

City of Houston



Adopted Budget

Volume I

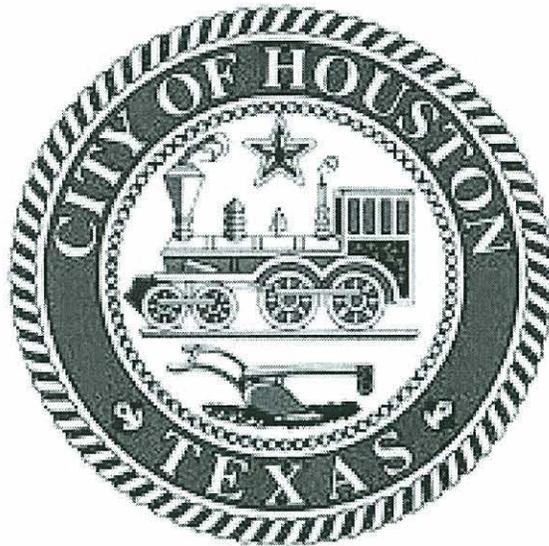
Fiscal Year 2012

Mayor Annise D. Parker



CITY OF HOUSTON

ADOPTED OPERATING
BUDGET
VOLUME I



For the Period
July 1, 2011 to June 30, 2012

Annise D. Parker

Mayor



FY2012 ADOPTED BUDGET

VOLUME I

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FY2012 ADOPTED BUDGET

VOLUME I

Annise D. Parker, Mayor

Council Members

Brenda Stardig.....	District A
Jarvis Johnson.....	District B
Anne Clutterbuck.....	District C
Wanda Adams.....	District D
Mike Sullivan.....	District E
Al Hoang.....	District F
Oliver Pennington.....	District G
Edward Gonzalez.....	District H
James G. Rodriguez.....	District I
Stephen C. Costello.....	At-Large, Position 1
Sue Lovell.....	At-Large, Position 2
Melissa Noriega.....	At-Large, Position 3
C. O. "Brad" Bradford.....	At-Large, Position 4
Jolanda "Jo" Jones.....	At-Large, Position 5

Ronald C. Green, City Controller

Kelly Dowe
Director, Finance

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Houston
Texas**

For the Fiscal Year Beginning

July 1, 2010

President

Executive Director

DISTINGUISHED BUDGET PRESENTATION AWARD WINNER

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

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

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

Current and former employees of the Finance Department who contributed to the development of the FY2011 and FY2012 Annual Budgets are listed below:

Janice Alderson
Lisa Alexis
Jaime Alvarez
Valerie Berry
Angie Jones-Browne
Stan Cain
Kiran Chandu
James Clay
Linda Cormier

Kelly Dowe
Tantri Erlinawati-Emo
Christopher Gonzales
Wade Jones
Will Jones
Kenneth Noll
Veronica Lizama
Levi McGuire
Michelle Mitchell

Jim Moncur
Madhumathi Obla
Jennifer Olenick
Dinah Prejean
Yun Qiao
Thy-Huyen Ruiz
Katrina Williams
Julia Zhou

