52.2%
TOTAL EXPENDITURES	<u>\$1,458,713</u>	<u>\$2,384,434</u>	<u>\$2,525,981</u>	<u>\$2,483,916</u>	<u>4.2%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$372,572)	(\$1,174,432)	(\$1,330,979)	(\$1,218,781)	-3.8%
BEGINNING FUND BALANCE	\$3,583,171	\$2,423,387	\$3,210,599	\$1,879,620	-22.4%
Change in Fund Balance	<u>(372,572)</u>	<u>(1,174,432)</u>	<u>(1,330,979)</u>	<u>(1,218,781)</u>	<u>-3.8%</u>
ENDING FUND BALANCE	<u>\$3,210,599</u>	<u>\$1,248,955</u>	<u>\$1,879,620</u>	<u>\$660,839</u>	<u>-47.1%</u>

**CITY OF GARLAND
WAREHOUSE FUND
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
REVENUE					
Transfer from Electric Utility Fund	\$548,977	\$503,265	\$503,265	\$386,750	-23.2%
Transfer from General Fund	282,971	338,955	338,955	289,415	-14.6%
Transfers from Other Funds	214,113	206,000	206,000	271,845	32.0%
Recovery of Expenditures	22,069	22,800	22,800	22,800	0.0%
Miscellaneous Revenue	1,056	0	0	0	0.0%
TOTAL REVENUE	<u>\$1,069,186</u>	<u>\$1,071,020</u>	<u>\$1,071,020</u>	<u>\$970,810</u>	<u>-9.4%</u>
EXPENDITURES					
Personnel	\$647,550	\$668,474	\$673,406	\$627,137	-6.2%
Operations	89,668	113,622	129,020	95,877	-15.6%
Capital	0	45,000	45,000	66,935	48.7%
Sub-Total	<u>\$737,218</u>	<u>\$827,096</u>	<u>\$847,426</u>	<u>\$789,949</u>	<u>-4.5%</u>
Support Services	\$174,788	\$135,150	\$135,150	\$102,334	-24.3%
Debt Service Transfer	5,842	5,834	5,325	6,950	19.1%
Total Operating Expenditures	<u>\$917,848</u>	<u>\$968,080</u>	<u>\$987,901</u>	<u>\$899,233</u>	<u>-7.1%</u>
General & Administrative	\$77,066	\$82,895	\$82,895	\$82,895	0.0%
Transfer to Long Term Disability Fund	1,650	1,660	1,660	1,666	0.4%
Inventory/Salvage Adjustment	7,226	0	0	0	0.0%
TOTAL EXPENDITURES	<u>\$1,003,790</u>	<u>\$1,052,635</u>	<u>\$1,072,456</u>	<u>\$983,794</u>	<u>-6.5%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$65,396	\$18,385	(\$1,436)	(\$12,984)	
BEGINNING FUND BALANCE	\$16,337	\$33,364	\$81,733	\$80,297	140.7%
Change in Fund Balance	65,396	18,385	(1,436)	(12,984)	
ENDING FUND BALANCE	<u>\$81,733</u>	<u>\$51,749</u>	<u>\$80,297</u>	<u>\$67,313</u>	<u>30.1%</u>

**CITY OF GARLAND
WAREHOUSE FUND
2011-12**

NON-DEPARTMENTAL EXPENDITURES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Performance/Merit Increase	\$0	\$0	\$0	\$0	0.0%
Market Adjustment	0	0	0	0	0.0%
Retiree Insurance	13,375	13,827	13,827	15,302	10.7%
City Insurance Adjustment	0	3,564	8,496	2,640	-25.9%
Unemployment Insurance	8,286	0	0	0	0.0%
Sub-Total Personnel Costs	<u>\$21,661</u>	<u>\$17,391</u>	<u>\$22,323</u>	<u>\$17,942</u>	<u>3.2%</u>
Employee Assistance Program	\$181	\$264	\$264	\$264	0.0%
Sub-Total Operations Costs	<u>\$181</u>	<u>\$264</u>	<u>\$264</u>	<u>\$264</u>	<u>0.0%</u>
Total Non-Departmental	<u><u>\$21,842</u></u>	<u><u>\$17,655</u></u>	<u><u>\$22,587</u></u>	<u><u>\$18,206</u></u>	<u><u>3.1%</u></u>

SUPPORT SERVICES

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
Facilities Management	\$145,102	\$114,143	\$114,143	\$90,073	-21.1%
Information Technology (MIS/Comm.)	24,686	14,184	14,184	7,190	-49.3%
IT Replacement Fund	5,000	6,823	6,823	3,448	-49.5%
IT Project Fund	0	0	0	1,623	0.0%
Total Support Services	<u>\$174,788</u>	<u>\$135,150</u>	<u>\$135,150</u>	<u>\$102,334</u>	<u>-24.3%</u>

**CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
REVENUES/EXPENDITURES
2011-12**

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
REVENUE					
Current Ad Valorem Tax	\$33,388,185	\$31,023,844	\$31,182,066	\$30,311,387	-2.3%
Prior Year Ad Valorem Tax	559,363	483,519	483,519	459,343	-5.0%
Ad Valorem Transfer from I-30 TIF	362,067	246,536	246,536	237,073	-3.8%
Miscellaneous Revenue	81,692	0	70,356	70,356	0.0%
Interest Earnings	24,528	50,000	18,000	25,000	-50.0%
Ad Valorem & Interest Revenue	\$34,415,835	\$31,803,899	\$32,000,477	\$31,103,159	-2.2%
Transfer from Electric Utility Fund	\$9,189,294	\$13,440,899	\$13,415,211	\$13,418,882	-0.2%
Transfer from Water Utility Fund	1,247,252	1,253,575	1,236,626	1,268,020	1.2%
Transfer from Wastewater Utility Fund	3,343,150	3,393,353	3,311,174	3,381,054	-0.4%
Transfer from Env. Waste Svcs. Fund	1,115,856	1,305,885	1,305,885	1,060,752	-18.8%
Transfer from Stormwater Mgmt. Fund	8,773	8,755	8,755	6,249	-28.6%
Transfer from Fleet Services Fund	59,183	52,994	52,994	52,091	-1.7%
Transfer from Information Technology Fund	1,901,604	1,776,738	1,776,738	1,379,863	-22.3%
Transfer from Customer Service Fund	2,207,567	2,214,329	2,214,329	2,205,484	-0.4%
Transfer from Warehouse Fund	5,842	5,834	5,325	6,950	19.1%
TOTAL REVENUE	\$53,494,356	\$55,256,261	\$55,327,514	\$53,882,504	-2.5%
DEBT SERVICE PAYMENTS					
General Obligation Bonds - Tax Paid					
Principal	\$10,735,000	\$10,050,000	\$10,050,000	\$11,930,000	18.7%
Interest	7,339,366	7,054,916	6,980,083	6,601,723	-6.4%
Principal - Firewheel	205,000	555,000	555,000	590,000	6.3%
Interest - Firewheel	384,728	368,460	368,460	343,251	-6.8%
Principal - Harbor Point	237,450	480,000	235,076	232,725	-51.5%
Interest - Harbor Point	571,286	1,227,975	424,596	420,000	-65.8%
	\$19,472,830	\$19,736,351	\$18,613,215	\$20,117,699	1.9%
Certificates of Obligation - Tax Paid					
Principal	\$5,621,054	\$5,285,507	\$5,285,507	\$4,695,000	-11.2%
Interest	2,404,675	2,273,804	2,206,952	2,043,491	-10.1%
Principal - Firewheel	318,133	40,000	40,000	85,000	112.5%
Interest - Firewheel	50,666	41,588	41,588	54,195	30.3%
	\$8,394,528	\$7,640,899	\$7,574,047	\$6,877,686	-10.0%
Less Wireless Utility Transfers	\$359,676	\$358,955	\$358,955	\$256,204	-28.6%
Net Certificates of Obligation	\$8,034,852	\$7,281,944	\$7,215,092	\$6,621,482	-9.1%
Transfer to Customer Svc. - Utility Bldg.	\$86,358	\$86,404	\$86,404	\$86,443	0.0%
Commercial Paper - Tax Paid					
Interest	\$75,596	\$320,000	\$110,000	\$125,028	-60.9%
Short-Term Tax Note - Tax Paid					
Principal	\$6,170,000	\$5,000,000	\$5,000,000	\$5,400,000	8.0%
Interest	52,935	54,000	54,000	81,000	50.0%
	\$6,222,935	\$5,054,000	\$5,054,000	\$5,481,000	8.4%
Bond Issue / Paying Agent Maint. Fee	\$611,979	\$158,773	\$640,000	\$472,000	197.3%
Total General Expenditures	\$34,504,550	\$32,637,472	\$31,718,711	\$32,903,652	0.8%

**CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
REVENUES/EXPENDITURES
2011-12**

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
GO Bonds - Utility Paid					
Electric	\$3,634,032	\$5,894,272	\$5,963,735	\$6,996,923	18.7%
Water	849,812	872,452	882,206	1,051,220	20.5%
Wastewater	1,929,525	2,243,577	2,290,514	2,962,851	32.1%
	<u>\$6,413,369</u>	<u>\$9,010,301</u>	<u>\$9,136,455</u>	<u>\$11,010,994</u>	<u>22.2%</u>
COs - Utility Paid					
Electric	\$5,327,175	\$7,318,997	\$7,223,846	\$6,259,488	-14.5%
Water	353,577	337,348	310,645	185,556	-45.0%
Wastewater	1,378,535	1,114,756	985,640	393,207	-64.7%
	<u>\$7,059,287</u>	<u>\$8,771,101</u>	<u>\$8,520,131</u>	<u>\$6,838,251</u>	<u>-22.0%</u>
In-Lieu-of Wireless Communication					
Electric	\$228,087	\$227,630	\$227,630	\$162,471	-28.6%
Water	43,863	43,775	43,775	31,244	-28.6%
Wastewater	35,090	35,020	35,020	24,996	-28.6%
Environmental Waste Svcs. - Delivery	43,863	43,775	43,775	31,244	-28.6%
Stormwater Management	8,773	8,755	8,755	6,249	-28.6%
	<u>\$359,676</u>	<u>\$358,955</u>	<u>\$358,955</u>	<u>\$256,204</u>	<u>-28.6%</u>
EWS - Delivery Expenditures					
Principal	\$950,000	\$1,150,000	\$1,150,000	\$930,000	-19.1%
Interest	121,993	112,110	112,110	99,508	-11.2%
	<u>\$1,071,993</u>	<u>\$1,262,110</u>	<u>\$1,262,110</u>	<u>\$1,029,508</u>	<u>-18.4%</u>
Fleet Services Expenditures					
Principal	\$35,000	\$30,000	\$30,000	\$30,000	0.0%
Interest	24,183	22,994	22,994	22,091	-3.9%
	<u>\$59,183</u>	<u>\$52,994</u>	<u>\$52,994</u>	<u>\$52,091</u>	<u>-1.7%</u>
Information Technology Expenditures					
Principal	\$1,460,000	\$1,390,000	\$1,390,000	\$1,035,000	-25.5%
Interest	441,604	386,738	386,738	344,863	-10.8%
	<u>\$1,901,604</u>	<u>\$1,776,738</u>	<u>\$1,776,738</u>	<u>\$1,379,863</u>	<u>-22.3%</u>
Customer Service Expenditures					
Principal	\$775,000	\$1,055,000	\$1,055,000	\$1,080,000	2.4%
Interest	1,432,567	1,159,329	1,159,329	1,125,484	-2.9%
	<u>\$2,207,567</u>	<u>\$2,214,329</u>	<u>\$2,214,329</u>	<u>\$2,205,484</u>	<u>-0.4%</u>
Warehouse Expenditures					
Principal	\$3,307	\$3,464	\$3,464	\$5,000	44.3%
Interest	2,535	2,370	1,861	1,950	-17.7%
	<u>\$5,842</u>	<u>\$5,834</u>	<u>\$5,325</u>	<u>\$6,950</u>	<u>19.1%</u>
TOTAL EXPENDITURES	<u>\$53,583,071</u>	<u>\$56,089,834</u>	<u>\$55,045,748</u>	<u>\$55,682,997</u>	<u>-0.7%</u>
Revenue Over (Short of) Expenditures - Change in Fund Balance	(\$88,714)	(\$833,573)	\$281,766	(\$1,800,493)	-116.0%
BEGINNING FUND BALANCE	\$6,140,162	\$4,738,598	\$6,051,448	\$6,333,214	33.7%
Change in Fund Balance	(88,714)	(833,573)	281,766	(1,800,493)	-116.0%
ENDING FUND BALANCE	<u>\$6,051,448</u>	<u>\$3,905,025</u>	<u>\$6,333,214</u>	<u>\$4,532,721</u>	<u>16.1%</u>

**CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
EXPENDITURE DETAIL
2011-12**

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
<u>GENERAL FUND</u>					
General Obligation Bonds:					
Principal	\$10,735,000	\$10,050,000	\$10,050,000	\$11,930,000	18.7%
Interest	7,339,366	7,054,916	6,980,083	6,601,723	-6.4%
Principal - Firewheel	205,000	555,000	555,000	590,000	6.3%
Interest - Firewheel	384,728	368,460	368,460	343,251	-6.8%
Principal - Harbor Point	237,450	480,000	235,076	232,725	-51.5%
Interest - Harbor Point	571,286	1,227,975	424,596	420,000	-65.8%
	<u>\$19,472,830</u>	<u>\$19,736,351</u>	<u>\$18,613,215</u>	<u>\$20,117,699</u>	<u>1.9%</u>
Certificates of Obligation:					
Principal	\$5,621,054	\$5,285,507	\$5,285,507	\$4,695,000	-11.2%
Interest	2,404,675	2,273,804	2,206,952	2,043,491	-10.1%
Principal - Firewheel	318,133	40,000	40,000	85,000	112.5%
Interest - Firewheel	50,666	41,588	41,588	54,195	30.3%
	<u>\$8,394,528</u>	<u>\$7,640,899</u>	<u>\$7,574,047</u>	<u>\$6,877,686</u>	<u>-10.0%</u>
Less Wireless Utility Transfers	\$359,676	\$358,955	\$358,955	\$256,204	-28.6%
Net Certificates of Obligation	<u>\$8,034,852</u>	<u>\$7,281,944</u>	<u>\$7,215,092</u>	<u>\$6,621,482</u>	<u>-9.1%</u>
Transfer to Customer Svc. - Utility Bldg.	\$86,358	\$86,404	\$86,404	\$86,443	0.0%
Commercial Paper:					
Interest	\$75,596	\$320,000	\$110,000	\$125,028	-60.9%
Short-Term Tax Note:					
Principal	\$6,170,000	\$5,000,000	\$5,000,000	\$5,400,000	8.0%
Interest	52,935	54,000	54,000	81,000	50.0%
	<u>\$6,222,935</u>	<u>\$5,054,000</u>	<u>\$5,054,000</u>	<u>\$5,481,000</u>	<u>8.4%</u>
Bond Issue / Paying Agent Maint. Fee	\$611,979	\$158,773	\$640,000	\$472,000	197.3%
<u>ELECTRIC UTILITY FUND</u>					
General Obligation Bonds:					
Principal	\$1,140,000	\$3,500,000	\$3,500,000	\$4,640,000	32.6%
Interest	2,494,032	2,394,272	2,463,735	2,356,923	-1.6%
	<u>\$3,634,032</u>	<u>\$5,894,272</u>	<u>\$5,963,735</u>	<u>\$6,996,923</u>	<u>18.7%</u>
Certificates of Obligation:					
Principal	\$2,677,838	\$846,975	\$846,975	\$0	-100.0%
Interest	2,649,337	6,472,022	6,376,871	6,259,488	-3.3%
	<u>\$5,327,175</u>	<u>\$7,318,997</u>	<u>\$7,223,846</u>	<u>\$6,259,488</u>	<u>-14.5%</u>
In-Lieu-of Wireless Communication	\$228,087	\$227,630	\$227,630	\$162,471	-28.6%
<u>WATER UTILITY FUND</u>					
General Obligation Bonds:					
Principal	\$485,000	\$525,000	\$525,000	\$705,000	34.3%
Interest	364,812	347,452	357,206	346,220	-0.4%
	<u>\$849,812</u>	<u>\$872,452</u>	<u>\$882,206</u>	<u>\$1,051,220</u>	<u>20.5%</u>
Certificates of Obligation:					
Principal	\$281,186	\$278,845	\$278,845	\$165,000	-40.8%
Interest	72,391	58,503	31,800	20,556	-64.9%
	<u>\$353,577</u>	<u>\$337,348</u>	<u>\$310,645</u>	<u>\$185,556</u>	<u>-45.0%</u>
In-Lieu-of Wireless Communication	\$43,863	\$43,775	\$43,775	\$31,244	-28.6%

**CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
EXPENDITURE DETAIL
2011-12**

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
<u>WASTEWATER UTILITY FUND</u>					
General Obligation Bonds:					
Principal	\$875,000	\$1,230,000	\$1,230,000	\$1,920,000	56.1%
Interest	1,054,525	1,013,577	1,060,514	1,042,851	2.9%
	<u>\$1,929,525</u>	<u>\$2,243,577</u>	<u>\$2,290,514</u>	<u>\$2,962,851</u>	<u>32.1%</u>
Certificates of Obligation:					
Principal	\$1,123,482	\$910,208	\$910,208	\$350,000	-61.5%
Interest	255,053	204,548	75,432	43,207	-78.9%
	<u>\$1,378,535</u>	<u>\$1,114,756</u>	<u>\$985,640</u>	<u>\$393,207</u>	<u>-64.7%</u>
In-Lieu-of Wireless Communication	\$35,090	\$35,020	\$35,020	\$24,996	-28.6%
<u>EWS FUND</u>					
Certificates of Obligation:					
Principal	\$950,000	\$1,150,000	\$1,150,000	\$930,000	-19.1%
Interest	121,993	112,110	112,110	99,508	-11.2%
	<u>\$1,071,993</u>	<u>\$1,262,110</u>	<u>\$1,262,110</u>	<u>\$1,029,508</u>	<u>-18.4%</u>
In-Lieu-of Wireless Communication	\$43,863	\$43,775	\$43,775	\$31,244	-28.6%
<u>STORMWATER MANAGEMENT FUND</u>					
In-Lieu-of Wireless Communication	\$8,773	\$8,755	\$8,755	\$6,249	-28.6%
<u>FLEET SERVICES FUND</u>					
General Obligation Bonds:					
Principal	\$20,000	\$20,000	\$20,000	\$20,000	0.0%
Interest	4,933	4,263	4,263	3,760	-11.8%
	<u>\$24,933</u>	<u>\$24,263</u>	<u>\$24,263</u>	<u>\$23,760</u>	<u>-2.1%</u>
Certificates of Obligation:					
Principal	\$15,000	\$10,000	\$10,000	\$10,000	0.0%
Interest	19,250	18,731	18,731	18,331	-2.1%
	<u>\$34,250</u>	<u>\$28,731</u>	<u>\$28,731</u>	<u>\$28,331</u>	<u>-1.4%</u>
<u>INFORMATION TECHNOLOGY FUND</u>					
General Obligation Bonds:					
Principal	\$0	\$0	\$0	\$0	0.0%
Interest	1,863	1,863	1,863	1,863	0.0%
	<u>\$1,863</u>	<u>\$1,863</u>	<u>\$1,863</u>	<u>\$1,863</u>	<u>0.0%</u>
Certificates of Obligation:					
Principal	\$1,460,000	\$1,390,000	\$1,390,000	\$1,035,000	-25.5%
Interest	439,741	384,875	384,875	343,000	-10.9%
	<u>\$1,899,741</u>	<u>\$1,774,875</u>	<u>\$1,774,875</u>	<u>\$1,378,000</u>	<u>-22.4%</u>

**CITY OF GARLAND
GENERAL OBLIGATION BOND DEBT SERVICE
EXPENDITURE DETAIL
2011-12**

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
<u>CUSTOMER SERVICE FUND</u>					
General Obligation Bonds:					
Principal	\$10,000	\$15,000	\$15,000	\$15,000	0.0%
Interest	36,199	35,764	35,764	35,313	-1.3%
	<u>\$46,199</u>	<u>\$50,764</u>	<u>\$50,764</u>	<u>\$50,313</u>	<u>-0.9%</u>
Certificates of Obligation:					
Principal	\$765,000	\$1,040,000	\$1,040,000	\$1,065,000	2.4%
Interest	1,396,368	1,123,565	1,123,565	1,090,171	-3.0%
	<u>\$2,161,368</u>	<u>\$2,163,565</u>	<u>\$2,163,565</u>	<u>\$2,155,171</u>	<u>-0.4%</u>
<u>WAREHOUSE FUND</u>					
General Obligation Bonds:					
Principal	\$0	\$0	\$0	\$5,000	0.0%
Interest	1,500	1,500	1,769	1,950	30.0%
	<u>\$1,500</u>	<u>\$1,500</u>	<u>\$1,769</u>	<u>\$6,950</u>	<u>363.3%</u>
Certificates of Obligation:					
Principal	\$3,307	\$3,464	\$3,464	\$0	-100.0%
Interest	1,035	870	92	0	-100.0%
	<u>\$4,342</u>	<u>\$4,334</u>	<u>\$3,556</u>	<u>\$0</u>	<u>-100.0%</u>
<u>SUMMARY</u>					
General Obligation Bonds:					
Principal	\$13,707,450	\$16,375,000	\$16,130,076	\$20,057,725	22.5%
Interest	12,253,244	12,450,042	11,698,253	11,153,854	-10.4%
	<u>\$25,960,694</u>	<u>\$28,825,042</u>	<u>\$27,828,329</u>	<u>\$31,211,579</u>	<u>8.3%</u>
Certificates of Obligation:					
Principal	\$13,215,000	\$10,954,999	\$10,954,999	\$8,335,000	-23.9%
Interest	7,410,509	10,690,616	10,372,016	9,971,947	-6.7%
	<u>\$20,625,509</u>	<u>\$21,645,615</u>	<u>\$21,327,015</u>	<u>\$18,306,947</u>	<u>-15.4%</u>
Less Wireless Utility Transfers	\$359,676	\$358,955	\$358,955	\$256,204	-28.6%
Transfer to Customer Service	86,358	86,404	86,404	86,443	0.0%
Net Certificates of Obligation	<u>\$20,352,191</u>	<u>\$21,373,064</u>	<u>\$21,054,464</u>	<u>\$18,137,186</u>	<u>-15.1%</u>
Commercial Paper:					
Interest	\$75,596	\$320,000	\$110,000	\$125,028	-60.9%
Short-Term Tax Note:					
Principal	\$6,170,000	\$5,000,000	\$5,000,000	\$5,400,000	8.0%
Interest	52,935	54,000	54,000	81,000	50.0%
	<u>\$6,222,935</u>	<u>\$5,054,000</u>	<u>\$5,054,000</u>	<u>\$5,481,000</u>	<u>8.4%</u>
In-Lieu-of Wireless Communication	\$359,676	\$358,955	\$358,955	\$256,204	-28.6%
Bond Issue / Paying Agent Maint. Fee	\$611,979	\$158,773	\$640,000	\$472,000	197.3%
TOTAL DEBT	<u><u>\$53,583,071</u></u>	<u><u>\$56,089,834</u></u>	<u><u>\$55,045,748</u></u>	<u><u>\$55,682,997</u></u>	<u><u>-0.7%</u></u>

**CITY OF GARLAND
REVENUE BOND DEBT SERVICE
REVENUES/EXPENDITURES
2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
<u>REVENUE</u>					
Transfer from Electric Utility Fund	\$10,230,555	\$10,227,435	\$10,227,435	\$10,596,471	3.6%
Transfer from Water Utility Fund	5,603,374	6,271,771	6,271,771	6,927,154	10.4%
Transfer from Wastewater Utility Fund	10,830,780	11,755,864	11,755,864	12,168,550	3.5%
TOTAL REVENUE	<u>\$26,664,709</u>	<u>\$28,255,070</u>	<u>\$28,255,070</u>	<u>\$29,692,175</u>	<u>5.1%</u>
<u>DEBT SERVICE PAYMENTS</u>					
Electric Revenue Bonds					
Principal	\$5,125,000	\$5,515,000	\$5,515,000	\$5,735,000	4.0%
Interest	5,104,755	4,712,435	4,712,435	4,861,471	3.2%
Bond Cost	800	0	0	0	
Sub-Total	<u>\$10,230,555</u>	<u>\$10,227,435</u>	<u>\$10,227,435</u>	<u>\$10,596,471</u>	<u>3.6%</u>
Water Revenue Bonds					
Principal	\$2,625,287	\$2,953,306	\$2,953,306	\$3,242,079	9.8%
Interest	2,954,194	3,318,465	3,318,465	3,685,075	11.0%
Bond Cost	23,893	0	0	0	
Sub-Total	<u>\$5,603,374</u>	<u>\$6,271,771</u>	<u>\$6,271,771</u>	<u>\$6,927,154</u>	<u>10.4%</u>
Wastewater Revenue Bonds					
Principal	\$5,329,713	\$5,871,694	\$5,871,694	\$6,307,921	7.4%
Interest	5,468,453	5,884,170	5,884,170	5,860,629	-0.4%
Bond Cost	32,614	0	0	0	
Sub-Total	<u>\$10,830,780</u>	<u>\$11,755,864</u>	<u>\$11,755,864</u>	<u>\$12,168,550</u>	<u>3.5%</u>
TOTAL EXPENDITURES	<u>\$26,664,709</u>	<u>\$28,255,070</u>	<u>\$28,255,070</u>	<u>\$29,692,175</u>	<u>5.1%</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
2011-12**

	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED	% CHG APPRV
TO GENERAL FUND FROM:					
Recreation Performance Fund	\$30,000	\$100,000	\$100,000	\$100,000	0.0%
Indirect Costs - Housing Assistance	0	0	0	110,000	0.0%
Indirect Costs - CDBG	0	0	0	25,194	0.0%
Indirect Costs - HOME	0	0	0	20,970	0.0%
Indirect Costs - NETLS	36,107	35,000	35,000	19,544	-44.2%
Sub-Total	\$66,107	\$135,000	\$135,000	\$275,708	104.2%
G&A TO THE GENERAL FUND FROM:					
Electric Utility Fund	\$3,006,740	\$3,164,239	\$3,164,239	\$3,164,239	0.0%
Water Utility Fund	512,471	533,796	533,796	533,796	0.0%
Wastewater Utility Fund	844,418	863,890	863,890	863,890	0.0%
Environmental Waste Services Fund	644,188	666,449	666,449	666,449	0.0%
Stormwater Management Fund	205,748	214,118	214,118	214,118	0.0%
Hotel/Motel Tax Fund	5,619	4,101	4,101	4,101	0.0%
SafeLight Fund	11,030	12,121	12,121	12,121	0.0%
Recreation Performance Fund	12,362	13,051	13,051	13,051	0.0%
Self Insurance Fund	81,413	88,259	88,259	88,259	0.0%
Group Health Insurance Fund	43,166	46,154	46,154	46,154	0.0%
Sub-Total	\$5,367,155	\$5,606,178	\$5,606,178	\$5,606,178	0.0%
TO ELECTRIC UTILITY FUND FROM:					
Firewheel Fund	\$14,103	\$14,103	\$14,103	\$14,103	0.0%
Sub-Total	\$14,103	\$14,103	\$14,103	\$14,103	0.0%
TO FIREWHEEL FUND FROM:					
General Fund	\$500,000	\$0	\$500,000	\$0	0.0%
Sub-Total	\$500,000	\$0	\$500,000	\$0	0.0%
TO INFRASTRUCTURE R&R FUND FROM:					
General Fund	\$4,358,158	\$4,433,158	\$4,433,158	\$4,433,158	0.0%
Water Utility Fund	672,238	682,322	682,322	692,557	1.5%
Wastewater Utility Fund	672,238	682,322	682,322	692,557	1.5%
Sub-Total	\$5,702,634	\$5,797,802	\$5,797,802	\$5,818,272	0.4%
TO SUMMER NUTRITION FUND FROM:					
General Fund	\$20,000	\$20,000	\$20,000	\$20,000	0.0%
Sub-Total	\$20,000	\$20,000	\$20,000	\$20,000	0.0%
TO DEBT SERVICE FUND FROM:					
General Fund	\$76,219	\$0	\$70,356	\$70,356	0.0%
Electric Utility Fund	9,189,294	13,440,899	13,415,211	13,418,882	-0.2%
Water Utility Fund	1,247,252	1,253,575	1,236,626	1,268,020	1.2%
Wastewater Utility Fund	3,343,150	3,393,353	3,311,174	3,381,054	0.0%
Environmental Waste Services Fund	1,115,856	1,305,885	1,305,885	1,060,752	-18.8%
Stormwater Management Fund	8,773	8,755	8,755	6,249	-28.6%
Sub-Total	\$14,980,544	\$19,402,467	\$19,348,007	\$19,205,313	-1.0%

**CITY OF GARLAND
 DETAIL OF INTERGOVERNMENTAL TRANSFERS
 2011-12**

	<u>2009-10 ACTUAL</u>	<u>2010-11 APPROVED</u>	<u>2010-11 REVISED</u>	<u>2011-12 APPROVED</u>	<u>% CHG APPRV</u>
TO GROUP HEALTH INSURANCE FUND FROM:					
All Funds	\$15,659,391	\$16,407,924	\$17,309,550	\$17,106,084	4.3%
Sub-Total	<u>\$15,659,391</u>	<u>\$16,407,924</u>	<u>\$17,309,550</u>	<u>\$17,106,084</u>	<u>4.3%</u>
TO RATE MITIGATION FUND FROM:					
Electric Utility Fund	\$32,169,000	\$15,534,100	\$40,275,000	\$14,100,000	-9.2%
Sub-Total	<u>\$32,169,000</u>	<u>\$15,534,100</u>	<u>\$40,275,000</u>	<u>\$14,100,000</u>	<u>-9.2%</u>
GRAND TOTAL	<u><u>\$74,478,934</u></u>	<u><u>\$62,917,574</u></u>	<u><u>\$89,005,640</u></u>	<u><u>\$62,145,658</u></u>	<u><u>-1.2%</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 towards the achievement of the Council’s priorities and goals. In preparing the annual Capital Improvement Program, the department seeks to develop a coordinated plan for the funding of the construction of infrastructure and municipal facilities and the acquisition of large or specialized equipment.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Development and passage of the 2010-11 Annual Operating Budget.
- (B) Development and passage of the 2011 Capital Improvement Program (CIP).
- (C) Development of 15-year Budget Forecast.
- (D) Assisted in development of Firewheel Management strategy.
- (E) Assisted in accomplishing the tax rate shift between Debt Service and O&M.
- (F) Continued to expand and improve the monthly Dashboard Reports.
- (G) Assisted in conversion of monthly financial reports.
- (H) Accomplished first phase in automating the Budget Document.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Development and passage of the 2011-12 Annual Operating Budget.
- (B) Development and passage of the 2012 Capital Improvement Program.
- (C) Closely monitor local and national economic conditions.
- (D) Analyze and develop second phase in automating the Budget Document.

KEY PERFORMANCE MEASURES

	2009-10 ACTUAL	2010-11 PROJECTED	2011-12 PROJECTED
(1) Receipt of Government Finance Officers Association (GFOA) Distinguished Budget Award	Yes	Yes	Yes
(2) Combined Operating and CIP Budget per Budget Employee	\$110.7 million	\$112.0 million	TBD
(3) Actual General Fund Expenditures as Percent of Revised Budget	98.5%	100%	100%
(4) Actual General Fund Revenues as Percent of Revised Budget	100.6%	100%	100%

General Fund

BUDGET AND RESEARCH

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$763,935	\$770,869	\$568,275	\$582,331
Operations	15,919	23,905	18,795	16,962
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$779,854</u>	<u>\$794,774</u>	<u>\$587,070</u>	<u>\$599,293</u>

BY OPERATIONAL AREA:

Budget	\$779,854	\$794,774	\$587,070	\$599,293
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TOTAL EXPENDITURES	<u>\$779,854</u>	<u>\$794,774</u>	<u>\$587,070</u>	<u>\$599,293</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$195,481)
Percentage Change				-25%

STAFFING

Full-Time Positions	7	7	6	6
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>7</u>	<u>7</u>	<u>6</u>	<u>6</u>

SIGNIFICANT CHANGES AND NOTES

A Senior Managing Director has been moved in FY 2010-11 Revised from the Budget and Research Department to City Administration upon promotion to Assistant City Manager.

DEPARTMENT MISSION

To protect the health, safety, and welfare of the construction community and Garland’s citizens through inspections and maintenance of commercial occupancies in addition to new and remodeled residential structures. This is accomplished by providing greater customer service through practical Zoning and Building Code enforcement, marketing, communication, and education regarding ordinances and codes to ensure that Garland is a safer environment for all.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) In relation to Zoning activity, monitoring Certificates of Occupancy, and “land use,” Building Inspection will modify current inspection procedures in order to move to a more proactive program for monitoring effectiveness and long-term success in compliance.
- (B) Capturing vital data electronically (Z-Permits) concerning zoning, business activity, and code requirements on all commercial businesses in Garland to build a better record-keeping system for years to come.
- (C) Building Inspection is transforming its conventional methods of operation to accommodate the various needs of construction activity and place a better focus on property maintenance in Garland.
- (D) Conduct TCEQ State-mandated backflow device inspections on commercial businesses.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Adopt the 2009 International Building, Residential, Mechanical, Plumbing, Energy, Fuel Gas, Energy, and Property Maintenance Codes by July of 2011.
- (B) Continue publishing zoning and property maintenance bulletins at the counter and on the website to better educate the public about the Zoning Division and its efforts in the Building Inspection Department. Communicate property maintenance efforts with the City Council.

KEY PERFORMANCE MEASURES

	2009-10 ACTUAL	2010-11 PROJECTED	2011-12 PROJECTED
(1) All Construction Permits Issued	7,651	7,200	7,200
(2) Average Number of Days to Complete Plan Reviews	2.89	3.61	3.61
(3) Total Number of Construction Inspections Made	97,075	79,400	79,400
(4) Average Inspections per Day per Inspector	46	40	40
(5) Environmental Protection Agency (EPA) Stormwater Inspections for Construction Sites	17,693	2,926	2,926
(6) Total Number of Zoning Inspections Made*	54,616	53,698	53,698
(7) Number of Zoning Violations Corrected	1,450	418	418
(8) Number of Follow-Up Inspections	1,660	862	862

* Includes Signs, Zoning, Complaints, and Commercial Property Maintenance inspections.

General Fund

BUILDING INSPECTION

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$1,376,091	\$1,429,721	\$1,429,721	\$1,346,926
Operations	137,607	125,466	125,466	138,347
Charge-Outs	0	(45,000)	(35,000)	(24,000)
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$1,513,698</u>	<u>\$1,510,187</u>	<u>\$1,520,187</u>	<u>\$1,461,273</u>

BY OPERATIONAL AREA:

Inspections & Permits	\$1,513,698	\$1,510,187	\$1,520,187	\$1,461,273
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TOTAL EXPENDITURES	<u>\$1,513,698</u>	<u>\$1,510,187</u>	<u>\$1,520,187</u>	<u>\$1,461,273</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$48,914)
Percentage Change				-3%

STAFFING

Full-Time Positions	19	19	19	19
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>19</u>	<u>19</u>	<u>19</u>	<u>19</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2011-12 Adopted Budget includes a \$21,000 reduction in Salary Charge-Outs to the Stormwater Management Fund.

DEPARTMENT MISSION

The mission of Housing and Community Neighborhood Services is: "To partner with the community to coordinate neighborhood initiatives." Housing initiatives are responsible for improving the economic aspects of neighborhoods through affordable home ownership 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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

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

2011-12 DEPARTMENT GOALS AND INITIATIVES

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

KEY PERFORMANCE MEASURES

	<u>2010-11 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Substandard Homes Acquired	0	0	0
(2) Substandard Homes Rehabilitated	1	0	0
(3) Substandard Homes Sold	0	0	0
(4) Newly Constructed Houses Sold	0	0	0

CASA Fund

CASA PROGRAM

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$0	\$0	\$0	\$0
Operations	327,822	14,700	14,700	25,000
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$327,822</u>	<u>\$14,700</u>	<u>\$14,700</u>	<u>\$25,000</u>

BY OPERATIONAL AREA:

CASA	\$327,822	\$14,700	\$14,700	\$25,000
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TOTAL EXPENDITURES	<u>\$327,822</u>	<u>\$14,700</u>	<u>\$14,700</u>	<u>\$25,000</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$10,300
Percentage Change	70%

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 towards achieving the goals established by Council.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Prepared and submitted the City’s Annual Operating Budget and Capital Improvement Program.
- (B) Provided information to the Mayor and Council as to the City’s financial needs and condition at all times.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Commence Green Initiative.
- (B) Maximize employee resources.
- (C) Enhance financial accountability.
- (D) Strengthen management focus on results.
- (E) Ensure responsiveness to Council and citizens.
- (F) Utilize technology to keep pace with increasing citizen expectations.

KEY PERFORMANCE MEASURES

	2009-10 <u>ACTUAL</u>	2010-11 <u>PROJECTED</u>	2011-12 <u>PROJECTED</u>
(1) Combined Operating Budget	\$521,751,100	\$519,633,500	\$513,713,300
(2) Number of Employees	2,129	2,120	2,112
(3) Tax Rate (cents per \$100 value)	70.46	70.46	70.46

General Fund

CITY ADMINISTRATION

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$758,402	\$771,475	\$974,069	\$973,572
Operations	37,877	47,903	53,013	48,715
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$796,279</u>	<u>\$819,378</u>	<u>\$1,027,082</u>	<u>\$1,022,287</u>

BY OPERATIONAL AREA:

Administration	\$796,279	\$819,378	\$1,027,082	\$1,022,287
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TOTAL EXPENDITURES	<u>\$796,279</u>	<u>\$819,378</u>	<u>\$1,027,082</u>	<u>\$1,022,287</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$202,909
Percentage Change	25%

STAFFING

Full-Time Positions	5	5	6	6
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>5</u>	<u>5</u>	<u>6</u>	<u>6</u>

SIGNIFICANT CHANGES AND NOTES

FY 2010-11 Revised shows the transfer from Budget and Research of a Senior Managing Director and the position's reclassification to Assistant City Manager.

DEPARTMENT MISSION

The Office of the City Attorney (OCA) 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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Continued to reduce costs both within and outside 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) Reorganized City Marshals Office; provided enhanced training, supervision, and compliance with State and Federal laws and regulations. Expanded coverage to include City Hall and Duckworth Utility Building.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Over the past three years, the Office of the City Attorney (OCA) has actively increased its training and counseling support role with the City's Boards, Commissions, and departments. During that time, the OCA has undertaken to increase the level of training available to those constituents in an effort to better serve their needs and take a proactive role in reducing potential litigation exposure and liability. Going forward, the OCA intends to implement a formalized Needs Assessment Program for each of the City's Boards, Commissions, and departments. That program will involve providing a needs survey to each of those groups to identify potential legal issues they might confront and determine their possible legal training and counseling needs for the period. We anticipate implementing that program with a recurring two-year cycle so each Board, Commission, and department is surveyed – and a training program implemented – within the two-year cycle.
- (B) The transition of the City Marshals Office (CMO) from the Municipal Court to the OCA was completed in March 2010. As a result of the transfer, a comprehensive review of the operations of the CMO was completed to effectuate compliance with State and Federal law, including the preparation of a General Orders Manual and obtaining Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE) compliance.
- (C) Additional training and procedural safeguards are being implemented to ensure compliance with the myriad of State and Federal laws and regulations that regulate and control the conduct of peace officers and the management of a law enforcement agency.
- (D) In the coming year, training for Deputy City Marshals will be greatly enhanced to include additional firearms training and training specific to the mission of the CMO.
- (E) New and additional law enforcement and security duties for the CMO will be implemented at City Hall and the Duckworth Utility Building.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Percentage of Matters Handled Exclusively or Chiefly In-House	90	95	95
(2) Percentage of Contracts and Other Standard Documents Reviewed, Edited, and Modified within 5 Working Days	95	95	95
(3) Percentage of Time Attorneys Available for Consultation within 24 Hours	98	98	98
(4) Number of Public Information Requests Processed	1,100	1,500	1,500
(5) Warrants Cleared by Arrest or Otherwise	847	1,100	1,100
(6) Number of Phone Calls Made to Prompt Warrant Clearance	2,727	3,000	3,500

General Fund

CITY ATTORNEY (OFFICE OF)

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$1,370,686	\$1,612,651	\$1,612,651	\$1,639,071
Operations	141,226	191,444	192,540	192,337
Charge-Outs	0	0	0	0
Capital	8,658	15,000	15,000	0
TOTAL EXPENDITURES	<u>\$1,520,570</u>	<u>\$1,819,095</u>	<u>\$1,820,191</u>	<u>\$1,831,408</u>

BY OPERATIONAL AREA:

Legal	\$1,432,839	\$1,487,541	\$1,487,541	\$1,509,652
Garland City Marshals Office	87,731	331,554	332,650	321,756

TOTAL EXPENDITURES	<u>\$1,520,570</u>	<u>\$1,819,095</u>	<u>\$1,820,191</u>	<u>\$1,831,408</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$12,313
Percentage Change	1%

STAFFING

Full-Time Positions	15	15	15	15
Part-Time Positions	2	2	2	2
TOTAL STAFFING	<u>17</u>	<u>17</u>	<u>17</u>	<u>17</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

With its mission, "Community of One People Working Together," the Garland City Council is the governmental body for the City of Garland. 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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Promoted interlocal cooperation with Dallas County and 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) Active involvement in various community functions and projects.
- (D) Promoted positive image for the City of Garland.

2011-12 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

	2009-10 <u>ACTUAL</u>	2010-11 <u>PROJECTED</u>	2011-12 <u>PROJECTED</u>
(1) Council Work Sessions	24	24	24
(2) Council Meetings	24	24	24
(3) Special Work Sessions/Meetings	1	2	2

General Fund

CITY COUNCIL

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$48,594	\$120,483	\$120,483	\$119,235
Operations	102,588	132,905	132,905	129,905
Charge-Outs	0	(71,395)	(71,395)	(70,147)
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$151,182</u>	<u>\$181,993</u>	<u>\$181,993</u>	<u>\$178,993</u>

BY OPERATIONAL AREA:

Council	\$151,182	\$181,993	\$181,993	\$178,993
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TOTAL EXPENDITURES	<u>\$151,182</u>	<u>\$181,993</u>	<u>\$181,993</u>	<u>\$178,993</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$3,000)
Percentage Change				-2%

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 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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Continued work on deploying 10 Step Records Program to City Departments.
- (B) Conducted 3rd year of training for all Records Liaisons.
- (C) Provided department-specific records training in conjunction with P-card training and Human Resources PAF training.
- (D) Completed indexing one-third of converted microfilm records in the City Secretary’s Office to the OnBase Imaging system.
- (E) Coordinating records-related issues for departments relocating to new facilities and/or clearing out storage space.
- (F) Created a system for collecting TABC license fees in a timelier manner.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue to work with IT to establish an organization-wide centrally managed records and information management program utilizing OnBase.
- (B) Complete custom retention schedules for all departments.
- (C) Complete the indexing of converted microfilm records in the City Secretary’s Office to the OnBase Imaging system.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Cubic Feet of Records Accessioned to Records Center	500	400	450
(2) Cubic Feet of Records Destroyed	1,700	1,500	1,700
(3) Process Permit Requests within 2 Business Days of Receipt from Other Departments Involved	98%	100%	100%
(4) Number of Departments that have Completed Their Records Control Schedules	5	7	7

General Fund

CITY SECRETARY

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$270,901	\$276,269	\$276,269	\$264,023
Operations	63,040	115,338	115,338	87,127
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$333,941</u>	<u>\$391,607</u>	<u>\$391,607</u>	<u>\$351,150</u>

BY OPERATIONAL AREA:

Office Operations	\$333,941	\$391,607	\$391,607	\$351,150
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TOTAL EXPENDITURES	<u>\$333,941</u>	<u>\$391,607</u>	<u>\$391,607</u>	<u>\$351,150</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$40,457)
Percentage Change	-10%

STAFFING (Excludes 1 Banked Position)

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 change indicated from the FY 2010-11 Adopted Budget to the FY 2011-12 Adopted Budget reflects an anticipated decrease for citywide election expenses in FY 2011-12.

DEPARTMENT MISSION

The Code Compliance Department’s mission is to enforce State legislation and City ordinances that involve residential properties and multifamily complexes in order to ensure healthy, vital neighborhoods. The department attempts to prevent and eliminate aesthetic problems and ensure that residents have 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 housing and addressing instances of nuisance and sub-standard housing.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Reduced nuisance abatement costs related to outside service contracts by approximately 25% as a result of the implementation of improved annual notice procedures and closer scrutiny of contractor work orders.
- (B) Maintained a 4.8-hour response time on citizen service requests.
- (C) Code violations average 1.2 per address despite the challenging economy.
- (D) Neighborhood Standards recorded 47,604 inspections requiring enforcement actions as a result of the proactive inspection program and experienced an 11% decrease in citizen complaints.
- (E) The Single Family Rental Inspection program was self-funded. Staff conducted 1,156 change-in-tenancy inspections and increased follow-up inspections by 27%.
- (F) The Multifamily Inspection program was self-funded. Staff conducted 3,946 inspections representing an approximate increase of 10% over the prior fiscal year.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Assuming adoption by Council, implement new enforcement provisions of Section 32.07 of the Code of Ordinances in relation to poor performing multifamily complexes.
- (B) In an effort to control and reduce outside service contract expenditures, evaluate the plausibility and effectiveness of distributing “CONTRACT ORDERED” door notices to all properties for which a nuisance abatement work order has been issued.
- (C) Continue working with the Revenue Recovery, Organizational Development, and Information Technology departments to identify a vendor capable of completing and implementing the CRM software project in a manner that offers enhancements over the current software utilized by Code Compliance and Revenue Recovery.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Average Code Violations per Address	1.20	1.42	1.30
(2) Percent of Homes with >1 Nuisance Violation	14%	12%	11%
(3) Percent of Homes with >1 Min. Housing Violation	14%	21%	20%
(4) Percent of Homes with a Nuisance Violation	35%	35%	33%
(5) Percent of Homes with a Min. Housing Violation	44%	54%	50%
(6) Total Citizen Complaints	13,162	14,000	14,000
(7) Total Inspections Requiring Enforcement	47,604	55,000	54,000
(8) Total Number of Citations	1,326	1,400	1,400
(9) Total Number of Single-Family Change-in-Tenancy Inspections	1,156	1,200	1,250
(10) Total Multifamily Inspections	3,946	4,000	4,000

General Fund

CODE COMPLIANCE

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$1,655,828	\$1,904,434	\$1,906,434	\$1,865,894
Operations	373,484	406,220	404,220	458,610
Charge-Outs	0	(182,000)	(182,000)	(172,248)
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$2,029,312</u>	<u>\$2,128,654</u>	<u>\$2,128,654</u>	<u>\$2,152,256</u>

BY OPERATIONAL AREA:

Administration	\$872,316	\$881,622	\$881,622	\$871,182
Environmental Code	857,861	889,066	889,066	933,088
Rental Inspection	118,094	146,418	146,418	137,726
Multi-Family Housing	181,041	211,548	211,548	210,260

TOTAL EXPENDITURES	<u>\$2,029,312</u>	<u>\$2,128,654</u>	<u>\$2,128,654</u>	<u>\$2,152,256</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$23,602
Percentage Change	1%

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 mission of Housing and Community Neighborhood Services is: "To partner with the community to coordinate neighborhood initiatives." Housing initiatives are responsible for improving the economic aspects of neighborhoods through affordable home ownership 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.

2010-11 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.

2011-12 DEPARTMENT GOALS AND INITIATIVES

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

KEY PERFORMANCE MEASURES

	2009-10 ACTUAL	2009-10 PROJECTED	2011-12 PROJECTED
(1) Minor Home Repair Grant Program Units Completed	9	12	10
(2) Single-Family Rehabilitation Units Completed	6	9	9
(3) Contracted Homes Painted	7	8	N/A
(4) Sidewalks	3 (projects)	20	3 (projects)
(5) Sidewalk Volunteer Hours	300	250	300
(6) Speed Humps Installed	2	7	2
(7) Speed Hump Volunteer Hours Donated	100	50	100
(8) Heaters for the Winter	4	10	1
(9) Portable A/C Units and Box Fans	6	20	10

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), CDBG-R, Neighborhood Stabilization Program, Homeless Prevention and Rapid Re-housing (HPRP), and Emergency Shelter 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, HPRP, 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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Provided general administrative services for CDBG, HOME, ESG, NSP, and HPRP grants that ensure compliance with Federal regulations and with the City of Garland's 2010-2015 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.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Provide general administrative services for CDBG, HOME, ESG, NSP, and HPRP grants to ensure compliance with Federal regulations and with the City of Garland's 2010-2015 Consolidated Plan.
- (B) Review and redesign sub-grantee and sub-recipient management and monitoring procedures.
- (C) Expand partnerships with nonprofit agencies to work toward citizen identified goals.
- (D) Expand interaction with citizen organizations working toward Consolidated Plan priorities.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2009-10 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Nonprofits Monitored	10	20	10
(2) Projects Monitored	5	30	15
(3) Site Visits	5	20	9
(4) Reports Submitted to HUD	16	7	7
(5) Completed Draw-Downs	12	45	12
(6) Technical Assistance Sessions for Nonprofits	3	5	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	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$975,875	\$790,563	\$790,563	\$780,117
Operations	3,196,504	1,924,791	2,688,212	2,066,046
Charge-Outs	0	(102,379)	(102,379)	(127,764)
Capital	0	0	0	0
Indirect	0	0	0	25,194
TOTAL EXPENDITURES	<u>\$4,172,379</u>	<u>\$2,612,975</u>	<u>\$3,376,396</u>	<u>\$2,743,593</u>

BY OPERATIONAL AREA:

Public Service	\$312,016	\$344,984	\$344,984	\$289,905
Infrastructure Projects	836,759	1,100,000	1,100,000	821,000
Other CDBG Projects	685,532	664,934	664,934	587,730
Administration & Planning	447,977	459,978	459,978	386,540
Neighborhood Stabilization Program	1,890,095	43,079	806,500	658,418
TOTAL EXPENDITURES	<u>\$4,172,379</u>	<u>\$2,612,975</u>	<u>\$3,376,396</u>	<u>\$2,743,593</u>

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$130,618
Percentage Change	5%

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

The FY 2011-12 Adopted Budget includes an indirect charge from the General Fund totaling \$25,194 for administrative support supplied by City staff.

DEPARTMENT MISSION

The Community Relations Department serves as the central point of communications, marketing, graphic design, print services, and event planning for the City. The department provides graphic design support for City departments and produces the *Garland City Press*. In addition, the department produces and coordinates City-sponsored special events and assists nonprofit organizations with events scheduled by coordinating the necessary City services.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Planned and executed the City of Garland’s Christmas on the Square event.
- (B) Planned and executed the Annual Garland Boards & Commissions Dinner.
- (C) Assisted with planning and execution of Garland NFL/Super Bowl Events.
- (D) Assisted City staff with a variety of other special events including Healthy Living Expo, Veterans Day Celebration, and ribbon cuttings and retirement parties.
- (E) Facilitated nonprofit special event assistance and coordinated City services for events such as the Downtown Cowboy Fest, Labor Day Parade, MLK, Jr., Day Celebration & Parade, FTC Fourth Celebration, and numerous other smaller events.
- (F) Graphic design, layout, editing, writing, proofing, as well as print coordination for *Garland City Press*.
- (G) Graphic design, layout, and print coordination for brochures, posters, utility bill stuffers, and other collateral pieces for City departments.
- (H) Print coordination of business forms and business cards for City departments/employees.
- (I) Facilitated requests for filming in the city.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Produce and facilitate Christmas on the Square.
- (B) Facilitate and plan Garland’s involvement with the North Texas Tollway Authority Opening of the Eastern Extension of President George Bush Turnpike.
- (C) Plan and execute Garland Boards & Commissions Dinner.
- (D) Facilitate special event assistance for nonprofit groups.
- (E) Community Relations office relocation.

KEY PERFORMANCE MEASURES

	2009-10 ACTUAL	2010-11 PROJECTED	2011-12 PROJECTED
(1) Special Events Assistance Applications and Activities	28	32	35
(2) Annual Print Requests Processed	454	460	500

General Fund

COMMUNITY RELATIONS

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$96,528	\$212,853	\$212,853	\$208,074
Operations	59,734	57,520	57,520	62,637
Charge-Outs	0	(134,517)	(134,517)	(126,160)
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$156,262</u>	<u>\$135,856</u>	<u>\$135,856</u>	<u>\$144,551</u>

BY OPERATIONAL AREA:

Special Events	\$139,110	\$105,356	\$105,356	\$114,051
Sanctioned Events	17,152	30,500	30,500	30,500

TOTAL EXPENDITURES	<u>\$156,262</u>	<u>\$135,856</u>	<u>\$135,856</u>	<u>\$144,551</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				\$8,695
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 primary mission of the Convention and Visitors Bureau (CVB) is to promote Garland as a destination for conferences, business travelers, leisure travelers, sporting events, and other special events. Programs include marketing, advertising, convention and tourism promotion, convention and tourism services, and public relations. The Bureau develops and distributes marketing materials that promote Garland.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Provided oversight and direction for the City's branding and marketing initiative.
- (B) Creative direction, ad development, and ad placement for advertising in *Texas Monthly*, *Dallas Morning News*, *DFW & Beyond* magazine, Texas Municipal League *Texas Town & City* magazine, and *Texas Meetings & Events* magazine.
- (C) Booked Professional Anglers Association Bass Pro Shops All Star Tournament for 2011 for Garland.
- (D) Facilitated the City's participation with the Southwestern Athletic Conference Basketball Championship.
- (E) Initiated and developed application for submittal to Texas Events Trust for funding of three Garland events.
- (F) Developed new CVB web site.
- (G) Planned and facilitated Garland's exhibit at Meetings Quest TradeShow, Texas Travel Industry Travel Fair, and TxSWANA Annual Conference.
- (H) Booked Texas Film Commission Film Friendly Workshop for January 2011.
- (I) Worked with booking or assisting a variety of other meetings like Garland Girls' Softball Association, Mt. Hebron Baptist Church, Hyatt Regional Meeting, family reunions, and others.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Ongoing marketing and branding initiatives for the City.
- (B) Exhibiting at identified shows and events to promote Garland.
- (C) Office relocation.
- (D) Development of new printed collateral pieces: visitor guide, visitor maps, and meeting planner guide.
- (E) Advertising and media placements for the City.
- (F) Ongoing marketing to promote Garland hotels and attractions.

KEY PERFORMANCE MEASURES

	2009-10 ACTUAL	2010-11 PROJECTED	2011-12 PROJECTED
(1) Exhibit Shows Attended	3	3	5
(2) Leads Distributed to Hotels	10	12	12

Hotel/Motel Tax Fund

CONVENTION AND VISITORS BUREAU

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$125,654	\$171,792	\$171,792	\$266,328
Operations	332,204	413,955	553,955	457,526
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	6,999	5,857	6,305	5,907
TOTAL EXPENDITURES	<u>\$464,857</u>	<u>\$591,604</u>	<u>\$732,052</u>	<u>\$729,761</u>

BY OPERATIONAL AREA:

Special Events	\$34,699	\$0	\$0	\$0
Convention & Visitors Bureau	352,782	513,201	653,201	658,583
Arts & Tourism	70,377	72,546	72,546	65,271
Non-Departmental	6,999	5,857	6,305	5,907

TOTAL EXPENDITURES	<u>\$464,857</u>	<u>\$591,604</u>	<u>\$732,052</u>	<u>\$729,761</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$138,157
Percentage Change	23%

STAFFING

Full-Time Positions	1	1	1	2
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>1</u>	<u>1</u>	<u>1</u>	<u>2</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2011-12 Adopted Budget includes a new Sales Specialist position for the Convention & Visitors Bureau staff to promote the City for conferences, sporting events, and other functions that require hotel stays. Additionally, \$5,200 in office equipment is approved for the relocation of the Community Relations/CVB staff to the Duckworth Building.

DEPARTMENT MISSION

Customer Service shall provide a positive experience for our customers by working together to exceed expectations. The department is committed to introducing new innovative programs and service options that meet the needs and expectations of our customers.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Relocated department to new offices at the Duckworth Building and Remote Payment Center.
- (B) Customer Service Call Center reorganization complete June 1, 2010, with move into Duckworth Building.
- (C) Implemented Check 21 check processing.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Call Center Manager to complete course study related to Call Center Certification.
- (B) Contract and involve third party consultant to assist with development and delivery of a City 311 transition plan, including a projected timeline for plan implementation and an assessment of GovQA and other potential technologies.
- (C) Implement pilot program whereby Call Center employees accept power outage calls on a limited basis.
- (D) Web-based (Intranet) City Employee Directory – This component is a critical need for continued improvement of Customer Contact Center functions.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Totals Calls (annual)	257,637	239,600	260,000
(2) Total Meters Read (annual)	1,756,375	1,772,040	1,787,040
(3) Percentage Allowance for Bad Debt (annual)	.63%	.79%	.79%
(4) Revenue Collections (annual)	\$261,282,081	\$249,241,187	\$250,000,000

Customer Service Fund

CUSTOMER SERVICE

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
BY CATEGORY:				
Personnel	\$5,391,691	\$5,604,207	\$5,604,207	\$5,383,482
Operations	1,624,240	1,831,952	1,901,502	1,789,970
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	4,517,729	4,642,249	4,705,618	4,626,211
TOTAL EXPENDITURES	<u>\$11,533,661</u>	<u>\$12,078,408</u>	<u>\$12,211,327</u>	<u>\$11,799,663</u>

BY OPERATIONAL AREA:

Administration	\$620,181	\$581,483	\$581,565	\$588,316
Office Operations	546,142	609,720	625,320	593,529
Technical Quality Assurance	1,696,696	1,960,159	2,007,567	1,835,592
City Press	159,683	167,165	167,165	167,165
Meter Reading	808,022	900,124	902,169	804,341
Revenue Recovery	157,245	202,429	202,429	197,856
Credit Office	759,965	785,327	785,458	765,219
Field Operations/Dispatch	979,918	1,060,580	1,064,864	1,042,305
Customer Relations/New Accounts	1,288,080	1,169,172	1,169,172	1,179,129
Non-Departmental	4,517,729	4,642,249	4,705,618	4,626,211
TOTAL EXPENDITURES	<u>\$11,533,661</u>	<u>\$12,078,408</u>	<u>\$12,211,327</u>	<u>\$11,799,663</u>

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$278,745)
Percentage Change	-2.3%

STAFFING (Excludes 2 Banked Positions)

Full-Time Positions	97	97	97	95
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>97</u>	<u>97</u>	<u>97</u>	<u>95</u>

SIGNIFICANT CHANGES AND NOTES

Two (2) Meter Reader positions were banked for FY 2011-12. The FY 2011-12 Adopted Budget includes \$50,000 to expand Customer Service's ability to ensure customer identity and recover bad debt. The additional funding, however, is offset by reductions totaling approximately \$48,600 in other areas throughout the department.

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 manages the recovery from emergency situations that affect our community.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Conducted three (3) After Action Conferences to develop written After Action Reports and Improvement Plans following significant weather events in the city.
- (B) Developed a comprehensive Hazard Mitigation Action Plan (HazMAP) for the City that was coordinated with other City departments and outside agencies and through citizen input.
- (C) Developed a Multi-Year Training and Exercise Plan for the City that integrates the priorities of other City departments and partner agencies. This plan includes a three-year strategic calendar that can be used to schedule training and exercise related events.
- (D) Developed a departmental strategic calendar based on legal statutes, contractual obligations, and Council priorities.
- (E) Developed a mass dispensing plan that covered City geographical boundaries and included GISD boundaries in coordination with the City of Rowlett.
- (F) All staff members achieved Amateur Radio Technician Level licenses allowing the entire department to be able to operate amateur radio equipment during severe weather or for back-up communications.
- (G) Developed a Duty Officer system that includes a rotating schedule and standard operating procedures to increase effectiveness of response and improve customer service.
- (H) Developed a damage assessment plan and identified Damage Assessment Team members.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Develop a comprehensive continuity of operations plan for the City and evaluate it through a tabletop exercise.
- (B) Implement changes identified in Winter Weather Improvement Plan prior to winter season.
- (C) Develop a mass vaccination plan to be combined with the mass dispensing plan to create a comprehensive mass prophylaxis plan.
- (D) Develop a comprehensive mass care plan that includes a local shelter plan.
- (E) Implement Multi-Year Training and Exercise Plan Year One (1) objectives with the development of an EOC Direction and Control Plan and the execution of a tabletop exercise and a functional exercise.
- (F) Conduct a Citywide capabilities assessment based on the national Target Capabilities List (TCL).

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) EOC Activations / Hours on Standby: *H1N1 Response	19 / 75 hrs. *7 months	14 / 80 hrs.	12 / 60 hrs.
(2) NIMS Training (personnel trained)	100	200	100
(3) Participation in Functional, Tabletop, Full-Scale Drills	2	2	4
(4) Public Education Presentations / # of Attendees	12 / 1,500	12 / 1,200	12 / 1,200
(5) Public Education Initiative to Number of Business Partners / # of Attendees	3 / 210	5 / 250	5 / 250
(6) State-Required Planning Reviews and Updates	4	6	5

General Fund

EMERGENCY MANAGEMENT (OFFICE OF)

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$184,644	\$191,810	\$191,810	\$166,791
Operations	27,477	30,242	30,242	19,625
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$212,121</u>	<u>\$222,052</u>	<u>\$222,052</u>	<u>\$186,416</u>

BY OPERATIONAL AREA:

Planning & Operations	\$212,121	\$222,052	\$222,052	\$186,416
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TOTAL EXPENDITURES	<u>\$212,121</u>	<u>\$222,052</u>	<u>\$222,052</u>	<u>\$186,416</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$35,636)
Percentage Change	-16%

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 2011-12 Adopted Budget includes reductions to operating expenditures totaling approximately \$11,000. These reductions are not expected to impact operations but may be reconsidered for restored funding in the future.

Public Safety Grant Fund

EMERGENCY MANAGEMENT GRANTS

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$104,695	\$146,306	\$146,306	\$141,991
Operations	\$55,513	130,417	128,317	48
Charge-Outs	0	0	0	0
Capital	456,250	205,696	207,796	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$616,458</u>	<u>\$482,419</u>	<u>\$482,419</u>	<u>\$142,039</u>

BY OPERATIONAL AREA:

Citizens Corps Program (CCP)	142	\$0	\$0	\$0
Metro Medical Response Sys. (MMRS)	132,782	317,419	317,419	74,696
Law Enf. Terrorism Prev. Prog. (LETPP)	9,064	0	0	0
Urban Areas Security Initiative (UASI)	185,839	165,000	165,000	67,343
State Homeland Security Prog. (SHSP)	186,714	0	0	0
UASI - Law Enforcement Assis. & P'ship	101,917	0	0	0

TOTAL EXPENDITURES	<u>\$616,458</u>	<u>\$482,419</u>	<u>\$482,419</u>	<u>\$142,039</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$340,380)
Percentage Change	-71%

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 2011-12 Adopted Budget for Emergency Management Grants reflects anticipated reductions to Federal grant funding. Such reductions may negatively impact the City's future ability to acquire additional specialized training and equipment for personnel unless Federal funding is increased.

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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Completed construction of public works projects: Hubbard Hills and Shores of Wellington Relief Sewer, Allen Acres and Anchor Point Relief Sewers, Rowlett 1 Relief Sewer, I.H. 635 Utility Relocations, Yale Drive Utility and Drainage Improvements, and Windsor Park No. 3 Screening Wall Replacement. Continued monitoring major projects by other agencies such as DART Extension to Rowlett, NTTA PGB Turnpike Extension to Sachse/Rowlett, and NTTA & TxDOT I.H. 30 Interchange with PGB Turnpike. The Engineering Records Supervisor successfully placed an interactive subdivision map on the City's GIS where scanned images of the subdivision plats are now readily available.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Start/Continue/Complete public works projects.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Project Management & Design - Ongoing Projects	28	30	25
(2) Flood Plain Management:			
• Administration of Flood Map Revision Requests	1	1	1
• Elevation Certificates Issued	14	10	20
• Letters of Map Amendment	8	5	10
(3) Development:			
• Review of Public Works Development Projects	47	40	40
• Technical Review Comments	52	50	50
• Presubmittal Meetings Attended	186	175	175
(4) Inspection Services:			
• Private Development	37	45	40
• Capital Improvement Projects	21	26	20
(5) Ongoing Local Flooding Projects	15	12	12
(6) Right-of-Way Permits	1,941	2,245	2,150

General Fund

ENGINEERING

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$852,872	\$2,209,387	\$2,209,387	\$1,917,168
Operations	208,434	223,462	223,462	175,415
Charge-Outs	0	(1,265,014)	(1,265,014)	(1,083,638)
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$1,061,306</u>	<u>\$1,167,835</u>	<u>\$1,167,835</u>	<u>\$1,008,945</u>

BY OPERATIONAL AREA:

Office Operations	\$72,049	\$188,908	\$188,908	\$148,236
Design & Development	397,967	401,306	401,306	353,386
Field Operations	500,234	498,087	498,087	424,153
Geographic Info. Systems (GIS) Oper.	91,056	79,534	79,534	83,170

TOTAL EXPENDITURES	<u>\$1,061,306</u>	<u>\$1,167,835</u>	<u>\$1,167,835</u>	<u>\$1,008,945</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$158,890)
Percentage Change				-14%

STAFFING (Excludes 2 Banked Position)

Full-Time Positions	24	23	23	21
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>24</u>	<u>23</u>	<u>23</u>	<u>21</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2011-12 Adopted Budget includes a proposal to bank one (1) vacant Public Works Inspector I position and one (1) vacant Engineering Services Administrator position.

DEPARTMENT MISSION

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

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Implemented a monthly fee to residential customers for the use of multiple trash containers.
- (B) Continued with Environmental Management System (EMS) goal attainment in decreasing fuel consumption, increasing residential recycling rate, diversion of clean brush from the landfill, and decreasing electricity consumption.
- (C) Selected a single processor for the sale of recycling commodities.
- (D) Received grant funding approval from the Texas Emissions Reduction Program (TERP) to replace old refuse collection vehicles with new vehicles that will emit fewer pollutants.
- (E) Received Green3 Recycling Partnership Award from North Central Texas Council of Governments, along with GISD, for the school recycling project.
- (F) Received Green3 Completely Looped Recycling Award from North Central Texas Council of Governments, along with Elbert Liu, for the worm composting project.
- (G) Received the Trinity Trash Bash Challenge Award (Fall Trash Bash citywide litter cleanup) from the Trinity River Environmental Education Society (TREES).
- (H) Received 2nd place awards from State of Texas Association of Recycling (STAR) for Outstanding Composting Program, Outstanding Recycling Partnership, and Outstanding Recycling Special Event.
- (I) Received 3rd place in the Keep Texas Beautiful and TxDOT Governor’s Community Achievement Award (GCAA) in collaboration with Keep Garland Beautiful.
- (J) Received 1st place in the Keep Texas Beautiful Media Award for the “Race to Save Space” video.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Begin a phased implementation program for residential collection curbside single stream recycling.
- (B) Implement a process for Residential Collection Route Optimization to improve efficiency and reduce fuel usage.
- (C) Update departmental Strategic Plan.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>*2010-11 PROJECTED</u>	<u>**2011-12 PROJECTED</u>
(1) Total Tons Collected	147,174	145,285	145,285
(2) Missed Collections	2,104	2,012	2,012
(3) Total Accidents (vehicle)	53	42	42
(4) Total Injuries	17	14	14

* FY 2010-11 Projected based on estimated Landfill Disposal (Acct. #7014) previously provided to Budget and Research.

** FY 2011-12 Projected assumes same level as FY 2010-11 projection.

Environmental Waste Services Fund

EWS - DELIVERY

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$5,094,511	\$5,275,574	\$5,275,574	\$5,041,049
Operations	3,903,633	3,926,451	4,096,223	4,133,192
Charge-Outs	0	(31,411)	(31,411)	(31,411)
Capital	13,694	0	0	0
Non-Departmental	6,983,868	7,999,587	7,695,836	7,773,791
TOTAL EXPENDITURES	<u>\$15,995,706</u>	<u>\$17,170,201</u>	<u>\$17,036,222</u>	<u>\$16,916,621</u>

BY OPERATIONAL AREA:

Administration	\$1,516,662	\$1,434,736	\$1,438,502	\$1,362,486
Brush Collection	2,705,724	2,938,449	2,996,705	2,873,884
Residential Collection	2,570,183	2,270,050	2,359,815	2,349,314
Commercial Collection	1,539,946	1,766,738	1,771,680	1,709,856
Recycling Services	679,323	760,641	773,684	847,290
Non-Departmental	6,983,868	7,999,587	7,695,836	7,773,791

TOTAL EXPENDITURES	<u>\$15,995,706</u>	<u>\$17,170,201</u>	<u>\$17,036,222</u>	<u>\$16,916,621</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$253,580)
Percentage Change	-1%

STAFFING (Excludes 3 Banked Positions)

Full-Time Positions	88	88	90	87
Part-Time Positions	1	1	1	1
TOTAL STAFFING	<u>89</u>	<u>89</u>	<u>91</u>	<u>88</u>

SIGNIFICANT CHANGES AND NOTES

In the FY 2010-11 Revised Budget, an Employee Services Coordinator and a Customer Service Representative moved to the EWS Fund from EWS - Disposal in the General Fund. In order to prevent a residential rate increase, a Customer Service Representative, an Equipment Operator I, and a Regulatory Compliance Manager position are banked in the FY 2011-12 Adopted Budget for a total savings of \$190,200. Also, operating reductions of \$100,000 were identified in the FY 2010-11 Revised and the FY 2011-12 Adopted Budget related to equipment rentals, promotional expenses, and other outside services. In addition, the FY 2011-12 Adopted Budget includes an increase of \$60,000 to purchase additional automated residential solid waste containers.

DEPARTMENT MISSION

The Environmental Waste Services Department's mission: Keeping our community clean, beautiful, and safe.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Completed TCEQ final closure field inspection process for the Castle Drive Landfill. EWS is awaiting TCEQ's approval technically designating the site as closed according to their regulations.
- (B) Completed certain structural repairs of the Solid Waste Transfer Station.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Seek proposals from vendors to purchase wood waste mulch processed at the Hinton Landfill.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>*2010-11 PROJECTED</u>	<u>**2011-12 PROJECTED</u>
(1) Tonnage Disposed	356,020	341,140	341,140
(2) Total Revenue	\$8,674,415	\$8,311,360	\$8,311,360
(3) Total Tonnage Transferred from Transfer Station	109,076	99,613	99,613

* FY 2010-11 Projected based on actuals through March 2011 and estimated throughout remainder of fiscal year.

** FY 2011-12 Projected assumes same level as FY 2010-11 projection.

General Fund

EWS - DISPOSAL

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$1,757,616	\$1,934,061	\$1,852,131	\$1,777,563
Operations	2,290,494	2,443,742	2,628,063	2,578,185
Charge-Outs	0	0	0	0
Capital	4,265	0	0	0
TOTAL EXPENDITURES	<u>\$4,052,375</u>	<u>\$4,377,803</u>	<u>\$4,480,194</u>	<u>\$4,355,748</u>

BY OPERATIONAL AREA:

Castle Landfill	\$191,537	\$117,511	\$117,511	\$138,900
Hinton Landfill	2,757,522	3,259,112	3,335,903	3,104,552
Wood Waste Recycling	16,493	16,602	16,602	0
Transfer Station	1,086,823	984,578	1,010,178	1,112,296

TOTAL EXPENDITURES	<u>\$4,052,375</u>	<u>\$4,377,803</u>	<u>\$4,480,194</u>	<u>\$4,355,748</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$22,055)
Percentage Change	-1%

STAFFING (Excludes 1 Banked Position)

Full-Time Positions	31	31	29	29
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>31</u>	<u>31</u>	<u>29</u>	<u>29</u>

SIGNIFICANT CHANGES AND NOTES

In the FY 2010-11 Revised Budget, an Employment Services Coordinator and a Customer Service Representative moved to the EWS Fund from EWS - Disposal in the General Fund. The FY 2011-12 Adopted Budget includes an additional \$38,400 for an outside contractor to perform non-routine operation and maintenance tasks related to the Landfill Gas Collection System at Castle Landfill. This will be partially offset by a \$10,000 reduction in various Outside Services at the Hinton Landfill.

DEPARTMENT MISSION

Facilities Management’s mission is to construct and maintain safe, comfortable environments for citizens and employees while minimizing public inconvenience and disruption of City business, and to ensure proper use of City facilities through the development of a long-range facility plan. This plan will look at facility life cycle costs as well as cost-benefit analysis of the City-owned facilities to determine the proper use of present and future City facilities.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Successfully completed the following construction projects: City Hall HVAC replacement & controls, Central Library renovation, Main Street Municipal Building renovation, Bradfield Recreation Center renovation, Spring Creek Visitors Center, Water Field Operations Phase III, and multiple projects for the Water Department.
- (B) Instituted a Facilities Coordinator system to assist in more timely remediation of issues at the City’s various facilities.
- (C) Launched a temporary work order system to allow the Facilities Coordinators to initiate work requests that are now captured electronically and tracked until completion with closure notification being sent back to the Coordinators.
- (D) Finalized the selection and implementation of a Facilities Management software system to centralize all building-related data that allows for more accurate tracking of the costs associated with the City’s facilities as well as a new work order system specifically designed for buildings.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue City Facility Master Planning, incorporating a maintenance plan to increase energy efficiency of City buildings.
- (B) Update and clarify system standards for all new construction and renovation projects.
- (C) Launch a key management system for all City buildings with electronic card readers on all major buildings.
- (D) Manage the design and construction of the GPD Shooting Range, the Rowlett Creek Wastewater Treatment Plant’s Analytical Laboratory, and the Community Relations’ Visitors Center.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Number of Facilities Maintained	200	203	205
(2) Square Footage Maintained	1,462,742	1,483,909	1,510,559
(3) Total Work Order Requests	3,733	4,000	4,200
Percent Completed within Goal of 3 Days	77%	80%	80%
(4) Preventive Maintenance Work Orders	966	1,000	1,100
Percent Completed on Schedule	85%	85%	90%

Facilities Management Fund

FACILITIES MANAGEMENT

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$1,697,525	\$1,946,501	\$1,946,501	\$1,914,624
Operations	3,874,381	4,593,946	4,630,381	4,328,877
Charge-Outs	0	(130,673)	(130,673)	(201,316)
Capital	0	0	0	0
Non-Departmental	398,826	455,536	482,929	634,970
TOTAL EXPENDITURES	<u>\$5,970,732</u>	<u>\$6,865,310</u>	<u>\$6,929,138</u>	<u>\$6,677,155</u>

BY OPERATIONAL AREA:

Custodial	\$994,601	\$1,304,153	\$1,248,302	\$1,299,980
Building Services	1,706,185	1,891,078	1,983,364	1,912,426
Utilities	2,553,341	2,872,351	2,872,351	2,462,149
Planning & Development	167,176	169,115	169,115	163,555
Carver Center	97,430	105,022	105,022	142,051
Construction Services	53,173	68,055	68,055	62,024
Non-Departmental	398,826	455,536	482,929	634,970

TOTAL EXPENDITURES	<u>\$5,970,732</u>	<u>\$6,865,310</u>	<u>\$6,929,138</u>	<u>\$6,677,155</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$188,155)
Percentage Change	-3%

STAFFING

Full-Time Positions	33	33	33	33
Part-Time Positions	1	1	1	1
TOTAL STAFFING	<u>34</u>	<u>34</u>	<u>34</u>	<u>34</u>

SIGNIFICANT CHANGES AND NOTES

In the FY 2011-12 Adopted Budget, expenditures include funding of \$203,600 for a Facilities Management System. The new system will distribute and track work orders electronically versus by the paper process that is currently being used. The software system will not only help manage Facilities' day-to-day operations but will also serve as the database for all City-owned property and will be used by several other City departments to assist in the management of various properties. To help offset this additional cost, other operating accounts were reduced.

DEPARTMENT MISSION

The mission of the Garland Fair Housing Office 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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Investigated 69 complaints with a high resolution rate.
- (B) Investigated complaints in a timely manner (95% HUD efficiency ratio).
- (C) Provided information and education to residents regarding Fair Housing laws.
- (D) Coordinated information seminars.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Expand community partnerships to address foreclosure and related housing needs.
- (B) Improve educational and promotional materials and media distribution.
- (C) Redevelop Analysis of Impediments document.
- (D) Work closely with CDBG Grant Administration and Neighborhood Services in program planning and delivery.

KEY PERFORMANCE MEASURES

	2009-10 ACTUAL	2010-11 PROJECTED	2011-12 PROJECTED
(1) Number of Fair Housing Complaints Filed	69	60	72
(2) Percent of Complaints Processed (investigated or conciliated) within 100 Days	95	96	96
(3) Number of Fair Housing Inquiries	490	515	535
(4) Clients Who Receive Fair Housing Information	1,575	1,650	1,790
(5) Citizens Who Learn About Housing Rights and Responsibilities	22,000	23,500	24,750

Fair Housing Grant Fund

FAIR HOUSING

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$153,952	\$202,297	\$202,297	\$208,661
Operations	117,254	120,969	122,849	116,587
Charge-Outs	0	(35,000)	(35,000)	(38,300)
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$271,206</u>	<u>\$288,266</u>	<u>\$290,146</u>	<u>\$286,948</u>

BY OPERATIONAL AREA:

Fair Housing Assistance Program	\$158,246	\$196,200	\$198,300	\$195,500
Fair Housing Initiatives Program	27,791	0	0	0
Emergency Shelter Grant	85,169	92,066	91,846	91,448

TOTAL EXPENDITURES	<u>\$271,206</u>	<u>\$288,266</u>	<u>\$290,146</u>	<u>\$286,948</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$1,318)
Percentage Change				0%

STAFFING (Excludes 1 Banked Position)

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

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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Received AAA General Obligation bond rating from Fitch Ratings.
- (B) Received upgrade to AA – Electric Utility System bond rating from Standard & Poor’s.
- (C) Sold \$10,860,000 General Obligation Refunding Bonds, Series 2011, which achieved \$800,000 present value savings.
- (D) Tested and implemented ePersonality software for Payroll and Human Resources.
- (E) Selected a bond underwriter syndicate that strategically aligns with future debt issue goals.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Implement payroll and utility billing accruals to achieve more precise financial reporting.
- (B) Initiate feasibility study of paperless workflow process for Purchase Orders and Accounts Payable.
- (C) Test and implement Version 4.10 of ePersonality software.
- (D) Test and implement Debt Management software.
- (E) Select new Commercial Paper liquidity facility provider.

KEY PERFORMANCE MEASURES

	2009-10 <u>ACTUAL</u>	2010-11 <u>PROJECTED</u>	2011-12 <u>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 Yield and Income Variances	(0.67) (\$1,950,000)	(0.30) (\$880,000)	(0.10) (\$200,000)
(3) Receive Auditor Sign-Off on the CAFR No Later Than February 15	March 31, 2011	March 31, 2012	March 15, 2013
(4) Establish Debt Polices and Manage Debt Issuance to Maintain or Improve the City’s Bond Rating	GO AA + Water/Sewer AA Electric A + CP A1 +	GO AAA Water/Sewer AA Electric AA – CP A1 +	GO AAA Water/Sewer AA Electric AA – CP A1 +

General Fund

FINANCIAL SERVICES

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$1,457,920	\$1,491,581	\$1,491,581	\$1,342,040
Operations	377,034	287,272	287,272	297,963
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$1,834,954</u>	<u>\$1,778,853</u>	<u>\$1,778,853</u>	<u>\$1,640,003</u>

BY OPERATIONAL AREA:

Administration	\$246,387	\$247,250	\$247,250	\$221,328
Cash Management	168,533	170,970	170,970	181,332
Accounting	1,420,034	1,360,633	1,360,633	1,237,343

TOTAL EXPENDITURES	<u>\$1,834,954</u>	<u>\$1,778,853</u>	<u>\$1,778,853</u>	<u>\$1,640,003</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$138,850)
Percentage Change	-8%

STAFFING

Full-Time Positions	16	16	16	15
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>16</u>	<u>16</u>	<u>16</u>	<u>15</u>

SIGNIFICANT CHANGES AND NOTES

Three (3) Financial Services employees have participated in the Early Retirement Incentive Program. One of these positions (Administrative Assistant) will be upgraded to a Financial Analyst position. Another position had been funded via Wastewater, and this funding will continue in Wastewater with a currently occupied Senior Financial Analyst. The net effect of these personnel moves is a savings to the General Fund of \$118,700 annually.

DEPARTMENT MISSION

The Garland Fire Department's mission is to protect and serve the citizens of Garland through proactive and reactive efforts within the economic capabilities of the City. Fire personnel are dedicated to providing the community with the highest standards of service through education, training, prevention, suppression, and emergency medical services (EMS). Fire personnel will provide these services with integrity, loyalty, professionalism, and teamwork.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Completed the 2009 Fire Code Amendment.
- (B) Implemented a new Operations Division Inspection Program to increase productivity and quality of the Operations Inspection Division.
- (C) Implemented a Corporate Fire Extinguisher Program to provide extinguisher training at the Fire Department training facility.
- (D) Developed training for Operations Battalion Chiefs to include on-scene scenarios and tabletop exercises that are reinforced by live fire, multi-company training on the drill field.
- (E) Implemented electronic Patient Care Reporting System (ePCRS) with grant funds resulting in enhanced EMS reporting capabilities and reduced costs.
- (F) Developed additional hands-on training to facilitate consistency of firefighting skills among personnel and enhance response availability.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Procure fire safety education tools for greater applicability to today's socioeconomic environment.
- (B) Adopt and implement 2009 International Fire Code with associated amendments.
- (C) Implement Citywide, low-risk occupancy self-inspection program.
- (D) Initiate monthly Corporate Fire Extinguisher Training Program.
- (E) Develop high quality interactive training to be completed at fire stations that allows units to remain in service and available for emergency calls in their assigned districts.
- (F) Develop hands-on training to promote consistency and proficiency in the Incident Command System (ICS) between all shifts.
- (G) Develop system and acquire equipment to display commercial pre-fire plans in apparatus that will provide firefighters with on-scene building/structure information and promote increased firefighter safety.
- (H) Refurbish Fire Stations Nos. 1, 6, and 7.
- (I) Remodel/Rebuild Fire Station No. 5.
- (J) Increase public awareness of fire and other safety issues by implementing weekly Public Service Announcements (PSAs) through various local media outlets.
- (K) Implement an electronic inspection program to increase productivity and compensate for reduced staffing within the Fire Marshals Office.
- (L) Refine the after-action reporting and review process of critical incidents and non-routine events that will enable the entire department to benefit from both positive and negative lessons learned.
- (M) Take greater advantage of opportunities to promote City services while interacting with citizens and visitors.

2011-12 DEPARTMENT GOALS AND INITIATIVES (Continued)

- (N) Foster relationships with and improve services to citizens and other City departments at both operational and administrative levels through better communication and increased cooperation.
- (O) Enhance EMS revenue through increased EMS fees within the City's Code of Ordinances, further refinements to the ePCRS, and improved collection rates by working with the City's third-party billing company and Finance Department.
- (P) Develop and implement new training and educational programs, including CPR and fire safety, that provide City employees and citizens with opportunities to attend training and education activities at the department's training facility.
- (Q) Broaden the scope of fire training opportunities to attract more students and enhance the Garland Fire Department's reputation as a regional training center.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
<u>TRAINING DIVISION</u>			
(1) Total Fire Department Training Hours	38,131	39,000	40,120
• Departmental Training	15,310	14,880	15,000
• Outside Continuing Education & Training	1,183	2,000	2,000
• EMS Continuing Education	8,490	9,000	10,000
• Paramedic Training (UTSW)	7,200	7,200	7,200
• Recruit School - Garland Fire Academy	5,670	5,670	5,670
• Professional Development - National Fire Academy (NFA)	278	250	250
<u>OPERATIONS DIVISION</u>			
(1) Total Fire Department Training Hours	4:31	4:30	4:30
(2) Total Number of Incidents	15,291	15,000	15,000
(3) EMS Responses	10,291	10,000	10,000
• Patients Transported to Hospitals	5,583	5,500	5,500
(4) Total Fire Incidents	343	350	350
• Structure Fires	96	100	100
• Vehicle Fires	99	100	100
• Other Fires (dumpsters, grass, etc.)	148	100	100
(5) Other Incidents (service calls, good intent calls, hazardous materials, etc.)	3,976	4,000	4,000
(6) Fire Property Loss	\$1,705,284	\$1,500,000	\$1,500,000
(7) Operations - Public Education (audience)	13,123	12,000	12,000
(8) Operations - Business Lectures/Presentations	181	150	150
(9) Operations - Business Inspections	4,424	4,400	4,400
<u>FIRE MARSHALS DIVISION</u>			
(1) Prevention - Business Inspections	845	850	850
(2) Prevention - New Certificates of Occupancy	28	30	30
(3) Prevention - New Plan Reviews	249	250	250
(4) Prevention - Permits Issued	325	325	325
(5) Public Education Lectures/Presentations	166	200	200
(6) Public Education Audience	10,936	11,000	11,000
(7) Arson Investigations	60	50	50

General Fund

FIRE

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$24,879,186	\$25,140,643	\$25,140,643	\$24,875,522
Operations	2,079,358	2,055,962	2,104,656	2,163,947
Charge-Outs	0	0	0	0
Capital	0	0	49,000	0
TOTAL EXPENDITURES	<u>\$26,958,544</u>	<u>\$27,196,605</u>	<u>\$27,294,299</u>	<u>\$27,039,469</u>

BY OPERATIONAL AREA:

Administration	\$2,126,394	\$2,313,493	\$2,361,960	\$1,773,020
Operations	16,981,724	16,764,141	16,778,771	17,076,336
Prevention & Investigation	867,183	844,395	843,093	693,096
Emergency Medical Services	6,983,243	7,274,576	7,310,475	7,497,017

TOTAL EXPENDITURES	<u>\$26,958,544</u>	<u>\$27,196,605</u>	<u>\$27,294,299</u>	<u>\$27,039,469</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$157,136)
Percentage Change	-1%

STAFFING (Excludes 4 Banked Positions)

Full-Time Positions	256	256	256	262
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>256</u>	<u>256</u>	<u>256</u>	<u>262</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2011-12 Adopted Budget includes the addition of six (6) Firefighters whose salary and benefits costs will be funded by the Federal government through the Staffing for Adequate Fire & Emergency Response (SAFER) Grant. Also included in FY 2011-12 is a reduction of \$22,400 related to wireless cards that have been replaced by improved technology and are no longer required.

DEPARTMENT MISSION

The mission of the Firewheel Golf Park is to provide a premier golf facility for the enjoyment of Garland residents and to be a catalyst for economic development by attracting visitors to the city and providing the aesthetics to attract high-end development.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Traditions Course conditions were enhanced by replanting greens, renovating bunkers, repairing cart paths, and clearing out underbrush.
- (B) Two out of three courses achieved ranking in the Top 25 in the state of Texas – the Old Course - #22 and the Bridges Course - #24.
- (C) Hosted the USGA Amateur Public Links Qualifier for both men and women on the Lakes Course.
- (D) Initiated the first Tee Junior Golf Program.
- (E) Installed GPS on the Bridges golf carts.
- (F) Acquired 100 new navy blue golf carts at the Bridges Course.
- (G) Installed signage on the S.H. 190 Tollway and the entrance to the Old and Lakes Courses.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue improvements to all courses with emphasis on making the Bridges Course the "crown jewel."
- (B) Host major men’s, women’s, or junior tournament or qualifier – PGA, USGA, or NTPGA section.
- (C) Implement marketing efforts to make Firewheel family-friendly. Slogan: “You don’t have to play golf to enjoy Firewheel’s beautiful scenery.”
- (D) Continue improvements on automated POS and tee time system.
- (E) Grow the game of golf through junior programs and player development programs.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Rounds of Golf at the Old and Lakes Courses	48,729	58,478	59,000
(2) Rounds of Golf at the Bridges Course	35,537	42,644	43,000
(3) Number of Tournament Rounds	6,813	7,356	7,500

Firewheel Fund

FIREWHEEL GOLF PARK

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$1,683,303	\$1,717,992	\$1,842,992	\$1,815,526
Operations	924,309	1,906,713	1,763,047	745,516
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	58,626	66,680	87,674	787,979
TOTAL EXPENDITURES	<u>\$2,666,238</u>	<u>\$3,691,385</u>	<u>\$3,693,713</u>	<u>\$3,349,021</u>

BY OPERATIONAL AREA:

Firewheel Operations	\$2,607,612	\$3,624,705	\$2,981,686	\$2,408,037
Pro Shops	0	0	114,908	89,500
Golf Restaurants	0	0	167,084	0
Golf Administration	0	0	342,361	63,505
Non-Departmental	58,626	66,680	87,674	787,979

TOTAL EXPENDITURES	<u>\$2,666,238</u>	<u>\$3,691,385</u>	<u>\$3,693,713</u>	<u>\$3,349,021</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$342,364)
Percentage Change	-9%

STAFFING

Full-Time Positions	28	28	28	28
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>28</u>	<u>28</u>	<u>28</u>	<u>28</u>

SIGNIFICANT CHANGES AND NOTES

In the FY 2010-11 Revised Budget, three new divisions were created in the Firewheel Fund. However, during FY 2010-11, the Garland Foundation for Development Corporation (GFDC) took over all expenditures related to the Golf Restaurants Division. A complete Firewheel Golf Park Fund Summary is available in the Appendices section (Appendix H).

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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Expanded our alternative fuels program to include propane.
- (B) Acquiring Garland's first electric and plug-in hybrid vehicles this year.
- (C) Upgraded our fleet system to include an interface with NAPA's software which will enable us to improve our own internal reporting, including tracking inventory.
- (D) Drafted an addendum to our NAPA contract that will include discounts on all parts purchases resulting in savings for the City.
- (E) Increased our efficiency and saved costs with acquisition of a new brake lathe that can be operated while the rotor is still mounted on the car.
- (F) Introduced a new tire capping program for Environmental Waste Services vehicles that resulted in significant savings.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Will continue to expand automation of fueling locations.
- (B) Establish and implement preventative maintenance program for all City emergency generators.
- (C) Develop a Fleet vehicle and equipment pool to help the operational efficiency of all departments.
- (D) Establish Fleet Services as a Blue Seal certified shop by meeting ASE requirements.
- (E) Expand our alternative fuels program by installing a propane fueling location at Forest Lane.

KEY PERFORMANCE MEASURES

	2009-10 ACTUAL	2010-11 PROJECTED	2011-12 PROJECTED
(1) Customer Satisfaction Index	78%	80%	80%
(2) Work Order Cycle Time	5 Days	6 Days	5 Days
(3) Parts Availability	89%	86%	90%
(4) Downtime Percentage	1%	1%	1%
(5) Work Order Expense Hours	70%	65%	75%
(6) Percent of Work Completed In-House	86%	84%	90%
(7) Equipment-to-Mechanic Ratio	63:1	63:1	63:1
(8) Repairs Found by Preventive Maintenance	382	350	400

Fleet Services Fund

FLEET SERVICES

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
BY CATEGORY:				
Personnel	\$2,107,781	\$2,210,051	\$2,210,051	\$2,111,640
Operations	4,812,755	4,587,841	4,645,248	4,728,554
Charge-Outs	0	0	0	0
Capital	11,480	0	9,000	0
Non-Departmental	757,963	774,469	775,609	722,945
TOTAL EXPENDITURES	<u>\$7,689,979</u>	<u>\$7,572,361</u>	<u>\$7,639,908</u>	<u>\$7,563,139</u>

BY OPERATIONAL AREA:

Administration and Support	\$596,786	\$587,135	\$635,787	\$600,640
Light Equipment Shop	1,788,220	1,873,113	1,877,113	1,779,984
Parts and Fuel	4,547,010	4,337,644	4,351,399	4,459,570
Non-Departmental	757,963	774,469	775,609	722,945

TOTAL EXPENDITURES	<u>\$7,689,979</u>	<u>\$7,572,361</u>	<u>\$7,639,908</u>	<u>\$7,563,139</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$9,222)
Percentage Change	0%

STAFFING (Excludes 1 Banked Position)				
Full-Time Positions	36	36	36	35
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>36</u>	<u>36</u>	<u>36</u>	<u>35</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2011-12 Adopted Budget includes \$13,300 for servicing of Citywide generators. Savings of \$12,000 in motor oil will be realized with a change from regular motor oil to synthetic for Police vehicles. Additionally, the tire mounting and repair function that had been partially outsourced will now be fully outsourced. The Mechanic who performed this function will move into a vacant Mechanic's position, and a Mechanic's position will be eliminated. Net annual savings for this change will be \$20,000.

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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Out of a total of 52 participants, 4 graduated from the Self-Sufficiency Program this fiscal year, which allowed them to remove themselves from the Section 8 Rental Assistance Program.
- (B) We continue to expand our networking agencies and were able to assist families to prepare for homeownership and better employment. Out of these 52 participants, 30 families are working participants and 21 have enrolled in educational training.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Increase the total number of families participating in the FSS Program.
- (B) Expand the network of social agencies to assist families with their identified needs and goals, specifically targeting groups focusing on employment opportunities.
- (C) Increase number of educational workshops for families.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-2011 PROJECTED</u>	<u>2011-2012 PROJECTED</u>
(1) Number of Families Graduated from Program	3	4	10
(2) Number of Families Enrolled in Self-Sufficiency	57	52	100
(3) Number of Families Employed	32	40	50
(4) Number of Families in Educational Curriculum	17	25	50
(5) Number of FSS Families into Home Ownership	1	5	5
(6) Number of Homeowners	21	35	35

Housing Assistance Fund GARLAND HOUSING AGENCY - *Inspections*

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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) The GHA works with landlords, ensuring clients live in safe and affordable housing, as well as working with clients to ensure that they understand that maintaining their households 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) Schedule inspections in a shorter time frame to accommodate both landlords and tenants.
- (E) Follow-up inspections are automatically scheduled, reducing the number of tenants that are terminated solely on the basis of not having a completed inspection.
- (F) The GHA uses an online rent reasonable database that has greatly improved the rent reasonableness calculations for units.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue working with and educating both tenants and landlords. Decrease the number of repeat inspections through educational workshops.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Number of Initial Inspections	470	350	425
(2) Number of Initial Inspections Failed	226	166	200
(3) Number of Recertification Inspections	1,514	1,450	1,475
(4) Number of Recertification Inspections Failed	761	700	725
(5) Number of Special Inspections	105	70	80
(6) Number of Special Inspections Failed	66	40	48
(7) Total Number of Inspections	3,146	2,770	2,940
(8) Total Number of Inspections Failed	1,055	900	970
(9) Number of Landlord Educational Forums	1	1	1

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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Continued to receive a High Performance Score for the Section 8 Management Assessment Program (SEMAP) Review for the sixth year. This rating is the highest that can be given by the Federal Department of Housing and Urban Development (HUD) in evaluating a Housing Agency's compliance in Program Regulations of the Housing Choice Program.
- (B) Empowerment of low-income families to become self-sufficient or to become homeowners. The Garland Housing Agency has provided workshops, resources, and motivational speakers to assist 52 families participating in the Family Self-Sufficiency Program, 36 homeless families participating in the Homeless Rapid Rehousing Program, and 21 homeowners.
- (C) The Garland Housing Agency successfully assisted 66 homeless families in housing placement, and 36 families received housing assistance through the American Recovery Act until the program ended on April 30, 2011.
- (D) Staff has been cross-trained in the Housing Quality Standards to ensure that families are not living in substandard housing.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Revise the Administrative Plan of Policies and Procedures for the Housing Choice Voucher Program.
- (B) Implement policies to reduce the number of fraud and abuse cases and maintain a high level of integrity of our Housing Choice Voucher Program.
- (C) Increase the number of families participating in the Family Self-Sufficiency and Homeownership Programs and assist them in meeting their goals.
- (D) Increase the number of families pulled from the waiting list in order to maintain a 100% utilization rate.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-2011 PROJECTED</u>	<u>2011-2012 PROJECTED</u>
(1) Number of Families Pulled from Waiting List	0	500	650
(2) Number of Families Leased Up from Waiting List	124	136	150
(3) Number of Assisted Families	1,474	1,488	1,494

Housing Assistance Fund

GARLAND HOUSING AGENCY

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$970,470	\$1,076,530	\$1,086,928	\$1,048,306
Operations	11,864,059	11,502,158	11,691,063	11,675,780
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Indirect	0	0	0	110,000
TOTAL EXPENDITURES	<u>\$12,834,529</u>	<u>\$12,578,688</u>	<u>\$12,777,991</u>	<u>\$12,834,086</u>

BY OPERATIONAL AREA:

Excess Section 8	\$74,000	\$75,000	\$75,000	\$35,000
Housing Voucher Administration	1,104,008	1,282,837	1,573,833	1,321,730
Housing Voucher Payments	11,170,847	0	0	0
Housing Voucher Portability Payments	408,505	11,220,851	11,129,158	11,477,356
Disaster Housing Assistance Program	77,169	0	0	0

TOTAL EXPENDITURES	<u>\$12,834,529</u>	<u>\$12,578,688</u>	<u>\$12,777,991</u>	<u>\$12,834,086</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$255,398
Percentage Change	2%

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

The FY 2011-12 Adopted Budget includes an indirect charge from the General Fund totaling \$110,000 for administrative support supplied by City staff.

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 finance, planning, marketing, information technology, and safety/training.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Developed and managed the Annual Operating Budget, Capital Improvement Program, and long-range financial forecast.
- (B) Successfully transitioned to the Nodal environment.
- (C) Continued evaluation of renewable energy projects, energy storage, and impact of EPA regulations.
- (D) Olinger permitting strategic support, as well as continued TMPA plant operations review.
- (E) Enhanced the Energy Conservation Program.
- (F) Implemented new Transmission Cost-of-Service Rates.
- (G) Reduced retail rates.
- (H) Served on ERCOT and other industry-related boards and committees to promote and protect our interests.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Develop short and long-range strategic plans and ten-year financial forecasts including an Annual Operating Budget and Capital Improvement Program.
- (B) Provide continued support to large retail customers for evaluations and enhancements to service and also continued support to the local community.
- (C) Continued GP&L/TMPA asset optimization review.
- (D) Develop organizational leadership succession plans.
- (E) Serve on TMPA P&O committee to review operations and approve new projects requested by TMPA.
- (F) Acquire and implement new accounting and finance FERC software to measure and monitor actual performance of the utility and to enhance forecasting for future requirements.
- (G) Serve on ERCOT Board and committees to promote and defend position's key to our success.
- (H) Serve on compliance committees such as NERC, TRE, and others to provide input into compliance and regulatory discussions and rules.
- (I) Continue enhancements to the Energy Conservation Program.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Electric Fund Expenditures as a Percent of Revised Budget	93.9%	100%	100%
(2) Electric Fund Revenue as a Percent of Revised Budget	104.9%	100%	100%

DEPARTMENT MISSION

The mission of the Energy Operations Division of Garland Power & Light is to monitor, control, and analyze the transmission and distribution systems for GP&L and TMPA consistent with NERC Standards and ERCOT Protocols and Operating Guide requirements for the ongoing reliability of the Bulk Electric System and for the City of Garland electric customers.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) GP&L Energy Operations met the energy transmission demands of the system on a daily basis.
- (B) Completed the transition to the ERCOT Nodal Market including software purchases, initial training, and initial system migration.
- (C) Completed Transmission Operator Certification with NERC.
- (D) Implemented Responder software to improve customer outage response time.
- (E) Successfully completed a Transmission Owner audit with Texas Reliability Entity.
- (F) Successfully implemented Hot Standby EMS capability at the Emergency Operations Center.
- (G) Successful transition to and from the Emergency Operations Center during the McIntire facility update.
- (H) Completed the McIntire Control Center facility update.
- (I) A significant level of effort was expended responding to multiple FERC, NERC, ERCOT, IMM, and PUCT Requests for Information (RFI's) related to the February Cold Weather Event.
- (J) Implemented emergency notification procedures as a result of lessons learned from the Cold Weather Event.
- (K) Implemented a new IVR system.
- (L) Assisted TMPA with a new 345 kV switchyard at Gibbons Creek Substation.
- (M) Multiple RTU upgrades and EPS meter replacement/testing completed.
- (N) Attending many NERC/TRE training workshops and conferences to increase skill sets to meet compliance requirements of FERC, NERC, and TRE.
- (O) Completed record number of hours of required training to meet NERC and ERCOT Nodal Market requirements.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) GP&L Energy Operations will continue meeting the energy transmission demands of the system on a daily basis in the most economical manner.
- (B) Implementation of a document management system.
- (C) Continue to prepare for upcoming NERC and ERCOT audits through document review and procedure updates.
- (D) Implement major upgrade to the EMS.
- (E) Coordinate audit efforts with GOP and GO.
- (F) Continue annual training requirements for NERC/ERCOT.
- (G) Continue to attend educational workshops and conferences for FERC/NERC and ERCOT to ensure compliance.
- (H) Expanded outreach to third party entities for NERC Continuing Education Hours (CEH) training to help reduce sunk cost to GP&L.
- (I) Assist TMPA with a new 138 kV switchyard at Gibbons Creek Substation.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 ACTUAL</u>	<u>2011-12 ESTIMATE</u>
(1) Garland Peak Demand Including Customers	478	492	507
(2) Meet all NERC CIP requirements and ERCOT Compliance Mandates	Met All Market & Audit Requirements	Transitioned into Nodal Market & Met All Audit Requirements	Continue to Meet All NERC & ERCOT Audit Requirements

DEPARTMENT MISSION

The mission of the Production Division of Garland Power & Light (including Newman, Olinger, Landfill Gas to Energy, Lewisville Hydro, and Spencer Plant) is to cost-effectively, safely, and reliably produce the electric power demanded by our customers while maintaining the plants in a way which protects the value of the assets and maintaining a working environment of which both the employees and the citizens of Garland can be proud.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Updated Resourcing Plans.
 - 1) Updated long-range resource plans.
 - 2) Reorganized Staffing Structure following end of RMR at Spencer.
 - 3) Mothballed Spencer Unit.
 - 4) Salvage and reclamations of C.E. Newman facility to reduce environmental exposure.
 - 5) Carbon Credit Accounting and Verification to allow continued sales.

- (B) Completed the following equipment repairs and overhauls utilizing in-house personnel to provide reliable operations and reduce O&M costs.
 - 1) Lewisville Hydro inspection and valve replacment (Reliability)
 - 2) Preventative maintenance (Reliability)
 - 3) Olinger 3 generator testing (Reliability)
 - 4) Olinger 2 control valve inspection (Reliability)
 - 5) Olinger 4 turbine hot gas path inspection (Reliability)
 - 6) Olinger Plant air system enhancement (Reliability)
 - 7) Plant Reliability CIP (Reliability)
 - 8) Olinger 2 stop and intercept valve inspection (Reliability)
 - 9) Olinger 3 stop and intercept valve inspection (Reliability)
 - 10) Olinger TWIP upgrade (Reliability)
 - 11) Olinger 1 gas isolation valve CIP (Reliability) 90% complete

- (C) Projects that improve unit efficiencies, reliability, and operability.
 - 1) Olinger Unit #2 controls tuning consultant (Efficiency and ease of operations)
 - 2) Olinger backup reserve auxiliary review (Improve reliability)

- (D) Employee development and succession planning.
 - 1) Employee simulator training (Employee succession planning)
 - 2) Continue employee cross-training into Operations (Employee utilization planning)
 - 3) Updated PDQs to align responsibilities (Employee succession planning)
 - 4) Completed available FEMA ICS training (Employee succession planning)

- (E) Environmental permitting.
 - 1) Completed construction of Evaporation Pond #4.
 - 2) Performed CEMS and Emissions testing on all generating units as required by TCEQ and EPA.
 - 3) Submitted quarterly Emission Collection and Monitoring System reports as required by EPA.
 - 4) Submitted Annual Emissions Inventories for all generating units to TCEQ.
 - 5) Renewed the pipeline and gathering system permit certification for the Railroad Commission of Texas.
 - 6) Updated NERC procedures for compliance with ever-changing regulatory landscape.
 - 7) Responded to all Dig-Tess natural gas pipeline locate requests.
 - 8) Maintained a 96.7% uptime on the Hinton Landfill Gas Collection and Control System.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Update Resourcing Plans.
 - 1) Reevaluate long-range resource plans.
 - 2) Market Carbon Credits from Landfill Gas
 - 3) Complete salvage of retired units at Newman
 - 4) Maximize salvage potential at Spencer

- (B) Perform maintenance on equipment utilizing in-house personnel to provide reliable operations and reduce O&M costs.
 - 1) Preventative Maintenance (Reliability)
 - 2) Olinger 1, 2, and 3 control valve inspection (Reliability)
 - 3) Olinger 3 Heater 4 retube CIP (Reliability)
 - 4) Olinger 2 circulator piping refurbish, Phase 2, CIP (Reliability)
 - 5) Olinger 4 performance upgrade (Reliability)
 - 6) Olinger 4 performance upgrade (Reliability)

- (C) Projects that improve unit efficiencies, reliability, and operability.
 - 1) Olinger controls enhancement CIP (Efficiency and ease of operations)
 - 2) Hydro inlet water valve actuator installation CIP (Efficiency and ease of operations)
 - 3) Lewisville Hydro PLC design and procurement (Reliability)
 - 4) Complete installation ETC Mercaptan system on Olinger 4 (Increased market capability)
 - 5) Install Security Surveillance System upgrades (Security and safety)

- (D) Employee development and succession planning.
 - 1) Onshift employee simulator training (Employee succession planning)
 - 2) Continue employee cross-training (Employee utilization planning)
 - 3) Management succession training (Employee succession planning)

- (E) Environmental permitting.
 - 1) Remain in compliance with all Federal, State, and local environmental permits and requirements.
 - 2) Complete Title V Air Permit renewal for Olinger Plant.
 - 3) Complete Industrial Wastewater Permit renewal for Olinger Plant.
 - 4) Complete Maintenance, Startup and Shutdown (MSS) Permit for Olinger Plant.
 - 5) Complete renewal of Multi-Sector Stormwater Permit for Spencer Plant.
 - 6) Submit initial Multi-Sector Stormwater Permit application for Olinger Plant.
 - 7) Market carbon credits generated by the Hinton Landfill Gas Collection and Control System.
 - 8) Comply with the new EPA Greenhouse Gas Mandatory Reporting requirements.
 - 9) Update NERC in-house procedures to comply with ever-changing regulations.

KEY PERFORMANCE MEASURES

	2009-10 ACTUAL	2010-11 PROJECTED	2011-12 PROJECTED
(1) Making the Online and Rated Time as Requested by Systems Operations as a Percentage of Time Requested	97	96	96
(2) Units on Automatic Generator Control (AGC) as a Percentage of Operating Time	96	96	96
(3) Unit Forced Outage Factor	0.5	4.0	4.0
(4) Unit Availability Factor (utilizing planned outages; this rate has decreased as planned)	76	80	80

DEPARTMENT MISSION

The mission of the Transmission & Distribution (T&D) Division of Garland Power & Light is to construct and maintain electric facilities in a timely, economic, safe, and reliable manner.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Identified and completed designs for ten (10) single-phase underground cable replacement projects.
- (B) Completed the replacement of ten (10) single-phase underground loops.
- (C) Completed 138 kV transmission line relocation to support DART in Downtown area.
- (D) Completed sections of the 69 kV transmission line upgrade between the Apollo and Lawler Substations.
- (E) Implemented "Go Live" with Telvent Designer for GP&L Engineering.
- (F) Established the Overhead Maintenance Program.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Complete Transmission System Survey (LiDAR) in response to the NERC Facility Rating Methodology Alert issued October 7, 2010. Data will be used to verify the field condition of transmission facilities relative to designs used to determine line ratings. Initial reporting to NERC is due on December 31, 2011.
- (B) Demonstrate reduced substation and transmission line construction and maintenance costs by cultivating and utilizing internal resources. Success will be measured by the difference between internal and external unit costs for projects completed during the year.
- (C) Maintain single-phase underground loop replacements at ten (10) per year. Success will be measured by the number of completed designs submitted for construction. Goal was met the previous year.
- (D) Complete upgrade of two overhead feeders.
- (E) Identify and design two to three overhead feeder upgrades.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) <u>Substation Upgrades</u>			
(a) New Station Construction	1	0	1
(b) Existing Station Upgrade	3	3	2
(2) <u>Transmission Line Improvements (miles)</u>			
(a) 69 kV to 138 kV Reconstruction	2.95	4.85	2
(3) <u>Underground Distribution Cable</u>			
(a) Miles of Single-Phase Cable Replaced	10	12	15
(b) Miles of Three-Phase Cable Replaced	< 5	< 5	< 5
(4) <u>Overhead Distribution Line</u>			
(a) Miles of Three-Phase Line	5	< 5	< 5

DEPARTMENT MISSION

The mission of the Wholesale Energy & Qualified Scheduling Entity (QSE) Operations Division of Garland Power & Light 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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Reduced GP&L fuel expenses by \$10.5 million through 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 \$1.3 million in net revenue from wholesale power supply and QSE services sales to external customers.
- (C) Developed and implemented 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) Executed two natural gas pipeline transportation agreements.
- (E) Developed and fostered new business relationships related to wholesale gas/power supply and QSE services.
- (F) Assisted Customer Service with the pricing, hedging, and execution of contract rates for GP&L's industrial and large commercial customers.
- (G) Assisted Corporate Planning with the development of GP&L's resource planning strategy.
- (H) Completed verification and sale of carbon offsets from Hinton Landfill for 2009-2010.
- (I) Negotiated and executed nine (9) counterparty contracts (7-ISDAs, 1-EEI, 1-NAESB) for the purchase, sale, and hedging of power and natural gas.
- (J) Completed development or enhancements to the daily, monthly, and annual reports due to the Nodal Market design implementation.
- (K) Actively participated in ERCOT committees to maintain NOIE exceptions and protect GP&L's interests in the Nodal Markets.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Reduce GP&L fuel expenses by \$11.0 million through 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) Achieve \$1.5 million in net revenue from wholesale power supply and QSE services sales to external customers.
- (C) Expand wholesale power supply and QSE services business.
- (D) Implementation of hedging strategy for wholesale energy and natural gas to minimize retail price risk exposure to GP&L's customers.
- (E) Continue to foster new business relationships and maintain industry presence.
- (F) Continue to provide technical input and support to other GP&L departments as needed.
- (G) Negotiate and execute counterparty contracts to support the purchase, sale, and hedging of power and natural gas.
- (H) Complete development or enhancements of daily, monthly, and annual reports for activities related to energy, ancillary services, congestion revenue rights, credit monitoring, and market price risk exposure.
- (I) Continue active participation in ERCOT committees to maintain NOIE exceptions and protect GP&L's interests in the Nodal Market.
- (J) Improve efficiency and dependability of natural gas cost allocation software (Gas Book).

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
<u>Energy Marketing and Risk Management:</u>			
(1) Net Fuel Savings from Sales and Purchases of Energy and Ancillary Services	\$10.0 M	\$10.5 M	\$11.0 M
(2) Net Revenue from Wholesale Power Supply and QSE Services Sales to External Customers	\$1.1 M	\$1.3 M	\$1.5 M

Electric Utility Fund

GP&L

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$22,452,678	\$25,710,018	\$25,710,018	\$24,719,200
Operations	131,751,606	119,822,284	116,298,419	115,444,129
Charge-Outs	0	0	0	0
Capital	82,423	124,095	193,888	14,930
Non-Departmental	100,093,581	82,537,085	102,692,766	76,874,355
TOTAL EXPENDITURES	<u>\$254,380,288</u>	<u>\$228,193,482</u>	<u>\$244,895,091</u>	<u>\$217,052,614</u>

BY OPERATIONAL AREA:

Administration	\$5,405,151	\$6,994,625	\$6,998,348	\$6,212,690
Transmission & Distribution	9,121,123	12,035,799	12,123,637	11,718,723
Production	9,606,122	11,088,180	11,501,984	10,311,101
Operations	130,154,311	115,537,793	111,578,356	111,935,745
Non-Departmental	100,093,581	82,537,085	102,692,766	76,874,355

TOTAL EXPENDITURES	<u>\$254,380,288</u>	<u>\$228,193,482</u>	<u>\$244,895,091</u>	<u>\$217,052,614</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$11,140,868)
Percentage Change	-4.9%

STAFFING (Excludes 5 Banked Positions)

Full-Time Positions	252	238	238	238
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>252</u>	<u>238</u>	<u>238</u>	<u>238</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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Implemented electronic prescriptions and refill authorizations.
- (B) Acquired second primary provider position.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Implement electronic lab order submission and results.
- (B) Integrate Electrocardiograph and spirometry results into medical records system.
- (C) Increase average patients per day by 10%.
- (D) Reduce average patient wait times.
- (E) Complete medical records imaging project.
- (F) Develop financial reporting tools.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Average Number of Patients per Day	36.8	40	46
(2) Average Wait Times:			
15 Minutes or Less	65.4%	67.0%	70%
30 Minutes or Less	83.8%	87.5%	90%

Group Health Insurance Fund

GROUP HEALTH CLINIC

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$359,200	\$351,697	\$471,350	\$558,160
Operations	183,557	218,470	218,470	223,536
Charge-Outs	0	0	0	0
Capital	0	8,000	8,000	0
Non-Departmental	4,930	6,420	8,213	6,620
TOTAL EXPENDITURES	<u>\$547,687</u>	<u>\$584,587</u>	<u>\$706,033</u>	<u>\$788,316</u>

BY OPERATIONAL AREA:

Group Health Clinic	\$542,757	\$578,167	\$697,820	\$781,696
Non-Departmental	4,930	6,420	8,213	6,620

TOTAL EXPENDITURES	<u>\$547,687</u>	<u>\$584,587</u>	<u>\$706,033</u>	<u>\$788,316</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$203,729
Percentage Change	35%

STAFFING

Full-Time Positions	4	4	7	7
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>4</u>	<u>4</u>	<u>7</u>	<u>7</u>

SIGNIFICANT CHANGES AND NOTES

In the FY 2010-11 Revised Budget, an Office Manager, an Administrative Associate, and a Clinic Health Advisor have been added to personnel.