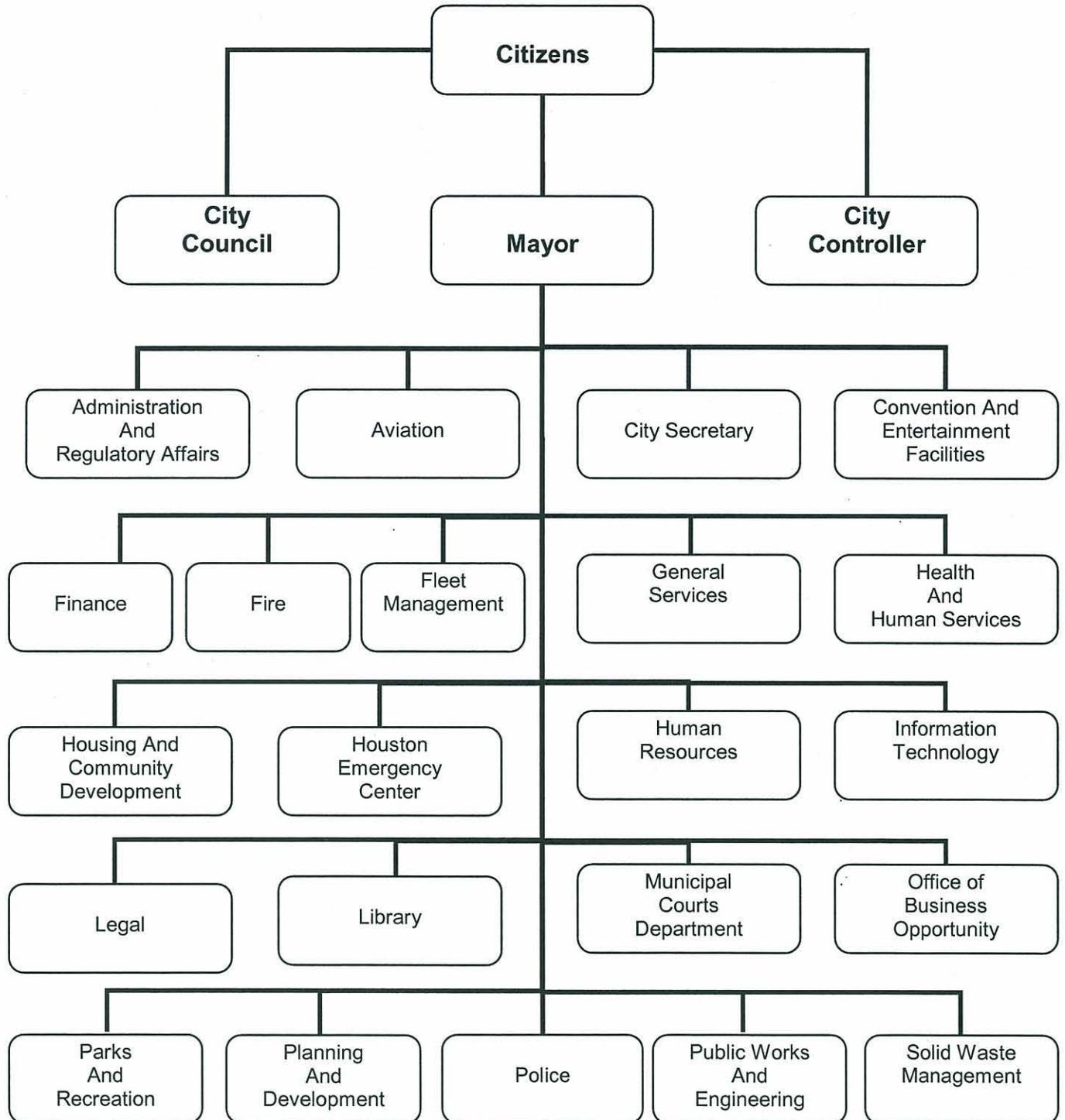
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ORGANIZATION CHART





CITY OF HOUSTON

Annise D. Parker

Mayor

Kelly Dowe
Finance Director
P.O. Box 1562
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July 29, 2011

To: Honorable Mayor, Members of the City Council, City Controller and Citizens of Houston:

I am pleased to submit the balanced Adopted Budget for the City for the fiscal year, which begins July 1, 2011, and ends June 30, 2012 (FY2012). This document includes budgets for the City's General Fund, the three Enterprise Funds (Aviation, Combined Utility System, and Convention and Entertainment) as well as Special Revenue Funds, Service Chargeback Funds and Internal Service Funds.

Pursuant to the requirements of the City Charter, Mayor Annise Parker's priorities are set out in her letter that accompanied the Proposed Budget, which was sent to City Council on May 19, 2011. The purpose of this letter is to describe the budget as adopted by the Houston City Council on June 22, 2011, after in-depth core service assessments, budget presentations, collaborative debates, and amendments. The complete list of amendments is provided as an appendix in this document.

Like many other municipalities, the City of Houston continues to face budget challenges due to economic downturn. Property taxable values are projected to decline again while public safety and other basic functions of our government need to be maintained. As a result, many of dedicated civilian city employees were laid off and nearly every department was reorganized to provide services with fewer employees. This budget also incorporates the Houston First consolidation of Convention and Entertainment Facilities operations with the Convention Center Hotel Corporation as well as the newly created Dedicated Drainage and Street Renewal Fund as a result of Proposition 1 in November 2010.

The Adopted Budget for FY2012 is balanced as required by City Charter and State law and is aligned with the priorities set by the Mayor and City Council. The General Fund budget was balanced without the use of pension obligation bonds or fund balance. The FY2012 budget decreases the operating expenditures by 4.5% in the General Fund over the FY2011 budget; however, we continue to meet critical funding objectives and no classified employees were laid off.

FY2012 BUDGET OVERVIEW

The Adopted Budget includes expenditures for all funds of \$3.7 billion, which is \$160 million (4.5%) above the FY2011 budget. The largest contributor to this increase is mainly the creation of the Dedicated Drainage and Street Renewal Fund, a pay-as-you-go fund for enhancement, improvement and ongoing renewal of Houston's drainage and streets as well as traffic control operations.

GENERAL FUND

The City's General Fund is its largest fund, and supports the majority of the basic services of the City, such as police and fire protection, health and human services, garbage collection and street repair. The largest sources of revenue for the General Fund are property and sales taxes, which together produce approximately 70.5% of the total resources for the General Fund. The current tax rate for the City of Houston is 63.875 cents per \$100 assessed valuation, which remains unchanged from last year.

The General Fund budget, by department and by revenue source, is shown in the General Fund Summary on Page II-2. The total General Fund expenditure budget is \$1.8 billion, which is \$85.8 million (4.5%) below the FY2011 budget. It incorporates reductions in most departments by 4% to 27% over FY2011 spending levels and includes hundreds of civilian lay-offs.

The budget also incorporates funding for fuel, electricity, and current levels for critical services as well as the annualized portion of the FY2011 contractual pay raise for the Fire Department. Additionally, it includes two cadet classes for the Police Department, increasing the number of police officers by 210 graduating cadets, as well as three cadet classes for the Fire Department.

General Fund Revenue Highlights

Overview - The revenues available to support the operations of the General Fund are described in detail beginning on Page II-2 of the FY2012 budget. The budget was prepared with conservative revenue projections based on ranges provided by experts such as the Harris County Appraisal District and University of Houston Institute for Regional Forecasting.

Property Tax – As previously mentioned, the FY2012 budget is based on a property tax rate of 63.875 cents per \$100 assessed valuation. (Tax rates are adopted in the fall for all jurisdictions in Texas, without regard to their individual fiscal years.) Revenue from property taxation is expected to be \$842.5 million, which is 1.0% below the FY2011 estimate.

Sales Tax – The FY2012 budget projects a sales tax increase as a result of continuing signs of economic recovery. Revenue from sales tax is expected to be \$518.9 million, which is approximately \$28 million (5.7%) above the FY2011 estimated revenue.

General Fund Expenditure Highlights

Overview – This document contains detailed information on each City department's budget, including a comparison with prior years. In addition, each department has identified specific items or budget highlights which are of particular interest in FY2012.

Staffing Levels – Table IV, Page 11-12 demonstrates the level of Full Time Equivalent (FTE) staffing provided in this budget compared to past years. Citywide staffing, including overtime and straight time FTEs, is budgeted significantly less (6.2%) than in FY2011, while total General Fund staffing is 1,942.2 FTEs less (12.2%).

General Fund Ending Balance

The Adopted Budget includes an ending unassigned fund balance of \$102.64 million, which is essentially unchanged from the estimated FY2011 ending fund balance of \$102.65 million. This balance represents 6.4% of expenditures other than debt service which remains above the required reserve amount of 5%. It is our goal to increase the fund balance back towards the 7.5% level maintained during better economic conditions using any unbudgeted revenues received during the year.

ENTERPRISE FUNDS

Overview – The City has three enterprise funds: The Houston Airport System Fund, the Combined Utility System Fund and the Convention and Entertainment Facilities Operating Fund.