DEPARTMENT MISSION

The mission of the Animal Services Division 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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Implemented pit bull fencing directive requiring six-foot fence height for non-compliant pit bull terriers. The City of Garland is the first municipality to successfully enact breed-specific fencing requirements.
- (B) Increased successful placement percentage to over 50% by increasing community awareness, daily rescue group email service, and CGTV and *City Press* advertisement campaign.
- (C) Partnered with Garland Pawsabilities to open an off-site adoption center and successfully began a cat adoption collaboration with PetSmart in Wylie.
- (D) Transitioned to injection-only euthanasia by developing a cat restraining cage to ensure employee safety and adding a new ASO position to offset the increase in man-hours.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Channel volunteer’s energy toward the creation of a reduced cost spay/neuter program for Garland’s citizens organized and operated by volunteers, funded by donations, and in cooperation with Garland veterinarians.
- (B) Continue to encourage donations to the Animal Shelter for the Sponsored Adoption Program.
- (C) Increase the overall percentage of animals leaving the Shelter to 55%+ through community outreach, increased cooperation with rescue groups, and sponsored adoptions. Enhance/Streamline the animal adoption process using innovative approaches.
- (D) Develop community service advertisement depicting daily ASO activities and challenges through CGTV.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Average Response Time per Priority 1 Call (min.)	24.56	23.00	23.00
(2) Average Response Time per Priority 2 Call (min.)	62.78	60.00	60.00
(3) Percent of Animals Leaving Shelter	44%	50%	55%
(4) Animals Registered with Animal Services	8,442	8,600	8,800
(5) Total Calls for Service	20,261	22,000	22,000
(6) Stray Calls per 1,000 Population	37.83	36.00	36.00

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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Successfully intervened to stop a large food-borne illness outbreak from a Garland food establishment. Three *Salmonella* carrier-state food handlers were identified and restricted until testing revealed no organisms present in their systems. Thirteen citizens sought medical care after eating at the restaurant prior to Environmental Health intercession.
- (B) Newly adopted child-care ordinance was implemented and each facility successfully permitted.
- (C) Provided critical support to the other Public Safety departments and Federal response agencies during the 2010 mailings of biological threats to civilian businesses associated with the defense industry. Responded throughout the area to identify envelope contents.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Conduct 2,100 unannounced food service inspections, inspect each public or semi-public swimming pool at least twice, screen/sample 175 sites for storm water pollutants, and conduct 650 storm water inspections at regulated facilities.
- (B) Investigate and intervene in all reported communicable disease case reports within 48 hours of receipt.
- (C) Purchase and furnish through Homeland Security grant funding and deploy an emergency mass decontamination trailer. The trailer will be used in the Regional Response area and manned by the Sachse Fire Department working in conjunction with Environmental Health.

KEY PERFORMANCE MEASURES

	2009-10 ACTUAL	2010-11 PROJECTED	2011-12 PROJECTED
(1) Average Food Establishment Inspection Score	83.2	84.0	84.0
(2) Critical Violations per Food Service Inspection	1.86	1.6	1.6
(3) Critical Violations per Day Care Inspection	1.07	1.0	1.0
(4) Safety Violations per Public Pool Inspection	0.58	0.7	0.6
(5) Average Industrial Stormwater Inspection Score	95.7	96.0	96.0
(6) Percent of Dry Weather Flows Free of Pollution	93%	93%	93%

General Fund

HEALTH

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$2,119,907	\$2,207,477	\$2,207,477	\$2,196,779
Operations	229,632	251,057	268,969	313,053
Charge-Outs	0	(24,283)	(24,283)	(24,283)
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$2,349,539</u>	<u>\$2,434,251</u>	<u>\$2,452,163</u>	<u>\$2,485,549</u>

BY OPERATIONAL AREA:

Administration	\$407,582	\$420,242	\$420,375	\$406,475
Environmental Health	663,516	673,150	673,835	663,369
Animal Services	1,278,046	1,340,859	1,357,953	1,415,705
Environmental Investigations	395	0	0	0

TOTAL EXPENDITURES	<u>\$2,349,539</u>	<u>\$2,434,251</u>	<u>\$2,452,163</u>	<u>\$2,485,549</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$51,298
Percentage Change	2%

STAFFING

Full-Time Positions	31	31	32	32
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>31</u>	<u>31</u>	<u>32</u>	<u>32</u>

SIGNIFICANT CHANGES AND NOTES

An additional Animal Services Officer was added to the Health Department during FY 2010-11 to expand staff. FY 2011-12 includes \$7,600 in additional funding to continue a "kennel cough" vaccination program for pets adopted from the City's Animal Shelter.

DEPARTMENT MISSION

The mission of the Clinical Services Department is to provide basic public health services – including immunizations and well-child exams – and surveillance, investigation, and control services related to communicable diseases, directed primarily towards 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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Maintained the status as the only municipal “full service” health department in Texas as recognized by the Texas DSHS and CDC.
- (B) Fully implemented Perinatal Hepatitis B Case Management Program. Over two dozen Hepatitis B positive mothers are being followed and their children treated with preventive vaccines.
- (C) The clinic generates \$911,549 from fees, grants, and reimbursements. With \$898,642 in expenditures, the Public Health Clinic was completely self-funded.
- (D) The Travel Vaccine Program rebounded with the economy as more international travelers sought the Garland Public Health Clinic to provide this necessary service to prevent returning citizens from introducing disease to our community. Travel vaccine administration increased 30% from 2009.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Sign an Interlocal Agreement with Sachse to perform clinical and public health preparedness services for the citizenry of Sachse. Dr. Timothy Lambert, the Health Authority for Garland and Rowlett, would also serve in the same capacity for Sachse.
- (B) Arrange to become GISD’s provider for adult immunizations and seek reimbursement through their private health insurance carrier. In conjunction, Clinical Services is investigating other creative ways to generate additional revenue.
- (C) Continue to increase the number of children seen through the “Well Child” program. The goal will be for the nursing staff to see 400 patients.

KEY PERFORMANCE MEASURES

	2009-10 ACTUAL	2010-11 PROJECTED	2011-12 PROJECTED
(1) Individuals Immunized	19,795	14,000	16,000
(2) Well-Child Exams	288	250	300
(3) International Travel Vaccines Administered	1,624	1,700	1,800
(4) Communicable Disease Investigations	455	550	550
(5) Revenue Collected, Exclusive of DSHS Grant	\$480,250	\$325,000	\$325,000
(6) Percent of Two-Year-Olds Who Are Age-Appropriately Immunized	74%	76%	80%

Public Health / Immuniz. Grant Fund CLINICAL SVCS./ HEALTH GRANTS

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$551,175	\$597,821	\$597,821	\$591,490
Operations	165,608	201,083	201,083	193,191
Charge-Outs	0	0	0	0
Capital	114,658	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$831,441</u>	<u>\$798,904</u>	<u>\$798,904</u>	<u>\$784,681</u>

BY OPERATIONAL AREA:

Texas DSHS Grant	562,794	\$535,540	\$535,540	\$532,988
Clinical Services	268,647	263,364	263,364	251,693

TOTAL EXPENDITURES	<u>\$831,441</u>	<u>\$798,904</u>	<u>\$798,904</u>	<u>\$784,681</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$14,223)
Percentage Change	-2%

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

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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

(A) The mission was accomplished through a contract with Sky Helicopters, Inc., to operate the Heliport.

2011-12 DEPARTMENT GOALS AND INITIATIVES

(A) Continue contract with Sky Helicopters, Inc., to operate the Heliport.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Heliport Terminal Rental	\$6,528	\$6,544	\$6,518

Heliport Fund

HELIPORT

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$0	\$0	\$0	\$0
Operations	10,917	7,700	7,700	7,700
Charge-Outs	0	0	0	0
Capital	26,920	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$37,837</u>	<u>\$7,700</u>	<u>\$7,700</u>	<u>\$7,700</u>

BY OPERATIONAL AREA:

Operations	\$37,837	\$7,700	\$7,700	\$7,700
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TOTAL EXPENDITURES	<u>\$37,837</u>	<u>\$7,700</u>	<u>\$7,700</u>	<u>\$7,700</u>
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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 Housing and Community Neighborhood Services is: "To partner with the community to coordinate neighborhood initiatives." Housing initiatives are responsible for improving the economic aspects of neighborhoods through affordable home ownership and rehabilitation strategies. Funding for these initiatives is included in the HOME Program. This program includes home ownership 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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Increased home ownership of low to moderate income persons.
- (B) Provided decent, sanitary, and safe housing for Garland's low to moderate income homeowners.
- (C) Increased Energy Efficiency of HOME Infill properties while decreasing construction costs.
- (D) Implemented a streamlined construction bidding process.

2011-12 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 HOME Infill properties.
- (D) Taylor new construction home plans to complement existing housing within the neighborhood.

KEY PERFORMANCE MEASURES

	<u>2010-11 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Neighborhood Services New Homes Constructed	2	5	5
(2) CHDO New Homes Constructed	3	4	3
(3) Habitat for Humanity Volunteer Hours	100,000	100,000	100,000
(4) First-Time Home Buyer Down-Payments Assisted	13	15	20
(5) Single-Family Rehabilitation Units Completed	0	0	10
(6) HOME Funding Drawn (PI, EN)	635,000	875,000	875,000

HOME Grant Fund

HOME PROGRAM

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$103,290	\$143,807	\$115,075	\$110,579
Operations	92,509	736,115	844,780	798,546
Charge-Outs	0	(33,479)	(33,479)	(31,542)
Capital	0	0	0	0
Indirect	0	0	0	20,970
TOTAL EXPENDITURES	<u>\$195,799</u>	<u>\$846,443</u>	<u>\$926,376</u>	<u>\$898,553</u>

BY OPERATIONAL AREA:

HOME	\$195,799	\$846,443	\$926,376	\$898,553
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TOTAL EXPENDITURES	<u>\$195,799</u>	<u>\$846,443</u>	<u>\$926,376</u>	<u>\$898,553</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$52,110
Percentage Change	6%

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 FY 2011-12 Adopted Budget includes an indirect charge from the General Fund totaling \$20,970 for administrative support supplied by City staff.

DEPARTMENT MISSION

The mission of Human Resources (HR) is to provide essential services and programs that effectively attract, retain, and motivate a quality work force. In addition, HR strives for compliance with applicable State, Federal, and local laws and regulations, including the Fair Labor Standards Act, the Americans with Disabilities Act, the Family and Medical Leave Act, 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 provision of HR activities ensures an effective work force that provides efficient services to the citizens of Garland.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Hired a dedicated Recruiter/Job Placement Professional and Wellness/Benefits Specialist.
- (B) Streamlined pre-hire process in order to hire new employees in less than a 10-day turnaround time period.
- (C) Bolstered and increased utilization of Temporary/Retiree Staffing Pool as well as created a "standby list" to cut down on the cost of outside agency fees.
- (D) Upgraded HRIS platform to increase efficiency.
- (E) Further utilized additional automation of processes through the Electronic Medical Records System (processing/reporting of lab work).
- (F) Increased number of applicants for Civil Service Police exams which decreased the number of tests given in a year.
- (G) Enhanced bi-weekly management reporting mechanism (12 reports every two weeks).
- (H) Conducted multiple off-site pre-hire sessions by coordinating with PARD and Fair Housing resulting in processing approximately 250 seasonal employees by utilizing electronic applicant tracking system as well as online background services.
- (I) Implementation of New Manager Orientation, quarterly Recruiting 101, and Best Hiring Practices training.
- (J) Successfully transitioned online benefit enrollment process to Verity National.
- (K) Transitioned from CIGNA to Blue Cross Blue Shield for employee and pre-65 retiree group health insurance with minimal disruption.
- (L) Rolled out Phase I of Commit to Wellness (C2W) Program to all employees.
- (M) Revised Citywide 2010 Performance Appraisal Form to include job family competencies to replace the single generic performance factors appraisal form that has been used Citywide for several years.
- (N) Completed and introduced the following new HR directives: Equal Employment Opportunity, Standards of Conduct, Workplace Harassment, and Workplace Violence. Revised Disciplinary Process directive.
- (O) Introduced new instructors and curriculum that met/exceeded financial and quality expectations.
- (P) Completed Phase I of the FMLA database to capture case activity.
- (Q) Completed marketing and community outreach for the 2010 Census in partnership with the Community Multicultural Commission and the Census Bureau. Garland's participation rate for 2010 was 76%, which was higher than both Texas and Dallas County's overall participation (71% each).
- (R) Completed Civil Service Local Rule revisions and presented to Civil Service Commission.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Aid in creation and implementation of Citywide Intranet and Internet.
- (B) Further automate personnel action processing by moving to an automated workflow system.
- (C) Implement Phase II of Commit to Wellness (C2W) Program.
- (D) Creation and implementation of discounted health plans in HRIS as a result of the C2W initiative.
- (E) Streamline security card access procedures by utilizing additional reporting and workflow processes.
- (F) Renegotiate temporary agency fees to reduce cost to departments.
- (G) Group Dental and Vision RFPs.
- (H) Implement Phase II of the FMLA database to produce departmental reports, trend analysis, and notification/reminders.

KEY PERFORMANCE MEASURES

	2009-10 ACTUAL	2010-11 PROJECTED	2011-12 PROJECTED
<u>Output Measures</u>			
(1) New Candidate Employment Applications Received (including seasonal and temporary) (FT = Full-Time; PT/T = Part-Time/Temporary)	22,345 (FT) 6,531 (PT/T)	21,589 (FT) 6,335 (PT/T)	21,031 (FT) 6,145 (PT/T)
(2) Number of New Employees Hired (not including seasonal)	130	125	120
(3) Full-Time Equivalent Turnover Rate (not including seasonal)	5.2%	5.6%	6%
<u>Civil Service Entrance Exams Administered – Police</u>			
(1) Police Civil Service Examinations Given	1	1	1
(2) Avg. Number of Qualified Applicants	562	483	522
(3) Avg. Number of Applicants Attending Each Exam	277	262	267
(4) Number of Police Officers Hired	0	10	8
<u>Civil Service Entrance Exams Administered – Fire</u>			
(1) Fire Civil Service Examinations Administered	1	1	1
(2) Avg. Number of Qualified Applicants	1,261	1,200	1,200
(3) Avg. Number of Applicants Attending Each Exam	778	750	750
(4) Number of Firefighters Hired	8	5	7
<u>Training Provided</u>			
(1) Number of Leadership (Supervisory/Management) Class Hours	2,224	916	1,500
(2) Number of Technical/Operational Track Hours	1,015	1,254	1,250
(3) Number of Mandatory/Regulatory Class Hours	4,049	3,032	2,736
(4) Number of Professional Development Class Hours	296	457	450
(5) Number of Online Training Hours	0	0	600
(6) Number of Health/Wellness Hours	753	660	660
(7) Number of Personal Enrichment Hours	554	558	558
<u>Employee Relations</u>			
(1) Open Records Response Time	4 days	8 days	5 days
(2) TWC Unemployment Claims' Response Time	3 days	3 days	3 days

General Fund

HUMAN RESOURCES

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$924,204	\$977,443	\$977,443	\$982,216
Operations	133,346	104,558	104,558	88,965
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$1,057,550</u>	<u>\$1,082,001</u>	<u>\$1,082,001</u>	<u>\$1,071,181</u>

BY OPERATIONAL AREA:

Human Resources	\$1,034,014	\$1,069,001	\$1,069,001	\$1,058,181
COG-ULC	23,536	13,000	13,000	13,000

TOTAL EXPENDITURES	<u>\$1,057,550</u>	<u>\$1,082,001</u>	<u>\$1,082,001</u>	<u>\$1,071,181</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$10,820)
Percentage Change	-1%

STAFFING

Full-Time Positions	11	11	11	11
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>

SIGNIFICANT CHANGES AND NOTES

DEPARTMENT MISSION

Information Technology (IT) Services provides reliable, innovative, and cost-effective technology solutions that enable our departmental business partners to deliver high quality services to the citizens of Garland.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Executed a new telecommunications contract with Verizon that lowers our ongoing communication costs. The contract includes the implementation of a fiber Sonet ring to improve network performance and redundancy.
- (B) Completed an expansion of the City of Garland's fiber network, providing increased network bandwidth to City facilities.
- (C) Implemented a new Electronic Patient Care Reporting (ePCR) system for the Fire Department to improve emergency medical response capabilities and reduce Medicare and insurance billing errors.
- (D) Replaced more than 400 desktop computers Citywide using a new outsourced deployment and disposal model in partnership with Dell Computers.
- (E) Executed the City's first Enterprise Agreement with Microsoft to provide an easier upgrade path to its next generation of software products.
- (F) Completed a major restructuring of the IT departments that consolidates technical groups under one manager. A new Strategic Services Group was also created, whose primary focus is to understand customer business requirements and deliver better outcomes.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Replace the City's full suite of Microsoft software with the next generation of products, including Microsoft Exchange (email), Windows 7, and Office 2010.
- (B) Expand the use of document imaging and paperless workflow processing to more City departments.
- (C) Upgrade Customer Service's BANNER System to improve Utility Billing and Collection capabilities.
- (D) Provide the City Manager with options for implementing a consolidated 311 call center.
- (E) Correct UPS, HVAC, and wiring problems in the City's two main data centers, and reduce the size of the data center in City Hall.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Percentage of Help Desk First Call Resolution	24%	24%	24%
(2) Average Number of Days a Help Desk Call Remains Open	1.49	1.77	1.63
(3) 800 MHz Radio System Annual Downtime (system is unavailable, excluding maintenance)	0 hours	< 5 hours	< 5 hours
(4) Server Availability for Major Enterprise IT Systems, Excluding Maintenance			
(a) Finance/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	100%	95%	95%
(b) Approved Schedule	75%	80%	85%

Information Technology Fund

INFORMATION TECHNOLOGY

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$5,053,208	\$5,457,722	\$5,457,722	\$5,375,995
Operations	4,580,033	4,814,701	5,284,239	4,842,983
Charge-Outs	0	0	0	0
Capital	66,151	0	19,983	42,000
Non-Departmental	3,394,640	3,177,651	3,252,255	2,961,468
TOTAL EXPENDITURES	<u>\$13,094,032</u>	<u>\$13,450,074</u>	<u>\$14,014,199</u>	<u>\$13,222,446</u>

BY OPERATIONAL AREA:

Administration	\$ 1,071,018	\$ 985,354	\$ 1,046,957	\$ 702,178
Client Services	2,202,319	2,558,762	2,660,413	2,843,498
Project Services	286,452	430,275	430,275	983,718
Network Services	1,358,264	1,405,913	1,551,861	1,443,068
Help Desk	1,839,775	1,604,241	1,645,604	1,367,702
Graphic Information System	644,037	646,981	647,489	638,875
Administration (Communications)	161,624	158,565	158,565	0
Telecommunications	1,409,310	1,558,654	1,664,695	1,500,722
Radio Communications	726,593	923,678	956,085	781,217
Non-Departmental	3,394,640	3,177,651	3,252,255	2,961,468
TOTAL EXPENDITURES	<u>\$ 13,094,032</u>	<u>\$13,450,074</u>	<u>\$14,014,199</u>	<u>\$13,222,446</u>

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$227,628)
Percentage Change	-2%

STAFFING

Full-Time Positions	59	59	59	59
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>59</u>	<u>59</u>	<u>59</u>	<u>59</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2011-12 Adopted Budget includes a \$250,000 transfer to the Capital Improvement Program for future capital projects. Also approved is approximately \$39,000 in reductions related to technical consulting.

DEPARTMENT MISSION

The Internal Audit Department's reporting relationship was established by a City Charter Amendment, and this department is the City's only independent appraisal function. The Internal Audit Department serves the public interest by providing independent and objective audits, reviews, and assessments. The Department promotes accountability throughout the City.

The Department ensures: a) that the City is applying its resources effectively and efficiently; b) that the City is in compliance with all laws, regulations, and contracts; c) that the City has adequate safeguards over its assets; d) that the City is ensuring appropriate revenue management; e) that the City's financial and operational information is reliable; and f) that the City has identified risk exposures and has used effective strategies to control them.

We accomplish our mission by carrying out an Annual Audit Plan that utilizes risk analysis to review critical areas of operations. We are committed to adding value at every opportunity.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Developed an IT Audit function.
- (B) Provided Management with recommendations on improving government operations.
- (C) Added value by advising departments on internal control issues.
- (D) Provided External Audit assistance which reduces the fee from the External Auditor.
- (E) Our Cost for Total Audit Hours and Cost per Billable Hour remain below the average according to the latest industry survey.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Complete 80% of the Annual Audit Plan.
- (B) Gain concurrence on at least 90% of recommendations.
- (C) Work within budget developed at beginning of year.
- (D) Develop Quick Read Audit Reports.
- (E) Training on Nodal Electric Market.

KEY PERFORMANCE MEASURES

	2009-10 ACTUAL	2010-11 PROJECTED	2011-12 PROJECTED
(1) Percent of Recommendations Agreed to by Management	97%	90%	90%
(2) Percent of Resource Usage (Audit Time/Available Time)	76%	75%	75%
(3) Percent of Output (Audits Completed vs. Planned)	70%	80%	80%
(4) Cost per Billable Hour	\$65	\$68	\$68
(5) Cost per Available Hour	\$50	\$50	\$50
(6) Cost for Total Hours	\$43	\$45	\$45

General Fund

INTERNAL AUDIT

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$410,607	\$464,029	\$464,029	\$452,580
Operations	24,336	27,088	28,088	25,734
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$434,943</u>	<u>\$491,117</u>	<u>\$492,117</u>	<u>\$478,314</u>

BY OPERATIONAL AREA:

Internal Audit	\$434,943	\$491,117	\$492,117	\$478,314
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TOTAL EXPENDITURES	<u>\$434,943</u>	<u>\$491,117</u>	<u>\$492,117</u>	<u>\$478,314</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$12,803)
Percentage Change	-3%

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 as well as impacting economic development by supporting early literacy, workforce development, small businesses, and urban physical development.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Renovation of the Central Library main floor, including reallocation of office space for use by the public, a theme-based children’s area, teen area, group study rooms, periodicals reading area, and a community technology center. Lower level shelving rearrangement and signage has created more effective use of space, and this level has been designated as a quiet floor.
- (B) Migration to a new web-based and maintained integrated library system and portal with patron-use functions and features.
- (C) Completion of a collection analysis with recommendations for future collection development.
- (D) To support the City’s C2W Employee Wellness Program, weight and blood pressure monitoring equipment was made available to employees. Walking and biking group activities are also in place.
- (E) Revision of the Library’s long-range plan, adopted by City Council April 19, 2011.
- (F) Joint Library/IT Department project provided Early Literacy Stations, high-quality educational software workstations for Garland children ages two through ten. The project was partially funded through a grant from the Texas State Library and Archives Commission.
- (G) Technology petting zoo provided for citizen education in the use of handheld technologies.
- (H) The Library achieved the Texas Municipal Library Directors Association’s “Achievement of Excellence in Libraries Award” for the sixth consecutive year (2005-2010).
- (I) Offered e-book and audio book applications for citizen library book downloads to smart phone devices, generating an initial 3,222 borrowers for digital book download service.
- (J) Provided JobNow! online live help and specialized online resources for job seekers.
- (K) Provided live, online assistance for written documents and online resources to help citizens with their business, school, and personal documents. This service also provides live assistance with Microsoft Office Suite and productivity tools software.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Pursue the 2011 TMLDA “Award of Excellence in Libraries Award.”
- (B) Provide library users with the opportunity to write and to read book reviews by users of libraries in Garland and other cities.
- (C) Provide professional Dear Reader BookTweets to library users.
- (D) Implement trial use of tablet PC mobile technology to support roving reference service to patrons.
- (E) Provide Internet classes targeting health, consumer, business, and other topics of general interest.

KEY PERFORMANCE MEASURES

	2009-10 ACTUAL	2010-11 PROJECTED	2011-12 PROJECTED
(1) Materials Loaned	1,817,931	1,784,259	1,817,814
(2) Online Catalog Use *	N/A	N/A	N/A
(3) Public Computer Use	232,312	215,231	223,840
(4) Program Attendance	23,538	22,418	23,315
(5) Citizen Requests for Research Assistance	114,865	112,833	117,346
(6) Library Visitors	841,354	768,756	799,506

* Not available due to Library system software migration and a disparity in statistical reporting with previous reports.

General Fund

LIBRARY

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$3,612,334	\$3,768,608	\$3,768,608	\$3,681,253
Operations	472,506	479,375	511,849	470,693
Charge-Outs	0	0	0	0
Capital	88,938	0	70,341	0
TOTAL EXPENDITURES	<u>\$4,173,778</u>	<u>\$4,247,983</u>	<u>\$4,350,798</u>	<u>\$4,151,946</u>

BY OPERATIONAL AREA:

Administration	\$606,813	\$531,212	\$578,166	\$518,392
System Support	314,283	338,633	338,633	336,342
Online Services	214,870	337,035	337,035	324,740
Walnut Creek Branch	266,080	295,139	295,139	282,745
North Garland Branch	229,297	271,685	271,685	268,724
South Garland Branch	666,507	693,945	693,945	683,475
Central Public Services	1,875,928	1,780,334	1,836,195	1,737,528

TOTAL EXPENDITURES	<u>\$4,173,778</u>	<u>\$4,247,983</u>	<u>\$4,350,798</u>	<u>\$4,151,946</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$96,037)
Percentage Change	-2%

STAFFING

Full-Time Positions	48	48	49	49
Part-Time Positions	38	38	36	36
TOTAL STAFFING	<u>86</u>	<u>86</u>	<u>85</u>	<u>85</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2011-12 Adopted Budget includes continuing funding of \$75,000 to the IT Project Fund to supplement a Library reserve for future IT-related items.

Library Grant Fund

LIBRARY GRANT - NETLS

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$365,476	\$443,405	\$443,405	\$264,788
Operations	297,042	245,858	239,006	126,524
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Indirect	36,107	35,000	35,000	19,544
TOTAL EXPENDITURES	<u>\$698,625</u>	<u>\$724,263</u>	<u>\$717,411</u>	<u>\$410,856</u>

BY OPERATIONAL AREA:

NETLS - State	621,408	\$647,313	\$640,461	\$324,961
TANG - Federal	77,217	76,950	76,950	85,895

TOTAL EXPENDITURES	<u>\$698,625</u>	<u>\$724,263</u>	<u>\$717,411</u>	<u>\$410,856</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$313,407)
Percentage Change	-43%

STAFFING				
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Full-Time Positions	5	6	6	4
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>5</u>	<u>6</u>	<u>6</u>	<u>4</u>

SIGNIFICANT CHANGES AND NOTES				
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The FY 2011-12 Adopted Budget includes the elimination of two (2) full-time positions: the NETLS Coordinator and a NETLS Librarian.

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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Implemented Scofflaw pilot program with Dallas County; developed and presented the program template to North Texas Regional Court administrators.
- (B) Took over assigned management of the SafeLight Program for 10 months; reconciled billing.
- (C) Eliminated Omnibus Program with DPS.
- (D) Upgraded Court software from CSI to Courts Plus's first module.
- (E) Successfully completed OCA compliance audit.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Onbase upgrade completion.
- (B) Resolve outstanding issues with Courtroom signatures for Judges.
- (C) Implementation of the remaining Courts Plus modules.
- (D) Begin discussions with external departments of Onbase process connectivity.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Number of Cases Cleared Prior to Warrant	41,612	40,958	41,777
(2) Number of Warrants Issued	17,516	17,864	18,131
(3) Number of Warrants Cleared from File	16,728	13,728	14,122
(4) Percent of Issued Warrants Cleared	96%	78%	78%
(5) Citations Processed per Court Full-Time Clerk	2,211	2,204	2,224
(6) Number of Court Dockets Held	37,585	36,834	37,202

General Fund

MUNICIPAL COURT

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$1,873,754	\$1,714,217	\$1,774,217	\$1,681,928
Operations	225,907	318,088	258,088	292,870
Charge-Outs	0	0	0	0
Capital	0	0	50,000	0
TOTAL EXPENDITURES	<u>\$2,099,661</u>	<u>\$2,032,305</u>	<u>\$2,082,305</u>	<u>\$1,974,798</u>

BY OPERATIONAL AREA:

Court	\$2,099,661	\$2,032,305	\$2,082,305	\$1,974,798
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TOTAL EXPENDITURES	<u>\$2,099,661</u>	<u>\$2,032,305</u>	<u>\$2,082,305</u>	<u>\$1,974,798</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$57,507)
Percentage Change	-3%

STAFFING (Excludes 2 Banked Positions)

Full-Time Positions	29	27	27	27
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>29</u>	<u>27</u>	<u>27</u>	<u>27</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2011-12 Adopted Budget includes \$27,500 for additional monitors for Municipal Court employees to be funded via the Court technology escrow account. Operational reductions of \$28,400 have been taken in the FY 2011-12 Adopted Budget.

DEPARTMENT MISSION

The mission of Organizational Development (OD) 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. OD 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, OD strives to ensure quality delivery of interdepartmental projects, improve the quality of management decisions, enhance the effectiveness and efficiency of City services, and reduce the organization's reliance on outside consultants.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Provided project management services to oversee, schedule, and coordinate multiple project teams for the Phase I Downtown Redevelopment Project, resulting in:
 - DGNO rail yard relocation;
 - Demolition of the old GP&L Administration Building; and
 - Transition of new utility services buildings and parking garage from construction to operations/maintenance.
- (B) Provided program coordination and business services to implement the GREAT Homes Program.
- (C) Provided a comprehensive review of the Facilities & Construction Management Department, including management consulting services to make organizational, process, and technology improvements.
- (D) Provided project management services to train and implement an Emergency Preparedness Program, including Debris Management, at Environmental Waste Services.
- (E) Coordinated a City Surplus Property analysis and disposition plan.
- (F) Completed departmental strategic plan for and associated improvements to OD's Strategic Project Office processes and services.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue project management of the Downtown Redevelopment Project, including completion of the Sixth Street extension, Katy Muse / Walnut greenscape/streetscape.
- (B) Deploy the City's new external website featuring Garland's new branding.
- (C) Deploy an internal Intranet site for employee communication and efficiency improvements.
- (D) Assist in implementing the Envision Garland Comprehensive Plan.
- (E) Implement a new Facilities / City Property software program.
- (F) Deliver numerous other project management, continuous improvement, strategic planning, and performance measurement services on key strategic initiatives for Administration and department managers.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Development/Improvement Projects Completed	8	8	8
(2) Technology Projects Completed	2	5	6
(3) Management Services Provided	18	14	14
(4) Neighborhood Surveys Distributed	7,575	7,081	6,086
(5) Neighborhood Field Assessments (# of homes)	2,079	2,162	2,052

Information Technology Fund

ORGANIZATIONAL DEVELOPMENT

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$320,805	\$322,706	\$328,306	\$314,133
Operations	28,916	51,450	51,108	36,929
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$349,721</u>	<u>\$374,156</u>	<u>\$379,414</u>	<u>\$351,062</u>

BY OPERATIONAL AREA:

Organizational Development	\$349,721	\$374,156	\$379,414	\$351,062
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TOTAL EXPENDITURES	<u>\$349,721</u>	<u>\$374,156</u>	<u>\$379,414</u>	<u>\$351,062</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$23,094)
Percentage Change	-6%

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 2011-12 Adopted Budget includes operating reductions of approximately \$18,000 related to Neighborhood Information System data subscriptions and reporting.

DEPARTMENT MISSION

The Parks, Recreation and Cultural Arts Department 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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Received "Gold International Aquatic Safety Award" for lifeguard performance from Ellis and Associates International Aquatic Safety and Risk Management Consultants.
- (B) Received World Waterpark Association "In-Park Promotional Award" for Surf and Swim "Back to School Bash."
- (C) The Atrium at the Granville Arts Center received Wedding Wire's "Bride's Choice Award" for wedding and reception venues.
- (D) Installed permanent track hanging system for Art Exhibits at the Granville Arts Center; renovated electronic marquee at the Granville Arts Center.
- (E) Hosted GISD's 9th annual "Granville Theatre Awards" honoring outstanding theatrical achievements of GISD high school students and coordinated the 23rd annual "Visual Arts Awards" for GISD Seniors.
- (F) Presented to Mayor Ron Jones, in conjunction with the Garland Cultural Arts Commission, Inc., the "Outstanding Business for the Arts Award" at the Garland Chamber of Commerce annual banquet.
- (G) In conjunction with the Garland Cultural Arts Commission, Inc., presented 2010-2011 Grant Awards to 13 meritorious arts organizations.
- (H) Received the following Texas Recreation & Park Society Region 3 Awards:
 - "Excellence in Programming Award" for Senior Mystery Trips
 - "Recreation Professional of the Year" to Senior Services Manager Kenny McCord
 - "Horizons Award for New Professional" to Center Supervisor LaDerrick Brazil
 - "Best Part-Timer of the Year" to Surf and Swim Manager Holly Sherman
- (I) Provided \$30,000 from Recreation Performance Fund for recreation program subsidies to low income Garland families.
- (J) Hosted the 2010 Texas Recreation & Park Society Region 2 and 3 Conference at the Special Event Center.
- (K) Received "Tree City USA" recertification for 2010, conducted Arbor Day ceremonies, and partnered with GP&L for the "Tree Power" program which provided 500 free trees to Garland residents to promote energy conservation.
- (L) Opened Harris Hollabaugh Recreation Center on December 20, 2010.
- (M) Capital Improvements Projects:
 - Lavon Drive at Murphy Road entryway landscape enhancements complete
 - Bass Section of Duck Creek Greenbelt - pond dredging and spillway improvements complete
 - Bradfield Recreation Center Renovation complete; center opened to public on June 4
 - Spring Creek Greenbelt Visitor's Restroom and Pavilion completed
 - Design completed for Spring Creek Greenbelt Trail - Phase 2
 - Design completed for Duck Creek Greenbelt Trail - South Extension
- (N) Conducted popular special events including the Juneteenth Celebration (400), the Easter Egg Hunt (800), and the Cinco de Mayo Celebration (300), and co-sponsored the Garland NAACP Health Fair (400).

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Relocate Park Operations to Central Park in the vacated Texas Air National Guard Station.
- (B) Pilot program to collect recyclables at sports fields.
- (C) Implement automated reservation system for lights at rental sports fields and picnic pavilions.
- (D) Upgrade current ticketing system to allow online sales; upgrade booking system for Cultural Arts Facilities.

KEY PERFORMANCE MEASURES

	<u>2009-10</u> <u>ACTUAL</u>	<u>2010-11</u> <u>PROJECTED</u>	<u>2011-12</u> <u>PROJECTED</u>
(1) Recreation Center Attendance	970,966	1,000,000	1,043,000
(2) Sports League Participation	16,418	17,000	17,500
(3) Senior Center Participation	144,791	145,000	145,000
(4) Swimming Pool Attendance	126,642	127,000	127,000
(5) Arts Center Participation	153,450	154,000	155,000
(6) Total Facility Attendance/Participation	1,412,267	1,443,000	1,487,500
(7) Acres of Turf Mowed	22,158	22,500	22,500
(8) Litter Collected (pounds)	679,620	700,000	700,000
(9) General Fund Revenue	\$1,123,133	\$1,103,418	\$1,093,500
(10) Recreation Performance Fund Revenue	\$771,577	\$1,004,092	\$836,389
(11) Total Departmental Revenue	\$1,894,710	\$2,107,510	\$1,929,889

General Fund

PARKS, RECREATION AND CULTURAL ARTS

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$6,514,966	\$7,294,885	\$7,294,885	\$7,101,991
Operations	1,779,395	1,900,366	1,992,064	1,922,675
Charge-Outs	0	(282,675)	(282,675)	(282,675)
Capital	144,648	144,200	216,651	312,000
TOTAL EXPENDITURES	<u>\$8,439,009</u>	<u>\$9,056,776</u>	<u>\$9,220,925</u>	<u>\$9,053,991</u>

BY OPERATIONAL AREA:

Administration & Development	\$634,117	\$639,324	\$640,270	\$626,839
Granville Arts Center	906,359	937,831	941,881	926,212
Recreation	2,895,742	3,270,990	3,336,368	3,242,866
Parks Division	4,002,791	4,208,631	4,302,406	4,258,074

TOTAL EXPENDITURES	<u>\$8,439,009</u>	<u>\$9,056,776</u>	<u>\$9,220,925</u>	<u>\$9,053,991</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$2,785)
Percentage Change				0%

STAFFING (Excludes 2 Banked Positions)

Full-Time Positions	103	108	108	108
Part-Time Positions	10	10	10	10
TOTAL STAFFING	<u>113</u>	<u>118</u>	<u>118</u>	<u>118</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2011-12 Adopted Budget includes funding for various items for the Parks, Recreation and Cultural Arts Department: \$35,000 for ADA-required improvements at aquatic facilities, \$9,000 for the balance of funding for a full year of operation at Bradfield Recreation Center (partial funding last year due to closing of the center for renovations), \$13,700 for rigging system inspection at the Granville Arts Center, \$30,000 for a replacement filtration system at Wynne pool, \$187,000 for replacement equipment to include a dump truck and two tractors with flail mowers, \$38,000 for two replacement vans utilized for Senior programs, and \$22,000 for a movie projector and screen for the Plaza Theatre. Charge-Outs to the Stormwater Management Fund for litter collection and control amounting to \$352,000 are also included in the FY 2011-12 Budget.

DEPARTMENT MISSION

The Planning 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 Comprehensive Plan and Economic Development Strategy. 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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Envision Garland Comprehensive Plan:
- Draft document completed.
 - Citywide Open Houses (3) held for public review.
 - Draft approved by Plan Commission and under review by the City Council. Adoption anticipated prior to end of fiscal year.
- (B) Downtown Redevelopment Plan Implementation:
- Downtown Square Evaluation project – Contracted with DBI consultant team, data analysis and issue identification, public meetings and stakeholder interviews, site visits to representative urban plazas/parks, program development and design alternatives, and development strategies. Completion anticipated prior to end of fiscal year.
- (C) Development Regulation:
- Unified Development Code draft nearing completion for public review.
 - Amended Lake Edge Zoning Ordinance.
- (D) Economic Development Strategy:
- Draft presented to City Council.
- (E) Forest Jupiter Sustainable Redevelopment Plan:
- In partnership with NCTCOG, contracted with consultant team and initiated planning process.
- (F) Redevelopment Program:
- Continued coordinating the City's response to the Recovery Act (2009), facilitated report, internal control, and audit and procurement procedures. Revised budget and scope for the Energy Efficiency Conservation Block Grant (EECBG).
 - Continued coordinating the City's federal advocacy efforts with the assistance of B&D Consulting.
 - Collaborated with the Chamber of Commerce to develop a joint work program that implements the Economic Development Strategy.
 - In partnership with the Chamber, completed a more detailed targeted industry and targeted investment area analysis through the engagement of Michael Buckley of Halcyon, LLC.
 - Assisted the City-owned property BRT in revising acquisition and disposition procedures of City fee-owned and tax foreclosed property to better facilitate redevelopment.
- (G) Strategy for Vital Neighborhoods/Neighborhood Planning:
- Coordinated/Facilitated Neighborhood Resource Team meetings.
 - Completed draft Neighborhood Indicators (NI) Framework and template for NI Program; held NI Index Team meetings.
 - Awarded Annual Excellence in Neighborhood Service Award.

2010-11 DEPARTMENT ACCOMPLISHMENTS (Continued)

- Ongoing public engagement and implementation activities with GREAT Homes program, including public meetings and open houses.
 - Developed Neighborhood Planning Program framework.
 - Initiated Residential Pattern Book project; contracted with Quimby McCoy consultant team.
- (H) Office of Neighborhood Vitality:
- Held 2010 Neighborhood Summit.
 - Held 14 Garland Neighborhood Management Academy classes.
 - Completed 5 Neighborhood Vitality projects; initiated 7 new projects.
 - Supported 15 neighborhood associations; sponsored 5 block parties.
 - Coordinated quarterly City Manager meetings.
- (I) Demographic Research and Analysis:
- Worked with NCTCOG on 2040 Demographic Forecast.
 - 2011 Annual Housing and Population Summary.
 - Provided demographic analysis for Envision Garland.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue implementation of Downtown Redevelopment Plan – identify additional redevelopment projects; select final design for Downtown Square.
- (B) Initiate work program to implement Envision Garland Plan.
- (C) Adopt Unified Development Code and Zoning Map.
- (D) Implement Neighborhood Indicators program.
- (E) Complete and distribute Residential Pattern Book.
- (F) Complete Forest Jupiter Sustainable Redevelopment Plan.
- (G) Implement Economic Development Strategy Action Plan; negotiate redevelopment projects; implement joint economic development work program with Chamber of Commerce.
- (H) Continue Neighborhood Vitality and GNMA program activities; hold 2011 Neighborhood Summit.
- (I) Implement Neighborhood Planning program.

KEY PERFORMANCE MEASURES

	2009-10 ACTUAL	2010-11 PROJECTED	2011-12 PROJECTED
(1) Development Cases Administered (zoning, plats, site plans, variances/waivers)	128	91	98
(2) Pre-Submittal Meetings	186	170	180
(3) Average Plan Review Response Time	3.9 days	4.6 days	4.2 days
(4) Neighborhood Vitality Projects	10	14	10
(5) New Neighborhood Associations Created	2	4	3
(6) Neighborhood Association Meetings (Office of Neighborhood Vitality)	12	20	10

General Fund

PLANNING

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$1,284,667	\$1,459,887	\$1,459,887	\$1,419,886
Operations	150,653	168,694	357,758	138,694
Charge-Outs	0	(151,451)	(151,451)	(88,792)
Capital	0	6,293	6,293	0
TOTAL EXPENDITURES	<u>\$1,435,320</u>	<u>\$1,483,423</u>	<u>\$1,672,487</u>	<u>\$1,469,788</u>

BY OPERATIONAL AREA:

Comprehensive Planning	\$862,491	\$823,525	\$866,033	\$829,188
Development Coordination	457,188	502,053	638,628	485,188
Community & Neighborhood Dev.	6,545	17,700	17,700	17,700
Office of Neighborhood Vitality	109,096	140,145	150,126	137,712

TOTAL EXPENDITURES	<u>\$1,435,320</u>	<u>\$1,483,423</u>	<u>\$1,672,487</u>	<u>\$1,469,788</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$13,635)
Percentage Change				-1%

STAFFING (Excludes 1 Banked Position)

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

Due to HUD requirements, Salary Charge-Outs to the CDBG Fund have been proposed to be decreased by \$62,659 in the FY 2011-12 Adopted Budget.

DEPARTMENT MISSION

The mission of the Garland Police Department is to protect life and property and to provide a feeling of safety and security in the community through fair and impartial enforcement of the law, community partnerships, and creative problem solving.

2010-11 DEPARTMENT ACCOMPLISHMENTS

(A) Reduced **Average Response Times** for **Priority 1, 2, and 3** Police "Calls for Service" (in Minutes).

	<u>Goal</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>	<u>2005</u>
Priority 1 Calls:	6 minutes	5.55	5.86	5.81	5.90	6.08	6.42
Priority 2 Calls:	10 minutes	9.17	9.87	10.30	10.18	10.38	11.35
Priority 3 Calls:	15 minutes	13.92	15.27	16.35	15.44	15.82	17.87

- (B) Acquisition of **CrimeReports.com** – An internet-based Crime Mapping System available to the public.
- (C) Acquisition of additional Citrix software licenses allowing faster database access and more extensive use of software applications for mobile data users.
- (D) School Resource Officer (SRO) **Middle School Bicycle Program** conducted weekly. The program targets at-risk youth who do not have any extracurricular activities. SROs and teachers conduct tutoring and provide homework assistance to all participants in the program. Over 200 bicycles were refurbished and put back into the community for underprivileged children.
- (E) **Garland Police Youth Program** conducted weekly. School Resource Officers (SROs) tutored and offered assistance with homework to 1,350 kids after school.
- (F) **Garland Police Boxing Program** provided assistance to more than 200 at-risk youth. 71% of participants achieved **honor-roll status** every six weeks at their respective schools while competing favorably in state, local, and national boxing tournaments (including 32 Golden Gloves Champions, 2 Ring-Side World Champions, 1 Silver Glove National Champion, and 1 Police Athletic League National Champion).
- (G) Implemented an "immediate dispatch" protocol for **medical calls** which resulted in a 63% reduction in the response time from the time the incident is started by the 9-1-1 call taker to the time it is shipped to the dispatcher.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Maintain or reduce **Average Response Times** with the following goals:
 - 1) **Priority 1 Calls:** Less than 6 minutes
 - 2) **Priority 2 Calls:** Less than 10 minutes
 - 3) **Priority 3 Calls:** Less than 15 minutes
- (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) Identify relevant law enforcement technology to aid in the more effective delivery of police services to the community.
- (E) Continue efforts to recruit qualified personnel and minimize the employee turnover rate.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Calls for Service	126,146	130,000	130,000
(2) Response Times (in minutes):			
(a) Priority 1	5.55	5.70	5.70
(b) Priority 2	9.17	9.50	9.50
(c) Priority 3	13.92	14.25	14.25
(3) Total Citations	50,702	51,000	51,000
(a) Moving Citations	24,866	25,000	25,000
(b) Non-Moving Citations	20,252	20,000	20,000
(c) Non-Traffic Citations	5,584	6,000	6,000
(4) Police Reports	22,287	23,000	23,000
(5) Total Arrests	11,784	13,000	13,000
(a) Felony Arrests	2,644	3,000	3,000
(b) Misdemeanor Arrests	9,140	10,000	10,000

General Fund

POLICE

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$38,384,881	\$39,675,986	\$39,675,986	\$38,219,785
Operations	3,751,411	3,914,172	3,997,780	4,246,901
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$42,136,292</u>	<u>\$43,590,158</u>	<u>\$43,673,766</u>	<u>\$42,466,686</u>

BY OPERATIONAL AREA:

Administration	\$2,693,377	\$2,798,825	\$2,798,825	\$2,715,234
Uniformed Operations	15,551,579	16,392,114	16,392,114	15,776,148
CID (Criminal Investigation Division)	7,679,362	7,991,204	7,991,243	7,739,671
Staff/Support Services	16,211,974	16,408,015	16,491,584	16,235,633

TOTAL EXPENDITURES	<u>\$42,136,292</u>	<u>\$43,590,158</u>	<u>\$43,673,766</u>	<u>\$42,466,686</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$1,123,472)
Percentage Change	-3%

STAFFING (Excludes 5 Banked Positions)

Full-Time Positions	456	456	456	456
Part-Time Positions	2	2	2	2
TOTAL STAFFING	<u>458</u>	<u>458</u>	<u>458</u>	<u>458</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2011-12 Adopted Budget includes reductions of \$42,395 in operating expenditures with no impact on service levels.

Public Safety Grant Fund

POLICE GRANTS

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$9,562	\$0	\$0	\$0
Operations	\$32,553	83,299	85,799	34,935
Charge-Outs	0	0	0	0
Capital	0	0	0	\$51,370
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$42,115</u>	<u>\$83,299</u>	<u>\$85,799</u>	<u>\$86,305</u>

BY OPERATIONAL AREA:

State Training Grant	\$15,860	\$22,629	\$22,629	\$21,335
Victim Assistance Advocate	(12,946)	0	0	0
Justice Assistance Grant	2,305	51,370	51,370	51,370
Youth Programs	10,360	4,800	4,800	6,600
Gang Initiative	22,506	0	0	0
Internet Crimes Against Children (ICAC) - Juvenile Justice	4,030	4,500	7,000	7,000
TOTAL EXPENDITURES	<u>\$42,115</u>	<u>\$83,299</u>	<u>\$85,799</u>	<u>\$86,305</u>

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$3,006
Percentage Change	4%

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

Federal grant funding to the City's Police Grants is expected to show only a modest increase for the FY 2011-12 Adopted Budget. Future reductions will negatively impact the City's ability to provide services and acquire specialized training and equipment for personnel.

DEPARTMENT MISSION

The Public and Media Affairs Department's mission is to increase citizen awareness, understanding, and participation in all areas of municipal governance from the 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 City's Government Access Cable Channel, the *Garland City Press* and other publications, the City website, news media relations, and other means. The Public and Media Affairs Department works closely with the Community Relations Department to support marketing efforts and special events.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) CGTV installation of new programming controller system that allows for more efficient operations.
- (B) Website redevelopment project completed acquisition phase, moving into implementation phase in conjunction with project Steering Committee.
- (C) Continue work on strategies and policies for use of web 2.0 technologies to enhance communications with citizens and other desired audiences.
- (D) Garland Youth Council hosted "Youth Town Hall Meeting" to gather input from Garland youth to share with Garland City Council.
- (E) Garland Youth Council worked with "Teens in the Driver Seat" teams from throughout the DFW Metroplex to host "TDS Fest" event in Carrollton.
- (F) Successfully bid to host the Texas Municipal League's "Texas Youth Summit" in Garland in 2012.
- (G) Successfully promoted Garland and its programs through news releases, media relations, various City communications tools, speaking to community groups, and other outreach efforts.
- (H) Continued media relations training to appropriate City staff and elected officials.
- (I) Continued to offer idea-sharing and professional development opportunities to community education and public information specialists in other City departments through the Public Information Group which meets regularly.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Complete and launch newly designed City website.
- (B) Develop and implement strategy and policies for use of web 2.0 technologies to enhance communications and marketing efforts.
- (C) Create and implement e-newsletter to complement the *Garland City Press* in order to provide updates to citizens between publications.
- (D) Garland Youth Council will host "Texas Youth Summit" in January 2012.
- (E) Continue to implement facility and equipment upgrades for CGTV.
- (F) Continue to find creative ways to produce or acquire quality programming for CGTV while working within current budget restrictions.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) <i>Garland City Press</i> Productions (in conjunction with Community Relations Department)	6	6	6
(2) Garland Youth Council Projects/Events (not including committee meetings)	20	20	20
(3) Positive News Coverage / Successful Placement of Event Notices (<i>The Garland News</i> ceased publication in late 2009)	332	350	350
(4) CGTV Locally-Produced Programs Including Regular City Council and Plan Commission Meetings (accomplished with 2 full-time employees)			
• Work Session Broadcasts	24	24	24
• City Council Meeting Broadcasts	24	24	24
• Plan Commission Meeting Broadcasts	21	16	23
• District Update Broadcasts (Changed format in 2011 from "Town Meeting" format to individual presentations)	5	9	9
• City Council Candidate Forum (cancelled in 2011 due to lack of participants)	1	0	1
• Election Results Broadcasts	1	1	1
• Council Promo Tappings (ceased production in March 2010)	12	0	0
• "Garland in Focus" Productions	1	1	2
• Crime Watch Tappings	2	3	4
• "Living in Garland" Tappings	3	3	3
• Topical Public Service Announcements / Informational Videos	14	12	10
• TV Billboards	71	85	80

General Fund

PUBLIC AND MEDIA AFFAIRS

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$257,350	\$262,853	\$262,853	\$256,168
Operations	27,542	25,968	25,968	25,565
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$284,892</u>	<u>\$288,821</u>	<u>\$288,821</u>	<u>\$281,733</u>

BY OPERATIONAL AREA:

Public and Media Affairs	\$284,892	\$288,821	\$288,821	\$281,733
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TOTAL EXPENDITURES	<u>\$284,892</u>	<u>\$288,821</u>	<u>\$288,821</u>	<u>\$281,733</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$7,088)
Percentage Change	-2%

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

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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Received Achievement of Excellence in Procurement award.
- (B) Expanded internet auctions to include disposition of real property.
- (C) Revised Grant purchasing procedures to satisfy audit requirements and improve processes.
- (D) Increased targeted outreach to HUB vendors through advertising and participation in events.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Increase HUB vendor visibility through enhancing Purchasing website.
- (B) Streamline procurement process for professional services.
- (C) Partner with Office of Environmental Quality to develop an Environmental Purchasing Policy.
- (D) Improve vendor management by implementing a Performance Improvement Program.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Total Purchase Order Count Issued by Purchasing	1,382	1,300	1,300
(2) Total Purchase Order Value Issued by Purchasing	\$100 Million	\$90 Million	\$90 Million
(3) Cost Savings between First and Second Lowest Responsible Bidders	\$6.4 Million	\$6 Million	\$6 Million
(4) Total P-Card Transactions	29,522	29,000	29,000
(5) Total P-Card Purchases	\$4.6 Million	\$4 Million	\$4 Million
(6) Revenue Generated through Investment Recovery Operations	\$965,000	\$900,000	\$900,000
(7) HUB Vendors Contacted through Bid Sync	5,446	5,000	5,000
(8) HUB Vendors Awarded and Paid	157	150	150
(9) HUB Vendor Expenditures	\$14.7 Million	\$14 Million	\$14 Million

General Fund

PURCHASING

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$592,283	\$601,023	\$601,023	\$514,230
Operations	40,244	43,420	43,420	40,460
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$632,527</u>	<u>\$644,443</u>	<u>\$644,443</u>	<u>\$554,690</u>

BY OPERATIONAL AREA:

Purchasing	\$632,527	\$644,443	\$644,443	\$554,690
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TOTAL EXPENDITURES	<u>\$632,527</u>	<u>\$644,443</u>	<u>\$644,443</u>	<u>\$554,690</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$89,753)
Percentage Change	-14%

STAFFING

Full-Time Positions	8	8	8	7
Part-Time Positions	1	1	1	1
TOTAL STAFFING	<u>9</u>	<u>9</u>	<u>9</u>	<u>8</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2011-12 Adopted Budget includes a transfer of a Buyer to the Warehouse Fund. The primary duties of this position involve purchases of Warehouse stock items. Savings of \$63,000 will be realized in the General Fund as a result of this move.

Recreation Performance Fund

RECREATION ACTIVITIES

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$127,631	\$131,310	\$131,310	\$131,571
Operations	631,407	684,278	835,662	655,018
Charge-Outs	0	0	0	0
Capital	16,301	62,000	93,647	0
Non-Departmental	44,084	114,460	114,460	114,265
TOTAL EXPENDITURES	<u>\$819,423</u>	<u>\$992,048</u>	<u>\$1,175,079</u>	<u>\$900,854</u>

BY OPERATIONAL AREA:

Activities	\$40,231	\$100,679	\$100,679	\$66,396
Senior Events	239,612	187,500	327,500	190,700
Classes	285,032	356,471	395,202	323,207
Garland Swim Program	103,678	105,781	105,781	111,781
Tennis	26,570	62,432	62,432	26,500
Reservations	80,216	64,725	69,025	68,005
Non-Departmental	44,084	114,460	114,460	114,265
TOTAL EXPENDITURES	<u>\$819,423</u>	<u>\$992,048</u>	<u>\$1,175,079</u>	<u>\$900,854</u>

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$91,194)
Percentage Change	-9%

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

Additional revenue of \$50,900 is approved in FY 2011-12, primarily consisting of increased fees for fitness and ID passes. Recreation center classroom rental and ball field and pavilion rentals are also proposed to increase. Four replacement laptop computers for \$6,000 are approved for the three City pools and Surf & Swim. A transfer of \$100,000 is approved from the Recreation Performance Fund to supplement the Parks, Recreation and Cultural Arts Department in the General Fund.