Aviation – The Houston Airport System is responsible for two major hub airports; George Bush Intercontinental and William P. Hobby. Aviation is also responsible for Ellington Field, a joint use civil/military airport. Security in all airports continues to be a top priority. The majority of public safety is provided by the Police Department and Fire Department and these costs of services are reimbursed to the General Fund.

The Aviation department budget of \$431 million has increased from the FY2011 budget by approximately \$10.8 million (2.6%) with the majority of the increase in system debt transfers. FY2012 revenue is conservatively estimated to be \$10.8 million higher than FY2011, reflecting increases in concessions and rental fees.

Combined Utility System (CUS) – The CUS Fund is managed by the Public Works and Engineering Department and is composed of three separate funds; the Water and Sewer System Operating Fund; the CUS Operating Fund and the CUS General Purpose Fund.

The CUS budget of \$942.3 million has increased from FY2011 budget by approximately \$15.5 million (1.7%) with the majority of the increase (\$15.9 million) in the debt service and other uses category, while the revenue is estimated to be \$382,000 higher in FY2012.

Convention and Entertainment Facilities Operating Fund (CEFD) - CEFD is an enterprise fund that accounts for the operation of the City's six major entertainment centers as well as parking garages. Included in the FY2012 budget is the consolidation of CEFD with the Houston First Corporation to streamline operations of these facilities as well as the Hilton Americas Hotel to enhance marketing success in continued attraction of conventions, meetings, and tradeshow, effective July 1, 2011.

As a result of this consolidation, the CEFD budget only includes the pledged revenues (those revenues that are assigned to the City by law) and debt service expenditures. Any unpledged revenues as well as other operating and capital expenditures are assigned to the Houston First Corporation. The CEFD FY2012 budget is \$99 million, \$12.6 million or 14.6% higher than the FY2011 budget.

CAPITAL IMPROVEMENT PROGRAM

The City conducts its annual CIP process separately from its operating budget process. On July 6, 2011, City Council approved a five-year Capital Improvement Plan, covering fiscal years 2012 through 2016. This incorporates the \$625 million in public improvement bonds that were approved by voters in November 2006. Individual projects are brought to City Council for approval prior to beginning construction.

CONCLUSION

The conservative budget contained in this document reflects the commitment to persevere through difficult decisions, dedication from stakeholders of tireless hours to prioritize the City's services through critical core assessment teams, and forward planning to implement strong financial stewardship as we move towards a brighter economic future. It is our main priority to maintain and improve the city's core services in a challenging economic time.

Sincerely,



Kelly Dowe, Director



CITY OF HOUSTON
Office of the Mayor

Annise D. Parker

Mayor

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May 19, 2011

To: Citizens, Honorable Members of City Council and the Honorable City Controller

I am pleased to submit the proposed budget for the fiscal year which begins July 1, 2011 and ends June 30, 2012 (FY2012). Our budget does not include a property tax increase and keeps public safety as our number one priority. For the second year in a row, it also does not include the use of Pension Obligation Bonds or the issuance of any other long-term debt to meet current expenses. It incorporates the Houston First consolidation of Convention and Entertainment Facilities operations with the Convention Center Hotel Corporation. And, it includes savings realized from the new employee health benefits contract as well as the departmental and operational consolidations of fleet, fuel, human resources, payroll and information technology. In short, it continues our progress toward a more efficient, effective and fiscally-responsible City.

This proposal is by no means a finished product. It is a starting point for discussions with the public and City Council.

Developing this budget has not been without difficulty, challenges and tough decisions. The long-term forecast is for better economic times ahead, but we are not there yet. As a result, we have had to say farewell to many of our dedicated city employees. The layoffs will mean some changes in City services. Most residents will not be impacted, but users of some services may have to utilize alternative locations than what they are used to.

Departmental General Fund budgets are 4% to 27% lower than their FY2011 spending levels, with the smaller reductions going to our most essential life and safety services - police, fire, municipal courts and solid waste. Overall, the FY2012 budget proposal is \$100 million less than our current appropriation. This is in addition to more than \$200 million that has been cut over the last two years to eliminate an imbalance between revenues and expenditures. The FY2012 proposal is the lowest budget in three years.

Our fund balance remains above the required reserve amount of 5%. We have set a goal of increasing that balance back to the 7.5% level maintained during better economic times with the receipt of any unbudgeted revenue during the year.