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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Secured replacement staff position to focus on safety and loss prevention.
- (B) Revised substance abuse testing program.
- (C) Implemented random pipeline drug-testing program.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Develop online accident reporting tool.
- (B) Identify Risk Management Information System to improve data collection and reporting for better targeting of loss prevention resources.
- (C) Revise Risk Management related directives and policies.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Number of Liability Claims Filed	277	270	270
(2) Number of Liability Claims Paid	114	110	110
(3) Number of Injury Leave Hours	16,965	19,950	18,000
(4) Average Annual Cost of Workers' Compensation per Employee	680	740	700

Self Insurance Fund

RISK MANAGEMENT

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$664,698	\$771,888	\$771,888	\$798,877
Operations	165,877	157,733	157,733	160,456
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	8,635	13,781	17,368	14,514
TOTAL EXPENDITURES	<u>\$839,210</u>	<u>\$943,402</u>	<u>\$946,989</u>	<u>\$973,847</u>

BY OPERATIONAL AREA:

Risk Management	\$830,575	\$929,621	\$929,621	\$959,333
Non-Departmental	8,635	13,781	17,368	14,514

TOTAL EXPENDITURES	<u>\$839,210</u>	<u>\$943,402</u>	<u>\$946,989</u>	<u>\$973,847</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$30,445
Percentage Change	3%

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

The FY 2011-12 Adopted Budget includes \$26,700 to contract out new hire physicals and drug testing. Also, it is approved to use in-house resources rather than to contract with an outside agency to conduct driver's license checks. This will result in savings of \$20,000 in the FY 2011-12 Adopted Budget.

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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Reorganized SafeLight Department under the Police Department.
- (B) Scofflaw Program has been implemented and should result in increased collection rates for fines.

2011 – 12 DEPARTMENT GOALS AND INITIATIVES

- (A) Evaluate program parameters and survey best practices.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Decrease in Crashes Caused by Red Light Runners at Monitored Approaches (Before vs. After)	60%	20%	20%*
(2) Decrease in Injuries at Intersections with Red Light Cameras	28%	7%	7%*

* Estimates in the absence of updated data.

SafeLight Fund

SAFELIGHT GARLAND

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$101,655	\$111,869	\$111,869	\$90,688
Operations	848,008	731,913	731,913	731,913
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	12,408	13,877	14,325	13,927
TOTAL EXPENDITURES	<u>\$962,071</u>	<u>\$857,659</u>	<u>\$858,107</u>	<u>\$836,528</u>

BY OPERATIONAL AREA:

SafeLight Garland Program	\$949,663	\$843,782	\$843,782	\$822,601
Non-Departmental	12,408	13,877	14,325	13,927

TOTAL EXPENDITURES	<u>\$962,071</u>	<u>\$857,659</u>	<u>\$858,107</u>	<u>\$836,528</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$21,131)
Percentage Change				-2%

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

Stimulus Grant Fund

STIMULUS GRANTS

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$127,309	\$263,253	\$139,919	\$70,008
Operations	703,717	243,197	785,741	229,377
Charge-Outs	0	0	0	0
Capital	217,169	1,455,000	1,602,867	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$1,048,195</u>	<u>\$1,961,450</u>	<u>\$2,528,527</u>	<u>\$299,385</u>

BY OPERATIONAL AREA:

Housing and Community Development	\$638,643	\$38,956	\$638,231	\$143,934
Public Safety	\$261,164	59,884	59,884	65,638
Natural Resources and Energy	\$148,388	1,862,610	1,830,412	89,813

TOTAL EXPENDITURES	<u>\$1,048,195</u>	<u>\$1,961,450</u>	<u>\$2,528,527</u>	<u>\$299,385</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$1,662,065)
Percentage Change	0%

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

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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Finished the 15th consecutive year under an EPA/TCEQ stormwater discharge permit with no violations, monetary penalties, or administrative orders.
- (B) Managed the stormwater management plan elements conducted by 8 municipal departments, reported the results in the annual TCEQ Stormwater Discharge Report, and converted the customary 6-inch hard copy of the report to a more efficient electronic version that is easier to distribute, utilize, and store.
- (C) Participated in regional stormwater programs with the NCTCOG and other member cities that utilized cost sharing and cooperative purchases to facilitate meeting Federal and State stormwater requirements in a more efficient and cost-effective manner.
- (D) Increased stormwater public education efforts at schools that resulted in 89 school presentations that reached more than 1,300 GISD students.
- (E) Promoted efficiency in the plan review process by completing Stormwater Pollution Prevention Plan (SWPPP) reviews within 3 business days of receipt by Stormwater Management.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Meet all EPA/TCEQ stormwater discharge requirements preventing the assessment of monetary or administrative penalties.
- (B) Participate in NCTCOG regional stormwater programs that are instrumental in meeting Federal and State stormwater requirements in the most efficient and cost-effective manner available.
- (C) Review and revise the Citywide Stormwater Management Plan.
- (D) Expand the internal employee training program that targets specific department activities affecting stormwater quality.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Stormwater Hotline Call Responses (60) within 1 Business Day	100%	100%	100%
(2) Stormwater Construction Plans Reviewed (85) within 3 Business Days	100%	100%	100%
(3) Construction Site Stormwater Inspections Conducted (8,232) as Required by Permit	100%	100%	100%
(4) 48 Stormwater Presentations Conducted at GISD Schools Annually as Required by Permit	185%	175%	175%
(5) 7 Miles of Storm Drain Channels Maintained Annually as Required by Permit	1,357%	350%	350%
(6) Floatables Removed from 35 Miles of Creeks/Channels Twice Annually as Required by Permit	100%	100%	100%

Stormwater Management Fund

STORMWATER MANAGEMENT

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$1,944,625	\$2,184,422	\$2,184,422	\$2,095,327
Operations	1,213,087	1,303,310	1,544,773	1,357,242
Charge-Outs	0	(60,646)	(60,646)	(60,835)
Capital	0	0	0	0
Non-Departmental	363,761	409,449	446,197	397,979
TOTAL EXPENDITURES	<u>\$3,521,473</u>	<u>\$3,836,535</u>	<u>\$4,114,746</u>	<u>\$3,789,713</u>

BY OPERATIONAL AREA:

Drainage Maintenance	\$1,448,310	\$1,276,366	\$1,276,366	\$1,284,718
Erosion Control	125,733	204,604	204,604	175,839
Local Flooding	181,159	431,700	671,285	418,913
Regional Monitoring	31,803	80,855	80,855	96,355
Industrial Facility Compliance	95,486	94,797	94,797	72,980
Illicit Discharge Reduction	179,629	202,990	204,868	203,176
Education/Information	146,409	165,315	165,315	158,640
Household Toxics Reduction	234,219	231,411	231,411	226,411
Stormwater Management Affairs	297	0	0	0
Administration	147,727	162,355	162,355	177,976
Floodplain Management	102,985	113,032	113,032	115,020
Customer Service	112,444	112,350	112,350	110,695
Litter Control	351,511	351,311	351,311	351,011
Non-Departmental	363,761	409,449	446,197	397,979
TOTAL EXPENDITURES	<u>\$3,521,473</u>	<u>\$3,836,535</u>	<u>\$4,114,746</u>	<u>\$3,789,713</u>

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$46,822)
Percentage Change	-1%

STAFFING

Full-Time Positions	25	25	25	25
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>25</u>	<u>25</u>	<u>25</u>	<u>25</u>

SIGNIFICANT CHANGES AND NOTES

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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Completed 4 alley reconstruction projects, 2 alley concrete repair projects, 9 asphalt rehabilitation projects, 2 street concrete repair projects, and 3 CDBG street reconstruction projects as part of the 3-year Infrastructure Construction Program.
- (B) Coordinated with the Water Department’s Water and Sewer Main Replacement Program and jointly completed 12 street reconstruction projects, 6 concrete street repair projects, and 1 CDBG project.
- (C) Installed 15 road humps on 10 streets and 2 road humps in 1 alley.
- (D) Constructed a roundabout at the intersection of Brand Road and Campbell Road.
- (E) Completed Hot-In-Place Asphalt Recycling of Pleasant Valley Road and Elm Grove Road, the route from Garland through Sachse to the Hinton Landfill.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue cross-training of a Field Supervisor and three Heavy Equipment Operators under the direction of the Equipment Maintenance Supervisor to enhance equipment maintenance skills.
- (B) Complete all FY 2011-12 CDBG Projects and close financial accounts in Fund 825 prior to the end of the fiscal year.
- (C) Develop and implement a Multi-Year Crack Seal program.
- (D) Merge/Integrate Stormwater Management Request System and the Street Department Request System, resulting in one single system to manage all incoming service requests.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
<u>Maintenance</u>			
(1) Requests for Service	1,794	1,700	1,700
(2) Percent of Paved Lane Miles Assessed in Satisfactory Condition	89%	90%	90%
<u>Alley/Street Paving</u>			
(1) Alley Repair - Concrete (square yards)	0	550	100
(2) Street Repair - Concrete (square yards)	2,900	8,775	6,700
(3) Alley Replacement - Concrete (miles)	1.12	1.25	1.75
(4) Street Replacement - Concrete (lane miles)	9.76	8.00	8.00
(5) Street Rehabilitation - Asphalt (lane miles)	0.66	13.40	8.00
<u>Community Development Block Grant Program</u>			
(1) Street Replacement (lane miles)	2.02	2.50	2.50

Infrastructure Repair & Replacement Fund

STREET

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$3,967,331	\$4,708,479	\$4,833,479	\$4,657,649
Operations	5,104,211	4,640,749	6,036,439	4,917,187
Charge-Outs	0	(534,271)	(534,271)	(407,689)
Capital	143,007	353,200	358,800	235,000
Non-Departmental	109,824	144,658	184,060	142,177
TOTAL EXPENDITURES	<u>\$9,324,373</u>	<u>\$9,312,815</u>	<u>\$10,878,507</u>	<u>\$9,544,324</u>

BY OPERATIONAL AREA:

Administration	\$660,807	\$668,996	\$694,720	\$611,277
Maintenance	1,045,553	1,096,411	1,546,735	1,090,428
Construction	7,508,189	7,402,750	8,452,992	7,700,442
Non-Departmental	109,824	144,658	184,060	142,177

TOTAL EXPENDITURES	<u>\$9,324,373</u>	<u>\$9,312,815</u>	<u>\$10,878,507</u>	<u>\$9,544,324</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$231,509
Percentage Change	2%

STAFFING

Full-Time Positions	72	72	72	71
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>72</u>	<u>72</u>	<u>72</u>	<u>71</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2011-12 Adopted Budget includes capital funding of \$235,000 to replace a soil compactor and pneumatic roller. One (1) Administrative Associate position was eliminated. A Dallas County cost-share portion is included in FY 2010-11 Revised for the Pleasant Valley Road resurfacing project, with an offset in revised revenue.

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!*

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Extended contract with food vendor on favorable terms.
- (B) Maintained or improved quality of meals.
- (C) Minimized program deficit.
- (D) Increased church participation and activity programs at meal sites.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Expand lunch service sites by 8%.
- (B) Solicit bids and negotiate vendor contract.
- (C) Recruit quality sites and maximize resource utilization for effective program delivery.
- (D) Increase breakfast meals by 5%.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Number of Meal Sites	27	24	26
(2) Meals Served to Children	61,557	60,495	65,334
(3) Snacks Served to Children	0	0	0
(4) Breakfasts Served	11,555	12,055	12,658

Summer Nutrition Fund

SUMMER NUTRITION PROGRAM

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$72,161	\$100,582	\$100,582	\$90,457
Operations	178,225	374,418	307,896	284,543
Charge-Outs	0	0	0	0
Capital	0	0	0	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$250,386</u>	<u>\$475,000</u>	<u>\$408,478</u>	<u>\$375,000</u>

BY OPERATIONAL AREA:

Summer Nutrition Program	\$250,386	\$475,000	\$408,478	\$375,000
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TOTAL EXPENDITURES	<u>\$250,386</u>	<u>\$475,000</u>	<u>\$408,478</u>	<u>\$375,000</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$100,000)
Percentage Change	-21%

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 overall mission of the Tax Department and Revenue Recovery Division is to provide excellent service to both our internal and external customers with the highest degree of reliability and timeliness.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Maintaining a 98% collection rate while providing effective and efficient service.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Enhancing collection efforts and increasing revenues.

KEY PERFORMANCE MEASURES

	2009-10 ACTUAL	2010-11 PROJECTED	2011-12 PROJECTED
(1) Tax Accounts	74,563	74,469	74,517
• Amount Billed	\$75,419,614	\$73,321,945	\$72,450,806
• Amount Collected	\$74,541,556	\$71,855,506	\$71,001,790
• Percent Collected	98.84%	98%	98%
(2) Delinquent Accounts:			
• Amount Billed	\$2,120,059	\$2,407,859	\$2,795,859
• Amount Collected	\$590,258	\$553,808	\$587,130
• Percent Collected	27.84%	23%	21%
(3) Exemptions Processed:			
• Homestead Parcels	46,109	45,608	46,101
• Over 65 Parcels	10,758	10,793	11,125
• Disabled Persons Parcels	1,382	1,365	1,400
• Disabled Veterans Parcels	908	892	904
• Totally Exempt Parcels	1,231	1,233	1,287

General Fund

TAX

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$267,459	\$270,481	\$270,481	\$264,879
Operations	489,903	526,384	526,384	517,389
Charge-Outs	0	0	0	0
Capital	0	0	0	0
TOTAL EXPENDITURES	<u>\$757,362</u>	<u>\$796,865</u>	<u>\$796,865</u>	<u>\$782,268</u>

BY OPERATIONAL AREA:

Tax	\$757,362	\$796,865	\$796,865	\$782,268
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TOTAL EXPENDITURES	<u>\$757,362</u>	<u>\$796,865</u>	<u>\$796,865</u>	<u>\$782,268</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$14,597)
Percentage Change				-2%

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 provides for the safe, convenient, and efficient flow of vehicular and pedestrian traffic within the city.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Installed three new traffic signals associated with new roadway construction.
- (B) Completed modernizations at four traffic signals. This includes construction of barrier-free ramps.
- (C) Completed installation of train monitoring system along the KCS railroad at Miller Road, Kingsley Road, Leon Road, and Shiloh Road.
- (D) Constructed new traffic roundabout at Brand Road and Campbell Road.
- (E) In cooperation with GISD, NTTA, and TxDOT, installed guide signs for Winters Park, Hawaiian Falls, and the Special Events Center.
- (F) Constructed new right-turn lanes on North Garland at President George Bush Turnpike and north/south on Shiloh at Buckingham.
- (G) Installed raised medians at multiple railroad crossings to enhance safety features for railroad quiet zone implementation.
- (H) Installed pedestrian-activated Rectangular Rapid Flashing Beacons (RRFB) at two school crossings adjacent to recreation facilities.
- (I) Expanded fiber network with the Duck Creek Fiber Project to bring nine additional traffic signals online.
- (J) Upgraded school flasher control system to a flex paging protocol.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Continue to provide safe school crossings for over 7,700 children on a daily basis.
- (B) Develop and implement traffic sign retro-reflectivity program in compliance with Federal requirements and to enhance nighttime visibility of traffic signs.
- (C) Continue Operational & Safety improvements at various locations, i.e., construct traffic roundabouts and new turning lanes, install roadside barriers, etc.
- (D) Enhance school zone safety with installation of pedestrian-activated Rectangular Rapid Flashing Beacons (RRFB) and overhead flashers for six-lane divided roadways.
- (E) Continue traffic signal modernizations at four to five intersections.

KEY PERFORMANCE MEASURES

	2009-10 ACTUAL	2010-11 PROJECTED	2011-12 PROJECTED
(1) Emergency Response Time (minutes)	24	25	25
(2) Traffic Signal Emergency Maintenance (hours)	467	500	500
(3) Traffic Signs Installed/Repaired/Replaced	2,415	2,500	2,500
(4) Pavement Markings Installed/Maintained (miles)	46	98	80
(5) Crosswalks/Stop Bars Installed/Maintained (each)	545	650	625

General Fund

TRANSPORTATION

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$1,831,967	\$1,958,262	\$1,958,262	\$1,804,545
Operations	321,705	292,587	297,337	300,070
Charge-Outs	0	(25,000)	(15,000)	(15,000)
Capital	0	0	0	85,000
TOTAL EXPENDITURES	<u>\$2,153,672</u>	<u>\$2,225,849</u>	<u>\$2,240,599</u>	<u>\$2,174,615</u>

BY OPERATIONAL AREA:

Office Operations	\$732,481	\$768,587	\$778,587	\$682,203
Traffic Signals	469,228	429,136	429,136	526,533
Traffic Signs & Markings	467,285	535,413	540,163	481,952
School Crossing Guards	484,678	492,713	492,713	483,927

TOTAL EXPENDITURES	<u>\$2,153,672</u>	<u>\$2,225,849</u>	<u>\$2,240,599</u>	<u>\$2,174,615</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget				(\$51,234)
Percentage Change				-2%

STAFFING (Excludes 2 Banked Position)

Full-Time Positions	20	20	20	18
Part-Time Positions	7	6	6	6
TOTAL STAFFING	<u>27</u>	<u>26</u>	<u>26</u>	<u>24</u>

SIGNIFICANT CHANGES AND NOTES

Approved in the FY 2011-12 Budget is the banking of two (2) vacant positions: an Administrative Assistant and a Senior Transportation Planner. Funding for a replacement aerial bucket truck of \$85,000 is also proposed.

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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Worked with user departments to identify and reduce obsolete inventory.
- (B) Worked with GP&L to implement formal Standards Approval Process.
- (C) Worked with Code Compliance to consolidate mail and reduce postage.
- (D) Maintained Best in Class order fill rate for GP&L.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Work with City Secretary to assist in long-term records storage and management.
- (B) Work with Office of Environmental Quality to support "green" initiatives.
- (C) Work with GP&L to address Department of Energy transformer efficiency standards.
- (D) Consider consignment inventory for select items.

KEY PERFORMANCE MEASURES

	2009-10 ACTUAL	2010-11 PROJECTED	2011-12 PROJECTED
(1) Total Line Items Issued	19,764	19,000	19,000
(2) Total Value of Issues	\$5.2 Million	\$5.0 Million	\$ 5.0 Million
(3) Total Line Items Ordered	2,645	2,500	2,500
(4) Total Value of Orders	\$6.4 Million	\$5.5 Million	\$5.5 Million
(5) Average Inventory Value	\$5.2 Million	\$5.0 Million	\$5.0 Million
(6) Inventory Turnover Ratio	1.1	1.0	1.0
(7) Order Fill Rate	99%	99%	99%

Warehouse Fund

WAREHOUSE

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$625,889	\$651,083	\$651,083	\$609,195
Operations	89,487	113,358	128,247	95,613
Charge-Outs	0	0	0	0
Capital	0	45,000	45,000	66,935
Non-Departmental	288,414	243,194	248,126	212,051
TOTAL EXPENDITURES	<u>\$1,003,790</u>	<u>\$1,052,635</u>	<u>\$1,072,456</u>	<u>\$983,794</u>

BY OPERATIONAL AREA:

Warehouse Operations	\$585,540	\$662,582	\$667,972	\$627,299
Print Operations	69,713	78,668	88,167	77,104
Day Labor Center	60,123	68,191	68,191	67,340
Non-Departmental	288,414	243,194	248,126	212,051

TOTAL EXPENDITURES	<u>\$1,003,790</u>	<u>\$1,052,635</u>	<u>\$1,072,456</u>	<u>\$983,794</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	(\$68,841)
Percentage Change	-7%

STAFFING

Full-Time Positions	11	11	11	11
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2011-12 Adopted Budget includes the elimination of the vacant Warehouse Services Manager's position, the transfer of a Buyer's position from Purchasing to Warehouse, and the upgrade of a Senior Inventory Assistant position to Warehouse Supervisor to function as an on-site supervisor. The net effect of these personnel changes will be a reduction of approximately \$11,100. Additionally, funding for two smaller replacement fork lifts totaling \$66,900 is approved.

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 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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Completed I.H. 635/Eastgate to La Prada sewer main rerouting.
- (B) Completed Yale Drive sewer main rerouting.
- (C) Completed the ROWL-I interceptor from North Shiloh to North Garland Road.
- (D) Installed gravity sewer main to abandon Allen Acres and Anchor Point Lift Stations to save operating and maintenance costs.
- (E) Relined 4.3 miles of existing pipes from 6" up to 12", utilizing the Cured-In-Place Pipe trenchless technology.
- (F) Continued Fats, Oils, and Grease (FOG) campaign through the citywide distribution of grease collection bags (used to safely dispose of grease) to Garland citizens.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Begin a systematic chemical treatment program to remove roots in sewer mains and laterals.
- (B) Identify locations to add new manholes and rehabilitate existing manholes.
- (C) Complete JUP/SHI-VI from Regency Crest along Wood to Lonnecker.
- (D) Install gravity sewer main to abandon Club Creek Lift Station.
- (E) Replace Nickens and La Prada siphons that flow under Duck Creek into the 48" interceptor.
- (F) Continue to supplement in-house sewer main cleaning and CCTV inspection effort with the use of outside contractors in specific areas where overflows and sewer stoppages occur with greatest frequencies.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Sanitary Sewer Overflows	67	60	54
(2) Collection Main Stoppages	344	320	310
(3) Lateral Stoppages	656	625	610
(4) Sewer Taps Replaced/Repaired	44	60	65
(5) Collection Mains Cleaned	119 miles	130 miles	150 miles

Wastewater Utility Fund

WASTEWATER COLLECTION

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
BY CATEGORY:				
Personnel	\$2,241,009	\$2,427,538	\$2,427,538	\$2,373,656
Operations	1,107,380	1,416,579	1,207,628	2,104,984
Charge-Outs	0	(27,030)	(27,030)	(27,106)
Capital	51,136	28,450	103,011	0
Non-Departmental	0	0	0	0
TOTAL EXPENDITURES	<u>\$3,399,525</u>	<u>\$3,845,537</u>	<u>\$3,711,147</u>	<u>\$4,451,534</u>

BY OPERATIONAL AREA:

Wastewater Collection	\$ 3,399,525	\$ 3,845,537	\$ 3,711,147	\$ 4,451,534
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TOTAL EXPENDITURES	<u>\$3,399,525</u>	<u>\$3,845,537</u>	<u>\$3,711,147</u>	<u>\$4,451,534</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$605,997
Percentage Change	16%

STAFFING

Full-Time Positions	38	38	38	38
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>38</u>	<u>38</u>	<u>38</u>	<u>38</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2011-12 Adopted Budget includes \$50,000 to continue an Asset Management Program, \$35,000 to replace a fluid conservation systems correlator, \$17,500 for increased lift station maintenance supply costs, \$12,500 to replace a mini-cam television system, and \$400,000 for sewer and inflow concrete repair.

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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Implemented Biosolids recommendations from CDM Engineers; completed Phase I digester evaluation.
- (B) Completed electrical improvements at the Rowlett Creek Plant.
- (C) Completed Streamlining Initiative as set forth by the Environmental Protection Agency (EPA) for the Pretreatment Program.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Complete architectural design for the new laboratory building located at the Rowlett Creek Wastewater facility.
- (B) Complete the digester rehabilitation at the Rowlett Creek Plant.
- (C) Implement improvements at the Rowlett Creek Plant to reduce fugitive odors.
- (D) Receive National Association of Clean Water Agencies (NACWA) Gold Awards at both Rowlett and Duck Creek Treatment Plants, achieving 100% compliance in permit requirements for the entire year.
- (E) Initiate the Technically-Based Local Limit Study (TBLLS) for the Duck Creek and Rowlett Creek Plants.
- (F) Begin Pollution Prevention Program for industrial users as part of the Pretreatment Program.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) Treatment - Productivity (1,000 gallons/employee)	206,319	236,072	238,959
(2) Treatment - Efficiency (cost/1,000 gallons treated)	\$0.78	\$0.71	\$0.68
(3) Treatment - Wastewater Sludge Processed (tons)	41,224	39,423	40,323
(4) Technical Services - Productivity (quality control analyses / Chemist)	10,111	10,505	9,696
(5) Technical Services - Efficiency (cost/analysis)	\$15.81	\$14.41	\$15.06
(6) Pretreatment - Productivity (samples collected / employee)	1,919	1,853	1,613
(7) Pretreatment - Efficiency (cost/sample)	\$85.26	\$81.22	\$106.32
(8) Pretreatment - Notices of Violations Issued	53	50	56

Wastewater Utility Fund

WASTEWATER TREATMENT

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
BY CATEGORY:				
Personnel	\$4,284,593	\$4,726,796	\$4,726,796	\$4,549,466
Operations	6,440,019	7,038,847	7,259,643	6,820,723
Charge-Outs	0	0	0	0
Capital	18,058	0	99,459	0
* Non-Departmental	24,459,201	25,145,345	25,216,111	25,642,032
TOTAL EXPENDITURES	<u>\$35,201,871</u>	<u>\$36,910,988</u>	<u>\$37,302,009</u>	<u>\$37,012,221</u>

BY OPERATIONAL AREA:				
Wastewater Treatment Administration	\$ 880,211	\$ 1,031,885	\$ 1,141,908	\$ 1,145,043
Rowlett Creek Wastewater Treatment	2,823,288	3,400,921	3,409,189	2,910,752
Duck Creek Wastewater Treatment	3,896,626	4,298,258	4,386,983	4,294,893
Wastewater Biosolids	2,159,853	2,030,257	2,042,617	2,006,390
Technical Services	982,690	1,004,322	1,105,201	1,013,111
* Non-Departmental	24,459,201	25,145,345	25,216,111	25,642,032
TOTAL EXPENDITURES	<u>\$35,201,871</u>	<u>\$36,910,988</u>	<u>\$37,302,009</u>	<u>\$37,012,221</u>

CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$101,233
Percentage Change	0%

STAFFING				
Full-Time Positions	61	61	61	61
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>61</u>	<u>61</u>	<u>61</u>	<u>61</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2011-12 Adopted Budget includes \$52,842 for increased chemical costs, \$20,798 for increased industrial sampling and in-house lab equipment service contracts, and \$100,000 to be transferred to the Capital Improvement Program for future capital projects. Also, a Utility Financial & Regulatory Affairs Manager is approved to be eliminated and replaced by a Senior Financial Analyst transferred in from the General Fund. This results in savings of approximately \$31,700 in the FY 2011-12 Adopted Budget.

* The Non-Departmental expenditures are for the Wastewater Utility Fund which also includes Wastewater Collection.

DEPARTMENT MISSION

The mission of the Office of Environmental Quality is to: (1) provide coordination and oversight over current Citywide department environmental efforts; (2) develop and coordinate a broad range of campaigns and programs that address sustainability opportunities and issues in our community while protecting global common goods; (3) increase public awareness through comprehensive environmental protection, conservation efforts, and environmental resource management; (4) work to obtain Federal/State grant assistance to support the City's ongoing programs; (5) promote benefits of programs on the City's website and through public information updates; and (6) identify strategies that achieve the dual purpose of protecting the environment and reducing cost.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Coordinated the completion of energy audits in 35 City facilities covering 500,000+ square feet.
- (B) Coordinated the completion of the City's first greenhouse gas inventory.
- (C) Coordinated the completion of the City's first internal sustainability plan.
- (D) Partnered in an emissions reduction grant with the City of Irving for 3 SCR devices for large fleet vehicles.
- (E) Grant written and funded for the acquisition of 4 PHEV hybrid vehicles (GM Volts) and recharging infrastructure from NCTCOG.
- (F) Successfully coordinated the grant-funded acquisition and installation of the City's first electric vehicle recharging infrastructure in uptown and midtown Garland.
- (G) Successfully coordinated the submission of an EPA (DERA) grant toward receiving over \$300,000 in grant funding for fleet vehicles.
- (H) Successfully submitted private foundation (Meadows) grant funding for \$15,000.
- (I) Successfully coordinated the submission of a \$50,000 SECO grant for energy and water conservation demonstrations.
- (J) Successfully coordinated activities on four City committees covering energy, greenhouse gas, sustainability planning, and green teaming; and participated on three additional committees covering fleets, public information, and annual Healthy Living Expo planning.
- (K) Participated in the development of the first written Citywide Alternative Fuels/Vehicles Plan.
- (L) Successfully coordinated the submission of a \$100,000 Education grant furthering energy, water conservation, and recycling education.
- (M) Successfully submitted a Texas Railroad Commission alternative fuels (propane) grant for conversion of City fleet vehicles to propane gas and implementation of propane infrastructure for refueling.
- (N) Successfully submitted a \$75,000 APPA DEED grant for renewal energy innovation in the city.
- (O) Successfully coordinated discussions between Firewheel Town Center and the City for development of a Dog Park at the Town Center site.
- (P) Successfully coordinated discussions between Firewheel Town Center and the City's Health Department regarding developing the mechanics for animal adoptions at the Center.

2011-12 DEPARTMENT GOALS AND INITIATIVES

- (A) Relocate OEQ functions to office space in the community.
- (B) Locate funding for a major Texas university to perform porcelain/clay research.
- (C) Facilitate the designation of acreage near the Hinton Regional Landfill as a Clean Energy Park and assist as needed in locating waste-to-energy based tenants and research facilities.
- (D) Develop robust reporting systems to adequately communicate Citywide sustainability/green activities reporting.
- (E) Develop a Citywide internet location for the collection of departmental activities, news, education, and outreach.
- (F) Continue to submit grant funding opportunities when feasible and economically practical.
- (G) Develop a mechanism for sustaining the Office of Environmental Quality (OEQ) beyond utility funding sources.
- (H) Present suggestion toward expanding the role of the OEQ and broaden its service delivery Citywide.

KEY PERFORMANCE MEASURES

	<u>2009-10 ACTUAL</u>	<u>2010-11 PROJECTED</u>	<u>2011-12 PROJECTED</u>
(1) GHG Inventory Developed	0	0	1
(2) Sustainability Plan Developed	0	0	1
(3) Number of Grant Participation Involvements	2	6	6
(4) Number of Committee Meetings Attended	12	22	24
(5) Number of State/Federal Reports Developed/Submitted	4	6	6
(6) Number of NCTCOG Meetings Attended	8	12	12
(7) Number of Community Outreach Events	2	4	6

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.

2010-11 DEPARTMENT ACCOMPLISHMENTS

- (A) Completed construction of storage/maintenance building at the Jack L. May Field Operations complex.
- (B) Continued annual testing of water meters to ensure continuous billing accuracy. (354 top usage meters tested.)
- (C) Relocated water services from the alley to the street on 2nd and 3rd Streets and Avenue F and Avenue G.
- (D) Increased the number of backflow device inspections to enhance the safety of the water system.
- (E) Began construction for Northside Pump Station improvements.
- (F) Coordinated the “Healthy Living Expo,” the fourth annual environmental/conservation event. Continued the low-flow showerhead and toilet and flapper replacement programs. Increased community outreach and education to promote conservation awareness.

2011-12 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) Update 3-Year Plan for water main replacements.
- (E) Complete Northside Pump Station improvements. Begin Phase 1 of West Pressure Plane Improvement project with the renovation/upgrade of Lavon and Wallace Pump Stations.
- (F) Continue improvement and integration of work management and vehicle tracking systems, including focus on SCADA training as well as ongoing evaluation and improvement of customer communication.

KEY PERFORMANCE MEASURES

	2009-10 ACTUAL	2010-11 PROJECTED	2011-12 PROJECTED
(1) Gallons of Water Purchased (x 1,000)	12,301,000	13,000,000	12,500,000
(2) Per Capita Consumption - Gallons per Capita per Day (GPCPD)	148	147	146
(3) Percent of Unaccounted-for Water	14%	12%	10%
(4) Average Time for Leak and Break Repairs (hours water off)	2.76	2.5	2.25
(5) Percent of Complaints Addressed Within 24 Hrs.	93%	94%	95%
(6) Percent of Water Samples Tested Positive for Indicator Organisms	0.2%	0.15%	0.1%
(7) Percent of Radio Read Water Meters Installed in System	70%	80%	90%
(8) Number of Backflow Devices Identified/Tracked	5,034	6,191	6,500

Water Utility Fund

WATER

DEPARTMENT EXPENDITURES	2009-10 ACTUAL	2010-11 APPROVED	2010-11 REVISED	2011-12 APPROVED
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BY CATEGORY:

Personnel	\$4,182,648	\$4,544,471	\$4,444,233	\$4,445,880
Operations	19,125,934	23,514,905	22,786,106	24,511,713
Charge-Outs	0	(490,524)	(436,852)	(350,664)
Capital	0	17,500	25,651	0
Non-Departmental	15,827,033	16,876,665	16,956,027	17,836,803
TOTAL EXPENDITURES	<u>\$39,135,615</u>	<u>\$44,463,017</u>	<u>\$43,775,165</u>	<u>\$46,443,732</u>

BY OPERATIONAL AREA:

Administration	\$ 1,107,794	\$ 1,091,994	\$ 1,063,454	\$ 1,190,901
Production Services	19,423,493	23,701,391	22,967,651	24,121,617
Water Distribution & Transmission	2,777,295	2,792,967	2,788,033	3,294,411
Non-Departmental	15,827,033	16,876,665	16,956,027	17,836,803

TOTAL EXPENDITURES	<u>\$39,135,615</u>	<u>\$44,463,017</u>	<u>\$43,775,165</u>	<u>\$46,443,732</u>
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CHANGE FROM PRIOR YEAR:

Change from Prior Year Approved Budget	\$1,980,715
Percentage Change	4%

STAFFING

Full-Time Positions	62	62	62	62
Part-Time Positions	0	0	0	0
TOTAL STAFFING	<u>62</u>	<u>62</u>	<u>62</u>	<u>62</u>

SIGNIFICANT CHANGES AND NOTES

The FY 2011-12 Adopted Budget includes \$50,000 to continue an Asset Management Program and \$350,000 for concrete repair. Also, wholesale water costs are expected to increase by approximately \$1.5 million due to rate increases from the North Texas Municipal Water District (NTMWD).

Personnel

**PERSONNEL CHANGES
2011-12 APPROVED**

Full-Time Positions Added/Banked/Eliminated

GENERAL FUND - ADDED

<u>Fire</u>		-----	6
	6	Firefighter (Grant-Funded)	

TOTAL GENERAL FUND - ADDED 6

GENERAL FUND - BANKED

<u>Engineering</u>		-----	(2)
	(1)	Engineering Services Administrator	
	(1)	Public Works Inspector I	

<u>Transportation</u>		-----	(2)
	(1)	Senior Transportation Planner	
	(1)	Administrative Assistant	

TOTAL GENERAL FUND - BANKED (4)

NET CHANGE TO GENERAL FUND 2

OTHER FUNDS - ADDED

HOTEL/MOTEL TAX FUND		-----	1
<u>Convention & Visitors Bureau</u>	1	Sales Specialist	

TOTAL OTHER FUNDS - ADDED 1

PERSONNEL CHANGES 2011-12 APPROVED

Full-Time Positions Added/Banked/Eliminated

OTHER FUNDS - BANKED

CUSTOMER SERVICE FUND ----- (2)

Customer Service (2) Meter Reader

ENVIRONMENTAL WASTE SERVICES FUND ----- (3)

EWS - Delivery (1) Regulatory Compliance Manager
(1) Customer Service Representative
(1) Equipment Operator I

TOTAL OTHER FUNDS - BANKED (5)

OTHER FUNDS - ELIMINATED

FLEET SERVICES FUND ----- (1)

Fleet Services (1) Mechanic

INFRASTRUCTURE REPAIR & REPLCMT. FUND ----- (1)

Street (1) Administrative Associate

LIBRARY GRANT FUND ----- (2)

NETLS (1) NETLS Coordinator
(1) NETLS Librarian

WAREHOUSE FUND ----- (1)

Warehouse (1) Warehouse Services Manager

WASTEWATER UTILITY FUND ----- (1)

Wastewater Treatment (1) Utility Financial & Regulatory Affairs Mgr.

TOTAL OTHER FUNDS - ELIMINATED (6)

NET CHANGE TO OTHER FUNDS (10)

NET CHANGE TO FULL-TIME POSITIONS (8)

**PERSONNEL CHANGES
2011-12 APPROVED**

Full-Time Positions Transferred

GENERAL FUND				
	<u>Financial Services</u>		-----	(1)
		(1) Senior Financial Analyst		
		(Transfer to Wastewater Utility Fund)		
	<u>Purchasing</u>		-----	(1)
		(1) Buyer		
		(Transfer to Warehouse Fund)		
			TOTAL CHANGE TO GENERAL FUND	(2)
OTHER FUNDS				
WAREHOUSE FUND			-----	1
	<u>Warehouse</u>	1 Buyer		
		(Transfer from General Fund)		
WASTEWATER UTILITY FUND			-----	1
	<u>Wastewater Treatment</u>	1 Senior Financial Analyst		
		(Transfer from General Fund)		
			TOTAL CHANGE TO OTHER FUNDS	2
			NET CHANGE TO FULL-TIME POSITIONS TRANSFERRED	0

MID-YEAR PERSONNEL CHANGES 2010-11

Full-Time Positions

GENERAL FUND

<u>Budget & Research</u>	-----	(1)
(1) Senior Managing Director (Transfer to City Admin. as Asst. City Mgr.)		
<u>City Administration</u>	-----	1
1 Assistant City Manager (Transfer from Budget & Research)		
<u>EWS - Disposal</u>	-----	(2)
(1) Employment Services Coordinator (Transfer to EWS - Delivery)		
(1) Customer Service Representative (Transfer to EWS - Delivery)		
<u>Health</u>	-----	1
1 Animal Services Officer (Added)		
<u>Library</u>	-----	1
1 Cataloging Librarian (Replaced two Part-Time Librarians)		
NET MID-YEAR CHANGE TO GENERAL FUND		0

MID-YEAR PERSONNEL CHANGES 2010-11

Full-Time Positions

OTHER FUNDS

ENVIRONMENTAL WASTE SERVICES FUND	-----	2	
<u>EWS - Delivery</u>	1	Employment Services Coordinator (Transfer from EWS - Disposal)	
	1	Customer Service Representative (Transfer from EWS - Disposal)	
INFORMATION TECHNOLOGY FUND	-----	0	
<u>Information Technology</u>	1	Business Process Technician I (Transfer from Communications)	
<u>Communications</u>	(1)	IT Communications Installation Technician (Transfer to Information Technology)	
GROUP HEALTH INSURANCE FUND	-----	3	
<u>Group Health Clinic</u>	1	Clinic Health Advisor (Added)	
	1	Office Manager (Added)	
	1	Administrative Associate (Added)	
		NET MID-YEAR CHANGE TO OTHER FUNDS	5
		NET MID-YEAR CHANGE TO FULL-TIME POSITIONS	5

**MID-YEAR PERSONNEL CHANGES
2010-11**

Part-Time Positions

GENERAL FUND

Library ----- (2)

(2) Librarian

(Replaced by Full-Time Cataloging Librarian)

TOTAL MID-YEAR CHANGE TO GENERAL FUND (2)

TOTAL MID-YEAR CHANGE TO PART-TIME POSITIONS (2)

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

	2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
GENERAL FUND - 100					
Budget & Research - 1130					
Senior Managing Director	1	1	0		0
Budget Administrator	1	1	1		1
Senior Budget Analyst	4	4	4		4
Senior Administrative Assistant	1	1	1		1
Full-Time	7	7	6	0	6
Part-Time	0	0	0	0	0
Total	7	7	6	0	6
Building Inspection - 1550					
Building Official	1	1	1		1
Building Inspection Administrator	1	1	0		0
Building Code Field Manager	1	1	1		1
Chief Inspector	1	1	1		1
Chief Zoning Inspector	1	1	1		1
Senior Plans Examiner	1	1	1		1
Plans Examiner	2	2	2		2
Building Inspector II	2	2	3		3
Building Inspector I	3	3	3		3
Zoning Inspector	2	2	2		2
Office Support Supervisor	1	1	1		1
Permit Assistant	3	3	3		3
Full-Time	19	19	19	0	19
Part-Time	0	0	0	0	0
Total	19	19	19	0	19
City Administration - 1010					
City Manager	1	1	1		1
Deputy City Manager	1	1	1		1
Assistant City Manager	0	0	1		1
Office of Administration Supervisor	1	1	1		1
Office of Administration Assistant	1	1	1		1
Administrative Assistant	1	1	1		1
Full-Time	5	5	6	0	6
Part-Time	0	0	0	0	0
Total	5	5	6	0	6
City Attorney - 1020					
City Attorney	1	1	1		1
Deputy City Attorney	2	2	2		2
Senior Assistant City Attorney	1	1	2		2
Assistant City Attorney	4	4	3		3
Management Assistant	2	2	2		2
Lieutenant Deputy Marshal	1	1	1		1
Deputy Marshal	3	3	3		3
Administrative Assistant	0	0	1		1
Administrative Associate	1	1	0		0
Deputy Marshal (P/T)	2	2	2		2
Full-Time	15	15	15	0	15
Part-Time	2	2	2	0	2
Total	17	17	17	0	17
City Council - 1000					
Assistant to the Mayor	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
Deputy City Secretary	0	0	1		1
Management Assistant	1	1	0		0
Records Technician	1	1	1		1
Full-Time	3	3	3	0	3
Part-Time	0	0	0	0	0
Total	3	3	3	0	3

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

	2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
Code Compliance - 1800					
Code Compliance Director	1	1	1		1
Neighborhood Standards Manager	1	1	1		1
Housing Standards Manager	1	1	1		1
Public Education Specialist	0	0	0		0
Senior Code Inspector	2	2	2		2
Code Inspector	19	19	19		19
Office Support Supervisor	1	1	1		1
Senior Customer Service Representative	1	1	1		1
Customer Service Representative	3	3	3		3
Full-Time	29	29	29	0	29
Part-Time	0	0	0	0	0
Total	29	29	29	0	29
Community Relations - 1170					
Community Relations Manager	1	1	1		1
Marketing Assistant	1	1	1		1
Full-Time	2	2	2	0	2
Part-Time	0	0	0	0	0
Total	2	2	2	0	2
Engineering - 1400					
Engineering Director	1	1	1		1
Engineering Services Administrator	3	3	3	(1)	2
Senior Engineer	1	1	1		1
City Surveyor	1	1	1		1
Engineer	1	1	1		1
Development Drainage Engineer	1	1	1		1
Engineering Field Operations Coordinator	1	1	1		1
Construction Inspection Supervisor	1	1	1		1
Technical Engineering Supervisor	1	1	1		1
Graduate Engineer	1	1	1		1
Operations Financial Coordinator	1	1	1		1
Survey Party Chief	1	1	1		1
Public Works Inspector II	2	2	3		3
Right-of-Way Specialist	1	1	1		1
Engineering Technician	1	1	1		1
Public Works Inspector I	3	2	1	(1)	0
Senior Administrative Assistant	1	1	1		1
Administrative Assistant	1	1	1		1
Survey Assistant	1	1	1		1
Full-Time	24	23	23	(2)	21
Part-Time	0	0	0	0	0
Total	24	23	23	(2)	21
EWS - Disposal (Landfill/Transfer Station) - 1600					
EWS Disposal Operations Administrator	1	1	1		1
Disposal Operations Manager	1	1	1		1
Regulatory Compliance Specialist	1	1	1		1
Operations Financial Coordinator	1	1	1		1
Field Supervisor	1	1	1		1
Heavy Equipment Crew Leader	1	1	1		1
Employment Services Coordinator	1	1	0		0
Office Support Supervisor	1	1	1		1
Senior Administrative Assistant	1	1	1		1
Heavy Equipment Operator II	10	10	10		10
Field Operations Leader	1	1	1		1
Administrative Assistant	0	0	0		0
Equipment Operator II	7	7	7		7
Equipment Operator I	0	0	0		0
Customer Service Representative	1	1	0		0
Accounting Associate	2	2	2		2
Customer Payment Associate	1	1	1		1
Full-Time	31	31	29	0	29
Part-Time	0	0	0	0	0
Total	31	31	29	0	29

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

		2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
Financial Services - 1120						
	Managing Director	1	1	1		1
	Investment & Debt Administrator	1	1	1		1
	Accounting Administrator	1	1	1		1
	Senior Financial Analyst	1	1	1	(1)	0
	Accounting Supervisor	3	3	3		3
	Senior Business Process Analyst	1	1	1		1
	Financial Analyst	1	1	1	1	2
	Business Process Analyst	1	1	1		1
	Senior Financial Accounting Technician	2	2	2		2
	Payroll Technician	1	1	1		1
	Accounting Technician	2	2	2		2
	Administrative Assistant	1	1	1	(1)	0
	Full-Time	16	16	16	(1)	15
	Part-Time	0	0	0	0	0
	Total	16	16	16	(1)	15
Fire - 1300						
Sworn	Managing Director	1	1	1		1
	Assistant Chief	3	3	3		3
	Battalion Chief	7	7	7		7
	Captain	38	38	38		38
	Lieutenant	14	14	14		14
	Driver	44	44	44		44
	Driver-Paramedic	27	27	27		27
	Firefighter	92	92	92	6	98
	Firefighter-Paramedic	23	23	23		23
	EMS Manager	1	1	1		1
	EMS Program Manager	1	1	1		1
	Senior Accounting Technician	1	1	1		1
	Senior Administrative Assistant	1	1	1		1
	Inventory Assistant	1	1	1		1
	Administrative Associate	2	2	2		2
	Full-Time (Sworn)	249	249	249	6	255
	Full-Time (Non-Sworn)	7	7	7	0	7
	Part-Time	0	0	0	0	0
	Total	256	256	256	6	262
Health - 1900						
	Managing Director	1	1	1		1
	Veterinarian	1	1	1		1
	Environmental Health Administrator	1	1	1		1
	Environmental Health Manager	1	1	1		1
	Animal Services Manager	1	1	1		1
	Environmental Health Specialist	7	7	7		7
	Office Support Supervisor	1	1	1		1
	Senior Animal Services Officer	7	7	5		5
	Animal Services Officer	9	9	12		12
	Administrative Assistant	1	1	1		1
	Administrative Associate	1	1	1		1
	Full-Time	31	31	32	0	32
	Part-Time	0	0	0	0	0
	Total	31	31	32	0	32
Human Resources - 1110						
	Senior Managing Director	1	1	1		1
	Compensation Manager	1	1	1		1
	Employee Relations Manager	1	1	1		1
	Workforce & Administrative Services Manager	1	1	1		1
	Senior Business Process Analyst	0	0	1		1
	HR Administrative Services Supervisor	1	1	1		1
	Human Resource Analyst	1	1	1		1
	Human Resource Generalist	1	1	0		0
	HR Support Specialist	1	1	1		1

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

	2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
Human Resources (Continued)					
HR Representative	2	2	2		2
Administrative Assistant	1	1	1		1
Full-Time	11	11	11	0	11
Part-Time	0	0	0	0	0
Total	11	11	11	0	11
Internal Audit - 1040					
Internal Auditor	1	1	1		1
IT Audit Analyst	1	1	1		1
Senior Audit Analyst	1	1	1		1
Audit Analyst	2	2	2		2
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	5		5
Children's Librarian	6	6	6		6
Cataloging Librarian	0	0	1		1
Librarian	5	5	5		5
Librarian (P/T)	6	6	4		4
Management Assistant	1	1	1		1
Library Assistant (P/T)	3	3	3		3
Office Support Supervisor	1	1	1		1
Accounts Payable Technician	1	1	1		1
Inventory Assistant	2	2	2		2
Customer Service Assistant	5	5	5		5
Administrative Associate	1	1	1		1
Customer Service Associate	8	8	8		8
Customer Service Associate (P/T)	1	1	1		1
Operations Aide	1	1	1		1
Library Page (P/T)	28	28	28		28
Full-Time	48	48	49	0	49
Part-Time	38	38	36	0	36
Total	86	86	85	0	85
Municipal Court - 1160					
Municipal Judge	2	2	2		2
Municipal Court Administrator	1	1	1		1
Municipal Court Program Coordinator	1	1	1		1
Court Services Supervisor	1	1	1		1
Senior Court Services Assistant	4	4	4		4
Court Services Assistant	16	14	13		13
Court Compliance Representative	2	2	3		3
Administrative Assistant	2	2	2		2
Full-Time	29	27	27	0	27
Part-Time	0	0	0	0	0
Total	29	27	27	0	27
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

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

	2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
Parks, Recreation & Cultural Arts - 2000					
Managing Director	1	1	1		1
Recreation Administrator	1	1	1		1
Parks Administrator	1	1	1		1
Cultural Facilities Administrator	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 Coordinator	2	3	3		3
Athletics Program Coordinator	1	1	1		1
Recreation Center Supervisor	2	3	3		3
Senior Center Supervisor	1	1	1		1
Field Supervisor	6	6	6		6
Cultural Facilities Supervisor	1	1	1		1
Senior Event Representative	2	2	2		2
Senior Accounting Technician	1	1	1		1
Senior Recreation Services Specialist	1	1	1		1
Office Support Supervisor	1	1	1		1
Recreation Services Specialist	4	5	5		5
Senior Services Specialist	4	4	4		4
Event Representative	1	1	1		1
Maintenance Crew Leader	6	6	6		6
Irrigation Crew Leader	2	2	2		2
Administrative Assistant	3	3	3		3
Pool Technician	2	2	2		2
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	3	3	3		3
Irrigation Technician	2	2	2		2
Customer Service Associate	2	3	3		3
Parkkeeper I	6	6	6		6
Maintenance Worker	2	2	2		2
Bus Operator	4	4	4		4
Service Attendant	8	9	8		8
Building Attendant (P/T)	0	0	1		1
Grounds Attendant	6	6	6		6
Center Aide (P/T)	4	4	4		4
Building Attendant (P/T)	1	1	1		1
Customer Aide (P/T)	5	5	5		5
Full-Time	103	108	108	0	108
Part-Time	10	10	10	0	10
Total	113	118	118	0	118

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

		2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
Planning - 1500						
	Senior Managing Director	1	1	1		1
	Planning Administrator	1	1	1		1
	Neighborhood Planning Manager	1	1	1		1
	Principal Planner	1	1	1		1
	Senior Planner	5	5	5		5
	Neighborhood Vitality Coordinator	1	1	1		1
	Planner	2	2	2		2
	Senior Administrative Assistant	1	1	1		1
	Loan Processor	1	1	1		1
	Planning Technician	2	2	2		2
	Full-Time	16	16	16	0	16
	Part-Time	0	0	0	0	0
	Total	16	16	16	0	16
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	34		34
	SRO Police Supervisor	2	2	2		2
	SRO Police Officer	23	23	23		23
	Police Officer	251	251	251		251
	Police Communications Manager	1	1	1		1
	Forensic Supervisor	1	1	1		1
	Senior Forensic Investigator	4	4	4		4
	Property Room Supervisor	1	1	1		1
	Police Records Supervisor	1	1	1		1
	Detention Supervisor	6	6	6		6
	Communications Supervisor	6	6	6		6
	Forensic Investigator	3	3	3		3
	Crime Analyst Technician	2	2	2		2
	Senior Administrative Assistant	3	3	3		3
	Senior Communication Specialist	17	17	17		17
	Senior Detention Officer	5	5	5		5
	Communication Specialist	31	31	31		31
	Detention Officer	23	23	23		23
	Administrative Assistant	5	5	5		5
	Property Verification Assistant	1	1	1		1
	Records Technician	12	12	14		14
	Property Room Technician	6	6	6		6
	Customer Service Associate	5	5	3		3
	Administrative Associate (P/T)	1	1	1		1
	Secretary (P/T)	1	1	1		1
	Full-Time (Sworn)	323	323	323	0	323
	Full-Time (Non-Sworn)	133	133	133	0	133
	Part-Time	2	2	2	0	2
	Total	458	458	458	0	458
Public & Media Affairs - 1171						
	Public Information Officer	1	1	1		1
	Broadcast/AV Coordinator	1	1	1		1
	Audio/Video Technician	1	1	1		1
	Full-Time	3	3	3	0	3
	Part-Time	0	0	0	0	0
	Total	3	3	3	0	3
Purchasing - 1151						
	Purchasing Administrator	1	1	1		1
	Buyer	5	5	5	(1)	4
	Administrative Assistant	2	2	2		2
	Administrative Associate (P/T)	1	1	1		1
	Full-Time	8	8	8	(1)	7
	Part-Time	1	1	1	0	1
	Total	9	9	9	(1)	8

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

	2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
Tax - 1140					
Tax Administrator	1	1	1		1
Senior Customer Account Representative	1	1	1		1
Customer Payment Associate	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					
Senior Managing Director	1	1	1		1
Senior Transportation Planner	1	1	1	(1)	0
Transportation Operations Manager	1	1	1		1
Transportation Analyst	1	1	1		1
Operations Financial Coordinator	1	1	1		1
Traffic Analyst	1	1	1		1
Transportation Representative	1	1	1		1
Traffic Signal Supervisor	1	1	1		1
Signs & Markings Supervisor	1	1	1		1
Traffic Signal Technician	2	2	3		3
Administrative Assistant	1	1	1	(1)	0
Senior Traffic Control Worker	2	2	2		2
Associate Traffic Signal Technician	2	2	1		1
Sign Fabricator	1	1	1		1
Traffic Control Worker	3	3	3		3
School Guard (P/T)	7	6	6		6
Full-Time	20	20	20	(2)	18
Part-Time	7	6	6	0	6
Total	27	26	26	(2)	24

TOTAL GENERAL FUND

Full-Time	1,144	1,146	1,146	0	1,146
Part-Time	60	59	57	0	57
Total Positions	1,204	1,205	1,203	0	1,203

SAFELIGHT FUND - 101

SafeLight Garland - 1022

Senior Customer Service Representative	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 Administrator	1	1	1		1
Public Health Nurse	3	3	2		2
Nurse Educator	1	1	1		1
Administrative Assistant	1	1	2		2
Customer Service Associate	1	1	1		1
Outreach Specialist	1	1	1		1

TOTAL PUBLIC HEALTH / IMMUNIZATION GRANT FUND

Full-Time	8	8	8	0	8
Part-Time	0	0	0	0	0
Total Positions	8	8	8	0	8

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

	2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
UTILITY FUNDS					
ELECTRIC UTILITY FUND - 211					
Electric Administration - 3100					
Electric Managing Director	1	1	1		1
Electric Assistant Managing Director	0	0	1		1
Director of Corporate Planning	1	1	1		1
Director of Administrative Services	1	1	0		0
Electric Administrator	1	1	1		1
Electric Financial Director	1	1	1		1
Commercial Accounts & Marketing Administrator	1	1	1		1
Electric Accounting Manager	1	1	1		1
Key Accounts Manager	1	1	1		1
Electric Information Systems Director	1	1	0		0
Asset & Information Manager	1	1	0		0
Electric AIPS Manager	0	0	1		1
Risk Management & Safety Manager	1	1	1		1
Electric Communications Manager	1	1	1		1
Electric Project Manager	0	0	1		1
Mobile Workforce Supervisor	1	1	1		1
Electric Financial Analyst	1	1	2		2
Procurement & Contract Analyst	1	1	1		1
Senior Electric Accountant	1	1	1		1
T&D Construction Project Manager	2	2	2		2
Risk Management Specialist	2	2	2		2
Asset & Information Project Services Cost Analyst	0	0	1		1
Electric IT Services Manager	1	1	1		1
Senior Network Administrator	1	1	2		2
GIS Analyst	2	2	1		1
Electric GIS Supervisor	1	1	1		1
Business Process Technician II	1	1	1		1
Planning Coordinator	1	1	0		0
Electric Business Accounts Representative	1	1	0		0
GIS Specialist	1	1	2		2
Workforce Management Specialist	2	2	1		1
Shift Supervisor	0	1	0		0
Supervisor Administrative Support	1	1	1		1
Senior Administrative Assistant	1	1	1		1
CEMS Technician	0	1	0		0
PC Technician II	1	1	2		2
Asset Project Coordinator	1	1	0		0
Full-Time	35	37	35	0	35
Part-Time	0	0	0	0	0
Total	35	37	35	0	35
Distribution - 3200					
Distribution Administrator	1	1	1		1
Substation Engineering Manager	1	1	1		1
Distribution Engineer	1	1	1		1
T&D Supervisor - Support Services	1	1	1		1
T&D Supervisor - Distribution	2	2	2		2
Distribution Designer	3	3	3		3
Meter Technician II	1	1	1		1
T&D Contract Inspector II	1	1	1		1
Journeyman Power Line Technician	8	8	7		7
Environmental Quality Technician	0	0	1		1
Meter Technician I	2	2	2		2
T&D Contract Inspector I	3	3	3		3
Project Designer II	1	1	1		1
Senior Power Line Technician	11	11	11		11
Line Trouble Mechanic	5	5	4		4
Power Line Technician	15	15	16		16
Facilities & Inventory Coordinator	1	1	1		1