Property Tax Revenues

This budget maintains the existing property tax rate of 63.875 cents per \$100 of taxable value. Property tax revenue is expected to be slightly lower than FY2011 levels.

Sales Tax Revenues

We are projecting sales tax collections to be \$518.9 million. (5.7% percent over FY2011). This economic indicator has shown consistent improvement in recent months, a sign that we are exiting the downturn of the last two years.

Public Safety

Public safety remains our priority. One third of General Fund expenditures go to pay for police operations and another 23% goes to the fire department. Thanks to the cooperation of the Houston Police Officers' Union (HPOU) and the Houston Police Officers' Pension System (HPOPS) we are able to avoid layoffs of any police officers or jailers. HPOU and HPOPS understand the gravity of what the City is facing and have been willing to work with us on a plan that preserves valuable classified police officer positions. Similarly, The Houston Professional Fire Fighters Association has reached a tentative agreement with the city that will eliminate the need for laying off any firefighters. The agreement is contingent on City Council approval of several new fees as well as ratification by the union's rank and file and City Council. The proposed budget document includes the previously planned layoffs. The budget adopted in June by City Council will have to be amended to reflect the elimination of these layoffs.

The fire department is laying off 16 civilian employees. Civilian layoffs at the police department total 153.

Overall, combined police and fire expenditures will decrease approximately \$56 million.

Other budget changes

Despite having to layoff 38 employees, all Houston Public Library neighborhood libraries, except those under renovation, will remain open and adequately staffed. Saturday hours are being restored at 24 out of 41 libraries. There will be small changes in hours of operation at all libraries. However, after school locations will remain open until 6 p.m. Monday-Thursday and until 5 p.m. on Friday.

More than 100 Houston Parks and Recreation Department employees are being laid off. This will cause the closure of eight swimming pools and seven community centers. These facilities have the lowest usage, are in need of repairs or are within at least two miles of another City pool or community center. All City-funded youth sports leagues are being eliminated. Youth baseball will continue due to funding provided by the Houston Astros. The department will work with the privately-funded youth sports leagues for continued use of City playing fields. Other reductions are being made in the areas of grounds maintenance.

All Houston Department of Health and Human Services (HDHHS) multi-service centers will remain open. However, a total of 85 HDHHS services employees are being laid off. To offset these losses, the department will consolidate the majority of its clinical public health services into four health centers managed by HDHHS. The centers are La Nueva Casa de Amigos Health Center, Northside Health Center, Sharpstown Health Services and Sunnyside Health Center, all of which service areas of the city with high need, high morbidity for communicable disease and high risk for poor health outcomes.

Management and Operations of Lyons Health Center, Magnolia Health Center and Riverside Health Center will be transferred to another agency, possibly the existing Federally Qualified Health Centers that currently provide primary health care services at these facilities. HDHHS plans to provide TB and STD services at Lyons Health Center and dental services at Magnolia Health Center, depending on negotiations with the new managing agency for each site.

We are in the middle of the toughest times Houston has experienced since the oil bust of the mid-1980s. Indeed, we are challenged, but our future is brighter. The signs of economic improvement we are seeing today provide assurance that the better times we yearn for are just ahead. We will emerge from this downturn stronger and more financially secure. In the meantime, we will continue fighting crime, improving neighborhoods, growing our economy, creating jobs, planning for the future and saving money; we will continue reforming, streamlining, modernizing and transforming the way we do business.

Sincerely,

A handwritten signature in black ink that reads "Annise D. Parker". The signature is written in a cursive, flowing style.

Annise D. Parker
Mayor



LONG-TERM BUDGET GOALS

Public Safety

Police – Reduce crime and promote awareness that helps prevent crime.

- Resolve interoperability and outdated communication technology with a new radio system by the federally mandated date of 2012.
- Utilize department personnel more effectively by merging the jail with the County.
- Enhance Homeland Security by participating in multi-agency specialized SWAT force to specifically handle terrorist threats and incidents.
- Provide a police presence in neighborhoods; increase Police storefront hours.

Fire – Provide high quality fire protection, fire prevention, and emergency medical services.

- Develop and provide diversity program for all fire fighters.
- Provide fire suppression coverage citywide; maintain staffing standard of four firefighters per apparatus.
- Provide high quality emergency medical services.

Mobility Planning And Infrastructure

Transportation System – Construct, maintain, and operate an efficient network of roads, mass transit, and traffic flow that supports transportation needs.

- Develop a citywide mobility plan to evaluate addition of new lane capacity and improve flow of traffic.
- Maintain and operate the street system to provide smooth traffic flow.

Improving The Quality Of Life

Neighborhood Services – Improve the quality of life citywide and at the neighborhood level.

- Provide expanded health services including disease prevention, control of communicable diseases, children's health services and environmental monitoring.
- Provide recreational opportunities citywide and in neighborhoods and enhance the appearance of the city.
- Revitalize neglected neighborhoods and promote homeownership with financial incentives for homebuyers and developers.

Energy Efficiency

- Provide leadership in assisting individuals and businesses citywide in efficient, affordable use of energy.
- Develop and maintain programs that monitor and control energy use while identifying and utilizing new less expensive forms of energy such as solar and wind.

CIP and Debt

- Implement long-term capital improvement plans that meet the needs of city and neighborhoods.
- Secure and utilize financing techniques that support the capital improvement program in a manageable, affordable way.

City Government

- Provide sound financial management and demonstrate good stewardship of tax dollars maintaining tax rates at a level that encourages economic growth.
- Organize and maintain an organization of public employees that provides the highest quality of public services.
- Pursue and establish policies that support the long-term growth and well being of the City.



FISCAL YEAR 2012 BUDGET

**Table I
EXPENDITURE SUMMARY BY DEPARTMENT**

	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Public Safety				
Police Department				
General Fund	657,239,659	657,867,666	658,193,882	635,162,620
Special Revenue Fund(s)	61,350,916	54,789,345	51,759,507	48,706,536
Total Police Department	<u>718,590,575</u>	<u>712,657,011</u>	<u>709,953,389</u>	<u>683,869,156</u>
Fire Department				
General Fund	435,852,398	448,812,230	448,812,230	419,308,509
Houston Emergency Center				
General Fund	11,193,374	11,171,344	11,171,344	11,549,511
Special Revenue Fund(s)	21,387,984	23,056,647	23,056,647	23,592,247
Total Houston Emergency Center	<u>32,581,358</u>	<u>34,227,991</u>	<u>34,227,991</u>	<u>35,141,758</u>
Municipal Courts Department				
General Fund	22,696,601	23,266,025	23,266,025	23,411,880
Special Revenue Fund(s)	4,762,933	4,134,866	3,585,762	3,528,596
Total Municipal Courts Department	<u>27,459,534</u>	<u>27,400,891</u>	<u>26,851,787</u>	<u>26,940,476</u>
Crime Lab				
General Fund	5,526,181	5,593,715	5,267,499	5,578,769
Total Public Safety	<u>1,220,010,046</u>	<u>1,228,691,838</u>	<u>1,225,112,896</u>	<u>1,170,838,668</u>
Development & Maintenance Services				
Public Works & Engineering				
General Fund	86,034,401	88,210,371	88,210,371	37,519,057
Special Revenue Fund(s)	82,496,902	95,562,054	92,424,780	296,987,900
Enterprise Fund(s)	1,076,882,501	1,245,384,370	1,148,654,613	1,262,908,600
Total Public Works & Engineering	<u>1,245,413,804</u>	<u>1,429,156,795</u>	<u>1,329,289,764</u>	<u>1,597,415,557</u>
Solid Waste Management				
General Fund	68,472,125	65,090,256	65,090,256	65,543,214
Special Revenue Fund(s)	1,151,709	1,064,170	1,064,170	1,346,681
Total Solid Waste Management	<u>69,623,834</u>	<u>66,154,426</u>	<u>66,154,426</u>	<u>66,889,895</u>
General Services				
General Fund	47,632,949	47,365,835	47,365,835	45,980,817
Total General Services	<u>47,632,949</u>	<u>47,365,835</u>	<u>47,365,835</u>	<u>45,980,817</u>
Planning & Development				
General Fund	8,985,326	8,245,190	8,245,190	7,272,316
Special Revenue Fund(s)	26,498	838,969	29,096	809,873
Total Planning & Development	<u>9,011,824</u>	<u>9,084,159</u>	<u>8,274,286</u>	<u>8,082,189</u>
Total Development & Maintenance Services	<u>1,371,682,411</u>	<u>1,551,761,215</u>	<u>1,451,084,311</u>	<u>1,718,368,458</u>
Human & Cultural Services				
Housing & Community Development				
General Fund	831,514	885,416	885,416	619,779
Library				
General Fund	37,236,819	35,726,967	35,726,967	32,440,392
Special Revenue Fund(s)	784,380	1,300,438	1,229,487	1,256,268
Total Library	<u>38,021,199</u>	<u>37,027,405</u>	<u>36,956,454</u>	<u>33,696,660</u>
Parks and Recreation				
General Fund	67,500,364	63,498,879	63,498,879	60,710,583
Special Revenue Fund(s)	7,090,452	8,865,988	8,865,988	7,781,500
Total Parks and Recreation	<u>74,590,816</u>	<u>72,364,867</u>	<u>72,364,867</u>	<u>68,492,083</u>
Health and Human Services				
General Fund	48,541,091	45,949,315	45,949,315	39,551,067
Special Revenue Fund(s)	0	550,400	550,400	923,613
Total Health and Human Services	<u>48,541,091</u>	<u>46,499,715</u>	<u>46,499,715</u>	<u>40,474,680</u>