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

	2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
Distribution (Continued)					
Senior Administrative Assistant	1	1	1		1
Project Designer I	1	1	1		1
Workforce Management Specialist	0	0	1		1
Administrative Assistant	1	1	1		1
Senior Inventory Assistant	1	1	1		1
Full-Time	61	61	62	0	62
Part-Time	0	0	0	0	0
Total	61	61	62	0	62
Newman Plant - 3300					
Electric Supervisor	3	0	0		0
Full-Time	3	0	0	0	0
Part-Time	0	0	0	0	0
Total	3	0	0	0	0
Olinger Plant - 3400					
Electric Administrator	1	1	1		1
Director of Power Production	1	1	1		1
O&M Administrator	1	1	1		1
Electric Production Administrator	0	1	0		0
Environmental Health & Safety	1	1	1		1
Electric Project Engineer	0	0	1		1
Senior Plant Engineer	2	2	2		2
Environmental Specialist	1	1	1		1
Maintenance Supervisor	1	1	1		1
Maintenance Superintendent	0	1	1		1
Senior Network Administrator	0	0	0		0
Shift Supervisor	5	8	7		7
Projects & Training Supervisor	1	0	0		0
Office Support Supervisor	0	0	1		1
Plant Chemist	1	0	0		0
Maintenance Planner	1	1	1		1
Electric Environmental Analyst	0	0	1		1
Lead Maintenance Technician	2	2	1		1
CEMS Technician	2	1	1		1
Lead EI&C Technician	0	0	1		1
Control Operator	5	6	6		6
EI&C Technician	7	6	7		7
Maintenance Technician	7	6	6		6
Auxiliary Operator	5	5	5		5
Water Treatment Technician	0	2	2		2
Senior Administrative Assistant	1	1	1		1
Administrative Assistant	1	1	1		1
Senior Inventory Assistant	1	1	1		1
Operations Aide	1	0	0		0
Inventory Assistant	1	1	1		1
Full-Time	49	51	53	0	53
Part-Time	0	0	0	0	0
Total	49	51	53	0	53
Spencer Plant - 3450					
Electric Operations Administrator	1	0	0		0
Operations Superintendent	1	0	0		0
Maintenance Superintendent	1	0	0		0
EI&C Technician	3	0	0		0
Lead Maintenance Technician	2	0	0		0
Control Operator	4	0	0		0
Shift Supervisor	4	0	0		0
Auxiliary Operator	3	0	0		0
Water Treatment Technician	1	0	0		0
Office Support Supervisor	1	0	0		0
Administrative Assistant	1	0	0		0
Full-Time	22	0	0	0	0
Part-Time	0	0	0	0	0
Total	22	0	0	0	0

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

	2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
Other Generation - 3460					
Methane Gas Coordinator	0	0	1		1
Shift Supervisor	0	1	0		0
Full-Time	0	1	1	0	1
Part-Time	0	0	0	0	0
Total	0	1	1	0	1
Transmission - 3500					
T&D Director	1	1	1		1
Transmission Administrator	1	1	1		1
T&D Transmission Superintendent	1	1	1		1
Senior Power Line Technician	1	1	1		1
Journeyman Power Line Technician	4	4	5		5
Power Line Technician	5	5	4		4
Full-Time	13	13	13	0	13
Part-Time	0	0	0	0	0
Total	13	13	13	0	13
Electric Operations - 3600					
Director of Systems Operations	1	1	1		1
Electric Engineering Administrator	2	2	2		2
Contract Origination & Fuel Administrator	1	1	1		1
T&D Operations Manager	1	1	1		1
Market Optimization Manager	1	1	1		1
Operations Technical Services Manager	1	1	1		1
Director of Power Marketing	1	1	1		1
Administrative Manager	1	1	1		1
Senior EMS Engineer	3	3	3		3
T&D Operations Coordinator	1	1	1		1
Technical Process Administrator	1	1	1		1
EMS Engineer	1	1	1		1
Senior Systems Administrator	1	1	1		1
Chief Systems Operator	1	1	1		1
Electric Information Systems Director	0	0	1		1
Electric Production Administrator	0	1	0		0
Electric Project Engineer	0	0	0		0
Electric Systems Supervisor	3	3	3		3
Applied Electronic Administrator	1	1	1		1
Real-Time Power Trader	0	0	6		6
Associate ERCOT Settlement Specialist	0	0	1		1
Electric Compliance Specialist	1	1	1		1
Contract & Fuel Analyst	1	1	1		1
Associate Real-Time Power Trader	0	0	1		1
Projects & Training Specialist	0	0	1		1
ERCOT Settlement Specialist	2	2	2		2
ERCOT Settlement Coordinator	1	1	1		1
Market Analyst	1	1	1		1
Business Process Analyst	1	1	1		1
Senior Electric Systems Operator	7	7	6		6
Electric Systems Operator	8	8	4		4
SCADA Communications Specialist	2	2	1		1
SCADA Communications Specialist I	0	0	2		2
Shift Supervisor	0	1	0		0
Projects & Training Supervisor	0	1	0		0
Plant Chemist	0	1	0		0
Associate Electric Systems Operator	1	1	0		0
Senior Administrative Assistant	1	1	1		1
Accounting Technician	1	1	1		1
Administrative Assistant	0	0	1		1
Administrative Associate	1	1	0		0
Full-Time	49	53	54	0	54
Part-Time	0	0	0	0	0
Total	49	53	54	0	54

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

	2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
Substations - 3700					
Director of Regulatory Affairs & Compliance	1	1	1		1
Electric Administrator	0	1	0		0
T&D Engineering Project Manager	1	1	1		1
Transmission Engineer	1	1	1		1
Substation Engineer	1	1	1		1
T&D Supervisor - Substation Maintenance	1	1	1		1
T&D Coordinator	1	1	1		1
T&D Supervisor - Substation Construction	1	1	1		1
T&D Supervisor - Substation Electronics	1	1	1		1
Shift Supervisor	0	1	0		0
Relay Technician II	1	1	1		1
Relay Technician I	2	2	2		2
Substation Technician	7	7	7		7
Project Designer I	1	1	1		1
Administrative Assistant	1	1	1		1
Full-Time	20	22	20	0	20
Part-Time	0	0	0	0	0
Total	20	22	20	0	20

TOTAL ELECTRIC UTILITY FUND

Full-Time	252	238	238	0	238
Part-Time	0	0	0	0	0
Total Positions	252	238	238	0	238

WATER UTILITY FUND - 221

Water - 4000

Managing Director	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
Water Utilities Operations Manager	1	1	1		1
Water Utilities Systems Manager	1	1	1		1
Environmental Sustainability Program Manager	1	1	0		0
Training & Employee Development Manager	1	1	1		1
Applications Programmer	1	1	1		1
SBP & Safety Coordinator	1	1	1		1
Supervisor - Backflow Inspection	0	0	1		1
Operations Financial Coordinator	0	0	1		1
Public Education Specialist	1	1	1		1
Pump Maintenance Technician	2	2	2		2
Water Utility Operator	27	27	26		26
Business Process Technician II	0	0	1		1
Pump Maintenance Supervisor	1	1	1		1
Instrument Technician	2	2	2		2
Senior Backflow Inspector	1	1	0		0
Field Supervisor	3	3	3		3
Water Control Supervisor	1	1	0		0
Backflow Inspector	0	0	1		1
Senior Water Systems Operator	2	2	2		2
Engineering Technician	1	1	1		1
Office Support Supervisor	1	1	1		1
Water Systems Operator	6	6	6		6
Water Quality Technician	1	1	1		1
Project Assistant	1	1	1		1
Accounts Payable Technician	1	1	1		1
Administrative Associate	1	1	1		1

TOTAL WATER UTILITY FUND

Full-Time	62	62	62	0	62
Part-Time	0	0	0	0	0
Total Positions	62	62	62	0	62

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

	2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
WASTEWATER UTILITY FUND - 231					
Wastewater Collection - 4100					
Water Utilities Operations Manager	1	1	1		1
Water Operations Compliance Manager	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 Operator	29	29	29		29
Full-Time	38	38	38	0	38
Part-Time	0	0	0	0	0
Total	38	38	38	0	38
Wastewater Treatment Administration - 4210					
Wastewater Director	1	1	1		1
Utility Financial & Regulatory Affairs Manager	1	1	1	(1)	0
Senior Financial Analyst	0	0	0	1	1
Administrative Assistant	1	1	1		1
SBP Assistant	1	1	1		1
Accounts Payable Technician	1	1	1		1
Full-Time	5	5	5	0	5
Part-Time	0	0	0	0	0
Total	5	5	5	0	5
Rowlett Creek Wastewater Treatment - 4220					
Plant Operations Manager	1	1	1		1
Assistant Maintenance Manager	1	1	1		1
Maintenance Scheduler	1	1	1		1
Pump Maintenance Technician	1	1	1		1
Plant Operator/Mechanic	12	12	12		12
Full-Time	16	16	16	0	16
Part-Time	0	0	0	0	0
Total	16	16	16	0	16
Duck Creek Wastewater Treatment - 4230					
Plant Operations Manager	1	1	1		1
Plant Maintenance Manager	1	1	1		1
Pump Maintenance Technician	4	4	4		4
Plant Operator/Mechanic	15	15	15		15
Full-Time	21	21	21	0	21
Part-Time	0	0	0	0	0
Total	21	21	21	0	21
Wastewater Biosolids - 4240					
Equipment Operator I	2	2	1		1
Equipment Operator II	0	0	1		1
Plant Operator/Mechanic	6	6	6		6
Full-Time	8	8	8	0	8
Part-Time	0	0	0	0	0
Total	8	8	8	0	8
Technical Services - 4250					
Water Utilities Lab Manager	1	1	1		1
Pretreatment Supervisor	1	1	1		1
Senior Chemist	2	2	2		2
Chemist	3	3	3		3
Senior Environmental Technician	1	1	1		1
Environmental Technician	3	3	3		3
Full-Time	11	11	11	0	11
Part-Time	0	0	0	0	0
Total	11	11	11	0	11
TOTAL WASTEWATER UTILITY FUND					
Full-Time	99	99	99	0	99
Part-Time	0	0	0	0	0
Total Positions	99	99	99	0	99

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

	2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
ENVIRONMENTAL WASTE SERVICES FUND - 241					
Environmental Waste Services - Delivery - 4300					
Managing Director	1	1	1		1
Regulatory Compliance Manager	1	1	1	(1)	0
Solid Waste Collections Manager	1	1	1		1
Environmental Waste Administration Manager	1	1	1		1
Commercial Sales Representative	1	1	1		1
Waste Minimization Coordinator	1	1	1		1
GIS Analyst	0	0	0		0
Safety Specialist	1	1	1		1
EWS Service Supervisor	1	1	1		1
Field Supervisor	3	3	3		3
Heavy Equipment Crew Leader	1	1	1		1
Employment Services Coordinator	0	0	1		1
Equipment Maintenance Technician	1	1	1		1
Field Operations Leader	4	4	4		4
Office Support Supervisor	1	1	1		1
Equipment Crew Leader	6	6	6		6
Welder	1	1	1		1
Equipment Operator II	32	32	32		32
Administrative Assistant	2	2	2		2
Equipment Operator I	22	22	22	(1)	21
Customer Service Representative	5	5	6	(1)	5
Accounting Associate	1	1	1		1
Operations Aide	1	1	1		1
Operations Aide (P/T)	1	1	1		1

TOTAL ENVIRONMENTAL WASTE SERVICES FUND

Full-Time	88	88	90	(3)	87
Part-Time	1	1	1	0	1
Total Positions	<u>89</u>	<u>89</u>	<u>91</u>	<u>(3)</u>	<u>88</u>

STORMWATER MANAGEMENT FUND - 261

Stormwater Management - 4600

Development Drainage Engineer	1	1	1		1
Stormwater Utility Manager	1	1	1		1
Operations Financial Coordinator	1	1	1		1
Environmental Health Specialist	3	3	3		3
Public Education Specialist	1	1	1		1
Field Supervisor	1	1	1		1
Public Works Inspector I	1	1	1		1
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	25	25	25	0	25
Part-Time	0	0	0	0	0
Total Positions	<u>25</u>	<u>25</u>	<u>25</u>	<u>0</u>	<u>25</u>

TOTAL UTILITY FUNDS

Full-Time	526	512	514	(3)	511
Part-Time	1	1	1	0	1
Total Positions	<u>527</u>	<u>513</u>	<u>515</u>	<u>(3)</u>	<u>512</u>

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

	2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
INTERNAL SERVICE FUNDS					
CUSTOMER SERVICE FUND - 461					
Customer Service - 4900					
Managing Director	0	0	1		1
Customer Service Administrator	1	1	0		0
Manager - Utility CIS & Revenue	1	1	1		1
Manager - Utility Service 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
Supervisor - Utility Service	1	1	1		1
Supervisor - Payment Center	1	1	1		1
Energy Efficiency Coordinator	1	1	1		1
Business Process Technician I	1	1	1		1
Supervisor - Meter Customer Service	1	1	1		1
Revenue Protection Investigator	4	4	4		4
Collections Specialist II	1	1	1		1
Senior Administrative Assistant	2	2	2		2
Contact Center Representative II	4	4	4		4
Field Service Representative I	3	3	3		3
Utility Services Technician II	1	1	1		1
Energy Efficiency Coordinator	1	1	1		1
Lead Utility CIS Representative	2	2	2		2
Utility CIS Representative	5	5	5		5
Contact Center Representative I	20	20	21		21
Revenue Recovery Assistant	2	2	2		2
Collection Specialist I	1	1	1		1
Remote Meter Technician	2	2	3		3
Utility Service Technician I	11	11	11		11
Payment Center Representative II	2	2	2		2
Customer Service Representative	1	1	0		0
Meter Reader II	1	1	1		1
Payment Center Representative I	8	8	8		8
Meter Reader	13	13	12	(2)	10
TOTAL CUSTOMER SERVICE FUND					
Full-Time	97	97	97	(2)	95
Part-Time	0	0	0	0	0
Total Positions	97	97	97	(2)	95

FACILITIES MANAGEMENT FUND - 431

Facilities Management - 4700

Facilities Services Manager	1	1	1		1
Facilities Construction Manager	1	1	1		1
Business Manager	0	0	1		1
HVAC Technician	5	5	5		5
Facilities Electrician	2	2	2		2
Facilities Construction Technician	2	2	1		1
Facilities Maintenance Representative	1	1	1		1
Building Attendant Supervisor	1	1	1		1
Senior Administrative Assistant	1	1	1		1
Maintenance Technician	1	1	1		1

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

	2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
Facilities Management (Continued)					
Facilities Maintenance Technician	2	2	2		2
Building Attendant Crew Leader	1	1	1		1
Maintenance Worker	0	0	1		1
Building Attendant	15	15	14		14
Administrative Assistant (P/T)	1	1	1		1

TOTAL FACILITIES MANAGEMENT FUND

Full-Time	33	33	33	0	33
Part-Time	1	1	1	0	1
Total Positions	<u>34</u>	<u>34</u>	<u>34</u>	<u>0</u>	<u>34</u>

INFORMATION TECHNOLOGY FUND - 411

Organizational Development - 1135

Organizational Development Administrator	1	1	1		1
Senior Business Operations Analyst	2	2	2		2
Full-Time	3	3	3	0	3
Part-Time	0	0	0	0	0
Total	<u>3</u>	<u>3</u>	<u>3</u>	<u>0</u>	<u>3</u>

Information Technology - 4510

Managing Director	1	1	1		1
Director - IT Operations	1	1	1		1
Application Services Director	1	1	1		1
Information Services Manager	3	3	3		3
IT Infrastructure Administrator	0	0	1		1
Senior Database Administrator	1	1	1		1
Database Administrator	1	1	1		1
Systems Engineer	1	1	1		1
Lead Information Systems Analyst	1	1	1		1
IT Project Coordinator	1	1	1		1
Senior Systems Administrator	2	2	2		2
Lead Network Administrator	1	1	1		1
Lead Systems Administrator	1	1	1		1
IT Project Manager	2	2	2		2
Senior Network Administrator	1	1	1		1
Network Administrator I	1	1	0		0
Information Systems Analyst	3	3	4		4
IT Support Services Supervisor	1	1	1		1
Senior Information Systems Analyst	2	2	2		2
Senior Business Operations Analyst	2	2	2		2
Senior Financial Analyst	1	1	1		1
Application Programmer	1	1	1		1
Systems Administrator	2	2	2		2
PC Technician II	3	3	2		2
PC Technician I	3	3	3		3
Senior Administrative Assistant	1	1	1		1
IT Hardware Technician	1	1	1		1
Administrative Assistant	1	1	1		1
Business Process Technician I	0	0	1		1
IT Service Desk Representative II	1	1	1		1
IT Service Desk Representative I	1	1	1		1
Operations Aide	1	1	1		1
Full-Time	43	43	44	0	44
Part-Time	0	0	0	0	0
Total	<u>43</u>	<u>43</u>	<u>44</u>	<u>0</u>	<u>44</u>

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

	2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
GIS - 4520					
Information Services Manager	1	1	1		1
GIS Database Administrator	1	1	1		1
Senior GIS Analyst	2	2	2		2
GIS Analyst	1	1	1		1
Full-Time	5	5	5	0	5
Part-Time	0	0	0	0	0
Total	5	5	5	0	5
Communications - 4550					
Information Services Manager	1	1	1		1
IT Radio Communications Manager	1	1	1		1
Telecommunications Supervisor	1	1	1		1
Senior Radio Communications Technician	1	1	1		1
Lead IT Communications Installation Technician	1	1	1		1
IT Telecommunications Technician	2	2	2		2
IT Hardware Technician	1	1	1		1
IT Communications Installation Technician	3	3	2		2
Full-Time	11	11	10	0	10
Part-Time	0	0	0	0	0
Total	11	11	10	0	10
TOTAL INFORMATION TECHNOLOGY FUND					
Full-Time	62	62	62	0	62
Part-Time	0	0	0	0	0
Total Positions	62	62	62	0	62
WAREHOUSE FUND - 451					
Warehouse - 1152					
Warehouse Services Manager	1	1	1	(1)	0
Buyer	0	0	0	1	1
Warehouse Supervisor	0	0	0	1	1
Senior Inventory Assistant	2	2	2	(1)	1
Inventory Associate	1	1	1		1
Accounting Associate	1	1	1		1
Warehouse Services Associate	4	4	4		4
Full-Time	9	9	9	0	9
Part-Time	0	0	0	0	0
Total	9	9	9	0	9
Print Operations - 1175 / Day Labor Center - 1177					
Graphic Design Technician	1	1	1		1
Customer Service Associate	1	1	1		1
Full-Time	2	2	2	0	2
Part-Time	0	0	0	0	0
Total	2	2	2	0	2
TOTAL WAREHOUSE FUND					
Full-Time	11	11	11	0	11
Part-Time	0	0	0	0	0
Total Positions	11	11	11	0	11
TOTAL INTERNAL SERVICE FUNDS					
Full-Time	203	203	203	(2)	201
Part-Time	1	1	1	0	1
Total Positions	204	204	204	(2)	202

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

	2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 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 Survey Technician	1	1	1		1
Heavy Equipment Operator II	6	6	6		6
Heavy Equipment Operator I	2	2	2		2
Administrative Assistant	1	1	1		1
Pavement Inspection Technician	1	1	2		2
Survey Technician	2	2	2		2
Equipment Operator I	11	11	11		11
Concrete Finisher	18	18	18		18
Survey Assistant	1	1	1		1
Administrative Associate	2	2	2	(1)	1
Maintenance Worker	5	5	4		4
TOTAL INFRASTRUCTURE REPAIR & REPLACEMENT FUND					
Full-Time	72	72	72	(1)	71
Part-Time	0	0	0	0	0
Total Positions	72	72	72	(1)	71
FIREWHEEL FUND - 251					
Firewheel Golf Park - 4410					
Golf Course Superintendent	1	1	1		1
Business Operations Coordinator	0	0	1		1
Golf Course Crew Leader	2	2	2		2
Maintenance Crew Leader	2	2	2		2
Maintenance Technician	4	4	4		4
Administrative Assistant	1	1	0		0
Spray Technician	2	2	2		2
Landscape Technician	1	1	1		1
Irrigation Technician	4	4	4		4
Groundskeeper	9	9	9		9
Building Attendant	2	2	2		2
TOTAL FIREWHEEL FUND					
Full-Time	28	28	28	0	28
Part-Time	0	0	0	0	0
Total Positions	28	28	28	0	28
GROUP HEALTH INSURANCE FUND - 401					
Group Health Clinic - 1195					
Physician	1	1	1		1
Clinic Health Advisor	0	0	1		1
Office Manager	0	0	1		1
Medical Assistant	2	2	2		2
Administrative Associate	0	0	1		1
Customer Service Associate	1	1	1		1
TOTAL GROUP HEALTH INSURANCE FUND					
Full-Time	4	4	7	0	7
Part-Time	0	0	0	0	0
Total Positions	4	4	7	0	7

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

	2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
SELF INSURANCE FUND - 405					
Risk Management - 1191					
Risk Management Director	1	1	1		1
Clinic Physician	0	0	1		1
HR Services Administrator	1	1	1		1
Nurse Practitioner/Physician Assistant	1	1	0		0
Risk & HR Program Manager	0	0	1		1
Safety Coordinator	1	1	0		0
Insurance and Claims Coordinator	1	1	1		1
Benefits Specialist	1	1	1		1
Administrative Assistant	2	2	2		2
TOTAL SELF INSURANCE FUND					
Full-Time	8	8	8	0	8
Part-Time	0	0	0	0	0
Total Positions	8	8	8	0	8
FLEET SERVICES FUND - 441					
Fleet Services - 4800					
Fleet Services Administrator	1	1	1		1
Operations Financial Coordinator	1	1	1		1
Fleet Services Supervisor	2	2	2		2
Senior Master Mechanic	9	9	9		9
Master Mechanic	8	8	8		8
Office Support Supervisor	1	1	1		1
Service Writer	2	2	2		2
Mechanic	8	8	8	(1)	7
Welder	2	2	2		2
Accounts Payable Technician	1	1	1		1
Operations Aide	1	1	1		1
TOTAL FLEET SERVICES FUND					
Full-Time	36	36	36	(1)	35
Part-Time	0	0	0	0	0
Total Positions	36	36	36	(1)	35
HOTEL/MOTEL TAX FUND - 811					
Convention & Visitors Bureau - 1179					
Marketing Assistant	1	1	1		1
Sales Specialist	0	0	0	1	1
TOTAL HOTEL/MOTEL TAX FUND					
Full-Time	1	1	1	1	2
Part-Time	0	0	0	0	0
Total Positions	1	1	1	1	2
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	2	2	2		2
FSS Representative	8	8	8		8
Senior Accounting Technician	1	1	1		1
Administrative Assistant	1	1	1		1
Operations Aide (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

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

	2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
HOME GRANT FUND - 823 (formerly Neighborhood Services Grant Fund)					
HOME - 8230					
Housing Inspector	1	1	1		1
TOTAL HOME GRANT FUND					
Full-Time	1	1	1	0	1
Part-Time	0	0	0	0	0
Total Positions	1	1	1	0	1
COMMUNITY DEVELOPMENT FUNDS - 825/925					
Community Development Block Grant - 8300					
Neighborhood Services Manager	1	1	1		1
Administrative Associate	1	1	1		1
Grants Coordinator	1	1	0		0
Senior Grants Specialist	0	0	1		1
Grants Specialist	1	1	1		1
Loan Processing Supervisor	1	1	1		1
Loan Processor	1	1	1		1
TOTAL COMMUNITY DEVELOPMENT FUND					
Full-Time	6	6	6	0	6
Part-Time	0	0	0	0	0
Total Positions	6	6	6	0	6
FAIR HOUSING GRANT FUND - 828					
Fair Housing - 8240					
Fair Housing Manager	1	1	1		1
Fair Housing Coordinator	1	1	1		1
Administrative Associate	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 GRANTS					
Full-Time	26	26	26	0	26
Part-Time	1	1	1	0	1
Total Positions	27	27	27	0	27
LIBRARY GRANT FUND - 841					
NETLS - 9700					
NETLS Coordinator	1	1	1	(1)	0
Senior NETLS Librarian	1	1	1		1
NETLS Librarian	1	1	1	(1)	0
NETLS Systems Administrator	0	1	1		1
Administrative Assistant	1	1	1		1
NETLS Training Assistant	1	1	1		1
TOTAL LIBRARY GRANT FUND					
Full-Time	5	6	6	(2)	4
Part-Time	0	0	0	0	0
Total Positions	5	6	6	(2)	4

**CITY OF GARLAND BUDGETED POSITIONS
2009-10 THRU 2011-12**

	2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
PUBLIC SAFETY GRANT FUND - 871					
Emergency Management Grants - 1052					
Emergency Management Planner	1	1	1		1
Area Medical Response Specialist	1	1	1		1
<hr/>					
TOTAL PUBLIC SAFETY GRANT FUND					
Full-Time	2	2	2	0	2
Part-Time	0	0	0	0	0
Total Positions	2	2	2	0	2
<hr/>					
STIMULUS GRANT FUND - 941					
Emergency Management Grants - 1052					
Victim Assistance Advocate	1	1	1		1
<hr/>					
TOTAL STIMULUS GRANT FUND					
Full-Time	1	1	1	0	1
Part-Time	0	0	0	0	0
Total Positions	1	1	1	0	1
<hr/>					
TOTAL CITY-WIDE					
Full-Time	2,065	2,054	2,059	(8)	2,051
Part-Time	64	63	61	0	61
Total Positions	2,129	2,117	2,120	(8)	2,112

**CITY OF GARLAND BANKED POSITIONS
2009-10 THRU 2011-12**

		2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
GENERAL FUND - 100						
City Secretary - 1030						
	Customer Service Associate	1	1	1		1
	Total Full-Time	1	1	1	0	1
Engineering - 1400						
	Engineering Services Administrator	0	0	0	1	1
	Public Works Inspector I	0	0	0	1	1
	Total Full-Time	0	0	0	2	2
EWS - Disposal (Landfill/Transfer Station) - 1600						
	Heavy Equipment Operator II	1	1	1		1
	Total Full-Time	1	1	1	0	1
Fire - 1300						
Sworn	Firefighter	4	4	4		4
	Total Full-Time (Sworn)	4	4	4	0	4
Municipal Court - 1160						
	Court Services Assistant	0	2	2		2
	Total Full-Time	0	2	2	0	2
Parks, Recreation & Cultural Arts - 2000						
	Landscape Architect	1	1	1		1
	Recreation Center Supervisor	1	0	0		0
	Recreation Services Specialist	1	1	1		1
	Total Full-Time	3	2	2	0	2
Planning - 1500						
	Senior Planner	1	1	1		1
	Total Full-Time	1	1	1	0	1
Police - 1200						
Sworn	Police Officer	4	4	4		4
	Detention Officer	1	1	1		1
	Total Full-Time (Sworn)	4	4	4	0	4
	Total Full-Time (Non-Sworn)	1	1	1	0	1
	Total Full-Time	5	5	5	0	5
Transportation - 1700						
	Senior Transportation Planner	0	0	0	1	1
	Administrative Assistant	0	0	0	1	1
	Total Full-Time	0	0	0	2	2
		TOTAL GENERAL FUND				
		Total Full-Time	15	16	16	4
			20			
ELECTRIC UTILITY FUND - 211						
Olinger Plant - 3400						
	Electric Production Administrator	2	0	0		0
	Maintenance Planner	1	1	1		1
	Maintenance Technician	2	2	2		2
	Auxiliary Operator	1	1	1		1
	Water Treatment Technician	1	0	0		0
	Operations Aide	1	1	1		1
	Total Full-Time	8	5	5	0	5
		TOTAL ELECTRIC UTILITY FUND				
		Total Full-Time	8	5	5	0
			5			

**CITY OF GARLAND BANKED POSITIONS
2009-10 THRU 2011-12**

	2009-10 Actual	2010-11 Approved	2010-11 Revised	2011-12 Change	2011-12 Approved
ENVIRONMENTAL WASTE SERVICES FUND - 241					
Environmental Waste Services - Delivery - 4300					
Regulatory Compliance Manager	0	0	0	1	1
Equipment Operator I	0	0	0	1	1
Customer Service Representative	0	0	0	1	1
TOTAL ENVIRONMENTAL WASTE SERVICES FUND					
Total Full-Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>	<u>3</u>
CUSTOMER SERVICE FUND - 461					
Customer Service - 4900					
Meter Reader	0	0	0	2	2
TOTAL CUSTOMER SERVICE FUND					
Total Full-Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>	<u>2</u>
FLEET SERVICES FUND - 441					
Fleet Services - 4800					
Fleet Services Coordinator	1	1	1		1
TOTAL FLEET SERVICES FUND					
Total Full-Time	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>1</u>
FAIR HOUSING GRANT FUND - 828					
Fair Housing - 8240					
Administrative Associate	1	1	1		1
TOTAL FAIR HOUSING GRANT FUND					
Total Full-Time	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>1</u>
TOTAL CITY-WIDE					
Full-Time	25	23	23	9	32
Part-Time	0	0	0	0	0
Total Positions	25	23	23	9	32

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, typically for three years, until GO Bonds are issued to refinance the outstanding Commercial Paper. Only after the GO Bonds are issued do principal payments begin towards retiring the debt. The combined amortization of the Commercial Paper and GO 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. Only projects that have been approved as part of a Bond Referendum, and therefore qualify for GO debt financing, may be funded using 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 five, ten, fifteen, and twenty-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 five, ten, fifteen, and twenty-year amortizations.

Tax Anticipation Notes (TANs) – Short-term debt instruments issued with amortizations ranging from one to five 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 Tax Rate Management Strategy

With assistance from the City’s financial advisors, a Debt Service Tax Rate Management Strategy was implemented in FY 2010-11. The strategy includes the following main components:

- (1) Take advantage of call options and historically low interest rates to refinance existing debt.
- (2) Terms on new tax-supported General Obligation Bonds (GOs) and Certificates of Obligation (COs) to include: first two years interest only with principal payments spread over remaining years – without extending the debt terms (years until pay-off).
- (3) Take advantage of low interest rates on Commercial Paper by extending the rollover to GO Bonds from 2011 to 2012.

The cumulative impact of these measures is to move a portion of the new CIP Debt Service requirements into years where existing Debt Service is declining. Barring a significant decline in the tax base, this will allow for the 2004 Bond Program to be completed without further Debt Service tax rate increases.

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 2011-12 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.

2011-12 Adopted Ad Valorem Tax Rate **(Cents Per \$100 of Valuation)**

Operations and Maintenance	39.40 cents
Debt Service	<u>31.06</u> cents
Total Ad Valorem Tax Rate	<u>70.46</u> cents

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. Barring a significant decline in the tax base, the implementation of the Debt Service Tax Rate Management Strategy will allow for the City to absorb these spikes in Debt Service requirements and to complete the 2004 Bond Program without further Debt Service Tax rate increases. The Commercial Paper Program has provided the City with the ability to issue an annual Short-Term Tax Anticipation Note (TAN) that is used to supplement street and infrastructure funding by approximately \$3.4 million a year.

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.

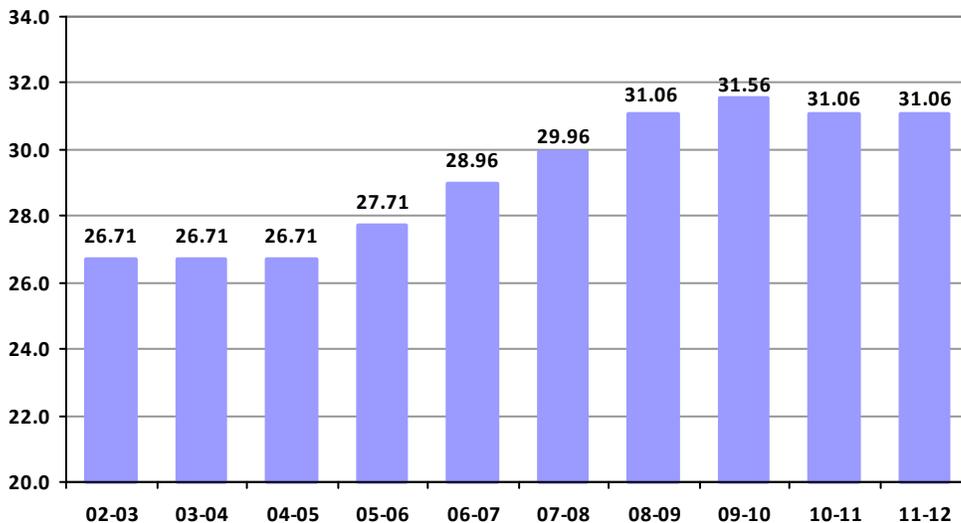
The approved 2004 propositions included:

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.

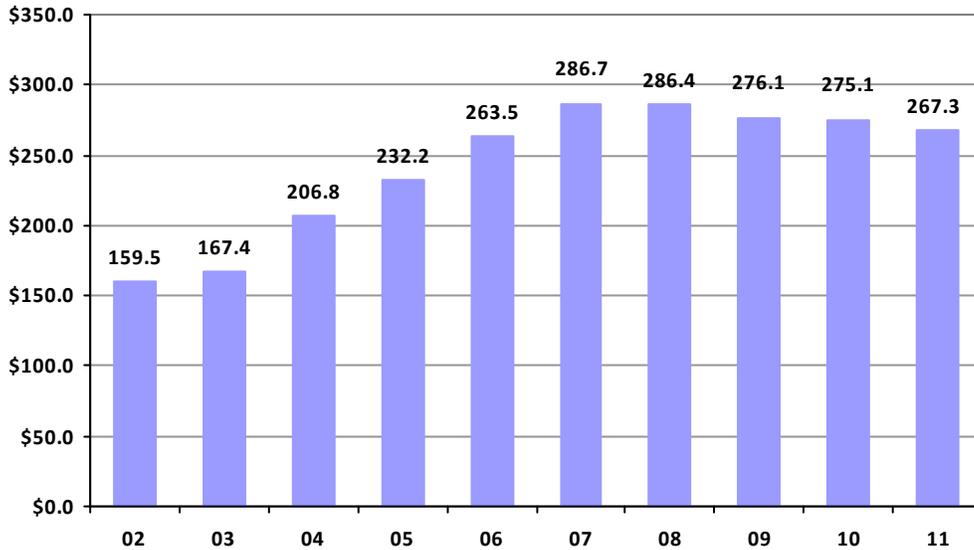
Historical Debt Service Tax Rate
(In Cents)



Tax-Supported Outstanding Debt

Tax-supported debt is projected to be \$267.3 million by the end of FY 2010-11. This reflects an increase of \$107.8 million (67.6%) over ten years with most being attributable to the 1997 and 2004 Bond Programs. Tax-supported debt is \$19.4 million (6.8%) below peak levels hit in 2007.

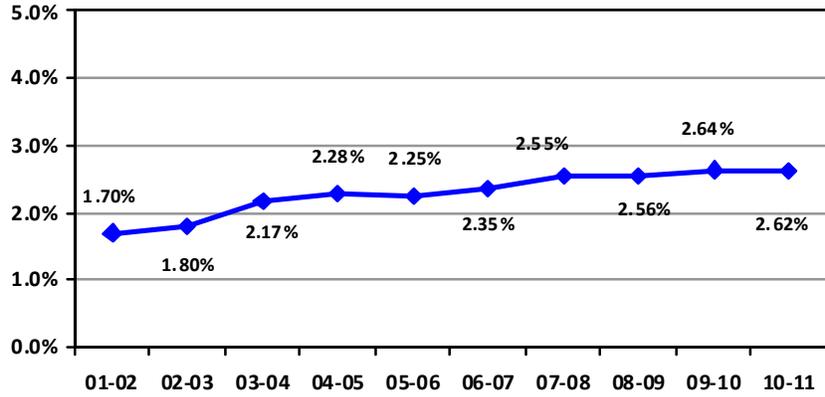
Historical Tax-Supported Debt Levels
(In Millions)



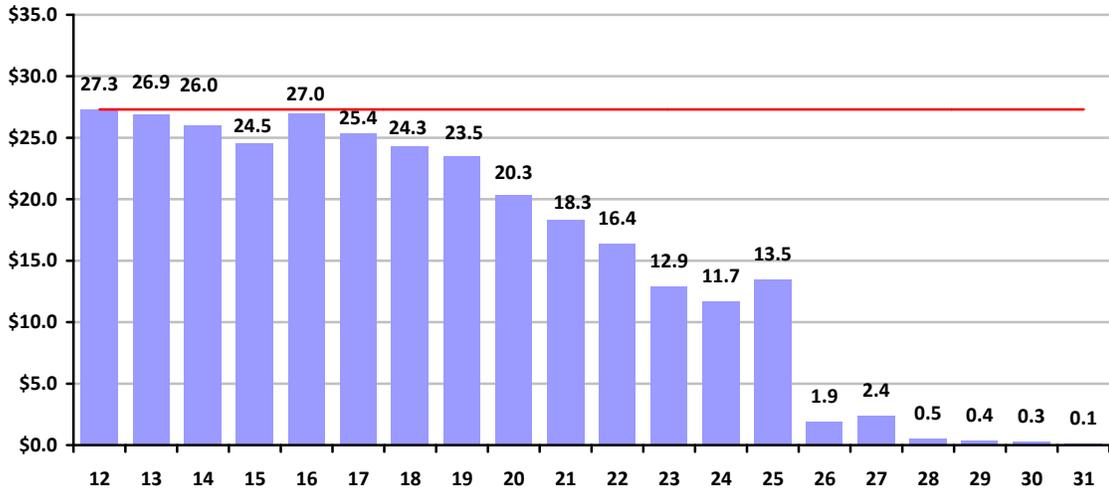
While the State of Texas does not place a debt limitation on Home-Rule cities, Council financial policies restrict tax-supported debt to 5% of the assessed valuation of taxable property. Projected tax-supported long-term debt equates to 2.62% of Garland's 2011 tax base, which is well below the 5% limitation but reflects an increase compared to 1.7% in 2002.

Tax-Supported Outstanding Debt

Long-Term Tax-Supported Debt As Percentage of Tax Base



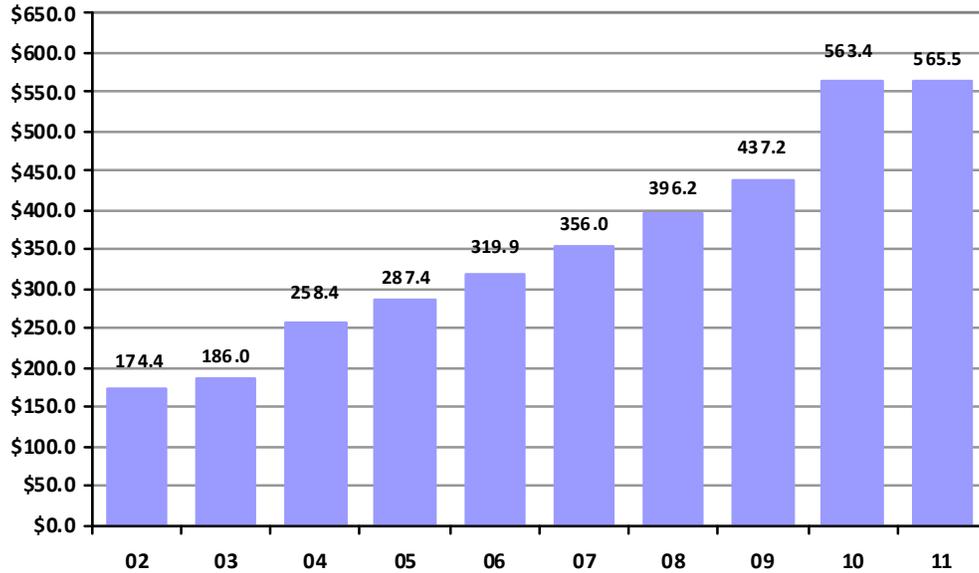
Tax-Supported Existing Debt Service (In Millions)



Revenue-Supported Outstanding Debt

Revenue-supported debt is projected to reach \$565.5 million by the end of FY 2010-11. This reflects an increase of \$391.1 million (224.3%) over the past ten years, with most of the increase coming from the City's Electric and Wastewater Utilities. Of the increase, \$126.9 million is the result of Garland Power and Light refinancing debt that was previously held by the Texas Municipal Power Agency in FY 2009-10.

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/Sewer Revenue Bonds	AA	AA+
Electric Revenue Bonds	AA-	A+

DEBT SUMMARY 2011-12

FUND	OUTSTANDING DEBT	2011-12 DEBT SERVICE
<u>Tax-Supported Debt</u>		
GO & CO Debt	\$190,195,000	\$25,100,453
Tax-Supported – Commercial Paper	40,000,000	125,028
Tax-Supported – Short-Term Tax Note	5,400,000	5,481,000
Tax-Supported – Firewheel Golf	8,440,000	1,072,446
Tax-Supported – Harbor Point	23,272,475	652,725
Bond Cost	-	472,000
Tax-Supported Sub-Total	<u>\$267,307,475</u>	<u>\$ 32,903,652</u>
<u>Revenue-Supported Debt</u>		
Environmental Waste Services	\$ 3,415,000	\$ 1,060,752
Fleet Services	465,000	52,091
Information Technology Services	8,955,000	1,379,863
Customer Service	26,150,000	2,205,484
Warehouse	45,000	6,950
Stormwater Management	-	6,249
Electric	280,975,000	24,015,353
Wastewater	157,957,387	15,549,604
Water	<u>87,567,613</u>	<u>8,195,174</u>
Revenue-Supported Sub-Total	<u>\$565,530,000</u>	<u>\$52,471,520</u>
DEBT TOTAL	<u>\$832,837,475</u>	<u>\$85,375,172</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
2011-12**

Date of Issue	Issue Series	Issue	Interest Rate %	Maturity	Amount of Issue	Amount Outstanding 10/01/11	Amount Outstanding 09/30/12	Debt Service Requirements for 2011-12		
								Principal	Interest	Total
04/19/05	2005	Tax GO	3.00 to 5.25	02/15/22	\$23,675,000	\$17,880,000	\$16,640,000	\$1,240,000	\$897,913	\$2,137,913
03/15/05	2005	Tax GO	3.50 to 5.25	02/15/20	23,755,000	20,285,000	17,960,000	2,325,000	1,003,931	3,328,931
02/15/07	2007	Tax GO	4.00 to 5.00	02/15/25	36,750,000	36,750,000	34,210,000	2,540,000	1,684,208	4,224,208
04/22/08	2008	Tax GO	3.350	02/15/19	25,740,000	10,530,000	8,540,000	1,990,000	334,246	2,324,246
06/15/08	2008	Tax GO	3.50 to 4.50	02/15/19	57,760,000	52,600,000	49,760,000	2,840,000	2,543,075	5,383,075
02/15/11	2011	Tax GO	2.00 to 5.00	02/15/15	4,205,000	4,205,000	3,210,000	995,000	138,350	1,133,350
Total Tax GO Debt					\$186,200,000	\$142,250,000	\$130,320,000	\$11,930,000	\$6,601,723	\$18,531,723
09/07/05	2005B	Harbor Point GO	3.8 to 4.04	02/15/25	\$23,745,000	\$23,272,475	\$23,039,750	\$232,725	\$420,000	\$652,725
Total Harbor Point GO Debt					\$23,745,000	\$23,272,475	\$23,039,750	\$232,725	\$420,000	\$652,725
03/15/05	2005	Firewheel Golf GO	3.50 to 5.25	02/15/20	\$4,550,000	\$4,205,000	\$3,840,000	\$365,000	\$211,181	\$576,181
02/15/07	2007	Firewheel Golf GO	4.00 to 5.00	02/15/20	2,450,000	2,290,000	2,215,000	75,000	109,374	184,374
04/22/08	2008	Firewheel Golf GO	3.350	02/15/19	1,200,000	720,000	570,000	150,000	22,696	172,696
Total Firewheel Golf GO Debt					\$8,200,000	\$7,215,000	\$6,625,000	\$590,000	\$343,251	\$933,251
02/15/07	2007	Fleet Services GO	5.00 to 5.00	02/15/18	\$35,000	\$35,000	\$35,000	\$0	\$1,750	\$1,750
04/22/08	2008	Fleet Services GO	3.350	08/15/15	120,000	65,000	45,000	20,000	2,010	22,010
Total Fleet Services GO Debt					\$155,000	\$100,000	\$80,000	\$20,000	\$3,760	\$23,760
02/15/07	2007	Customer Service GO	4.375 to 5.00	02/15/25	\$765,000	\$760,000	\$755,000	\$5,000	\$35,062	\$40,062
04/22/08	2008	Customer Service GO	3.350	08/15/12	40,000	10,000	0	10,000	251	10,251
Total Customer Service GO Debt					\$805,000	\$770,000	\$755,000	\$15,000	\$35,313	\$50,313
02/15/07	2007	Warehouse GO	5.00 to 5.00	02/15/21	\$30,000	\$30,000	\$30,000	\$0	\$1,500	\$1,500
02/15/11	2011	Warehouse GO	2.00 to 4.00	02/15/15	15,000	15,000	10,000	5,000	450	5,450
Total Warehouse GO Debt					\$45,000	\$45,000	\$40,000	\$5,000	\$1,950	\$6,950
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
2011-12**

Date of Issue	Issue Series	Issue	Interest Rate %	Maturity	Amount of Issue	Amount Outstanding 10/01/11	Amount Outstanding 09/30/12	Debt Service Requirements for 2011-12		
								Principal	Interest	Total
03/15/05	2005	GP&L GO	3.50 to 5.25	02/15/20	\$33,080,000	\$30,760,000	\$28,295,000	\$2,465,000	\$1,550,194	\$4,015,194
02/15/07	2007	GP&L GO	4.00 to 5.00	02/15/21	11,490,000	11,490,000	11,490,000	0	567,052	567,052
04/22/08	2008	GP&L GO	3.350	08/15/18	7,305,000	3,930,000	2,620,000	1,310,000	119,428	1,429,428
02/15/11	2011	GP&L GO	2.00 to 4.00	02/15/15	3,655,000	3,655,000	2,790,000	865,000	120,250	985,250
Total Electric GO Debt					\$55,530,000	\$49,835,000	\$45,195,000	\$4,640,000	\$2,356,923	\$6,996,923
03/15/05	2005	Water GO	3.50 to 5.25	02/15/20	\$1,350,000	\$885,000	\$840,000	\$45,000	\$45,281	\$90,281
02/15/07	2007	Water GO	4.00 to 5.00	02/15/22	4,665,000	4,665,000	4,415,000	250,000	218,931	468,931
04/22/08	2008	Water GO	3.350	02/15/19	3,390,000	2,025,000	1,740,000	285,000	65,158	350,158
02/15/11	2011	Water GO	2.00 to 5.00	02/15/15	515,000	515,000	390,000	125,000	16,850	141,850
Total Water GO Debt					\$9,920,000	\$8,090,000	\$7,385,000	\$705,000	\$346,220	\$1,051,220
03/15/05	2005	Wastewater GO	3.50 to 5.25	02/15/20	\$7,880,000	\$6,355,000	\$5,740,000	\$615,000	\$317,494	\$932,494
02/15/07	2007	Wastewater GO	4.00 to 5.00	02/15/22	11,160,000	11,160,000	10,875,000	285,000	538,917	823,917
04/22/08	2008	Wastewater GO	3.350	02/15/19	5,110,000	3,260,000	2,825,000	435,000	105,190	540,190
02/15/11	2011	Wastewater GO	2.00 to 5.00	02/15/15	2,470,000	2,470,000	1,885,000	585,000	81,250	666,250
Total Wastewater GO Debt					\$26,620,000	\$23,245,000	\$21,325,000	\$1,920,000	\$1,042,851	\$2,962,851
Total GO Debt					\$311,260,000	\$254,862,475	\$234,804,750	\$20,057,725	\$11,153,854	\$31,211,579

**CITY OF GARLAND
CERTIFICATES OF OBLIGATION
DEBT SERVICE FUND REQUIREMENTS
2011-12**

Date of Issue	Issue Series	Issue	Interest Rate %	Maturity	Amount of Issue	Amount Outstanding 10/01/11	Amount Outstanding 09/30/12	Debt Service Requirements for 2011-12		
								Principal	Interest	Total
04/15/02	2002	Tax CO	3.75 to 5.25	02/15/14	\$13,765,000	\$2,060,000	\$1,405,000	\$655,000	\$80,500	\$735,500
04/15/03	2003	Tax CO	3.00 to 5.00	02/15/23	18,580,000	10,180,000	9,220,000	960,000	418,344	1,378,344
04/15/04	2004	Tax CO	2.00 to 5.00	02/15/24	11,835,000	6,350,000	5,515,000	835,000	278,535	1,113,535
04/15/04	2004	Tax CO	2.00 to 5.00	02/15/14	3,800,000	1,310,000	895,000	415,000	55,125	470,125
03/15/05	2005	Tax CO	3.00 to 5.25	02/15/17	18,105,000	5,610,000	4,655,000	955,000	263,125	1,218,125
03/15/06	2006	Tax CO	3.75 to 4.50	02/15/26	4,395,000	2,805,000	2,500,000	305,000	111,419	416,419
03/15/07	2007	Tax CO	4.00 to 5.625	02/15/27	13,860,000	13,190,000	12,970,000	220,000	593,569	813,569
06/15/08	2008	Tax CO	3.50 to 4.625	02/15/28	2,070,000	1,735,000	1,610,000	125,000	68,765	193,765
04/15/10	2010	Tax CO	2.00 to 3.00	02/15/30	2,220,000	2,170,000	2,090,000	80,000	82,831	162,831
06/15/11	2011	Tax CO	2.00 to 4.25	02/15/31	2,535,000	2,535,000	2,390,000	145,000	91,278	236,278
Total Tax Debt					\$91,165,000	\$47,945,000	\$43,250,000	\$4,695,000	\$2,043,491	\$6,738,491
09/01/97	1997-B	Firewheel Golf CO	5.50 to 5.50	08/15/27	\$600,000	\$600,000	\$600,000	\$0	\$33,000	\$33,000
04/15/02	2002	Firewheel Golf CO	3.75 to 5.00	02/15/12	180,000	25,000	0	25,000	625	25,625
03/15/06	2006	Firewheel Golf CO	3.75 to 4.375	02/15/21	250,000	155,000	135,000	20,000	6,037	26,037
06/15/11	2011	Firewheel Golf CO	2.00 to 4.00	08/15/26	445,000	445,000	405,000	40,000	14,533	54,533
Total Firewheel Golf Transfer					\$1,475,000	\$1,225,000	\$1,140,000	\$85,000	\$54,195	\$139,195
03/15/07	2007	EWS - Delivery CO	4.00 to 5.625	02/15/14	\$2,065,000	\$965,000	\$605,000	\$360,000	\$40,656	\$400,656
06/15/08	2008	EWS - Delivery CO	3.50 to 4.625	02/15/28	855,000	370,000	195,000	175,000	9,618	184,618
04/15/10	2010	EWS - Delivery CO	2.00 to 3.00	08/15/15	985,000	800,000	605,000	195,000	18,100	213,100
06/15/11	2011	EWS - Delivery CO	2.00 to 4.00	08/15/21	1,280,000	1,280,000	1,080,000	200,000	31,133	231,133
Total Environmental Waste Services - Delivery CO Debt					\$5,185,000	\$3,415,000	\$2,485,000	\$930,000	\$99,508	\$1,029,508
03/15/06	2006	Fleet Services CO	3.75 to 4.25	02/15/16	\$115,000	\$65,000	\$55,000	\$10,000	\$2,475	\$12,475
03/15/07	2007	Fleet Services CO	4.00 to 5.625	02/15/18	300,000	300,000	300,000	0	15,856	15,856
Total Fleet Services CO Debt					\$415,000	\$365,000	\$355,000	\$10,000	\$18,331	\$28,331
04/15/04	2004	IT - Comm. CO	2.00 to 5.00	02/15/14	\$240,000	\$80,000	\$55,000	\$25,000	\$3,375	\$28,375
03/15/05	2005	IT - Comm. CO	3.00 to 5.25	02/15/16	170,000	75,000	55,000	20,000	3,300	23,300
03/15/06	2006	IT - Comm. CO	3.75 to 4.25	02/15/16	2,410,000	375,000	300,000	75,000	13,900	88,900
03/15/07	2007	IT - Comm. CO	4.00 to 5.625	02/15/18	750,000	590,000	535,000	55,000	29,531	84,531
06/15/08	2008	IT - Comm. CO	3.50 to 4.625	02/15/28	5,430,000	3,750,000	3,145,000	605,000	128,635	733,635
06/09/09	2009	IT - Comm. CO	3.00 to 5.25	02/15/19	580,000	390,000	290,000	100,000	11,038	111,038
06/15/08	2008	IT - IT (MIS) CO	3.50 to 4.625	02/15/28	\$4,065,000	\$3,655,000	\$3,500,000	\$155,000	\$153,221	\$308,221
Total Information Technology CO Debt					\$13,645,000	\$8,915,000	\$7,880,000	\$1,035,000	\$343,000	\$1,378,000

**CITY OF GARLAND
CERTIFICATES OF OBLIGATION
DEBT SERVICE FUND REQUIREMENTS
2011-12**

Date of Issue	Issue Series	Issue	Interest Rate %	Maturity	Amount of Issue	Amount Outstanding 10/01/11	Amount Outstanding 09/30/12	Debt Service Requirements for 2011-12		
								Principal	Interest	Total
03/15/05	2005	Customer Service CO	3.00 to 5.25	02/15/17	\$1,335,000	\$370,000	\$320,000	\$50,000	\$17,762	\$67,762
03/15/06	2006	Customer Service CO	3.75 to 4.375	02/15/21	1,015,000	745,000	685,000	60,000	29,981	89,981
06/15/08	2008	Customer Service CO	3.50 to 4.625	02/15/28	3,545,000	3,185,000	3,050,000	135,000	133,565	268,565
06/09/09	2009	Customer Service CO	3.00 to 5.25	02/15/29	22,405,000	21,080,000	20,260,000	820,000	908,863	1,728,863
Total Customer Service CO Debt					\$28,300,000	\$25,380,000	\$24,315,000	\$1,065,000	\$1,090,171	\$2,155,171
03/30/10	2010	GP&L CO	2.00 to 5.00	02/15/30	\$126,885,000	\$126,885,000	\$126,885,000	\$0	\$6,259,488	\$6,259,488
Total Electric CO Debt					\$126,885,000	\$126,885,000	\$126,885,000	\$0	\$6,259,488	\$6,259,488
04/15/02	2002	Water CO	3.75 to 5.25	02/15/14	\$3,515,000	\$525,000	\$360,000	\$165,000	\$20,556	\$185,556
Total Water CO Debt					\$3,515,000	\$525,000	\$360,000	\$165,000	\$20,556	\$185,556
04/01/01	2001	Wastewater CO	4.25 to 5.25	02/15/15	\$11,968,080	\$0	\$0	\$0	\$0	\$0
04/15/02	2002	Wastewater CO	3.75 to 5.25	02/15/14	7,410,000	1,105,000	755,000	350,000	43,207	393,207
Total Wastewater CO Debt					\$19,378,080	\$1,105,000	\$755,000	\$350,000	\$43,207	\$393,207
Total					\$289,963,080	\$215,760,000	\$207,425,000	\$8,335,000	\$9,971,946	\$18,306,946

**CITY OF GARLAND
UTILITY REVENUE BONDS
FUND REQUIREMENTS
2011-12**

ELECTRIC REVENUE BOND DEBT SERVICE

Date of Issue	Issue Series	%	Amount of Issue	Amount Outstanding 10/01/11	Amount Outstanding 09/30/12	Debt Service Requirements for 2011-12		
						Principal	Interest	Total
8/4/2003	2003	3.0 to 5.0	\$13,810,000	\$10,105,000	\$9,455,000	\$650,000	\$464,346	\$1,114,346
4/15/2004	2004	2.0 to 5.0	19,060,000	13,905,000	13,090,000	815,000	636,760	1,451,760
3/15/2005	2005	2.75 to 5.25	18,935,000	14,675,000	13,865,000	810,000	690,575	1,500,575
3/15/2006	2006	3.5 to 5.0	25,045,000	21,125,000	20,150,000	975,000	994,590	1,969,590
3/15/2007	2007	4.0 to 5.625	21,050,000	18,730,000	17,945,000	785,000	875,031	1,660,031
6/17/2008	2008	3.50 to 4.625	10,115,000	8,900,000	8,435,000	465,000	372,366	837,366
6/09/2009	2009	3.25 to 5.25	11,760,000	9,630,000	8,395,000	1,235,000	426,925	1,661,925
6/15/2011	2011	2.00 to 5.00	7,185,000	7,185,000	7,185,000	0	400,878	400,878
Total			\$126,960,000	\$104,255,000	\$98,520,000	\$5,735,000	\$4,861,471	\$10,596,471

WATER REVENUE BOND DEBT SERVICE

Date of Issue	Issue Series	%	Amount of Issue	Amount Outstanding 10/01/11	Amount Outstanding 09/30/12	Debt Service Requirements for 2011-12		
						Principal	Interest	Total
8/4/2003	2003	2.0 to 5.0	\$2,065,000	\$1,447,613	\$1,355,534	\$92,079	\$67,414	\$159,493
4/15/2004	2004	2.0 to 6.0	5,190,000	3,775,000	3,535,000	240,000	181,850	421,850
3/15/2005	2005	2.75 to 5.25	5,325,000	3,830,000	3,575,000	255,000	177,050	432,050
3/15/2006	2006	4.0 to 4.5	13,265,000	10,845,000	10,240,000	605,000	450,638	1,055,638
3/15/2007	2007	4.0 to 5.625	18,915,000	16,735,000	15,995,000	740,000	802,075	1,542,075
6/17/2008	2008	3.50 to 4.625	17,690,000	15,920,000	15,205,000	715,000	763,081	1,478,081
6/09/2009	2009	2.00 to 4.75	6,255,000	5,810,000	5,545,000	265,000	219,638	484,638
4/15/2010	2010	2.00 to 5.00	8,975,000	8,795,000	8,465,000	330,000	379,200	709,200
6/15/2011	2011	2.00 to 5.00	11,795,000	11,795,000	11,795,000	0	644,129	644,129
Total			\$89,475,000	\$78,952,613	\$75,710,534	\$3,242,079	\$3,685,075	\$6,927,154

WASTEWATER REVENUE BOND DEBT SERVICE

Date of Issue	Issue Series	%	Amount of Issue	Amount Outstanding 10/01/11	Amount Outstanding 09/30/12	Debt Service Requirements for 2011-12		
						Principal	Interest	Total
8/4/2003	2003	2.0 to 5.0	\$11,615,000	\$8,142,387	\$7,624,466	\$517,921	\$379,185	\$897,106
5/25/2004	2004	1.25 to 3.95	38,485,000	29,760,000	27,895,000	1,865,000	1,013,545	2,878,545
4/15/2004	2004	2.0 to 6.0	28,350,000	21,405,000	20,225,000	1,180,000	1,035,262	2,215,262
3/15/2005	2005	2.75 to 5.25	15,220,000	11,805,000	11,185,000	620,000	557,225	1,177,225
3/15/2006	2006	4.0 to 4.5	2,915,000	2,440,000	2,320,000	120,000	102,056	222,056
3/15/2007	2007	4.0 to 5.625	10,155,000	9,175,000	8,840,000	335,000	438,400	773,400
6/17/2008	2008	3.50 to 4.625	22,210,000	20,315,000	19,535,000	780,000	974,906	1,754,906
6/09/2009	2009	2.00 to 4.75	11,835,000	11,095,000	10,645,000	450,000	429,781	879,781
4/15/2010	2010	2.00 to 5.00	12,295,000	12,060,000	11,620,000	440,000	521,700	961,700
6/15/2011	2011	2.00 to 5.00	7,410,000	7,410,000	7,410,000	0	408,568	408,568
Total			\$160,490,000	\$133,607,387	\$127,299,466	\$6,307,921	\$5,860,629	\$12,168,550

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, janitorial services, building maintenance, publications, and information technology. In approving CIP projects, the City Council and staff must carefully weigh their impacts on the Annual Operating Budget.