FISCAL YEAR 2012 BUDGET

**Table I
EXPENDITURE SUMMARY BY DEPARTMENT**

	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Convention & Entertainment				
General Fund	1,158,611	0	0	0
Enterprise Fund(s)	91,469,776	86,426,322	86,426,322	99,037,227
Total Convention & Entertainment	<u>92,628,387</u>	<u>86,426,322</u>	<u>86,426,322</u>	<u>99,037,227</u>
Total Human & Cultural Services	<u>254,613,007</u>	<u>243,203,725</u>	<u>243,132,774</u>	<u>242,320,429</u>
Administrative Services				
Mayor's Office				
General Fund	2,879,358	2,990,371	2,990,371	2,310,327
Special Revenue Fund(s)	2,886,236	3,178,074	3,144,415	3,571,879
Total Mayor's Office	<u>5,765,594</u>	<u>6,168,445</u>	<u>6,134,786</u>	<u>5,882,206</u>
Office of Business Opportunity				
General Fund	2,456,375	2,384,364	2,384,364	2,018,421
City Council				
General Fund	5,093,453	5,473,508	5,302,832	5,736,480
City Controller				
General Fund	7,114,898	7,491,887	7,491,887	6,843,122
Finance Department				
General Fund	9,908,198	10,162,846	10,162,846	22,419,449
Administration and Regulatory Affairs				
General Fund	30,205,570	32,058,743	32,058,743	37,236,737
Special Revenue Fund(s)	16,747,211	23,024,431	22,974,253	27,124,393
Total Administration and Regulatory Affairs	<u>46,952,781</u>	<u>55,083,174</u>	<u>55,032,996</u>	<u>64,361,130</u>
Information Technology				
General Fund	19,065,293	19,076,833	19,076,833	17,112,057
Special Revenue Fund(s)	107,282	300,668	0	0
Total Information Technology	<u>19,172,575</u>	<u>19,377,501</u>	<u>19,076,833</u>	<u>17,112,057</u>
City Secretary				
General Fund	685,149	752,323	752,323	790,347
Human Resources				
General Fund	3,180,798	3,377,644	3,377,644	3,169,137
Legal				
General Fund	16,310,490	16,802,431	16,802,431	13,719,064
Total Administrative Services	<u>116,640,311</u>	<u>127,074,123</u>	<u>126,518,942</u>	<u>142,051,413</u>
Other				
Houston Airport System				
Enterprise Fund(s)	427,411,250	420,273,516	420,273,516	431,070,811
General Debt Service				
General Fund	240,020,000	220,838,000	220,838,000	229,700,000
Special Revenue Fund(s)	14,876,704	14,307,000	14,307,000	0
General Government				
General Fund	80,566,319	90,678,651	90,678,651	102,293,940
Total Other	<u>762,874,273</u>	<u>746,097,167</u>	<u>746,097,167</u>	<u>763,064,751</u>
Grand Total Expenditures	<u>3,725,820,048</u>	<u>3,896,828,068</u>	<u>3,791,946,090</u>	<u>4,036,643,719</u>