The following pages outline the CIP approved by the City Council for 2011. The CIP Budget is produced as a separate document from the Operating Budget. A copy of the 2011 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.

2011 CAPITAL IMPROVEMENT PROGRAM

PROGRAM EXPENDITURES

The 2011 CIP totals \$152.4 million and includes the following program areas and expenditure amounts:

<u>Program Areas</u>	<u>Expenditures</u>
Tax-Supported Programs:	
(1) Park	\$ 2,643,000
(2) Street/Transportation	29,684,000
(3) Drainage	2,312,000
(4) Library	1,854,000
(5) Landfill/Transfer Station	2,133,000
(6) Public Safety	1,436,000
(7) Economic Development	2,317,000
(8) Facilities and Miscellaneous	4,806,000
Total Tax-Supported	<u>47,185,000</u>
Internal Service Programs:	
(1) Customer Service	7,292,000
(2) Fleet and Service Center	329,000
(3) Information Technology	1,068,000
Total Internal Service	<u>8,689,000</u>
Utility Programs:	
(1) Environmental Waste Services	2,398,000
(2) Water	24,320,000
(3) Wastewater	31,831,000
(4) Electric	37,967,000
Total Utility-Supported	<u>96,516,000</u>
Total 2011 CIP	<u><u>\$152,390,000</u></u>

The 2011 CIP reflects an increase of approximately \$10 million (7.0%) from the 2010 Capital Budget of \$142.4 million. The increase is due to a \$4.4 million increase in Tax-Supported programs, an \$11.7 million increase in Utility-Supported programs, and a \$6.1 million decrease in Internal Service programs. Of the total \$47.2 million in Tax-Supported programs, \$24.7 million or 52.3% is related to 1991, 1997, and 2004 Bond projects funded from authorized debt.

2011 CIP Funding Sources

Of the total \$152.4 million 2011 CIP, \$92.2 million (60.5%) is carry-over from previous Capital Budgets, \$48.9 million (32.1%) represents additional funding for projects begun in prior years, and \$11.3 million (7.4%) is related to projects being initiated for the first time in 2011. Funding the 2011 CIP work program will require new debt issuance of \$44.0 million compared to \$35.6 million in 2010. Specifically, funding will come from the following sources:

Funding Source	Tax-Supported Programs	Internal Services	Utility Programs	Total 2011 CIP
Current Funds:				
Cash Available	\$11,753,000	\$8,689,000	\$67,424,000	\$ 87,866,000
Intergovernmental Participation	6,530,000			6,530,000
Total Cash and Transfers	18,283,000	8,689,000	67,424,000	94,396,000
Debt Issuances:				
Prior-Year Approved				
Commercial Paper (CP)	13,966,000			13,966,000
1991 GO Bonds (CP)				
1997 GO Bonds (CP)	371,000			371,000
2004 GO Bonds (CP)	11,070,000			11,070,000
2011 Certificates of Obligation (COs)	2,995,000		1,290,000	4,285,000
2011 Short-Term Tax Notes (TANs)	500,000			500,000
2011 Revenue Bonds			27,802,000	27,802,000
Sub-Total New Debt Issuance	14,936,000	0	29,092,000	44,028,000
Total 2011 CIP Funding	\$47,185,000	\$8,689,000	\$96,516,000	\$152,390,000
Project Allocations:				
Existing Funding for Previously Approved	\$24,823,000	\$8,689,000	\$58,698,000	\$ 92,210,000
Continuation Funding for Previously Approved	17,180,000		31,728,000	48,908,000
Funding for New Projects	5,182,000		6,090,000	11,272,000
Total Adopted 2011 CIP	\$47,185,000	\$8,689,000	\$96,516,000	\$152,390,000

2011 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 2011 is \$2.6 million, with \$330,000 in new debt required. Projects for 2011 include the following:

- Spring Creek Forest Visitors Center
- Spring Creek Greenbelt Trail
- Trail Development
- Hollabaugh Park Development (West Garland Recreation Center)
- Various Park Improvements
- Bradfield Recreation Center Renovation

Street/Transportation

The 2011 program anticipates \$29.7 million in expenditures. Of this amount, \$10.4 million is new debt. Projects for 2011 include the following:

- Sixth Street Extension
- Naaman Forest – Ranger to Brand / S.H. 190
- Downtown Street Improvements
- Shiloh Road – I.H. 635 to Kingsley
- Pleasant Valley Road Bridge Reconstruction
- Dallas, Garland, and Northeastern (DGNO) Relocation
- Traffic Control System Improvements
- Operational and Safety Improvements
- Traffic Signal Installations
- Train Wayside Horns

Drainage

The total work program for 2011 anticipates \$2.3 million in expenditures, of which \$800,000 in new debt is required. Projects for 2011 include the following:

- Miscellaneous Flooding
- Petition Drainage
- University Channel
- Bridge Remediation
- Classic and Yale Drainage
- Voluntary Residential Buyout Program

Library

The total work program for 2011 anticipates \$1.9 million in expenditures, of which \$1.1 million is new debt. Projects for 2011 include the following:

- Rebuild Library Materials Collection
- Library Facilities Improvements

Landfill / Transfer Station

Total planned expenditures for 2011 are \$2.1 million, with \$1.0 million in additional debt required. The 2011 work program includes:

- Construction of Waste Cell #5
- Replacement of Two Tractor Trucks and Trailers, a Dozer, and a Compactor

Public Safety

A total of \$1.4 million in expenditures is planned for 2011, with no additional debt required. Planned projects include the following:

- Police In-Car Digital Video Camera
- Fire Ambulances Remounts
- Fire Hoses

Economic Development

Total planned expenditures for 2011 are \$2.3 million, with \$150,000 in new debt required. This category covers a variety of projects, including the following:

- Land/Property Acquisition
- Neighborhood Vitality Grant Program
- Commercial Corridor Revitalization
- Downtown Streetscape & Redevelopment Design
- Walnut Street Pedestrian Corridor
- Downtown Square (Plaza) Design

Facilities & Miscellaneous (Tax-Supported)

Total planned expenditures for 2011 are \$4.8 million, with \$1.3 million in new debt required. This category covers a variety of projects, including the following:

- Facilities Upgrade
- Roof Replacement
- HVAC Replacement
- Parking Lot Upgrades
- Fire Alarm, Fire Safety and Security Systems
- City Hall HVAC System Replacement
- Firewheel Golf Park Improvements and Equipment

Miscellaneous (Revenue-Supported)

Total planned expenditures for 2011 are \$11.1 million. Of this amount, \$1.3 million is new debt. This category covers a variety of projects, including the following:

- Utility Services Building
- Replacement of Automated Refuse Trucks
- Radio System Replacement
- Extend Fiber Optic Cable
- Telephone System Upgrade
- Communications Building
- Fuel System Upgrade
- Replacement of Commercial Front Loader and Recycle & Knuckle Boom Trucks

Water

Total program expenditures are estimated at \$24.3 million for 2011, which includes \$12.5 million in new debt. The 2011 work program includes:

- Relocation of Mains Prior to Paving
- Distribution Lines
- Radio Read Water Meter Retrofit Project
- Apollo Northside Pump Station Improvements
- Pleasant Valley Water Main
- Water Pump Station Rehabilitation
- West Pressure Plane Improvements

Wastewater

The 2011 program is estimated at \$31.8 million, of which \$7.9 million is new debt. The 2011 work program includes:

- Collection Mains
- Lift Station Abandonment
- Relocation of Mains Prior to Paving
- Jupiter/Shiloh - Phase VI
- Cured-in-Place Pipe Main & Lateral Rehabilitation
- Duck Creek Greenbelt Trail Extension
- Lift Station Abandonment Project
- Rowlett Creek WWTP Processing Improvements
- Rowlett Creek WWTP Biosolids Expansion
- Duck Creek WWTP Processing Improvements
- Wastewater Laboratory Building
- Field Operations Complex

Electric

The 2011 program is estimated at \$38.0 million, of which \$7.4 million in new debt is required. Ongoing projects included in the 2011 CIP are:

- Substations Program
- Transmission Lines Program
- Distribution Lines - Underground/Overhead
- Production Construction/Upgrades
- Commercial and Industrial Construction
- Relocation of Facilities
- Transmission & Distribution Facility
- Competitive Renewable Energy Zone (CREZ)

2011 CAPITAL IMPROVEMENT PROGRAM

RATE IMPACTS

Ad Valorem Tax Impact

The tax-supported portion of the 2011 CIP requires new debt of \$11.4 million in GO-authorized Commercial Paper, \$3.0 million in Certificates of Obligation (COs), and \$5.5 million in Short-Term Tax Notes (TANs). In addition, the 2011 CIP will require the issuance of \$14.0 million in Commercial Paper that was authorized by the Council in previous CIPs, for total tax-supported debt of \$28.9 million. The net decrease in outstanding tax-supported debt was approximately \$7.8 million after taking into consideration debt paid off during the year.

Water Rate Impact

The sale of \$11.8 million in Revenue Bonds for Water projects will require approximately \$1.1 million in additional Debt Service costs for fiscal year 2011-12. A Water rate model was developed and implemented during 2009-10 which included the impact of the additional debt issuance. Of the 3% Water rate increase approved for 2011-12, approximately 32% was related to debt issued for CIP projects.

Wastewater Rate Impact

The sale of \$7.4 million in Revenue Bonds for Wastewater projects will require approximately \$780,000 in new Debt Service costs for fiscal year 2011-12. Along with Water, a new Wastewater rate model was developed and implemented during 2009-10 that anticipated the Debt Service impact. Fund balance will be used to avoid a rate increase for 2011-12. Of the amount to be drawn down from the fund balance, approximately 58% was related to debt issued for CIP projects.

2011 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 for 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
13023	Police In-Car Digital Video Cameras	\$ (1,000)
18166	Spring Creek Forest Visitors Center	2,914
18201	Computerized Control - Irrigation/Lighting	1,200
18209	Trail Development	15,000
18210	Hollabaugh Park Development (West Garland Rec. Center)	312,000
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
19030	Fuel Islands Automation and Monitoring	36,000
23052	Radio System Replacement	50,000
	Total	<u>\$525,214</u>

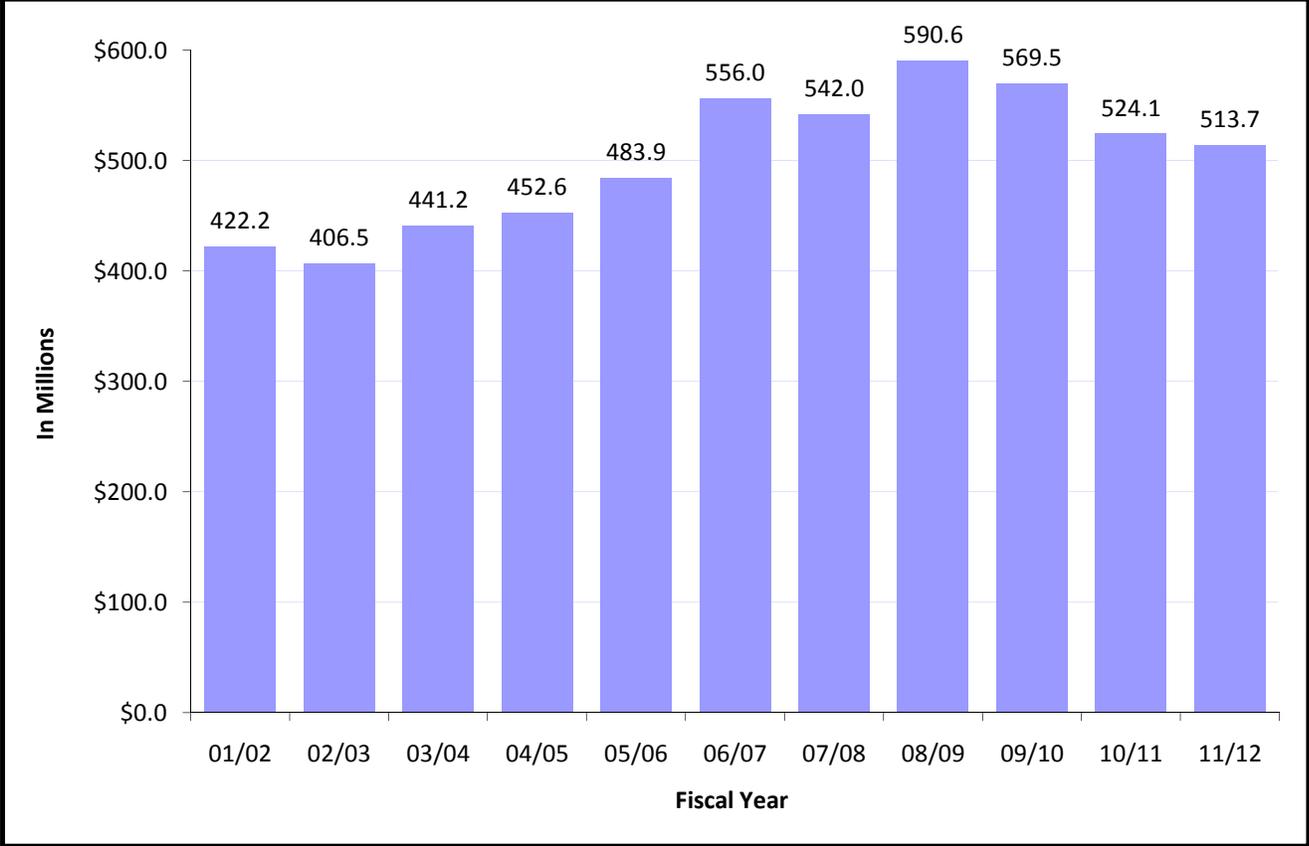
Various Facilities Management, Water, and Wastewater projects will reduce maintenance and repair work.

Various Transportation projects are projected to reduce emergency maintenance requirements while increasing preventive and routine maintenance efforts.

Historical Data

TOTAL COMBINED BUDGET

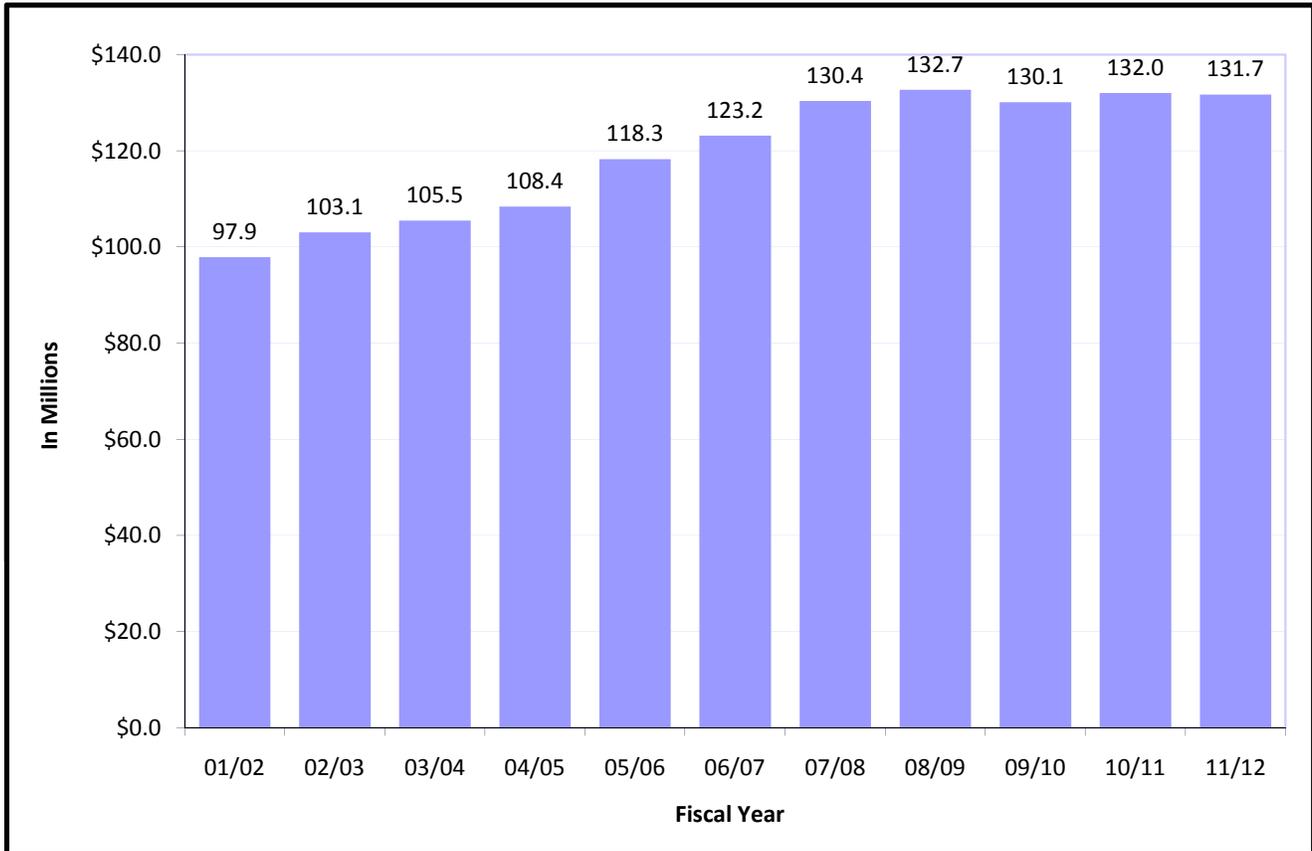
10 Year History



<i>Fiscal Year</i>	<i>Combined Budget in Millions</i>	<i>Net % Change</i>
01/02	\$422.2	15.8%
02/03	406.5	-3.7%
03/04	441.2	8.5%
04/05	452.6	2.5%
05/06	483.9	6.9%
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%

TOTAL GENERAL FUND BUDGETED REVENUE

10 Year History

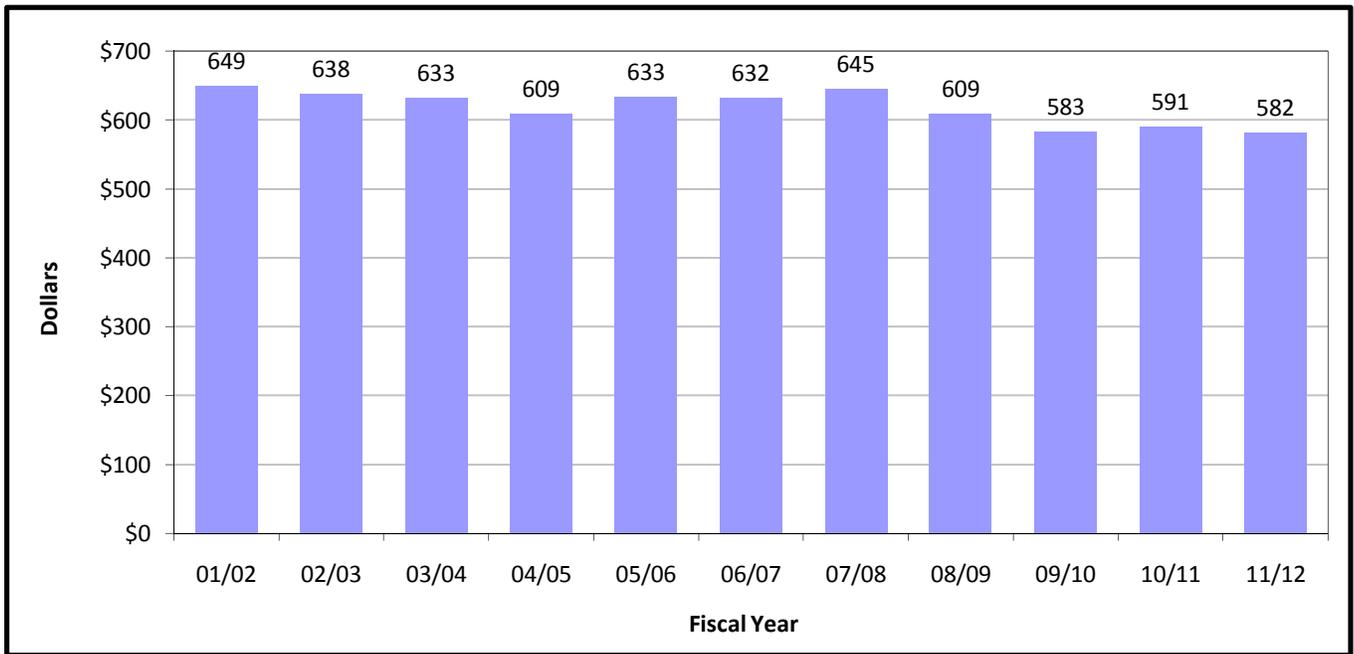


<i>Fiscal Year</i>	<i>Revenues</i>	<i>Net % Change</i>
01/02	\$97,888,029	4.9%
02/03	103,094,748	5.3%
03/04	105,512,002	2.3%
04/05	108,411,856	2.7%
05/06	118,305,368	9.1%
06/07	123,201,450	4.1%
07/08	130,381,628	5.8%
08/09	132,728,791	1.8%
09/10	130,125,912	-2.0%
10/11	132,034,590	1.5%
11/12	131,741,593	-0.2%

GENERAL FUND BUDGETED EXPENDITURES

10 Year History

Per Capita / Adjusted for Inflation

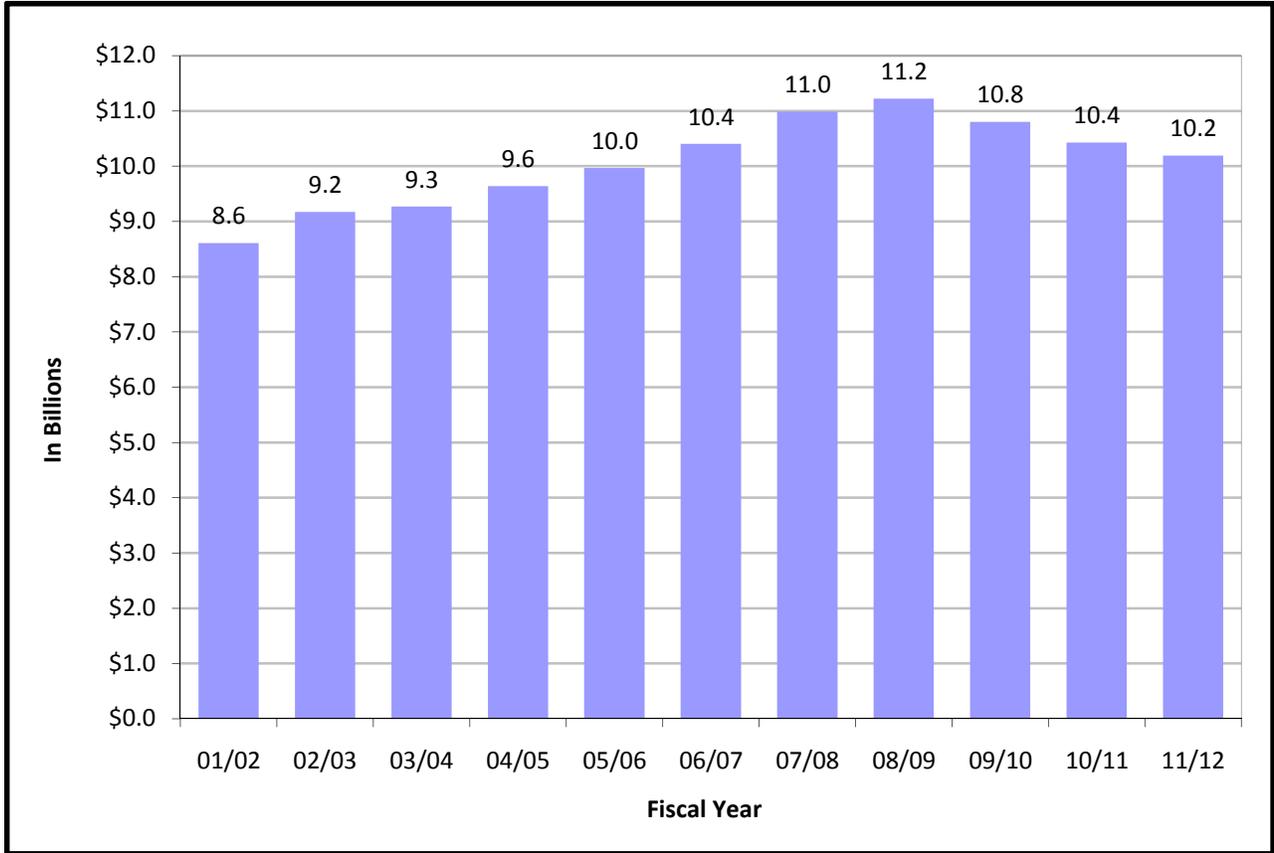


<i>Fiscal Year</i>	<i>Expenditures</i>	<i>Adjusted for Inflation</i>	<i>Population</i>	<i>Per Capita</i>	<i>Net % Change</i>	<i>Cumulative % Change</i>
01/02	\$101,314,121	\$140,096,153	215,768	\$649	0.9%	-
02/03	104,453,012	140,885,178	220,946	638	-1.8%	-1.8%
03/04	109,271,166	140,827,586	222,650	633	-0.8%	-2.6%
04/05	109,727,412	134,283,310	220,657	609	-3.8%	-6.3%
05/06	119,546,525	140,322,516	221,588	633	4.1%	-2.5%
06/07	128,890,013	140,674,427	222,432	632	-0.1%	-2.6%
07/08	133,216,403	145,140,603	224,988	645	2.0%	-0.6%
08/09	133,398,842	137,707,625	226,144	609	-5.6%	-6.2%
09/10	131,575,912	131,575,912	225,865	583	-4.3%	-10.3%
10/11	134,086,244	134,086,244	226,876 *	591	1.5%	-9.0%
11/12	132,456,113	132,456,113	227,726	582	-1.6%	-10.4%

* 2010 Census figure

TAXABLE PROPERTY VALUES

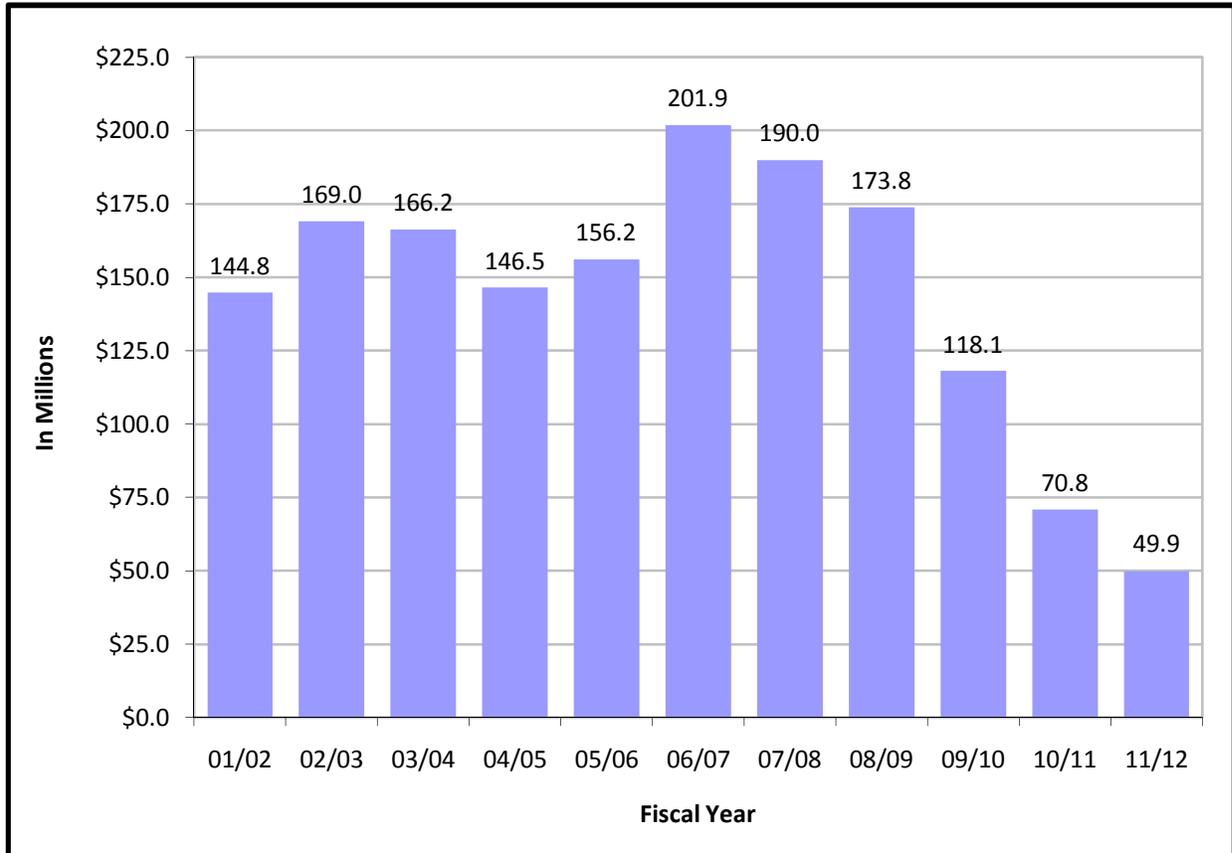
10 Year History



<i>Fiscal Year</i>	<i>Taxable Value</i>	<i>Net % Change</i>
01/02	\$8,609,089,524	7.86%
02/03	9,171,590,363	6.53%
03/04	9,268,313,019	1.05%
04/05	9,639,429,074	4.00%
05/06	9,964,658,550	3.37%
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%

NEW CONSTRUCTION

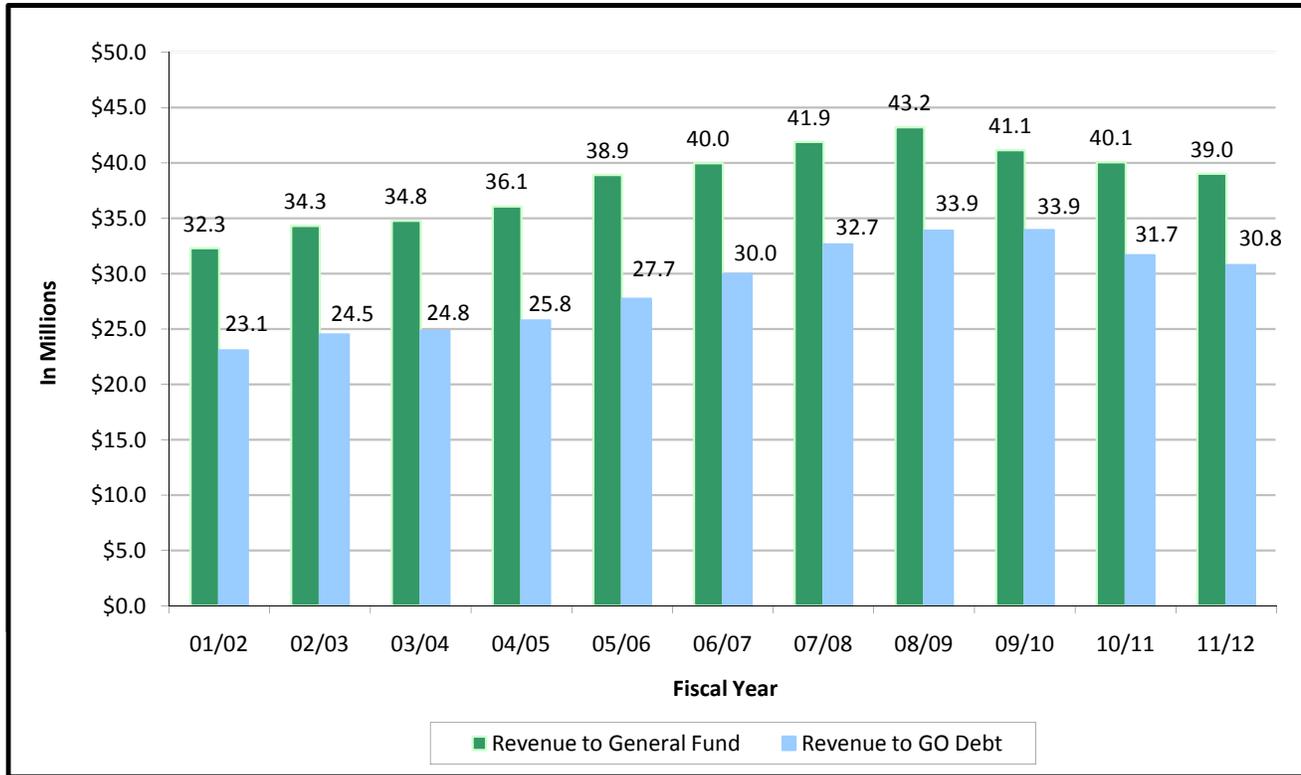
10 Year History



<i>Fiscal Year</i>	<i>New Construction</i>	<i>Net % Change</i>
01/02	\$144,807,527	-20.37%
02/03	168,971,401	16.69%
03/04	166,169,559	-1.66%
04/05	146,511,658	-11.83%
05/06	156,153,339	6.58%
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%

PROPERTY TAX REVENUE

10 Year History



Fiscal Year	Taxable Value	O & M Rate	Debt Rate	Total Tax Rate	Revenue to General Fund	Revenue to GO Debt	Total Tax * Revenues
01/02	\$8,609,089,524	0.3740	0.2671	0.6411	\$32,309,481	\$23,075,275	\$55,384,756
02/03	9,171,590,363	0.3740	0.2671	0.6411	34,318,281	24,505,160	58,823,441
03/04	9,268,313,019	0.3740	0.2671	0.6411	34,770,020	24,831,745	59,601,765
04/05	9,639,429,074	0.3740	0.2671	0.6411	36,077,248	25,765,329	61,842,577
05/06	9,964,658,550	0.3890	0.2771	0.6661	38,920,980	27,724,838	66,645,818
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	40,069,676 **	31,665,585 **	71,735,261
11/12	10,189,129,752	0.3940	0.3106	0.7046	39,015,965 ***	30,770,730 ***	69,786,695

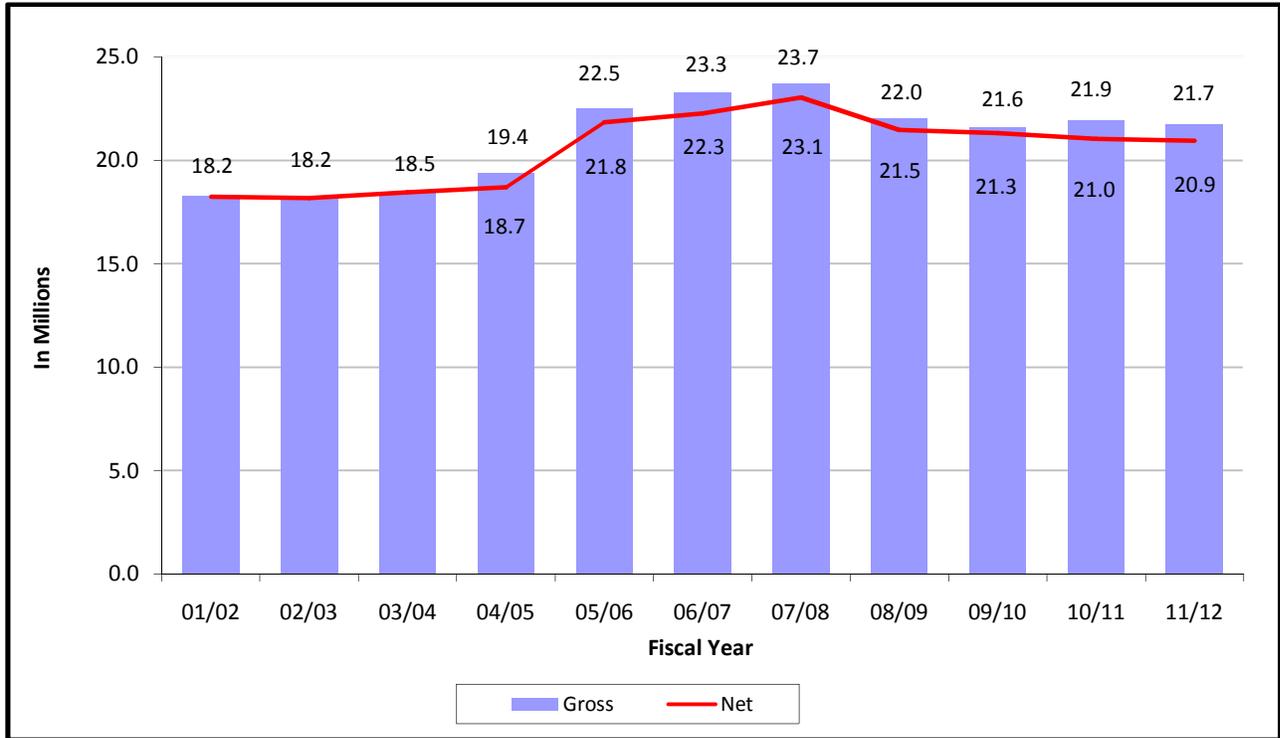
* Total Tax Revenues have been adjusted to reflect actual collections except where indicated.

** Revised

*** Adopted

SALES TAX REVENUE

10 Year History

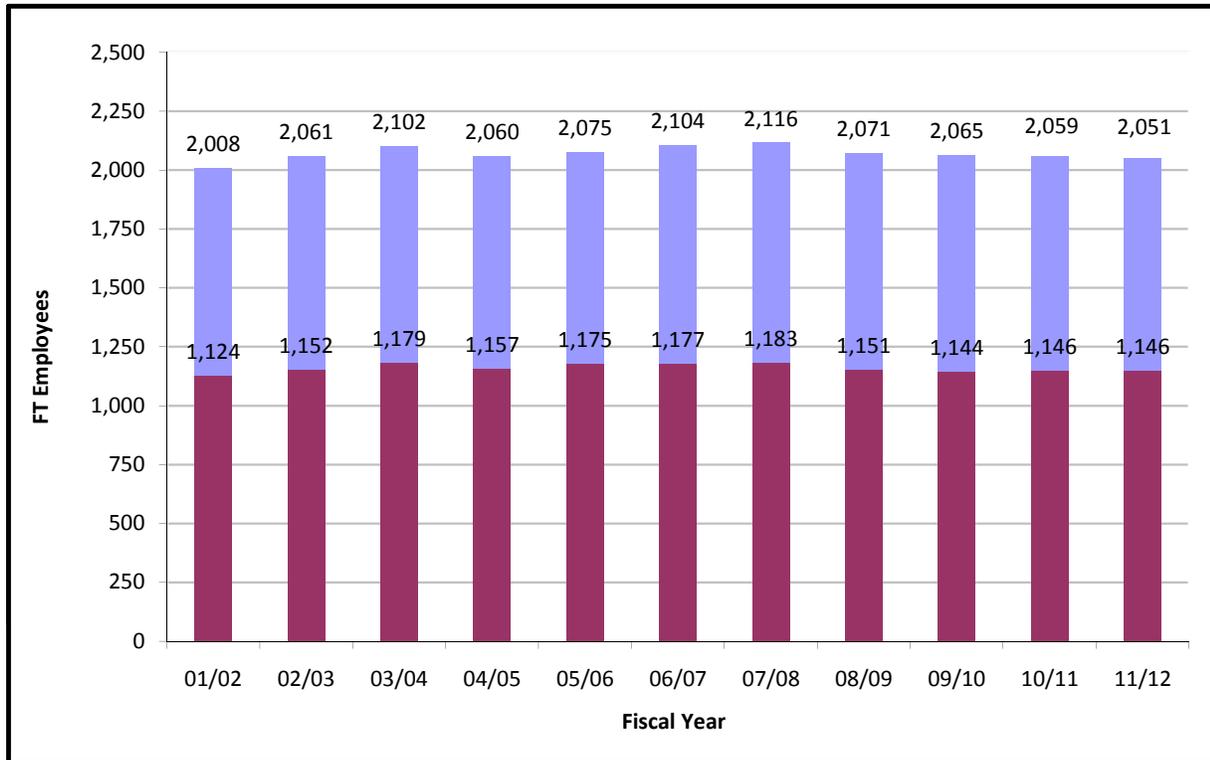


<i>Fiscal Year</i>	<i>Gross Sales Tax (Actuals)</i>	<i>Firewheel Town Center Reserves</i>	<i>Bass Pro Harbor Pt Incentive</i>	<i>Net Sales Tax</i>
01/02	\$18,248,669	0	0	\$18,248,669
02/03	18,181,431	0	0	18,181,431
03/04	18,454,380	0	0	18,454,380
04/05	19,368,101	(\$650,000)	0	18,718,101
05/06	22,517,489	(675,000)	0	21,842,489
06/07	23,278,730	(775,000)	(\$221,004)	22,282,726
07/08	23,694,596	(350,000)	(294,080)	23,050,516
08/09	22,041,066	(250,000)	(288,695)	21,502,371
09/10	21,573,549	0	(263,457)	21,310,092
10/11 *	21,916,571	(614,733)	(264,169)	21,037,669
11/12 **	21,730,035	(529,391)	(264,169)	20,936,475

* Revised

** Adopted

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>
01/02	2,008	1.26%	1,124	0.00%
02/03	2,061	2.64%	1,152	2.49%
03/04	2,102	1.99%	1,179	2.34%
04/05	2,060	-2.00%	1,157	-1.87%
05/06	2,075	0.73%	1,175	1.56%
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 ***	2,051	-0.39%	1,146	0.00%

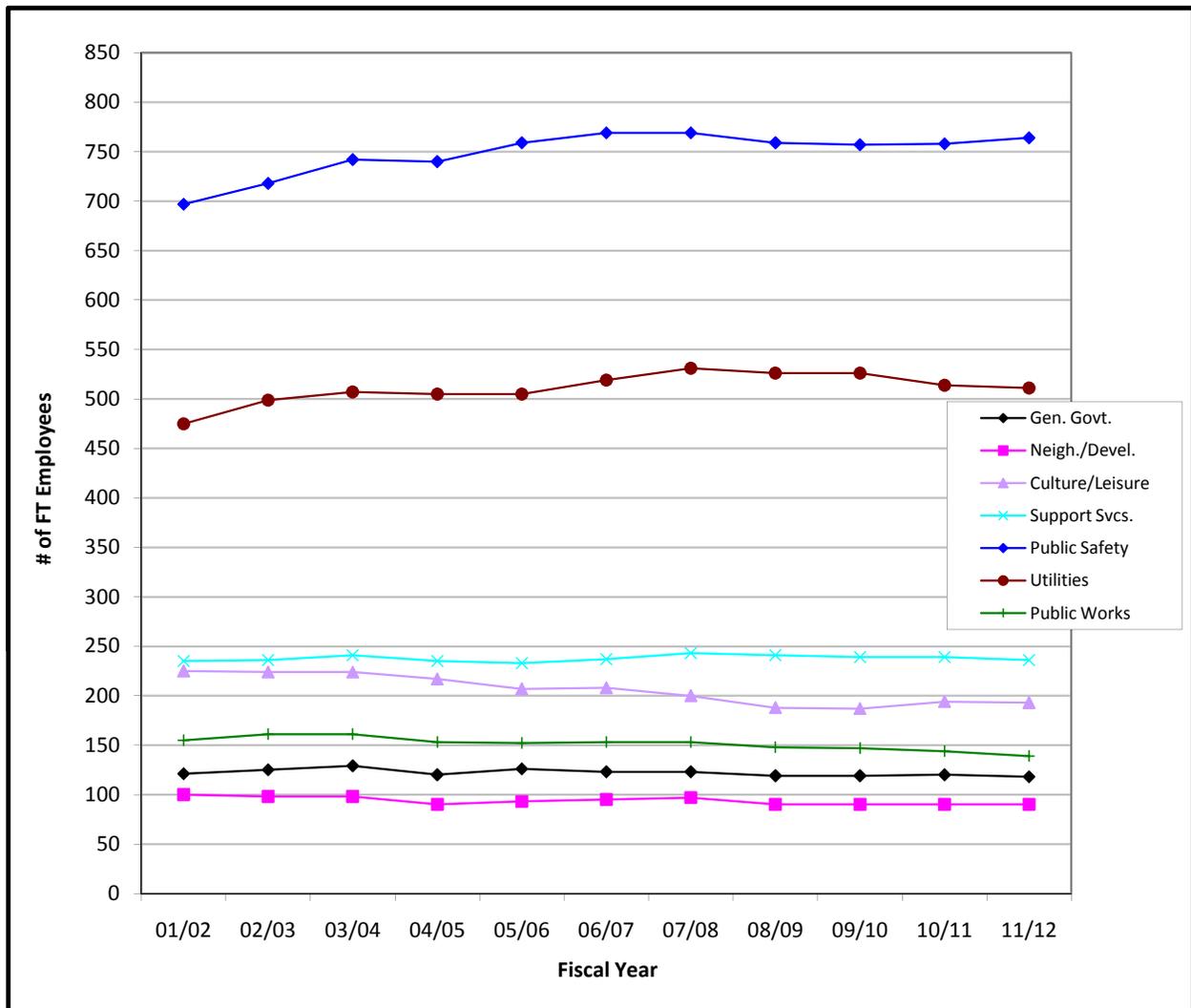
* Excludes banked positions

** Revised

*** Adopted

PERSONNEL BY AREA

10 Year History



<u>Area</u>	<u>01/02</u>	<u>02/03</u>	<u>03/04</u>	<u>04/05</u>	<u>05/06</u>	<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11*</u>	<u>11/12**</u>
Gen. Govt.	121	125	129	120	126	123	123	119	119	120	118
Neigh./Devel.	100	98	98	90	93	95	97	90	90	90	90
Culture/Leisure	225	224	224	217	207	208	200	188	187	194	193
Support Svcs.	235	236	241	235	233	237	243	241	239	239	236
Public Safety	697	718	742	740	759	769	769	759	757	758	764
Utilities	475	499	507	505	505	519	531	526	526	514	511
Public Works	155	161	161	153	152	153	153	148	147	144	139
Total	2,008	2,061	2,102	2,060	2,075	2,104	2,116	2,071	2,065	2,059	2,051

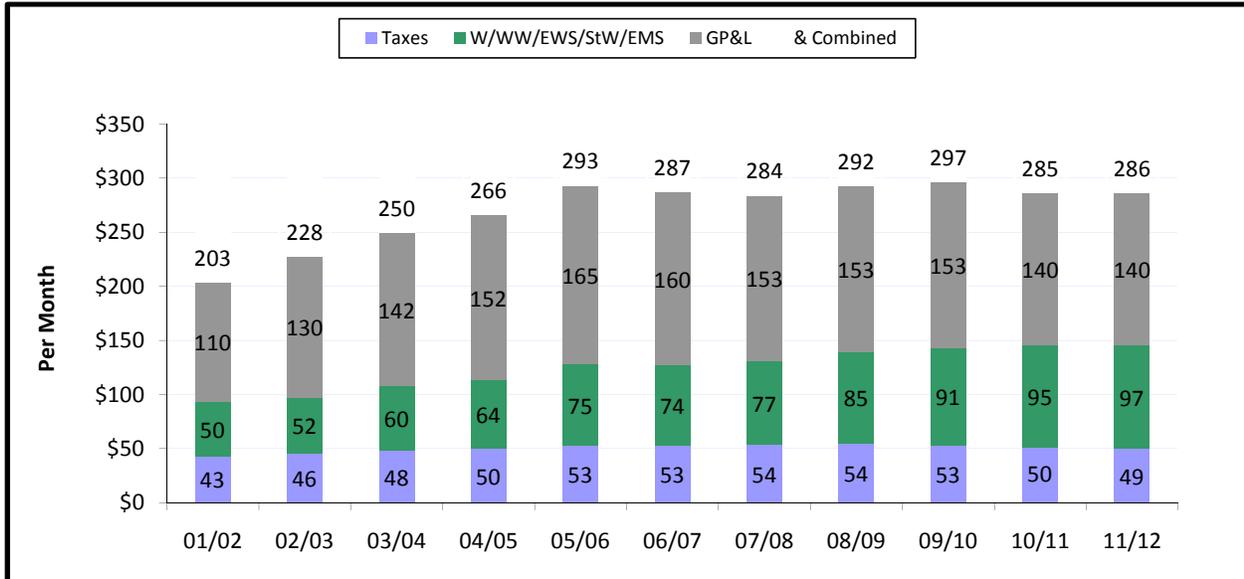
FY 2003-04: Municipal Court moved from Public Safety to General Government; Landfill moved from Utilities to Public Works. The years prior to FY 2003-04 have been restated as a result of these moves.

* Revised

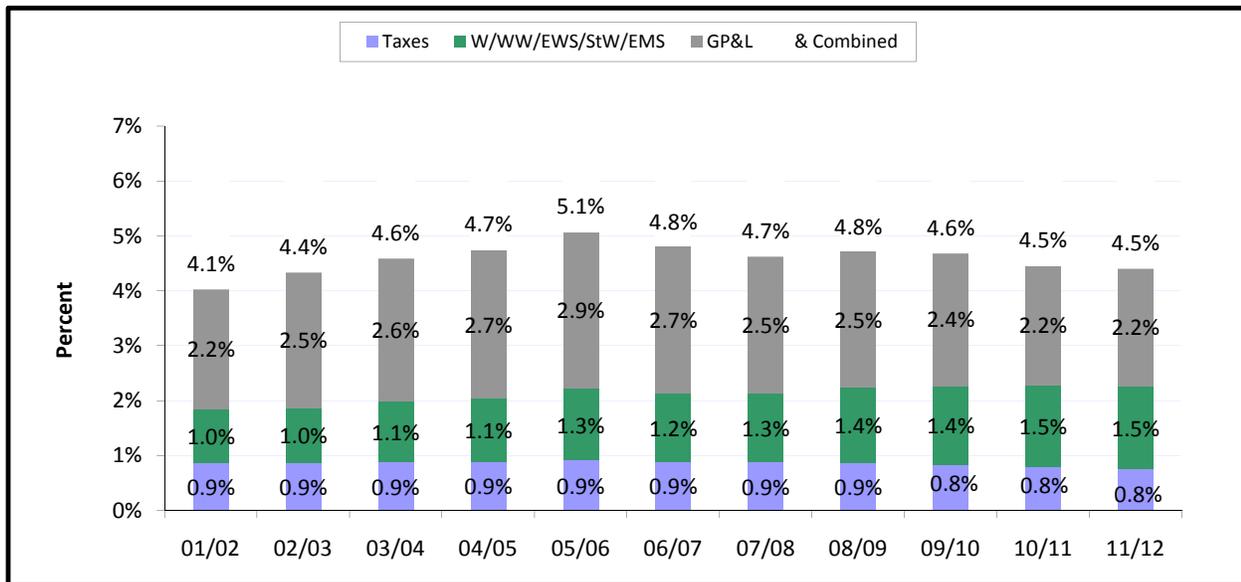
** Adopted

COST OF GOVERNMENT

Combined Monthly Citizen Impact Taxes & Utilities



Combined Monthly Citizen Impact Taxes & Utilities Expressed in Percent of Monthly Income



Assumptions:

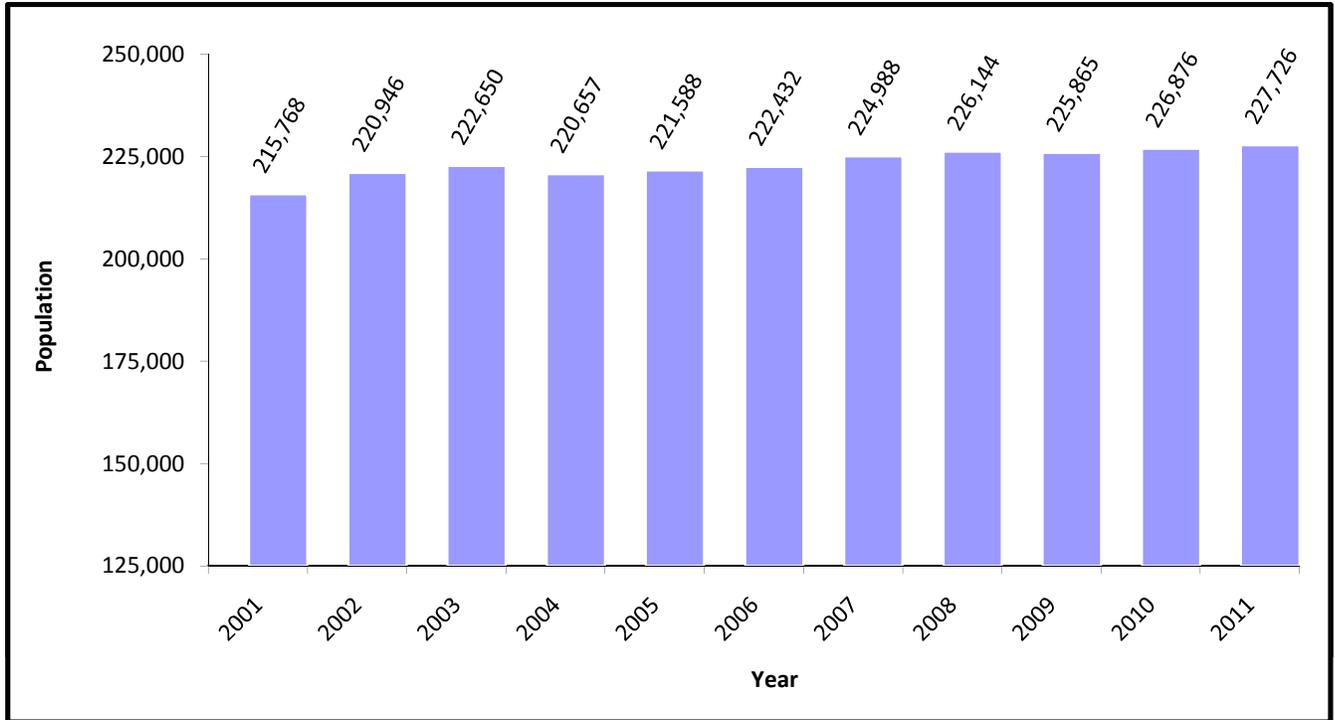
Household Income - 2000-01 \$58,322 (from 2000 Census); 2011-12 \$77,537 (restated);
restated for all years based on Employment Cost Index - www.bea.gov/eci

Home Value - 2000-01 \$75,430 (from 2000 Census); 2011-12 \$91,315; adjusted yearly
for valuation per DCAD allowing for Homestead Exemption after 2003

Utilities - Water/Sewer 8,000 gallons per month (5/8 inch pipe); Electric 1,300 kWh per month;
Stormwater average bill \$2.88 per month; 2010-11 new EMS fee \$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>
2001	215,768	6,632	3.2%
2002	220,946	5,178	2.4%
2003	222,650	1,704	0.8%
2004	220,657	-1,993	-0.9%
2005	221,588	931	0.4%
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%

* Estimated by Planning Department except for 2010 Census figure

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 Amounts 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 Infrastructure		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 benefit 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 2011-12
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 2011–12

Color Key: **Fleet-Related Deadlines**
 Revenue Estimates
 Council-Related Items

February 2011

- | | | |
|------|----------|--|
| 2/10 | Thursday | Fleet Services distributes evaluation instructions / recommended review lists to Fleet Coordinators. |
| 2/15 | Tuesday | Fleet Coordinators meeting to discuss vehicle evaluations. |
| 2/18 | Friday | Preliminary Instructions, Budget Assignments, and Preliminary Budget Calendar distributed to departments. |
| 2/21 | Monday | Year-to-date revenue amounts distributed to departments.
Revenue Managers begin calculating revenue estimates for 2010-11 Revised and 2011-12 Proposed Budgets. |
| 2/24 | Thursday | Vehicle evaluation lists due back to Fleet Services after departmental review. |

March 2011

- | | | |
|-------------|----------------|--|
| 3/01 | Tuesday | Preliminary Requests due to Reviewing Departments with copies to Budget & Research for: <ul style="list-style-type: none"> ◆ New Position Requests (PDQs) – Human Resources ◆ Hardware/Software Requests – IT |
| 3/03 | Thursday | Fleet Services returns updated evaluation review lists to departments with a copy to Budget & Research. |
| 3/03 | Thursday | Fleet Services starts accepting vehicles for evaluation. |
| 3/15 | Tuesday | Revenue Estimates due (preliminary for utilities). |
| 3/21 | Monday | Deadline for Fleet Services evaluations / new vehicle request forms. |

March 2011 (continued)

- | | | |
|-------------|-----------------|--|
| 3/21 | Monday | 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 | Fleet Services notifies departments and Budget & Research of final replacement recommendations / new vehicle evaluations. |
| 3/31 | Thursday | Fleet Rates due. |

April 2011

- | | | |
|--------------|---------------|--|
| 4/01 | Friday | <i>Budget Instruction Manual</i> placed on the G:CITY drive by Budget & Research for departments to access. |
| 4/01 | Friday | BRASS Budget System open for department input. |
| 4/01 | Friday | Deadline for submission of certain forms to reviewing departments with copies to Budget & Research: <ul style="list-style-type: none">◆ IT Project Request / Project Charter forms to be submitted to IT.◆ Facilities Renovation / Project Request forms to be submitted to Facilities Management.◆ Request to Assign or Reassign Space/Land forms to be submitted to Facilities Management. (If required – See Facilities Budget Instructions – FY 2011-12.) |
| 4/04 to 4/11 | | Budget Analysts meet with Budget contacts, convey targets, and address any training issues. |
| 4/22 | Friday | ITB notifies requesting departments whose projects qualify for further study and evaluation. |

May 2011

- 5/02 Monday ALL BUDGETS DUE.**
- 5/03 to 5/27 Budget & Research compiles departmental budget requests and generates preliminary lists of funded and unfunded supplements, new position requests, and fund summaries.
- 5/13 Friday ITB prioritizes and recommends qualified projects for inclusion in the Proposed Budget based on available funding.**
- 5/13 Friday Facilities Project Review Board (FPRB) notifies departments if projects are selected for further study and evaluation.**
- 5/16 Monday Updated Performance Measures and departmental organization charts due back to Budget & Research.**
- 5/20 Friday FPRB prioritizes and recommends projects for inclusion in the Proposed Budget based on available funding.**
- 5/27 Friday Preliminary Appraisal of City Tax Base due from DCAD.

June 2011

- 6/01 to 6/30 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 2011

- 7/01 to 7/05 City Manager makes preliminary decisions.
- 7/06 to 7/20 City Manager preliminary decisions incorporated into working copy of Proposed Budget.
- 7/20 Wednesday Certified Appraisal of City Tax Base due from DCAD.
- 7/20 Wednesday City Manager makes final decisions.

July 2011 (continued)

7/21	Thursday	Budget Analysts communicate final proposed revenue estimates and City Manager budget changes back to departments.
7/22 to 7/29		Final production of Proposed Budget.

August 2011

8/01	Monday	Regular Work Session Budget Preview – Highlights of 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 date and time 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.
8/15	Monday	Regular Work Session Budget Presentations
8/16	Tuesday	Regular City Council Meeting <u>Official Council Actions:</u> (1) Public Hearing on Proposed Budget and Tax Rate
8/25	Thursday	Council Budget Work Session 7:00 – 9:00 p.m. <u>Official Council Actions:</u> (1) Public Hearing on Proposed Budget and Tax Rate 7:00 p.m.

September 2011

9/05	Monday	Labor Day Holiday
9/06	Tuesday	Regular Work Session Additional City Council Budget deliberations (if necessary).

September 2011 (continued)

9/06 Tuesday **Regular City Council Meeting**

Official Council Actions:

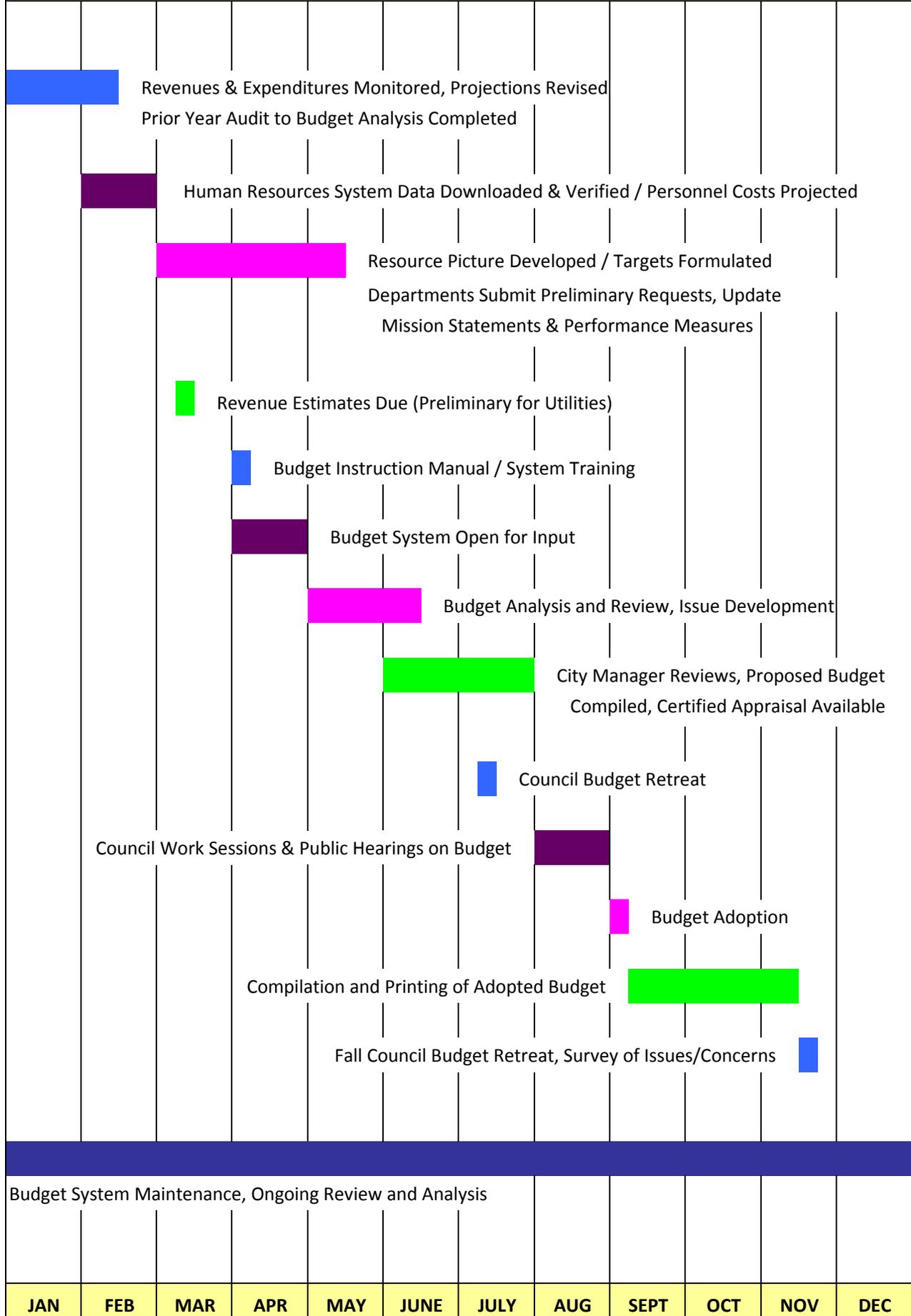
- (1) Public Hearing on Proposed Budget
- (2) Adopt 2011-12 Budget
- (3) Set Tax Rate
- (4) Adopt Fee and Rate Changes
- (5) Adopt Civil Service Ordinance
- (6) Approve Issue of Tax Note

9/20 Tuesday **Regular City Council Meeting**

Official Council Actions:

- (1) Amend Section 10 of Ordinance 6485 adopting Fee and Rate Changes

OPERATING BUDGET CYCLE



JAN

FEB

MAR

APR

MAY

JUNE

JULY

AUG

SEPT

OCT

NOV

DEC

APPENDIX (C)

FY 2010-11 REVISED BUDGET

Revised Budget - FY 2010-11
FY 2010-11 Revised Budget Summary
FY 2010-11 Revised Budget Changes

REVISED BUDGET

FY 2010-11

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 2010-11 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 2010-11 Revised Budget includes Budget Amendment No. 1 and No. 2 which were previously reviewed and approved by Council. The amendment totaled \$1,196,600 (excluding encumbrances) and is reflected in the Revised Budget Summary schedule.

Encumbrances

Encumbrances carried forward represent open Purchase Orders from FY 2009-10. These Purchase Orders are for goods or services that were approved by the Council in the FY 2009-10 Budget but not yet received at the end of the 2009-10 fiscal year.

Because the purchase of these items was approved by the 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 2010-11 Revised Budget is \$3,816,900 which was reviewed and approved by Council on February 8, 2011, as part of Budget Amendment No. 1.

Revenue Adjustments

Total projected revenue for the FY 2010-11 Revised Budget reveals a net increase of approximately \$17.6 million. Contributing significantly to this change was an increase of \$24.7 million to the transfer from Electric Utility Fund to the Rate Mitigation Fund as a means to offset future rate increases. The Electric Utility Fund shows a reduction to its anticipated revenues of approximately \$10.7 million in response to lower-than-anticipated off-system sales of electricity and a rate decrease to GP&L customers. General Fund revenues are projected to decrease slightly and end the year approximately \$682,000 below the amount originally approved.

Other areas with notable revenue increases include the Group Health Insurance Fund and various grants.

Expenditure Adjustments

As part of the budget process, items not related to encumbrances or budget amendments are adjusted in the Revised Budget to more accurately reflect the year's anticipated expenditures. The net impact of these other adjustments is an increase of approximately \$17.0 million in expenditures. The majority of these adjustments are related to decreased energy purchases for Electric offset by the Utility's transfer to the Rate Mitigation Fund as described in the Revenue Adjustments section above.

The impact of personnel throughout the City choosing to take an Early Retirement Incentive Package (ERIP) increased the total Revised Budget by \$476,800. Of the 38 employees across the City who received the ERIP, sixteen were in the General Fund, having an impact of \$150,000 to General Fund expenditures. Each of the expenditure adjustments is itemized by fund in the attached schedules.

**CITY OF GARLAND
FY 2010-11 REVISED BUDGET
SUMMARY**

	<u>2010-11 APPROVED</u>	<u>Roll-Forward Encumbrances</u>	<u>Budget Amendments</u>	<u>Other Adjustments</u>	<u>2010-11 REVISED</u>
REVENUES AND TRANSFERS IN					
General Fund	\$132,034,590	\$0	\$44,634	(\$681,996)	\$131,397,228
Electric Utility Fund	225,413,435	0	0	(10,699,896)	214,713,539
Rate Mitigation Fund	16,484,100	0	0	24,490,900	40,975,000
Water Utility Fund	45,141,460	0	0	384,635	45,526,095
Wastewater Utility Fund	40,495,290	0	0	105,796	40,601,086
Environmental Waste Svcs. Fund	16,526,816	0	0	(102,944)	16,423,872
Infrastructure Repair & Rplcmt. Fd	9,285,052	0	0	594,100	9,879,152
Stormwater Management Fund	3,739,587	0	0	8,595	3,748,181
Firewheel Fund	4,081,575	0	0	(212,376)	3,869,199
Recreation Performance Fund	846,960	0	0	207,132	1,054,092
Hotel/Motel Tax Fund	441,618	0	0	154,000	595,618
Heliport Fund	8,044	0	0	0	8,044
SafeLight Fund	900,000	0	0	0	900,000
Combined Grant Funds	20,517,689	0	0	1,611,837	22,129,526
Narcotic Seizure Funds	0	0	0	488,968	488,968
Equipment Replacement Fund	3,390,606	0	0	(55,000)	3,335,606
Self Insurance Fund	4,961,346	0	0	(18,000)	4,943,346
Group Health Insurance Fund	25,100,332	0	0	1,196,515	26,296,847
Long Term Disability Fund	472,244	0	0	(3,000)	469,244
Customer Service Fund	11,962,057	0	0	155,900	12,117,957
Facilities Management Fund	6,283,146	0	0	(3,000)	6,280,146
Fleet Services Fund	7,612,664	0	0	(11,675)	7,600,989
Information Technology Fund	13,551,121	0	0	(9,648)	13,541,473
IT Project Fund	130,000	0	0	(16,000)	114,000
IT Replacement Fund	1,210,002	0	0	(15,000)	1,195,002
Warehouse Fund	1,071,020	0	0	0	1,071,020
Sub-Total Operating Funds	<u>\$591,660,754</u>	<u>\$0</u>	<u>\$44,634</u>	<u>\$17,569,843</u>	<u>\$609,275,231</u>
G.O. Debt Service Fund	\$55,256,261	\$0	\$0	71,253	\$55,327,514
TOTAL REVENUES & TRANSFERS IN	<u><u>\$646,917,015</u></u>	<u><u>\$0</u></u>	<u><u>\$44,634</u></u>	<u><u>\$17,641,096</u></u>	<u><u>\$664,602,745</u></u>

Note: Schedule does not eliminate interfund transfers

**CITY OF GARLAND
FY 2010-11 REVISED BUDGET
SUMMARY**

	<u>2010-11 APPROVED</u>	<u>Roll-Forward Encumbrances</u>	<u>Budget Amendments</u>	<u>Other Adjustments</u>	<u>2010-11 REVISED</u>
APPROPRIATIONS & TRANSFERS OUT					
General Fund	\$134,086,244	\$376,241	\$44,634	\$1,039,631	\$135,546,750
Electric Utility Fund	228,193,482	673,162	224,910	15,803,537	244,895,091
Rate Mitigation Fund	0	0	0	0	0
Water Utility Fund	44,463,017	92,794	33,660	(814,306)	43,775,165
Wastewater Utility Fund	40,756,525	373,169	47,430	(163,968)	41,013,156
Environmental Waste Svcs. Fund	17,170,201	19,799	0	(153,778)	17,036,222
Infrastructure Repair & Rplcmt. Fd	9,312,815	120,914	737,569	707,209	10,878,507
Stormwater Management Fund	3,836,535	241,463	0	36,748	4,114,746
Firewheel Fund	3,691,385	0	51,000	(48,672)	3,693,713
Recreation Performance Fund	992,048	43,031	0	140,000	1,175,079
Hotel/Motel Tax Fund	591,604	0	0	140,448	732,052
Heliport Fund	7,700	0	0	0	7,700
SafeLight Fund	857,659	0	0	448	858,107
Combined Grant Funds	20,866,407	0		1,540,740	22,407,147
Narcotic Seizure Funds	246,500	0	0	0	246,500
Equipment Replacement Fund	3,303,204	1,186,982	0	179,634	4,669,820
Self Insurance Fund	5,567,668	0	0	3,587	5,571,255
Group Health Insurance Fund	25,865,539	0	0	1,347,961	27,213,500
Long Term Disability Fund	506,000	0	0	0	506,000
Customer Service Fund	12,078,408	61,961	0	70,958	12,211,327
Facilities Management Fund	6,865,310	92,286	0	(28,458)	6,929,138
Fleet Services Fund	7,572,361	16,407	0	51,140	7,639,908
Information Technology Fund	13,824,230	437,426	57,353	74,604	14,393,613
IT Project Fund	2,968,736	0	0	(1,938,986)	1,029,750
IT Replacement Fund	2,384,434	66,340	0	75,207	2,525,981
Warehouse Fund	1,052,635	14,889	0	4,932	1,072,456
Sub-Total Operating Funds	<u>\$587,060,647</u>	<u>\$3,816,864</u>	<u>\$1,196,556</u>	<u>\$18,068,616</u>	<u>\$610,142,683</u>
G.O. Debt Service Fund	\$56,089,834	\$0	\$0	(\$1,044,086)	\$55,045,748
TOTAL APPROPRIATIONS & TRANSFERS OUT	<u><u>\$643,150,481</u></u>	<u><u>\$3,816,864</u></u>	<u><u>\$1,196,556</u></u>	<u><u>\$17,024,530</u></u>	<u><u>\$665,188,431</u></u>

Note: Schedule does not eliminate interfund transfers

CITY OF GARLAND FY 2010-11 REVISED BUDGET CHANGES

<u>General Fund</u>	<u>Reason for Change</u>	<u>Amount</u>
<u>Budget & Research</u> Various Accounts	Staffing Transfers	(\$207,704)
	Sub-Total	(\$207,704)
<u>Building Inspection</u> Salary Charge-Outs	Reduce Salary Charge-Outs to Stormwater Management	\$10,000
	Sub-Total	\$10,000
<u>City Administration</u> Various Accounts	Staffing Transfers	\$207,704
	Sub-Total	\$207,704
<u>EWS - Disposal</u> Fuel Cost	Adjust Fuel Cost	\$102,391
	Sub-Total	\$102,391
<u>Fire</u> Other Equipment	Air Compressor Transferred from CIP	\$36,000
Other Equipment	Thermal Cameras Transferred from CIP	13,000
Fuel Cost	Adjust Fuel Cost	37,510
	Sub-Total	\$86,510
<u>Health</u> Minor Tools & Equipment	Animal Cages	\$11,500
Fuel Cost	Adjust Fuel Cost	6,412
	Sub-Total	\$17,912
<u>Internal Audit</u> Outside Services	Franchise Fee Review by Outside Agency	\$1,000
	Sub-Total	\$1,000
<u>Library</u> Other Outside Services	Donation Funds Utilized for Reupholstering Chairs	\$39,897
	Sub-Total	\$39,897
<u>Municipal Court</u> Computer & Accessories	Partial Payment for OnBase Software	\$50,000
	Sub-Total	\$50,000
<u>Parks</u> Fuel Cost	Adjust Fuel Cost	\$50,136
	Sub-Total	\$50,136
<u>Police</u> Fuel Cost	Adjust Fuel Cost	\$45,719
Supplies	Increase to Cover Youth Crimes Cost for Donations Received	39
	Sub-Total	\$45,758

CITY OF GARLAND FY 2010-11 REVISED BUDGET CHANGES

	<u>Reason for Change</u>	<u>Amount</u>
<u>General Fund (Continued)</u>		
<u>Transportation</u>		
Salary Charge-Outs	Reduce Salary Charge-Outs to CIP	\$10,000
	Sub-Total	\$10,000
 <u>7000 - Non-Dept./Support Svcs.</u>		
Full-Time Salaries	Salary Savings from Vacancies	(\$750,000)
Full-Time Salaries	Early Retirement Incentive Program	149,965
Group Health	City Contribution Adjustment	513,806
Transfer	Transfer to Debt Service for Rock Crusher	70,356
Transfer	Transfer to Firewheel	500,000
Transfer	Transfer to CIP for Police Video Cameras	100,000
Professional Services	Matching Portion of Forest/Jupiter Area Study	30,000
Professional Services	Hired Search Firm for Financial Services Director Position	11,900
	Sub-Total	\$626,027
	Total General Fund	\$1,039,631
 <u>Electric Utility Fund</u>		
CIP Transfer	Approved CIP Transfer Reduced	(\$5,017,900)
TCOS	Revision Based on GP&L Info/Estimates	290,004
Wholesale Natural Gas	Revision Based on GP&L Info/Estimates	(6,369,825)
Wholesale Natural Gas Hedge	Revision Based on GP&L Info/Estimates	(3,000,000)
Energy Purchases	Revision Based on GP&L Info/Estimates	4,900,305
Fuel Cost	Adjust Fuel Cost	52,282
GO interest	Revision Based on Debt Service Info/Estimates	69,463
CO Interest	Revision Based on GP&L Info/Estimates	(95,151)
Full-Time Salaries	Early Retirement Incentive Program	126,752
Transfer	Transfer to Rate Mitigation Fund	24,740,900
Group Health	City Contribution Adjustment	106,707
	Total Electric Utility Fund	\$15,803,537
 <u>Water Utility Fund</u>		
In-Lieu-of Franchise Fee	Increase In-Lieu-of Franchise Fee	\$10,502
Interest	Decrease in Debt Service Interest Charges	(16,949)
Full-Time Salaries	Early Retirement Incentive Program	24,351
Full-Time Salaries	Reclass Environmental Sustainability Program Manager Position	(36,691)
Wholesale Water	Reduced Wholesale Water Charges	(823,317)
Group Health	City Contribution Adjustment	27,798
	Total Water Utility Fund	(\$814,306)
 <u>Wastewater Utility Fund</u>		
Professional Services	Defer Asset Management Project to 2011-12	(\$248,000)
Fuel Cost	Adjust Fuel Cost	40,420
Vehicle Replacement & Reserve	Increase Equipment Replacement Fund Transfer	29,960
In-Lieu-of Franchise Fee	Decrease In-Lieu-of Franchise Fee	(967)
Full-Time Salaries	Early Retirement Incentive Program	52,412
Interest	Decrease in Debt Service Interest Charges	(82,179)
Group Health	City Contribution Adjustment	44,386
	Total Wastewater Utility Fund	(\$163,968)

CITY OF GARLAND FY 2010-11 REVISED BUDGET CHANGES

	<u>Reason for Change</u>	<u>Amount</u>
<u>Environmental Waste Services Fund</u>		
Various Accounts	Decrease in Other Outside Services, Promotional, and Equipment Rental	(\$100,000)
Direct Materials	Increase for Residential Containers	60,000
Fuel Cost	Adjust Fuel Cost	189,973
In-Lieu-of Franchise Fee	Decrease In-Lieu-of Franchise Fee	(10,983)
Disposal Fees	Decrease in Disposal Fees	(183,360)
Full-Time Salaries	Salary Savings from Vacancies	(157,412)
Full-Time Salaries	Early Retirement Incentive Program	8,549
Group Health	City Contribution Adjustment	39,455
	Total Environmental Waste Services Fund	(\$153,778)
<u>Stormwater Management Fund</u>		
Employee Retirement	Early Retirement Incentive Program	\$25,539
Group Health	City Contribution Adjustment	11,209
	Total Stormwater Management Fund	\$36,748
<u>Facilities Management Fund</u>		
Services	Reduce Custodial Services Cost	(\$55,851)
Group Health	City Contribution Adjustment	14,795
Full-Time Salaries	Early Retirement Incentive Program	12,598
	Total Facilities Management Fund	(\$28,458)
<u>Firewheel Fund</u>		
Outside Vehicle/Equip. Maint.	Golf Cart Repairs	\$30,800
Fuel Cost	Adjust Fuel Cost	15,044
Various Accounts	Pro Shop Supplies and Professional Services	21,459
Various Accounts	Move Food & Beverage Operating Cost to GFDC	(141,805)
Full-Time Salaries	Early Retirement Incentive Program	8,440
Various Accounts	Restructure of Golf Management Agreement	4,836
Group Health	City Contribution Adjustment	12,554
	Total Firewheel Fund	(\$48,672)
<u>Recreation Performance Fund</u>		
Senior Trips	Increase in Revenue will Result in Increased Trip Expenditures within the Senior Program	\$140,000
	Total Recreation Performance Fund	\$140,000
<u>Combined Grant Funds</u>		
<u>HOME Fund</u>		
Program Income	Increase for Expected Program Income	\$79,933
	Total HOME Fund	\$79,933
<u>Housing Assistance Fund</u>		
Other Outside Service	Increase in Housing and Urban Development Grant	\$280,598
Voucher Portability	Decrease for Voucher Portability Payments	(91,693)
Full-Time Salaries	Early Retirement Incentive Program	10,398
	Total Housing Assistance Fund	\$199,303

CITY OF GARLAND FY 2010-11 REVISED BUDGET CHANGES

	<u>Reason for Change</u>	<u>Amount</u>
<u>Combined Grant Funds (Continued)</u>		
<u>CDBG Fund</u>		
Various Accounts	Neighborhood Stabilization Program - National	\$477,069
Various Accounts	Neighborhood Stabilization Program - State	286,352
	Total CDBG Fund	\$763,421
<u>Fair Housing Fund</u>		
Various Accounts	Increase in Fair Housing Assistance Program Grant	\$2,100
Other Outside Service	Decrease in Emergency Shelter Grant	(220)
	Total Fair Housing Fund	\$1,880
<u>Stimulus Grant Funds</u>		
Various Accounts	Increase for Remaining CDBG Recovery Grant	\$243,433
Various Accounts	Increase for Remaining Homeless Prevention Rapid Rehousing Grant	355,842
Various Accounts	Increase for Remaining EECBG - HVAC Project Grant Funds	(32,198)
	Total Stimulus Grant Fund	\$567,077
<u>Summer Nutrition Fund</u>		
Other Outside Service	Decrease in Expected Summer Nutrition Grant Funds	(\$66,522)
	Total Summer Nutrition Fund	(\$66,522)
<u>Public Safety Grant Fund</u>		
ICAC	Increase for Internet Crimes Against Children	\$2,500
	Total Public Safety Grant Fund	\$2,500
<u>Library Grant Fund</u>		
Various Accounts	Decrease in NETLS Grant	(\$6,852)
	Total Library Grant Fund	(\$6,852)
	Total Combined Grant Funds	\$1,540,740
 <u>Customer Service Fund</u>		
Fuel Cost	Adjust Fuel Cost	\$7,590
Full-Time Salaries	Early Retirement Incentive Program	19,878
Group Health	City Contribution Adjustment	43,490
	Total Customer Service Fund	\$70,958
 <u>Self Insurance Fund</u>		
Group Health	City Contribution Adjustment	\$3,587
	Total Self Insurance Fund	\$3,587
 <u>Group Health Insurance Fund</u>		
Other Outside Services	Increase for Wellness Coordinator	\$30,000
Health Claims	Increase to Health Claims	1,196,515
Full-Time Salaries	Increase for a Clinic Health Advisor, Office Manager, and Admin. Assoc.	119,653
Group Health	City Contribution Adjustment	1,793
	Total Group Health Insurance Fund	\$1,347,961
 <u>Hotel/Motel Tax Fund</u>		
Other	Increase Refund to Hyatt Place to Match Actual for the Year	\$40,000
Promotional Expense	Increase Promotional Expense for Tournaments	100,000
Group Health	City Contribution Adjustment	448
	Total Hotel/Motel Tax Fund	\$140,448

CITY OF GARLAND FY 2010-11 REVISED BUDGET CHANGES

<u>Reason for Change</u>		<u>Amount</u>
<u>Information Technology Fund</u>		
Support Service Transfer	Transfer to IT Project Fund	\$16,000
Full-Time Salaries	Early Retirement Incentive Program	30,806
Group Health	City Contribution Adjustment	27,798
Total Information Technology Fund		\$74,604
<u>Information Technology Replacement Fund</u>		
Various Accounts	Defer FY 2009-10 IT Replacement Items to FY 2010-11 Budget	\$75,207
Total Information Technology Replacement Fund		\$75,207
<u>Information Technology Project Fund</u>		
Various Accounts	Defer IT Projects to FY 2011-12	(\$1,938,986)
Total Information Technology Project Fund		(\$1,938,986)
<u>Equipment Replacement Fund</u>		
Various Accounts	Increase in Replacement Costs & Unbudgeted Items	\$179,634
Total Equipment Replacement Fund		\$179,634
<u>Infrastructure Repair & Replacement Fund</u>		
Full-Time Salaries	Early Retirement Incentive Program	\$7,121
Fuel Cost	Adjust Fuel Cost	36,207
Street Construction	Screening Wall Project	457,000
Street Construction	Pleasant Valley - Dallas County	174,600
Group Health	City Contribution Adjustment	32,281
Total Infrastructure Repair & Replacement Fund		\$707,209
<u>Fleet Services Fund</u>		
Capital Account	Rotary Lift	\$35,000
Group Health	City Contribution Adjustment	16,140
Total Fleet Services Fund		\$51,140
<u>SafeLight Fund</u>		
Group Health	City Contribution Adjustment	\$448
Total SafeLight Fund		\$448
<u>Warehouse Fund</u>		
Group Health	City Contribution Adjustment	\$4,932
Total Warehouse Fund		\$4,932
<u>Debt Service Fund</u>		
Debt Payment - Various	Adjust Debt Payment	(\$1,044,086)
Total Debt Service Fund		(\$1,044,086)
TOTAL REVISED CHANGES		\$17,024,530

APPENDIX (D)

BUDGET AMENDMENTS

2010-11 Budget Amendment No. 1

2010-11 Budget Amendment No. 2

ORDINANCE NO. 6441

AN ORDINANCE AUTHORIZING AN AMENDMENT TO THE 2010-11 OPERATING BUDGET (BUDGET AMENDMENT NO. 1), PROVIDING FOR SUPPLEMENTAL APPROPRIATION OF FUNDS IN THE GENERAL FUND, THE ELECTRIC UTILITY FUND, THE INFORMATION TECHNOLOGY FUND, THE INFRASTRUCTURE REPAIR & REPLACEMENT FUND, THE WASTEWATER UTILITY FUND, THE WATER UTILITY FUND, AND VARIOUS FUNDS ASSOCIATED WITH PURCHASE ORDER ENCUMBRANCES; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Council approved the 2010-11 Operating Budget and appropriated the necessary funds out of the general revenues and grant 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 Electric Utility Fund, the Information Technology Fund, the Infrastructure Repair & Replacement Fund, the Wastewater Utility Fund, the Water Utility Fund, and also various funds associated with purchase order encumbrances from the 2009-10 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 2010-11 Operating Budget (Budget Amendment No. 1) for the purpose and in the amount as shown on 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. 6421, Section 1, adjusting operating appropriations in the General Fund, the Electric Utility Fund, the Information Technology Fund, the Infrastructure Repair & Replacement Fund, the Wastewater Utility Fund, the Water Utility Fund, and also various funds associated with purchase order encumbrances from the 2009-10 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 8th day of February, 2011.

THE CITY OF GARLAND, TEXAS

By: _____

Mayor

ATTEST:

City Secretary



Report No: **EXHIBIT A**
Agenda Item:
Meeting: **Work Session**
Date: **January 19, 2011**

Policy Report

2010-11 BUDGET AMENDMENT NO. 1

ISSUE

Amend the 2010-11 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 2009-10 fiscal year.
- (3) Grant and other funds recently awarded to the City.
- (4) Expenditures not anticipated in the 2010-11 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. Direct staff to prepare an ordinance amending the 2010-11 Adopted Budget for consideration and passage at the February 1st Regular Council 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 2009-10 Incomplete Projects

Street Upgrades

The Infrastructure Repair and Replacement Fund for the FY 2009-10 Revised Budget included \$737,569 for the Oakland Avenue and Avenue A Street Reconstruction Projects. The reconstruction of 2521 to 2761 Oakland Avenue includes the removal of the existing pavement and installation of a new concrete street, new driveways, and new inlet tops. The Oakland Avenue project started on November 3, 2010, is scheduled for completion in February 2011. The Avenue A reconstruction project from First Street to Rayburn Street includes the removal of existing asphalt and installation of a new concrete street, new driveways, and new inlet tops. The Avenue A project is scheduled to start in February 2011 and will be completed by the end of March 2011. Both of these projects included the replacement of the existing water main.

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 2009-10

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 (2009-10), the City's practice has been to roll these encumbrances forward into the current fiscal year (2010-11). 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 2010-11 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 2010-11 year-end balance.

Budget Amendment No. 1 proposes that encumbrances totaling \$3,816,864 be rolled forward to 2010-11. Of the total rollover amount, \$376,241 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) Grant and Other Funds Awarded to City

(a) Lone Star Libraries Grant Program

The City has been awarded a Lone Star Libraries Grant for FY 2010-11 in the amount of \$44,634. This direct grant-in-aid is designed to provide financial support for library programs and services usually outside the scope of public funding. Budget Amendment No. 1 proposes to increase FY 2010-11 appropriations in the General Fund by \$44,634 to allow the Library to utilize this grant.

(4) Expenditures Not Anticipated in the 2010-11 Adopted Budget

(a) Kraft Agreement

According to the terms of an Economic Development Agreement entered into between the City and Kraft Foods, the City agreed to provide a grant to the company equal to eight percent (8%) of the total payments made to the City for Kraft's electric service, water utilities, and wastewater services for the period of September 1, 2010, through August 31, 2011, not to exceed \$306,000. Amounts for the current year were not included in the FY 2010-11 adopted operating budgets for the Electric, Water, and Wastewater Funds, so the following estimated amounts are requested to be added to each Utility's FY 2010-11 Revised Budget:

Electric	\$224,910
Water	33,660
Wastewater	47,430
Total	<u>\$306,000</u>

(b) Maintenance for Police In-Car Digital Video Cameras

In the 2010 Capital Improvement Program, funding was approved to install and implement in-car digital video camera systems for use in Police enforcement vehicles. The in-car digital video cameras were necessary to replace the obsolete VHS cameras. Debt-funding was issued to cover the cost of installing and implementing these new systems. However, ongoing maintenance of the hardware and software will not be debt-funded and will need to be added to Information Technology's operating budget. Therefore, Budget Amendment No. 1 proposes to increase the Information Technology FY 2010-11 revised budget by \$57,353 to cover the cost of hardware, software, backup, and wireless maintenance for the in-car digital video cameras.

FINANCIAL CONSIDERATIONS

The Street Upgrades projects and outstanding Purchase Orders being carried forward were fully funded in the 2009-10 Budget. As a result, the funds required to cover these expenditures are in the respective fund balances, and there is no financial impact from the approval of these items. Additional expenditures associated with the Lone Star Libraries Grant are fully funded by grant revenue. If approved, the Electric, Water, and Wastewater expenditures that were not anticipated in the 2010-11 Adopted Budget will be funded with available fund balances.

Budget Amendment No. 1 proposes to appropriate funds as follows:

<u>Electric Utility Fund</u>	
Kraft Agreement	\$ 224,910
<u>General Fund</u>	
Lone Star Libraries Grant	44,634
<u>Information Technology Fund</u>	
Maintenance for Police In-Car Video Cameras	57,353
<u>Infrastructure Repair & Replacement Fund</u>	
Street Reconstruction of 2521 to 2761 Oakland Avenue and Avenue A from First to Rayburn	737,569
<u>Wastewater Utility Fund</u>	
Kraft Agreement	47,430
<u>Water Utility Fund</u>	
Kraft Agreement	33,660
<u>Various Funds</u>	
Rollover of Purchase Order Encumbrances	<u>3,816,864</u>
TOTAL SUPPLEMENTAL APPROPRIATION	<u>\$4,962,420</u>

ATTACHMENT(S)

Attachment (A) – Schedule of Open Encumbrances Being Rolled Forward

Attachment (B) – Schedule of Proposed Amendments by Fund

Submitted By:

Approved By:

Bryan L. Bradford
Assistant City Manager

William E. Dollar
City Manager

Date: January 11, 2011

Date: January 11, 2011

ATTACHMENT A
2009-10 Rollover
(With Detail of PO's Over \$25,000)

<i>Fund / Department</i>	<i>PO Description</i>	<i>Amount Outstanding 9-30-10</i>
<u>General Fund</u>		
Planning	Graphic Design for Comprehensive Plan	\$40,000
	Development Consulting Services	70,000
	Unified Development Code	66,575
Parks, Recreation and Cultural Arts	Remove & Replace Concrete Splash Pad	25,000
Various	PO's under \$25,000	174,666
Sub-Total General Fund		<u>\$376,241</u>
<u>Customer Service Fund</u>		
	Software Upgrade	\$46,361
	PO's under \$25,000	15,600
Sub-Total Customer Service Fund		<u>\$61,961</u>
<u>Electric Utility Fund</u>		
	Water Pre-Treatment Filter	\$99,850
	Valve Repair Service	95,000
	Repair Parts/Supplies	83,618
	Microwave Service & Installation	32,042
	Software Support	86,115
	Service & Equipment Agreement	25,730
	PO's under \$25,000	250,807
Sub-Total Electric Utility Fund		<u>\$673,162</u>
<u>Equipment Replacement Fund</u>		
Health	Sedans, Mid-Size Hybrid (3)	\$74,967
Parks	Pickup, 1-Ton 2-Wheel Drive	28,223
Parks	Pickup, 1-Ton 2-Wheel Drive	27,350
Parks	Pickup, 1-Ton 2-Wheel Drive	35,450
Parks	Brush Chipper	26,599
GP&L	Bucket Truck, Hybrid	235,928
GP&L	Cargo Vans, 3/4-ton (2)	39,434

ATTACHMENT A
2009-10 Rollover
(With Detail of PO's Over \$25,000)

<i>Fund / Department</i>	<i>PO Description</i>	<i>Amount Outstanding 9-30-10</i>
<u>Equipment Replacement Fund (Continued)</u>		
Water	Truck, Extended Cab Long Bed (2)	\$39,112
Water	Loader, Backhoe	60,950
Water	Dump Truck, Single Axle 5-6 Yard (2)	152,783
Wastewater	Dump Truck, Single Axle 5-6 Yard (1)	76,391
Wastewater	Truck, 3/4-Ton Extended Cab Heavy Duty	27,750
Facilities	Cargo Vans, Full-Size - 3/4 ton (2)	36,668
Fleet	Pickup, 1-Ton 2-Wheel Drive	36,188
	PO's under \$25,000	289,189
Sub-Total Equipment Replacement Fund		<u>\$1,186,982</u>
<u>Information Technology Fund</u>		
	Consulting Service for Help Desk Software	\$25,000
	Windows Server License	39,130
	Subscription to Gartner Advisors	48,385
	PO's under \$25,000	324,911
Sub-Total Information Technology Fund		<u>\$437,426</u>
<u>Information Technology Replacement Fund</u>		
	PC Replacement for Police	\$41,560
	PO's under \$25,000	24,780
Sub-Total Information Technology Replacement Fund		<u>\$66,340</u>
<u>Infrastructure Repair & Replacement Fund</u>		
	Concrete Tools & Accessories	\$33,414
	Briarwood Drive Improvements	87,500
Sub-Total Infrastructure Repair & Replacement Fund		<u>\$120,914</u>
<u>Recreation Performance Fund</u>		
	Office Furniture & Equipment	\$31,647
	PO's under \$25,000	11,384
Sub-Total Recreation Performance Fund		<u>\$43,031</u>

ATTACHMENT A
2009-10 Rollover
(With Detail of PO's Over \$25,000)

<u>Fund / Department</u>	<u>PO Description</u>	<u>Amount Outstanding 9-30-10</u>
<u>Stormwater Management Fund</u>		
	Briarwood Drive Improvements	\$239,585
	PO's under \$25,000	1,878
	Sub-Total Stormwater Management Fund	<u>\$241,463</u>
<u>Wastewater Utility Fund</u>		
	Vac-Tron MC 855 SDT Trailer	\$74,561
	Develop Technically-Based Local Limit	42,994
	Odor Abatement Plan at RCWWTP	33,569
	Bio-Nutrient Removal Study	26,900
	Protective Coating of Equipment	72,358
	Gas Chromatograph - Mass Spectrometer	86,959
	PO's under \$25,000	35,828
	Sub-Total Wastewater Utility Fund	<u>\$373,169</u>
<u>Water Utility Fund</u>		
	Vertical Turbine Pump Repair	\$73,460
	PO's under \$25,000	19,334
	Sub-Total Water Utility Fund	<u>\$92,794</u>
<u>All Other Funds</u>		
	PO's under \$25,000	<u>\$143,381</u>
<u>TOTAL OUTSTANDING PO's</u>		<u>\$3,816,864</u>

ATTACHMENT B

Proposed Budget Amendment FY 2010-11 Operating Budget

	BA (1)	BA (1) PO Rollover	Total Budget Amendment
REVENUES AND EXPENDITURES			
Sources of Funds:			
Additional Revenue			
Lone Star Libraries Grant	\$44,634		\$44,634
Fund Balance - Prior Year	1,100,922	\$3,816,864	4,917,786
Total Funds Provided	<u>\$1,145,556</u>	<u>\$3,816,864</u>	<u>\$4,962,420</u>
Use of Funds - Expenditures:			
General Fund (See detail in Notes)	\$44,634	\$376,241	\$420,875
Customer Service Fund	0	61,961	61,961
Electric Utility Fund	224,910	673,162	898,072
Environmental Waste Services Fund	0	19,799	19,799
Equipment Replacement Fund	0	1,186,982	1,186,982
Facilities Management Fund	0	92,286	92,286
Fleet Services Fund	0	16,407	16,407
Information Technology Fund	57,353	437,426	494,779
Information Technology Replacement Fund	0	66,340	66,340
Infrastructure Repair & Replacement Fund	737,569	120,914	858,483
Recreation Performance Fund	0	43,031	43,031
Stormwater Management Fund	0	241,463	241,463
Warehouse Fund	0	14,889	14,889
Wastewater Utility Fund	47,430	373,169	420,599
Water Utility Fund	33,660	92,794	126,454
Total Expenditures	<u>\$1,145,556</u>	<u>\$3,816,864</u>	<u>\$4,962,420</u>
Notes:			
General Fund -			
City Attorney		\$1,096	\$1,096
Fire		11,184	11,184
Library	\$44,634	18,284	62,918
Parks		114,013	114,013
Planning		189,064	189,064
Police		37,850	37,850
Transportation		4,750	4,750
Sub-Total General Fund	<u>\$44,634</u>	<u>\$376,241</u>	<u>\$420,875</u>

ORDINANCE NO. 6461

AN ORDINANCE AUTHORIZING AN AMENDMENT TO THE 2010-11 OPERATING BUDGET (BUDGET AMENDMENT NO. 2), PROVIDING FOR SUPPLEMENTAL APPROPRIATION OF FUNDS IN THE FIREWHEEL GOLF FUND; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Council approved the 2010-11 Operating Budget and appropriated the necessary funds out of the general revenues and grant 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 Firewheel Golf Fund;

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 2010-11 Operating Budget (Budget Amendment No. 2) in the amount of \$51,000 as shown in Exhibit "A" (Policy Report), attached hereto and incorporated herein by reference.

Section 2

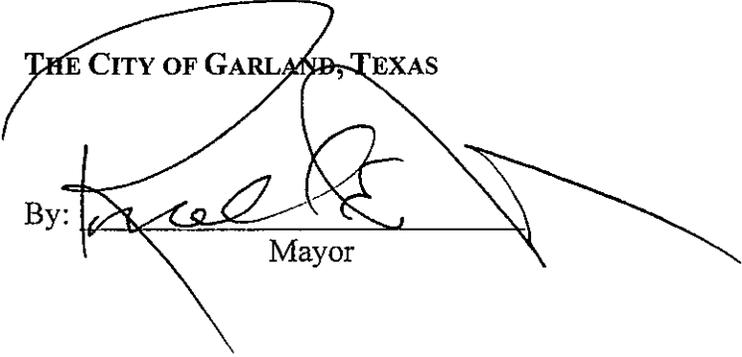
The City Council of the City of Garland, Texas, hereby amends Ordinance No. 6421, Section 1, adjusting operating appropriations of \$51,000 in the Firewheel Golf Fund for the purposes specified in Exhibit "A" (Policy Report), attached hereto.

Section 3

This ordinance shall be and become effective immediately upon and after its adoption and approval.

PASSED AND APPROVED this the 17th day of May, 2011.

THE CITY OF GARLAND, TEXAS

By: 

Mayor

ATTEST:


City Secretary



Policy Report

EXHIBIT A

Report No:

Agenda Item:

Meeting: Work Session

Date: May 16, 2011

2010-11 BUDGET AMENDMENT NO. 2

ISSUE

Amend the 2010-11 Adopted Budget in order to adjust appropriations within the Firewheel Fund for the following:

- (1) Additional funding for emergency replacement of golf cart batteries.
- (2) Additional funding for temporary labor to complete course improvements and upgrade maintenance.
- (3) Reduce funding for food and beverage service – which is proposed to be transferred to the Garland Foundation for Development Corporation (GFDC).

OPTIONS

- (A) Approve Budget Amendment No. 2 as proposed.
- (B) Approve portions of Budget Amendment No. 2.

RECOMMENDATION

Option (A) – Approve Budget Amendment No. 2 as proposed in order to keep the MSMB project progressing. An ordinance amending the 2010-11 Adopted Budget has been placed on the May 17th Regular Council Meeting Agenda for consideration and passage.

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

Since August 2010, the City has been focused on bringing the Firewheel Golf Park up to a more competitive standard of play through a variety of efforts including:

- (1) Temporarily closing the Traditions, Firewheel's least popular nine-hole course, to allow for reseeded the greens, addressing drainage and erosion issues, and adding player amenities.
- (2) Replacing and upgrading golf carts at the Bridges Course.
- (3) Refurbishing golf carts at the Old and Lakes Courses.
- (4) Installing bronze yardage markers on the Bridges Course.
- (5) Resigning and enhancing the Bridges driving range.
- (6) Installing new signage on S.H. 190 and on Campbell Road.
- (7) Repairing broken cart paths – all courses.
- (8) Refurbishing sand traps – all courses.
- (9) Clearing brush and undergrowth throughout the course to speed up play (reduce time looking for lost balls) and to open several scenic views that had been obscured.
- (10) Painting and redecorating both club houses.
- (11) Improve overall green and turf conditions by implementing enhanced maintenance standards and replacing old and obsolete equipment.

These efforts have been designed to attract more golfers and, in turn, generate additional revenue at the Firewheel Golf Park which is facing significant competition. While improvements in the courses continue, rounds at Firewheel have increased 10,356 (37%) and revenues are up \$179,000 (34%) through March of this fiscal year.

Several items associated with the efforts to enhance Firewheel's competitive advantage were not anticipated when the 2010-11 Budget was developed in the summer of 2010 and require an amendment to the Operating Budget. These include the following:

(1) Battery Replacements

Emergency replacement of 690 batteries in 115 golf carts. Firewheel experienced widespread battery failures during the early months of 2011 in the carts used on the Old and Lakes courses. The batteries were replaced and should extend the life of the carts to at least 2013. The carts had been scheduled for replacement next year.

Additional Funding Requested - \$42,000

(2) Temporary Labor

An additional 10,000 hours of temporary labor is being requested to complete course improvement projects and implement higher maintenance standards including sand trap plowing, raking and edging, along with increased mowing cycles of fairways and roughs, cart path edging, and tree trimming.

Additional Funding Requested - \$125,000

(3) Food and Beverage Service – Transferred to GFDC

At the recommendation of the City Attorney's Office, the new liquor license for the Firewheel Golf Park was acquired by the Garland Foundation for Development Corporation (GFDC) rather than the City of Garland. This provides significant liability protection for the City. The liquor license for Firewheel Golf Park had previously been held by the Contractor - Don Kennedy.

To meet license requirements, all food and beverage services at the golf park must be provided under the GFDC. As a result, the operation of the Branding Iron restaurant, Grill 64 snack bar, food and beverage cart service, along with catering for tournaments and special events will become a function of GFDC. GFDC will receive all the revenue derived from these services and will be responsible for all related expenses, including payments to the Contractor for management oversight and staffing.

With these expenditures no longer being funded within the Firewheel Fund, Budget Amendment No. 2 includes a reduction in appropriations.

Reduce Funding Appropriations - \$116,000

CONSIDERATION

If approved, additional funding within the Firewheel Fund for battery replacement and temporary labor will be covered by operating revenues at the Golf Park. Expenditures related to food and beverage service being transferred to GFDC are projected to be covered by revenues generated for those services.

Items Requested	Firewheel Fund	GFDC	Combined
Battery Replacement	\$ 42,000		\$ 42,000
Temporary Labor	125,000		125,000
Food and Beverage	(116,000)	\$116,000	0
Net Appropriations	\$ 51,000	116,000	\$167,000

Submitted By:

Approved By:

Bryan L. Bradford
Assistant City Manager

William E. Dollar
City Manager

Date: May 16, 2011

Date: May 16, 2011

APPENDIX (E)

ORDINANCES

Ordinance No. 6483 (Adopting Budget)

Ordinance No. 6484 (Adopting Tax Rate)

Ordinance No. 6485 (Amending Fees in the Code of Ordinances)

Ordinance No. 6486 (Establishing Civil Service Classifications)

ORDINANCE NO. 6483

AN ORDINANCE OF THE CITY OF GARLAND, TEXAS, APPROVING AND ADOPTING THE BUDGET FOR FISCAL YEAR 2011-12, 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, 2011, the City Manager submitted a Proposed Budget for the City of Garland, for the year beginning October 1, 2011, and ending September 30, 2012; 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 and August 25, 2011, 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, 2011, and ending September 30, 2012, 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	\$123,718,043
2) Electric Utility Fund	159,545,083
3) Water Utility Fund	39,727,907
4) Wastewater Utility Fund	31,416,815
5) Environmental Waste Services Fund	10,224,108
6) Infrastructure Repair & Replacement Fund	9,533,419
7) Stormwater Management Fund	3,524,403
8) Firewheel Fund	2,608,677
9) Recreation Performance Fund	787,803
10) Hotel/Motel Tax Fund	725,509
11) Heliport Fund	7,700
12) SafeLight Fund	824,256
13) Summer Nutrition Fund	375,000
14) HOME Grant Fund	877,432
15) CASA Fund	25,000
16) Fair Housing Grant Fund	286,494
17) Community Development Block Grant Fund	2,394,161
18) Community Development Rehab Fund	323,329
19) Housing Assistance Fund	12,721,663
20) Library Grant Fund	391,312
21) Public Safety Grant Fund	228,042
22) Public Health / Immunization Grant Fund	783,470
23) Stimulus Grant Fund	299,234
24) Narcotic Seizure Fund	286,500
25) Equipment Replacement Fund	2,979,944
26) Self Insurance Fund	5,360,011
27) Group Health Insurance Fund	26,745,504
28) Long Term Disability Fund	506,000
29) General Obligation Debt Service Fund	55,682,997

B. Transfer to Self Insurance Fund:

1) From General Fund	2,723,107
2) From Electric Utility Fund	1,754,538
3) From Water Utility Fund	136,303
4) From Wastewater Utility Fund	229,154
5) From Environmental Waste Services Fund	280,288
6) From Stormwater Management Fund	41,156
7) From Equipment Replacement Fund	99,360

C. Transfer to Capital Improvement Funds:

1) From General Fund	100,000
2) From Electric Utility Fund	5,012,000
3) From Wastewater Utility Fund	100,000
4) From Narcotic Seizure Fund	720,000
5) From Information Technology Fund	250,000

D.	Transfer to Landfill Interest & Sinking Fund:	
	From General Fund	\$ 1,217,870
E.	Transfer to Infrastructure Repair & Replacement Fund:	
	1) From General Fund	4,433,158
	2) From Water Utility Fund	692,557
	3) From Wastewater Utility Fund	692,557
F.	Transfer to GO Bond Debt Service Fund:	
	1) From General Fund	70,356
	2) From Electric Utility Fund	13,989,407
	3) From Water Utility Fund	1,268,020
	4) From Wastewater Utility Fund	3,381,054
	5) From Environmental Waste Services Fund	1,060,752
	6) From Stormwater Management Fund	6,249
	7) From Customer Service Fund	2,205,484
	8) From Fleet Services Fund	52,091
	9) From Information Technology Fund	1,379,863
	10) From Warehouse Fund	6,950
G.	Transfer to General Fund:	
	1) From Electric Utility Fund	22,615,537
	2) From Water Utility Fund	4,609,554
	3) From Wastewater Utility Fund	5,629,180
	4) From Environmental Waste Services Fund	1,505,474
	5) From Environmental Waste Services - Disposal Fee	3,832,670
	6) From Stormwater Management Fund	214,118
	7) From Recreation Performance Fund	113,051
	8) From Hotel/Motel Tax Fund	4,101
	9) From SafeLight Fund	12,121
	10) From Community Development Block Grant Fund	25,194
	11) From HOME Grant Fund	20,970
	12) From Housing Assistance Fund	110,000
	13) From Library Grant Fund	19,544
	14) From Self Insurance Fund	88,259
	15) From Group Health Insurance Fund	46,154
	16) From Customer Service Fund	811,503
	17) From Facilities Management Fund	246,701
	18) From Fleet Services Fund	287,838
	19) From Information Technology Fund	803,877
	20) From Warehouse Fund	82,895

H.	Transfer to Long Term Disability Fund:	
	1) From General Fund	\$ 173,579
	2) From Electric Utility Fund	36,049
	3) From Water Utility Fund	9,391
	4) From Wastewater Utility Fund	14,995
	5) From Environmental Waste Services Fund	13,329
	6) From Infrastructure Repair & Replacement Fund	10,905
	7) From Stormwater Management Fund	3,787
	8) From Firewheel Fund	4,241
	9) From Hotel/Motel Tax Fund	151
	10) From SafeLight Fund	151
	11) From HOME Grant Fund	151
	12) From Fair Housing Grant Fund	454
	13) From Community Development Block Grant Fund	606
	14) From Community Development Rehab Fund	303
	15) From Housing Assistance Fund	2,423
	16) From Stimulus Grant Fund	151
	17) From Public Safety Grant Fund	302
	18) From Public Health / Immunization Grant Fund	1,211
	19) From Self Insurance Fund	1,212
	20) From Group Health Insurance Fund	606
	21) From Customer Service Fund	14,692
	22) From Facilities Management Fund	4,998
	23) From Fleet Services Fund	5,453
	24) From Information Technology Fund	9,391
	25) From Warehouse Fund	1,666
I.	Transfer to Electric Utility Fund:	
	From Firewheel Fund	14,103
J.	Transfer to Summer Nutrition Fund:	
	From General Fund	20,000
K.	Transfer to Rate Mitigation Fund:	
	From Electric Utility Fund	14,100,000
L.	Transfer to Garland Foundation for Development Corporation:	
	From Firewheel Fund	722,000

Section 2

2010-11 Budget Amended

That the Budget for 2010-11 is hereby amended as revised in the 2011-12 Budget document submitted by the City Manager and adjusted by the City Council.

Section 3

Revised Budget for 2009-10 – Post-Audit

That the Budget for 2009-10 is hereby amended as revised based on final year-end 9/30/10 audited financial statements.

A. Operating Appropriations:

1) Firewheel Fund	\$ 2,666,238
2) SafeLight Fund	962,071
3) Fair Housing Grant Fund	271,206
4) Housing Assistance Fund	12,834,529
5) Public Safety Grant Fund	658,573
6) Fleet Services Fund	7,689,979

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.

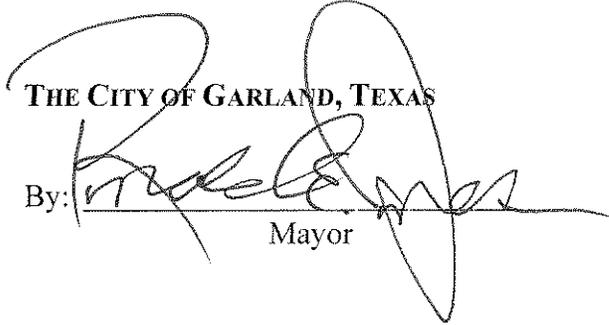
Section 5

Effective Date for Budget Adoption and Appropriation

That this Ordinance shall take effect on October 1, 2011.

PASSED AND APPROVED this 6th day of September, 2011.

THE CITY OF GARLAND, TEXAS

By: 

Mayor

ATTEST:


City Secretary

ORDINANCE NO. 6484

AN ORDINANCE FIXING THE TAX RATE AND TAX LEVY FOR THE CITY OF GARLAND, TEXAS, FOR THE FISCAL YEAR 2011-12, 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 2011-12 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

THAT THIS TAX RATE WILL NOT RAISE MORE TAXES FOR OPERATIONS AND MAINTENANCE THAN LAST YEAR'S TAX RATE.

<u>MARKET VALUE</u>	<u>ASSESSED VALUE</u>
\$100,000	\$92,000
TAX: $(\$92,000/\$100) \times \$0.7046$	\$648.23

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

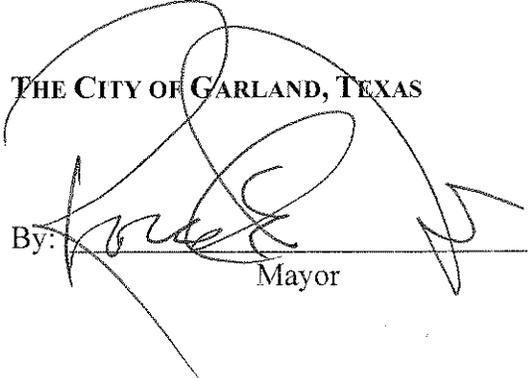
That all ordinances, or parts of ordinances, in conflict herewith are expressly repealed.

Section 6

That this Ordinance shall take effect on October 1, 2011.

PASSED AND APPROVED by the affirmative record vote of a majority of the City Council of the City of Garland, Texas, at a regular meeting held at City Hall in the City of Garland on the 6th day of September, 2011.

THE CITY OF GARLAND, TEXAS

By: 

Mayor

ATTEST:


City Secretary

ORDINANCE NO. 6485

AN ORDINANCE AMENDING VARIOUS 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.

WHEREAS, on September 6, 2011, the City Council approved and adopted a budget for the City of Garland for the year beginning October 1, 2011, and ending September 30, 2012; and

WHEREAS, such budget contains anticipated receipts and proposed expenditures, including certain fees and fee adjustments for various services provided by the City;

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS:

Section 1

That Sec. 25.05 of Chapter 25, "Parks and Recreation," of the Code of Ordinances of the City of Garland, Texas, is hereby amended to read as follows:

"Sec. 25.05. Reservation fees for parks and recreation facilities.

(A) The parks and recreation facilities reservation fees shall be established as follows:

- (1) Rooms, all centers. Minimum rental time is one hour during normal operating hours and two hours during nonpublic hours.
 - (a) Weekday rate. Monday thru Friday until 5:00 p.m.:
 - (i) Class rooms, per hour: \$20.00
 - (ii) Meeting rooms, per hour (Granger Annex and Gale Fields multipurpose room): \$30.00
 - (b) Weekend rate. 5:00 p.m.; Friday through Sunday:
 - (i) Class rooms, per hour: \$35.00
 - (ii) Meeting rooms, per hour (Granger Annex and Gale Fields multipurpose room): \$55.00
- (2) Gyms (all centers). Minimum rental time is one hour during normal operating hours and two hours during nonpublic hours: \$55.00 per hour.

(3) Ballfields. \$20.00 per hour.

(4) Picnic facilities.

	<u>Half Day Rental</u>	<u>Per Day Rental</u>
111 Ranch Park Picnic Facility	\$150.00	
Camp Gatewood Pavilion	\$75.00	
Ablon Park Pavilion	\$75.00	
Windsurf Bay Park Pavilion	N/A	\$75.00

(5) All persons utilizing the facilities at recreation centers are required to purchase an identification card. To receive an identification card, patrons must register their name, address, telephone number, and age. Registered patrons participating in programs and activities shall not be required to purchase an identification card, but must provide the same information when they register for programs and activities.

<u>Identification Card Fees</u>	<u>Resident</u>	<u>Nonresident</u>
General (Ages 13 and up)	\$ 7.00	\$10.00
Youth (Ages 7-12)	\$ 3.00	\$ 5.00
Fitness area	\$35.00	\$70.00
Replacement card	\$ 3.00	\$ 3.00
Visitor daily use	\$ 1.00	\$ 1.00

(B) The Jack Coleman Tennis Center court fees shall be established as follows:

(1) Singles or doubles per session (1-1/2 hours): All ages, per person: \$2.00.

(2) League fees for court utilization:

(a) Private sponsored:

- (i) Weekdays prior to 5:00 p.m., per court: \$4.00
- (ii) Evenings, weekends and holidays, per court: \$4.00
- (b) Tennis center sponsored:
 - (i) Weekdays prior to 5:00 p.m., per court: \$2.00
 - (ii) Evenings, weekends and holidays, per court: \$4.00
- (3) Tournament fees for court utilization, tennis center sponsored: Per entry, per event: \$2.00.”

Section 2

That Sec. 25.06 of Chapter 25, “Parks and Recreation,” of the Code of Ordinances of the City of Garland, Texas, is hereby amended to read as follows:

“Sec. 25.06. Swimming fees.

The parks and recreation swimming fees shall be established as follows:

- (1) Community pool swim fees (including Holford Pool, Wynne Pool and Bradfield Pool):
 - (a) General admission:
 - 25 meter pools (Holford/Wynne):
 - Ages 5 through adult \$1.50
 - Ages 4 and under Free
 - 50 meter pool (Bradfield):
 - 48 inches or taller \$3.00
 - Under 48 inches \$1.50
 - Under age 2 Free
 - (b) Private reservations:
 - 25 meter pool (Holford/Wynne):
 - Two hour rental \$200.00
 - 50 meter pool (Bradfield)
 - Two hour rental \$400.00
- (2) Surf and Swim Wave Pool:
 - (a) General admission:

48 inches or taller	\$7.00
Under 48 inches	\$5.00
Under age 2	Free

(b) General admission discount rates:

(i) Twilight special (after 4:00 p.m.):

48 inches or taller	\$5.00
Under 48 inches	\$3.00

(c) Private reservations:

(i) Weekday fees, 2 hour rental: \$600.00

(ii) Weekend fees, 2 hour rental: \$700.00

(iii) Additional fees per rental:

Additional hourly rental \$200.00

Section 3

That Sec. 30.301 of Chapter 30, "Building Inspection", of the Code of Ordinances of the City of Garland, Texas, is hereby amended to 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.

Permit Processing Fee:

A permit processing fee shall be assessed on each permit application and contractor registration, and shall be payable at the time a permit application or contractor registration is filed with the Building Inspection Department. The permit processing fee shall be in an amount equal to twenty-five percent (25%) of the permit fee for the particular permit being sought, or twenty-five percent (25%) of the contractor registration fee, as applicable, but in no instance shall the fee be less than fifteen dollars (\$15.00). This processing fee is nonrefundable.

Plan Revision/Plan Restamping Fee: \$30.00 per hour (\$30.00 minimum)

Residential Construction:

SFR – New:

\$0.29	Per square foot of habitable space plus \$0.12 per square foot for garage, but in no case less than \$625.00 (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.

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):

\$0.29 per square foot, but in no case less than \$120.00 (includes mechanical, electrical and plumbing fees)

SFR – Repair, alteration or remodeling (including, but not limited to, garage conversions and fire repairs):

\$5.00	For every \$1,000 of valuation, minimum \$50.00, maximum \$400.00
\$70.00	Mechanical (if applicable)
\$70.00	Electrical (if applicable)
\$70.00	Plumbing (if applicable)

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	Minimum for subdivision 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

Multi-Family Construction:

Multi-Family New:

\$400.00	Per unit (including common noncommercial areas, such as laundry rooms; includes mechanical, electrical and plumbing fees)
\$75.00	Per unit for garages/carports
\$55.00	Per structure for electrical on 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.

Multi-Family Additions:

\$400.00 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.

Multi-Family repairs, alterations and/or remodeling (including re-roofs):

\$200.00	Per unit, exclusive of mechanical, electrical and plumbing fees
\$40.00	Mechanical, per unit (if applicable)
\$40.00	Electrical, per unit (if applicable)
\$40.00	Plumbing, per unit (if applicable)

Multi-Family Miscellaneous Permit Fees:

\$100.00	Miscellaneous building permit fees
\$70.00	Mechanical (per unit, minimum \$80.00)
\$70.00	Electrical (per unit, minimum \$80.00)
\$70.00	Plumbing (per unit, minimum \$80.00) includes water heater replacements and sprinkler systems
\$60.00	Retaining wall requiring a permit
\$35.00	Minimum for subdivision 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

Commercial:

Commercial – New building (Structure only, additional fees may apply)

\$0.29 per square foot for the first 30,000 square feet, plus \$0.15 per square foot for each square foot over 30,000, no less than \$800.00 (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.

Commercial – Shells or canopies:

\$0.15 per square foot for the first 30,000 square feet, plus \$0.09 per square foot for each square foot over 30,000, no less than \$400.00 (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.

Commercial – Interior completions, major repairs, remodeling or alterations:

\$0.16 per square foot for the first 30,000 square feet, plus \$0.10 per square foot for each square foot over 30,000, no less than \$400.00 (plus mechanical, electrical and plumbing fees)

\$90.00 Mechanical (if applicable)

\$90.00 Electrical (if applicable)

\$90.00 Plumbing (if applicable)

Additional fees (meter fees, impact fees, pro-rata fees, fire sprinkler fees, etc.) may apply, depending on scope of project.

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 (includes irrigation systems)
\$50.00	Minimum for 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

Signs:

Signs – New, repair or reface attached or detached:

\$125.00	Up to 50 square feet
\$215.00	50 to 100 square feet
\$265.00	101 to 200 square feet
\$375.00	201 to 300 square feet
\$ 75.00	For each additional 100 square feet above 300

Signs – Banners (includes ground mounted heavier-than-air inflatables, streamers, etc.)

\$100.00	Sixty day wind device, inflatables, streamers
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Contractor Registration – registration is good for one year from the date of registration (plus applicable processing fee)

\$100.00	General contractor (includes contractors who obtain permits for pools, fences, paving, structure moving, roof repair, foundation repair or general repairs)
\$100.00	Mechanical contractor
\$100.00	Plumbing contractor
\$100.00	Irrigator contractor
\$100.00	Sign contractor
\$100.00	Electrical contractor

Miscellaneous Permit Fees:

In-ground swimming pools:

Residential

\$190.00 (includes electrical and plumbing)

Commercial

\$230.00 (includes electrical and plumbing)

Aboveground swimming pools, spas and/or hot tubs:

Residential

\$130.00 (includes electrical and plumbing)

Commercial (Spas and/or hot tubs only)

\$170.00 (includes electrical and plumbing)

Certificate of Occupancy:

\$150.00 Change of location, ownership or new business

\$30.00 Change of name, addendum or duplicate copy

\$60.00 Clean & show

\$100.00 Conditional certificate of occupancy

Moving:

\$50.00 Less than 400 square feet

\$100.00 More than 400 square feet

Special Event or Temporary Commercial Amusement Facility (circus, carnival, etc.):

\$100.00 If not using a tent larger than 200 square feet or a canopy larger than 400 square feet.

\$170.00 If using a tent larger than 200 square feet or a canopy larger than 400 square feet.

Temporary Activity (public auction, stock show, commercial sporting activities, Christmas tree lot, temporary seasonal activities such as plant sales and landscaping material, etc.):

\$70.00 If not using a tent larger than 200 square feet or a canopy larger than 400 square feet.

\$140.00 If using a tent larger than 200 square feet or a canopy larger than 400 square feet.

Temporary Sales (5 consecutive days per month; permit must be issued to certificate of occupancy holder):

\$40.00	If not using a tent larger than 200 square feet or a canopy larger than 400 square feet.
\$100.00	If using a tent larger than 200 square feet or a canopy larger than 400 square feet.

Reinspection Fees:

\$50.00	Single re-fee
\$100.00	Double re-fee
\$50.00	Single stormwater re-fee
\$100.00	Double stormwater re-fee

After Hours Inspection:

\$60.00 - per hour, \$120.00 minimum

Board Fees:

\$100.00	Building & Fire Code Board, nonrefundable
\$100.00	Plumbing & Mechanical Board, nonrefundable
\$100.00	Electrical Board, nonrefundable
\$200.00	Board of Adjustment – Residential, nonrefundable
\$300.00	Board of Adjustment – Nonresidential, nonrefundable

Request for Public Information:

The charge for providing public information under this section shall comply with the cost provisions contained within subchapter F of the Public Information Act, Texas Government Code sections 552.261–552.275, and the cost regulations as promulgated by the Office of the Attorney General and contained with title 1, Texas Administrative Code, section 70.3.

Other Fees:

Water and roadway impact fees are assessed by the Planning Department, but paid for in the Building Inspection Department. Water impact fees do not include water meter fees.

Pro rata fees are paid for in the Engineering Department (972) 205-2170.

Sewer tap fees are assessed by the Water Department, but paid for in the Building Inspection Department.

Refunds:

In the event of abandonment or discontinuance of work for which a permit has been issued, a refund by the city of certain portions of the permit fee shall be made; provided, however, that a written request is made by the person or firm who paid the fee; and provided, that the written request is delivered, along with the original receipt to the office of the Building Official within sixty (60) days of the date of abandonment or discontinuance of the work. The portion of the fee to be refunded shall be in accordance with the schedule shown below, where the portion of the fee to be refunded shall be based upon the point to which the work has progressed prior to abandonment or discontinuance, as determined from City inspection records.

For the purpose of determining the refundable portion of the fee for combined and individual building permits and for swimming pool permits, the term “first inspection” shall mean any building foundation inspection, pool steel inspection or plumbing rough-in inspection. Similarly, the term “second inspection” shall mean any building framing inspection, plumbing top-out inspection, electrical rough-in inspection or mechanical system duct inspection.

- (1) Residential, apartment and commercial building permits; both combined and individual swimming pool permit:

Time at Which Work is Abandoned or Discontinued	Percentage of Fee to be Refunded
Following issuance of permit, but prior to any first inspection	75%
Following any first inspection, but prior to any second inspection	50%
Following any second inspection, but prior to any final inspection	25%
Following any final inspection	No Refund

- (2) Subcontractor permits and miscellaneous permits other than swimming pools:

Time at Which Work is Abandoned or Discontinued	Percentage of Fee to be
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	Refunded
Following issuance of permit, but prior to any inspection	50%
Following any inspection	No Refund
 (3) Certificates of Occupancy:	
Time at Which Refund is Requested	Percentage of Fee to be Refunded
Prior to any inspection	75%
Following one (1) inspection, by any department	50%
Following two (2) inspections by any department	No Refund

Payment Required:

No permit required by Chapter 30, Article I, of this Code and by the International International Building Code shall be issued until the fee prescribed by Chapter 30, Article I, of this Code has been paid, nor shall an amendment to a permit be approved until any additional fee required by such amendment has been paid.”

Section 4

That Sec. 32.07(E)(1) of Chapter 32, “Neighborhood Sanitation and Housing Services”, of the Code of Ordinances of the City of Garland, Texas, is hereby amended to read as follows:

“(1) The annual fee for a multifamily license is \$13.00 per dwelling unit, with a minimum fee of \$50.00. The fee for a new license shall be prorated based on the date the application is submitted in relation to the number of calendar months remaining in the calendar year of application. A late fee of 1/12th of the annual license fee is due for each month the payment of the annual fee is delinquent. A fee of \$10.00 shall be paid for the issuance of a replacement license.”

Section 5

That Sec. 50.33 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. 50.33 Water and sewer service fees

- (A) Water service installation fees. Water service installation fees shall be paid to the City to cover the cost of labor, materials, and equipment used in setting water metering equipment.
- (B) Sewer service installation fees. Sewer service installation fees shall be paid to the City to cover the cost of labor, materials, and equipment to make the tap and extend the sewer lateral from the main to the nearest property or easement line. These charges are for new service installations where none existed and where new service installations are required by builder or owner because of size or location changes.
- (C) Estimated costs. The estimated cost of the water and/or sewer service installation shall be furnished, upon request, on a case by case basis. This estimate must be paid by the person requesting the service at the time application is made for service installation. No work will commence prior to the fee being paid.
- (D) Private installation of water and sewer taps. Installation of water and sewer taps by private contractors is allowed, providing contractor employs or is a master plumber, licensed by the State of Texas, and has obtained all necessary permits and bonding required by the City of Garland.
- (E) There will be no installation charges for replacements of existing sewer service connections.
- (F) Each dwelling unit shall have its own water and sewer service except when there are six (6) or more contiguous dwelling units in a single development under one ownership and/or management when the installation shall be considered as a commercial service.”

Section 6

That subsections (1) and (2) of Section 50.34 of Chapter 50, “Utility Rates and Fees”, of the Code of Ordinances of the City of Garland, Texas are hereby amended to read as follows:

“(1) Residential, commercial and industrial rates.

(a) Residential.

Volume Charge	
First 3,000 gallons or less (per thousand)	\$ 2.77
Next 12,000 gallons (per thousand)	3.64
All over 15,000 gallons (per thousand)	5.63

(b) Commercial and industrial

Volume charge per 1,000 gallons \$ 3.67

(c) Customer charge per month for residential, commercial, and industrial customers will be based on meter size:

<u>Meter Size</u>	<u>Rate</u>
5/8 inch	\$ 9.30
3/4 inch	12.00
1 inch	12.75
1 1/2 inch	14.00
2 inches	18.75
3 inches	49.00
4 inches	60.75
6 inches	86.75
8 inches	117.00

- (2) Construction rates. Where it is necessary to measure water usage with a current high velocity water meter and the customer requests such service for construction purposes, the water rate for that service shall be the same as the commercial and industrial rates, including the prevailing monthly customer charge based on a 3-inch meter size plus the commercial volume charge per 1,000 gallons of use. A deposit in the amount of one thousand dollars (\$1,000.00) shall be collected when the water meter is issued, which deposit shall be refunded less the cost of damage, if any, to the meter when the meter is returned.”

Section 7

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:

“Sec. 50.35 Sewer service rates

(A) Residential users.

(1) Single-family residential users.

Customer charge \$6.00 per month

Volume charge \$4.31 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 ninety-eight percent (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 ninety-eight percent (98%) of the actual water volume not to exceed the customer's individual ceiling. The individual ceiling is ninety-eight percent (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 seventy percent (70%) of the actual water volume.

(2) Duplex dwelling residential users.

Customer charge \$6.00 per month

Volume charge \$4.31 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 ninety-eight percent (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 ninety-eight percent (98%) of the actual water volume not to exceed the customer's individual ceiling. The individual ceiling is ninety-eight percent (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 seventy percent (70%) of the actual water volume.

(3) Apartment dwelling residential users.

Customer charge \$6.00 per month

Volume charge \$4.31 per 1,000 gallons

Minimum monthly charge equals the customer charge per month. Volume charge is unrestricted. Volume charge is based on eighty percent (80%) of metered water consumption.

(B) General commercial-industrial users.

Customer charge \$6.00 per month

Volume charge \$4.48 per 1,000 gallons

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	\$8.55
Sherwin-Williams	\$4.48
General Dynamics	\$4.48
Raytheon	\$4.48
Baylor Medical Center	\$4.48
Carroll Company	\$10.49
Economics Lab	\$10.19
Valspar Chemical Corp.	\$4.48
Texas Precision	\$4.48
L3 Communications	\$4.48
Daisy Brand	\$11.78
Ona Polymers	\$16.53

This sewerage effluent will be based on eighty (80) percent 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 fifty (50) percent. 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:

$$S = ((V \times (BOD_A - BOD_R)) \times 0.0001041) + ((V \times (TSS_A - TSS_R)) \times 0.0000648)$$

Where:

S = Surcharge in dollars.

V = Monthly volume in thousand gallons for the period in which the surcharge is to be applied.

BOD_A = Actual BOD measurement in milligrams per liter for the period being sampled.

BOD_R = BOD measurement used to calculate original annual rate.

TSS_A = Actual TSS measurement in milligrams per liter for the period being sampled.

TSS_R = TSS measurement used to calculate the original annual rate.

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 twelve (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 two (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 seventy-five dollars (\$75.00) each, for a total of two hundred twenty-five dollars (\$225.00).

The City shall have forty-five (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 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

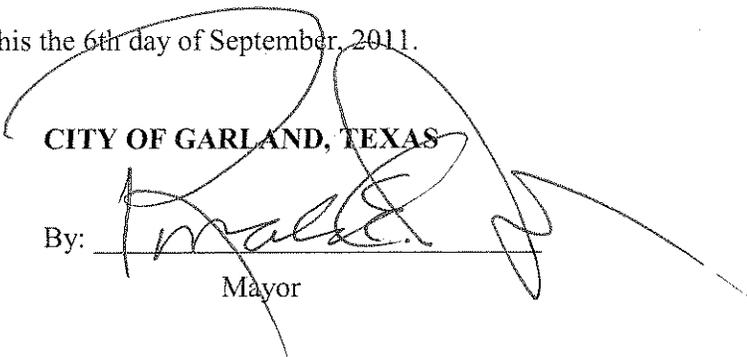
That the terms and provisions of this Ordinance are severable and are governed by Section 10.06 of the Code of Ordinances of the City of Garland, Texas.

Section 10

That this Ordinance shall become effective on October 1, 2011.

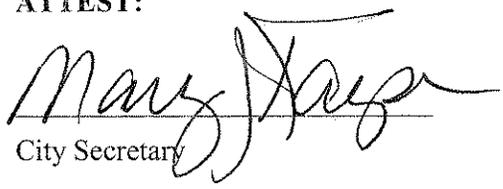
PASSED AND APPROVED on this the 6th day of September, 2011.

CITY OF GARLAND, TEXAS

By: 

Mayor

ATTEST:


City Secretary

ORDINANCE NO. 6486

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, 2011, and ending September 30, 2012, 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

The City of Garland, Texas has received funding from the 2010 Staffing for Adequate Fire and Emergency Response (SAFER) Grants for the Hiring of Firefighters Activity for six (6) additional positions. As a result, the number of authorized positions within the Firefighter classification have been increased to include six (6) additional positions for the three-year period required by the SAFER Grant. After that time, the number of authorized positions within the Firefighter classification may be reduced or eliminated in accordance with the terms of the SAFER Grant and pursuant to Section 143.085 of the Texas Local Government Code.

Section 3

That this Ordinance shall take effect on October 1, 2011.

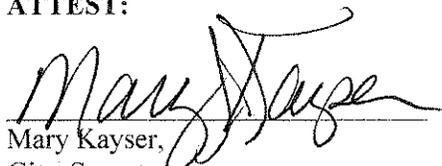
PASSED AND APPROVED this the 6th day of September, 2011.

THE CITY OF GARLAND, TEXAS

By: _____

Mayor

ATTEST:



Mary Kayser,
City Secretary

EXHIBIT "A-1"

CIVIL SERVICE

2011/2012
Budgeted Positions

POLICE

Total: 323

Classification	Number of Positions Effective 10-01-2011
Police Officer	274
Police Supervisor	36
Police Captain	8
Assistant Chief	4
Police Chief (Managing Director)	1
Total	323

FIRE

Total: 255

Classification	Number of Positions Effective 10-01-2011
Firefighter*	121
Driver	71
Lieutenant	14
Captain	38
Battalion Chief	7
Assistant Chief	3
Fire Chief (Managing Director)	1
Total	255

* Includes six (6) Firefighter positions funded by the 2010 SAFER Grant

EXHIBIT "A-2"

CIVIL SERVICE
2011/2012
Salary Schedules

Police

Years		Hourly	Annual	Step
Hire	Recruit	\$23.1274	\$48,105	
6 months	Officer 2	\$24.2837	\$50,510	5%
1 year	Officer 3	\$25.4981	\$53,036	5%
2 year	Officer 4	\$26.7731	\$55,688	5%
3 year	Officer 5	\$28.1115	\$58,472	5%
4 year	Officer 6	\$29.5173	\$61,396	5%
5 year	Officer 7	\$30.9928	\$64,465	5%
10 years	Officer 8	\$31.9226	\$66,399	3%
12 years	Officer 9	\$32.8803	\$68,391	3%
Year 1	Supervisor 1	\$41.1798	\$85,654	
Year 2	Supervisor 2	\$43.2389	\$89,937	5%
Year 1	Captain 1	\$47.7135	\$99,244	
Year 2	Captain 2	\$50.0990	\$104,206	5%
Year 1	Assistant Chief 1	\$55.8885	\$116,248	
Year 2	Assistant Chief 2	\$58.6837	\$122,062	5%

Fire

Years		Staff*	Shift**	Annual	Step
Hire	Recruit 1	\$22.0673	\$15.7624	\$45,900	
6 months	Recruit 2	\$23.1707	\$16.5505	\$48,195	5%
1 year	Firefighter 3	\$24.5611	\$17.5436	\$51,087	6%
2 year	Firefighter 4	\$26.0346	\$18.5962	\$54,152	6%
3 year	Firefighter 5	\$27.5966	\$19.7119	\$57,401	6%
5 years	Firefighter 6	\$29.2524	\$20.8946	\$60,845	6%
7 years	Firefighter 7	\$30.4226	\$21.7304	\$63,279	4%
8.5 years	Firefighter 8	\$31.3351	\$22.3822	\$65,177	3%
Year 1	Fire Driver 1	\$32.4231	\$23.1593	\$67,440	
Year 2	Fire Driver 2	\$34.0447	\$24.3177	\$70,813	5%
Year 1	Lieutenant 1	\$36.3086	\$25.9347	\$75,522	
Year 2	Lieutenant 2	\$38.1240	\$27.2315	\$79,298	5%
Year 1	Captain 1	\$40.2990	\$28.7850	\$83,822	
Year 2	Captain 2	\$42.3144	\$30.2246	\$88,014	5%
Year 1	Battalion Chief 1	\$46.2178	\$33.0127	\$96,133	
Year 2	Battalion Chief 2	\$48.5288	\$34.6635	\$100,940	5%
Year 1	Assistant Chief 1	\$55.7918	\$39.8513	\$116,047	
Year 2	Assistant Chief 2	\$58.5813	\$41.8438	\$121,849	5%

Effective January 1, 2009

* Staff - hourly rate calculated from 2080 hours per year

** Shift - hourly rate calculated from 2912 hours per year

EXHIBIT "A-3"

POLICE DEPARTMENT

**2011/2012
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.	\$100 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

**2011/2012
INCENTIVE PAY PLANS**

ELIGIBILITY:

Must be a Certified Texas Firefighter

CERTIFICATION AND EDUCATIONAL INCENTIVE PAY:

1. Certification Incentive

Description	Amount Per Month
a) Intermediate: Available to Firefighter and Driver/Engineer classifications.	\$25 per month
b) Advanced: Available to Firefighters, Driver/Engineer, and Lieutenant classifications.	\$50 per month
c) Master: Available to Firefighter, Driver/Engineer, Lieutenant, and Captain classifications.	\$100 per month

2. Education Incentive

a) Eligibility

Education must be of demonstrated use to department. Applicability of education to the job will be determined by the Fire Chief.

b) Incentive Pay

Description	Amount Per Month
1. Battalion Chief: 90 College Credit Hours - Job Related	\$150 per month
Bachelor's Degree	\$200 per month
2. Assistant Chief (Prerequisite of 90 college credit hours that are job-related) Bachelor's Degree	\$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) Intermediate Instructor	\$25 per month
b) Advanced Instructor 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 Class A 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

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)

FY 2011-12 RATE AND FEE ADJUSTMENTS

FY 2011-12 General Fund Rate and Fee Adjustments
FY 2011-12 Recreation Performance Fund Rate and Fee Adjustments

**GENERAL FUND
RATE AND FEE ADJUSTMENTS
FY 2011-12 APPROVED**

Department	Authorization	Fee Description	Former Fee	Approved Fee	Revenue Impact
Building Inspection					
	Rate and Fee Ordinance	Sign Permits	\$75	\$125	\$31,800
	Rate and Fee Ordinance	Plumbing - Residential	40	70	71,024
	Rate and Fee Ordinance	Electrical - Residential	40	70	12,213
	Rate and Fee Ordinance	Mechanical - Residential	40	70	20,815
	Rate and Fee Ordinance	Plumbing - Commercial	40	90	16,359
	Rate and Fee Ordinance	Electrical - Commercial	40	90	4,223
	Rate and Fee Ordinance	Mechanical - Commercial	40	90	902
		Sub-total - Building Inspection			<u>\$157,336</u>
Code Compliance					
	Rate and Fee Ordinance	Multi-Family Permit Fee (per unit)	\$12	\$13	\$18,200
Fire					
	Fire Code Ordinance	Certificate of Occupancy Inspection	\$0	\$50	\$33,550
	Fire Code Ordinance	Major Auto Inspections	0	100	30,000
	Fire Code Ordinance	State-Mandated Inspections	0	100	12,900
	Fire Code Ordinance	Plan Review Fees	Misc.	50	10,000
		Sub-total - Fire			<u>\$86,450</u>
Municipal Court					
		Fines:			
	Administrative Action	Driver's License Violations	\$131	\$181	\$78,006
	Administrative Action	Rear-End Collision	99	149	6,750
	Administrative Action	Open Container	85	135	3,050
	Administrative Action	Failure to Yield to Emergency Vehicle	91	141	1,250
	Administrative Action	Driving Under the Influence	229	279	950
	Administrative Action	False Report to Officer	275	325	200
	Administrative Action	Failure to Stop at Railroad Crossing	91	141	150
	Administrative Action	Failure to Report Accident	25	75	100
		Sub-total - Fines			<u>\$90,456</u>
	Administrative Action	Elimination of Credit Card Charges (annual)	(30,000)	0	30,000
		Sub-total - Municipal Court			<u>\$120,456</u>
Parks, Recreation and Cultural Arts					
	Administrative Action	User Fee - Programs	\$0	\$2	\$25,000
		Surf & Swim			
	Rate and Fee Ordinance	Adults	6	7	49,811
	Administrative Action	Party Area	25	30	1,665
		Atrium			
	Administrative Action	Non-Profit, Friday - Sunday	1,200	1,400	5,200
	Administrative Action	Garland Resident, Friday - Sunday	1,400	1,600	5,800
	Administrative Action	Corporate/Non-Resident, Friday - Sunday	1,700	1,900	3,000
	Administrative Action	Garland Resident, Weekday (7 hours)	700	800	800
	Administrative Action	Garland Resident, Weekday (4 hours)	500	600	2,000
		Granville Arts Center - Brownlee Auditorium			
	Administrative Action	Weekend - Non-Profit	800	900	3,500
	Administrative Action	Weekend - Commercial	900	1,000	3,500
		Plaza Theatre			
	Administrative Action	Non-Profit	400	450	2,500
	Administrative Action	Commercial	500	550	2,500
		Sub-total - Parks, Recreation and Cultural Arts			<u>\$105,276</u>
TOTAL GENERAL FUND REVENUE FROM RATE AND FEE ADJUSTMENTS					<u>\$487,718</u>

**RECREATION PERFORMANCE FUND
RATE AND FEE ADJUSTMENTS
FY 2011-12 APPROVED**

Department	Authorization	Fee Description	Current Fee	Proposed Fee	Revenue Impact
Parks, Recreation, and Cultural Arts					
	Rate and Fee Ordinance	Fitness Passes - Residents	\$25	\$35	\$15,600
	Rate and Fee Ordinance	Fitness Passes - Non-Residents	50	70	830
	Rate and Fee Ordinance	ID Passes - Residents	5	7	7,250
	Rate and Fee Ordinance	ID Passes - Non - Residents	8	10	1,258
	Rate and Fee Ordinance	Gym Rental	50	55	3,400
	Rate and Fee Ordinance	Multi-Purpose Room Rental - Weekend	50	55	3,200
	Rate and Fee Ordinance	Classroom Rental - Weekend	30	35	4,400
	Rate and Fee Ordinance	Ballfield Lighting	15	20	7,185
	Rate and Fee Ordinance	Pavilion - One Eleven (Half Day Rental)	100	150	3,450
	Rate and Fee Ordinance	Pavilion - Gatewood & Ablon (Half Day Rental)	50	75	3,250
	Rate and Fee Ordinance	Pavilion - Windsurf (All Day)	50	75	1,075
TOTAL RECREATION PERFORMANCE FUND REVENUE FROM RATE AND FEE ADJUSTMENTS					<u>\$50,898</u>

NOTE: Adjustments to Water and Wastewater rates were approved for FY 2011-12 and are shown in Ordinance No. 6485 (Amending Fees in the Code of Ordinances) appearing in Appendix (E) - Ordinances.

APPENDIX (G)
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, at the end of the phase-in period, 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 2012 reflect the positive impact of restructuring under SB 350.

**Texas Municipal Retirement System
(In Millions)**

	January 1, 2010	January 1, 2011	January 1, 2012
UAAL	\$108.5	\$116.6	\$34.7
Contribution Rate (Maximum)	17.1%	17.4%	12.1%

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-Employee Benefits must be recognized as they are earned by employees over the span of their career 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 (CAFR) 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 Hartford Medicare Supplemental Plan effective January 1, 2008, whereby Hartford 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. The City established monthly contributions at \$200 for retirees age 65 and older and capped annual contribution increases to no more than 3%. For FY 2011-12, the monthly City contribution for retirees age 65 and older is \$245 per retiree.

B. Retiree Eligibility Restrictions for Healthcare Benefits:

1. Employees hired on or before February 1, 2008, are now required to meet the following stipulations in order to be eligible for healthcare 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 for several years.
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 2011-12, the monthly City contribution for retirees under age 65 is \$508 per retiree.

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 2010, the City's UAAL stands at \$69.2 million, the ARC at \$5.5 million, and the Net OPEB Obligation at \$7.2 million.

**Other Post-Employee Benefits Liability
(In Millions)**

	FYE <u>09/30/08</u>	FYE <u>09/30/09</u>	FYE <u>09/30/10</u>
UAAL	\$79.2	\$83.5	\$69.2
ARC	6.2	6.4	5.5
Net OPEB Obligation	2.7	4.8	7.2

APPENDIX (H)

FIREWHEEL GOLF COMBINED FUND SUMMARY

City of Garland / Garland Foundation for Development
Firewheel Golf Park Combined Fund Summary

**CITY OF GARLAND / GARLAND FOUNDATION FOR DEVELOPMENT
FIREWHEEL GOLF PARK COMBINED FUND SUMMARY
2011-12**

	TOTAL 2010-11 APPROVED	City of Garland 2010-11 REVISED	GFDC 2010-11 REVISED	TOTAL 2010-11 REVISED	City of Garland 2011-12 APPROVED	GFDC 2011-12 APPROVED	TOTAL 2011-12 APPROVED
REVENUE							
Green Fees	\$1,904,448	\$1,861,215	\$0	\$1,861,215	\$1,889,831	\$0	\$1,889,831
Golf Carts	1,010,460	951,248	0	951,248	1,010,416	0	1,010,416
Range	168,177	167,875	0	167,875	167,875	0	167,875
Food & Beverage	696,477	201,238	451,193	652,431	0	652,431	652,431
Merchandise	229,816	159,623	0	159,623	178,869	0	178,869
Miscellaneous Revenue	72,197	28,000	0	28,000	28,000	0	28,000
Transfer from General Fund	0	500,000	0	500,000	0	0	0
TOTAL REVENUE	\$4,081,575	\$3,869,199	\$451,193	\$4,320,392	\$3,274,991	\$652,431	\$3,927,422
EXPENDITURES							
Personnel	\$1,762,260	\$1,908,254	\$0	\$1,908,254	\$1,861,196	\$950,000	\$2,811,196
Operations	1,907,385	1,763,719	411,385	2,175,104	746,188	348,239	1,094,427
Capital	0	0	0	0	0	0	0
Total Operating Expenditures	\$3,669,645	\$3,671,973	\$411,385	\$4,083,358	\$2,607,384	\$1,298,239	\$3,905,623
Transfer to Other Funds	\$4,225	\$4,225	\$0	\$4,225	\$4,241	\$0	\$4,241
Transfer to GFDC	0	0	0	0	722,000	(722,000)	0
Transfer to City of Garland	0	0	0	0	(76,192)	76,192	0
Interfund Loan Payment - Electric	14,103	14,103	0	14,103	14,103	0	14,103
IT Replacement Fund	3,412	3,412	0	3,412	1,293	0	1,293
TOTAL EXPENDITURES	\$3,691,385	\$3,693,713	\$411,385	\$4,105,098	\$3,272,829	\$652,431	\$3,925,260
Revenue Over (Short of) Expenditures - Change in Fund Balance	\$390,190	\$175,486	\$39,808	\$215,294	\$2,162	\$0	\$2,162
BEGINNING FUND BALANCE	(\$1,235,054)	(\$1,461,748)	\$0	(\$1,461,748)	(\$1,286,262)	\$39,808	(\$1,246,454)
Change in Fund Balance	390,190	175,486	39,808	215,294	2,162	0	2,162
ENDING FUND BALANCE	(\$844,864)	(\$1,286,262)	\$39,808	(\$1,246,454)	(\$1,284,100)	\$39,808	(\$1,244,292)

APPENDIX (I)

GARLAND PLUS FIVE

Garland Plus Five (General Fund Five-Year Forecast)

Garland Plus Five

**General Fund
Five-Year Forecast
Summary Version
As of September 2011**

Garland Plus Five Forecast

Major Assumptions – Three Largest Revenue Sources

□ **Property Tax Base**

Assessments will reach lowest point in 2014-15:

Y1 2012-13 -0.9%	Y4 2015-16 0.9%
Y2 2013-14 -0.8%	Y5 2016-17 2.9%
Y3 2014-15 -0.7%	

□ **Sales Tax Revenue**

Sales Tax reached lowest point in 2009-10:

Y1 2012-13 3.1%	Y4 2015-16 3.1%
Y2 2013-14 3.6%	Y5 2016-17 3.1%
Y3 2014-15 4.1%	

Garland Plus Five Forecast

Major Assumptions – Three Largest Revenue Sources

□ Garland Power and Light - Return on Investment (ROI)

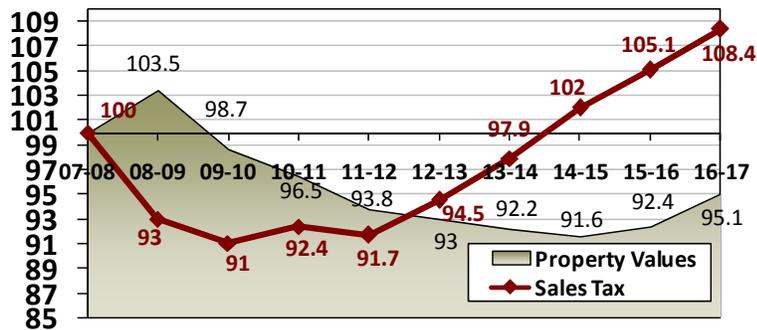
Transfer peaked in 2009-10:

Y1	2012-13	0%
Y2	2013-14	0%
Y3	2014-15	0%
Y4	2015-16	0%
Y5	2016-17	0%

Assumes ROI transfer is held constant at \$19.5 million.

Historical and Assumed General Fund Revenue Trends

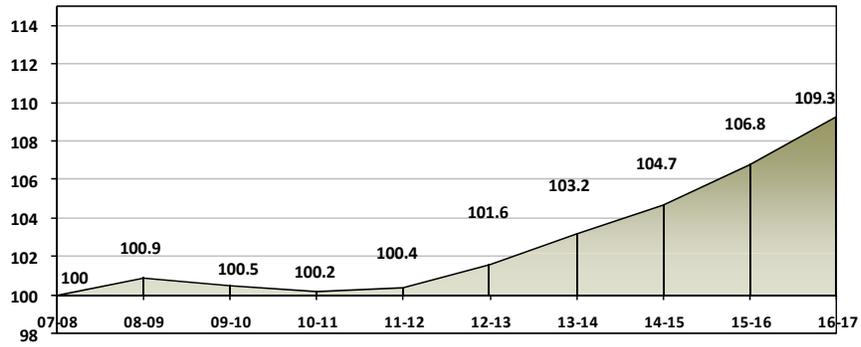
Property and Sales Tax Revenue – Compared to Prerecession Levels



Reflected as percentage of base year – 2007-08.

Historical and Assumed General Fund Revenue Trends

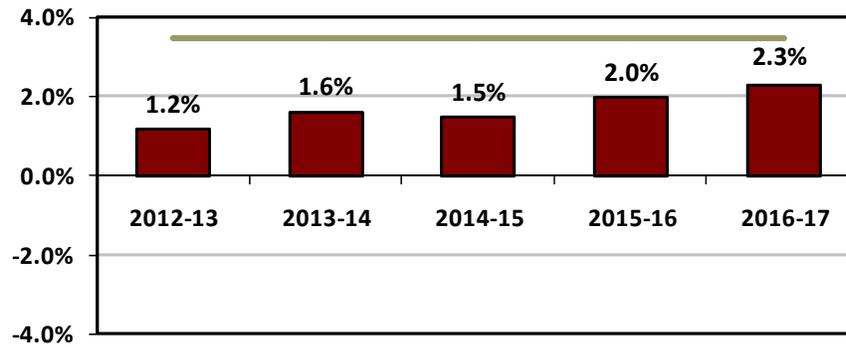
Total General Fund Revenue - Compared to Prerecession Levels



Reflected as percentage of base year – 2007-08.

Forecast General Fund Revenue Growth

Expressed as Percentage Change



3.5% generally required to maintain service levels.

Garland Plus Five Forecast

Major Assumptions – Expenditures

□ Employee Compensation Assumptions

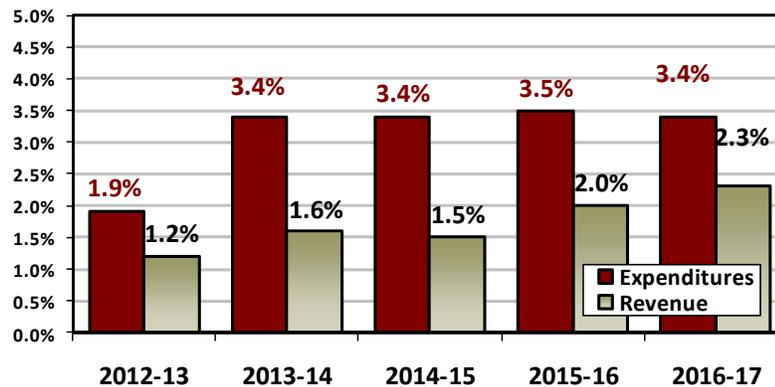
- Y1 2012-13 2.5%
- Y2 2013-14 2.5%
- Y3 2014-15 2.5%
- Y4 2015-16 2.5%
- Y5 2016-17 2.5%

□ Benefit Costs Assumptions

- Health Insurance cost increases at 7% a year.
- Texas Municipal Retirement System – no further increases.

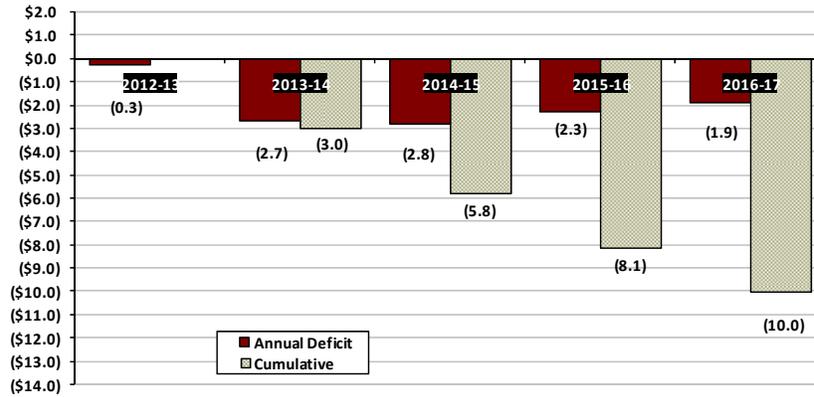
Forecast General Fund Revenue and Expenditures

Expressed as Percentage Change



General Fund Projected Deficit

Annual and Cumulative – In Millions



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

	2012-13	2013-14	2014-15	2015-16	2016-17
Forecast Deficit	(327,264)	(2,699,409)	(2,750,379)	(2,250,048)	(1,934,500)
Tax Rate Equivalent	0.34	2.81	2.89	2.34	1.96
Cumulative Rate Equiv.		3.15	6.04	8.38	10.34

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	Y0 2011-12 Adopted	Y1 2012-13	Y2 2013-14	Y3 2014-15	Y4 2015-16	Y5 2016-17
REVENUE						
Property Taxes	38,450,376	38,112,570	37,798,056	37,544,463	37,886,817	38,969,147
Property Taxes - Prior Years	565,589	762,251	755,961	750,889	757,736	779,383
Sales Tax - Base	21,730,035	22,397,950	23,199,305	24,158,538	24,910,512	25,685,781
Sales Tax - FTC Reserves/Payments	(529,391)	(545,663)	(565,186)	(588,555)	(606,874)	(625,762)
Harbor Point Incentive	(264,169)	(272,289)	(282,031)	(293,692)	(302,834)	(312,258)
GP&L ROI	19,451,298	19,451,298	19,451,298	19,451,298	19,451,298	19,451,298
Sub-Total	79,403,738	79,906,118	80,357,404	81,022,942	82,096,656	83,947,589
Percentage Growth		0.6%	0.6%	0.8%	1.3%	2.3%
Mixed Drink	281,520	290,173	300,555	312,982	322,724	332,768
Bingo Tax	101,839	101,839	101,839	101,839	101,839	101,839
Time Warner Cable Franchise Fee	910,823	934,265	958,348	983,598	1,009,297	1,035,662
TXU Franchise Fee	1,258,589	1,273,361	1,288,359	1,304,267	1,326,604	1,349,319
Atmos Gas Franchise Fee	1,878,546	1,926,894	1,976,566	2,028,643	2,081,645	2,136,022
Telecommunications Franchise Fee	3,557,768	3,692,027	3,831,505	3,978,433	4,130,118	4,287,567
Commercial Sanitation Franchise Fee	258,333	264,982	271,812	278,974	286,263	293,740
Landfill Revenue	9,077,204	9,295,057	9,518,138	9,746,574	9,980,491	10,220,023
EMS - Ambulance Transport	1,960,749	1,924,940	1,966,861	1,961,644	2,024,665	2,028,962
EMS FEE	1,470,924	1,470,924	1,470,924	1,470,924	1,470,924	1,470,924
Impound Vehicles	143,997	143,997	143,997	143,997	143,997	143,997
E911 Fees	1,709,065	1,674,884	1,658,135	1,649,844	1,645,720	1,645,720
False Alarm Fees	159,164	159,440	164,507	164,893	170,191	170,552
Police Services	1,356,701	1,380,185	1,429,421	1,480,780	1,534,273	1,589,911
Swimming Pool Fees	515,476	506,062	517,083	515,711	532,279	533,409
Mowing Liens	244,845	239,948	237,549	237,549	238,736	239,930
Salvage	300,000	300,000	300,000	300,000	300,000	300,000
Other Service Charges	503,564	504,439	520,469	521,691	538,451	539,593
Investment Earnings	154,600	158,310	162,110	166,000	169,984	174,064
Grant Revenues	614,467	614,467	614,467	614,467	614,467	614,467
PILOT	4,940,553	5,187,581	5,446,960	5,719,308	5,948,080	6,126,522
Water Franchise Fees	2,344,439	2,461,661	2,584,744	2,713,981	2,849,680	2,992,164
WW Franchise Fees	1,602,107	1,682,212	1,766,323	1,854,639	1,947,371	2,044,739
SW Franchise Fees	792,974	808,833	825,010	841,510	858,341	875,507
G&A Charges	7,838,993	7,974,684	8,259,169	8,555,922	8,864,999	9,186,474
Building Permits	514,276	519,419	542,793	553,648	573,026	575,891
Rezoning Fees	41,894	42,313	44,217	45,101	46,680	46,913
Public Works Inspection Fees	31,082	31,393	32,805	33,462	34,633	34,806
Electric and Plumbing Permits	484,937	489,786	511,827	522,063	540,336	543,037
Sign Permits	134,941	134,941	138,989	138,989	143,159	143,159
Animal License	68,402	68,521	70,698	70,864	73,141	73,296
Animal Pound	208,709	209,072	215,715	216,222	223,168	223,642
Inspection Fees - Multi Family	232,202	231,041	236,817	235,633	241,524	240,316
Rental Registration Fees	253,600	253,600	261,208	261,208	269,044	269,044
Other Permits and Licenses	1,166,409	1,168,435	1,205,566	1,208,396	1,247,217	1,249,864
Municipal Court	3,999,546	4,006,493	4,133,812	4,143,516	4,276,633	4,285,709
Library Fines	162,085	162,367	167,526	167,919	173,314	173,682
Rents and Concessions	786,824	788,191	813,238	815,147	841,335	843,120
Indirect Cost Transfers	275,708	278,465	281,250	284,062	286,903	289,772
Sub-Total	52,337,855	53,355,201	54,971,312	56,344,402	58,061,250	59,426,127
Percentage Growth		1.9%	3.0%	2.5%	3.0%	2.4%
TOTAL REVENUE PROJECTED	131,741,593	133,261,319	135,328,716	137,367,344	140,157,906	143,373,716
CHANGE FROM PRIOR YEAR		1,519,726	2,067,397	2,038,628	2,790,562	3,215,809
PERCENTAGE CHANCE		1.2%	1.6%	1.5%	2.0%	2.3%
Top Three Revenues:						
Property Taxes		-0.9%	-0.8%	-0.7%	0.9%	2.9%
Sales Tax		3.1%	3.6%	4.1%	3.1%	3.1%
ROI		0.0%	0.0%	0.0%	0.0%	0.0%
Total		0.6%	0.6%	0.8%	1.3%	2.3%

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	Y0 2011-12 Adopted	Y1 2012-13	Y2 2013-14	Y3 2014-15	Y4 2015-16	Y5 2016-17
EXPENDITURES						
Compensation and Burden	87,943,975	88,958,346	91,777,749	94,699,318	97,720,225	100,837,615
Employee Health Insurance	9,639,680	10,314,458	11,036,470	11,809,023	12,635,654	13,520,150
Added Positions	0	0	0	0	0	0
Sub-Total	97,583,655	99,272,804	102,814,218	106,508,341	110,355,879	114,357,765
Operating Expenditures	8,573,170	8,727,487	8,884,582	9,044,504	9,207,305	9,373,037
Fleet Service Costs	2,819,200	2,882,096	2,999,321	3,122,083	3,250,477	3,384,603
Fuel Cost	2,395,988	2,477,452	2,561,685	2,648,782	2,738,841	2,831,961
ERF	1,569,904	1,569,904	1,569,904	1,569,904	1,569,904	1,569,904
Capital	397,000	404,146	411,421	418,826	426,365	434,040
Charge-outs	(1,886,943)	(1,919,606)	(1,988,085)	(2,059,517)	(2,133,915)	(2,211,298)
Sub-total Opex and Capital	13,868,319	14,141,479	14,438,827	14,744,583	15,058,977	15,382,246
Customer Service	192,859	196,197	203,196	210,497	218,101	226,010
Facilities	3,007,183	3,059,237	3,168,370	3,282,210	3,400,778	3,524,102
IT	7,855,845	7,995,756	8,284,991	8,586,813	8,901,299	9,228,542
IT Project Fund	270,767	250,000	250,000	275,000	275,000	300,000
IT Infrastructure Replacement	650,000	800,000	850,000	900,000	1,000,000	1,000,000
Warehouse	289,415	294,425	304,928	315,884	327,295	339,164
Sub-total	12,266,069	12,595,614	13,061,485	13,570,405	14,122,473	14,617,818
Transfers to LTD	173,579	176,584	182,883	189,454	196,298	203,416
Transfers to Infrastructure	4,433,158	4,509,895	4,670,779	4,838,600	5,013,391	5,195,194
Transfer to Free Lunch Program	20,000	20,000	20,000	20,000	20,000	20,000
Transfers to Self Insurance	2,723,107	2,791,185	2,860,964	2,932,488	3,005,801	3,080,946
Transfer to CIP	100,000	100,000	100,000	100,000	100,000	100,000
Transfer to Debt Service	70,356	70,356	35,178	0	0	0
Transfers to Landfill Sinking Fund	1,217,870	1,266,584	1,317,248	1,369,938	1,424,735	1,481,725
Sub-total	8,738,070	8,934,603	9,187,052	9,450,481	9,760,225	10,081,281
TOTAL BASE EXPENDITURES	132,456,113	134,944,500	139,501,583	144,273,810	149,297,554	154,439,110
CHANGE IN EXPENDITURES		2,488,387	4,557,083	4,772,226	5,023,744	5,141,556
PERCENTAGE CHANGE		1.88%	3.38%	3.42%	3.48%	3.44%
NET CASH FLOW - Cumulative Impact	(714,520)	(1,683,181)	(4,172,868)	(6,906,466)	(9,139,648)	(11,065,394)
See Note Below *			327,264	3,026,673	5,777,052	8,027,100
FUND BALANCE						
Beginning Fund Balance	10,927,415	10,212,895	10,356,978	10,710,783	11,081,369	11,468,822
Assumed Carry Over (3 Year Avg)		1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Cash Flow	(714,520)	(1,683,181)	(3,845,604)	(3,879,793)	(3,362,596)	(3,038,295)
Unreserved Fund Balance	10,212,895	10,029,714	8,011,374	8,330,991	9,218,774	9,930,527
Fund Balance Requirement	10,168,606	10,356,978	10,710,783	11,081,369	11,468,822	11,865,027
Excess / (Deficit)	44,289	(327,264)	(2,699,409)	(2,750,379)	(2,250,048)	(1,934,500)
Tax Rate Equivalent		0.34	2.81	2.89	2.34	1.96
Cumulative			3.15	6.04	8.38	10.33

*Assumes each year's deficit is resolved with measures that are on-going versus one-time.

APPENDIX (J)

GLOSSARY & 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.

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.

Banked Position – A position that remains authorized in the City's official position count, but is not filled or funded until needed in future years.

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. They are: has a value of \$5,000 or more, has an anticipated life of more than one year, and/or can be readily identified and tracked as an individual item. (See the capitalization policy in the appendix.) 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 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 (C.O.) – 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. C.O.’s 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.

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.

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 (G.O.) – 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, G.O. 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) 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.

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 newly formed internal Information Technology Board (ITB).

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 another federal, state, or local government.

Intragovernmental Revenue – A transfer from one fund to another, realized as revenue in the receiving fund, to recognize the cost of services provided. This includes, but is not limited to, indirect costs, general and administrative costs, and payments in lieu of taxes.

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.

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 City-wide goals set by 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.

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 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.

Print Shop Fund – An internal service fund that accounted for the resources and expenditures of operating a centralized print shop. Fund dissolved after FY 2004-05, with certain activities now part of the Warehouse Fund.

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 new 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, worker’s 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.

Solid Waste & Recycling Fund – An enterprise fund that accounts for the resources and expenditures associated with the collection and disposal of solid waste materials.

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.

TMPA – Texas Municipal Power Agency. A consortium of four Texas cities, including Garland, for the acquisition of electric power.

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 Print 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

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

EPA – Environmental Protection Agency

EOC – Emergency Operations Center

ESG – Emergency Shelter Grant

ERCOT – Energy Reliability Council of Texas

ERF – Equipment Replacement Fund

EWS – Environmental Waste Services

FHA – Federal Housing Authority

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

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 Businesses

HUD – Housing and Urban Development

HVAC – Heating, Ventilating, & Air Conditioning

IT – Information Technology

ITB – Information Technology Board

ITS – Information Technology Services

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