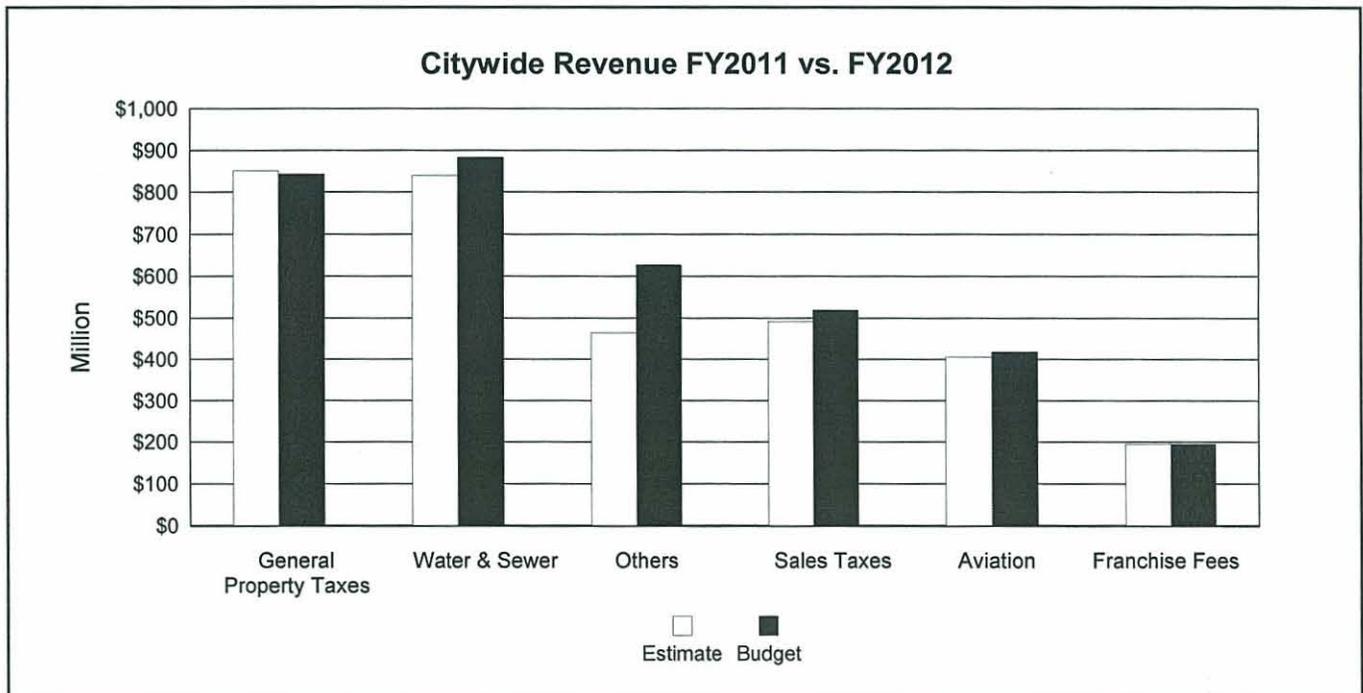
* Totals include interfund eliminations

* Totals include General, Special and Enterprise Funds.

**TABLE II
CITYWIDE REVENUE SUMMARY**

Listed below are the resources for all City funds by category. All City funds include General, Special, Enterprise and Capital Project Funds and exclude interfund transfers. The largest revenue source for the City is general property taxes which are projected to decrease by approximately 1.06%. The second largest source of revenues is collection from the City's Combined Utility System for water and sewer charges, which are projected to increase by approximately 5.13%. Together these two sources account for approximately 49.49% of all City revenues.

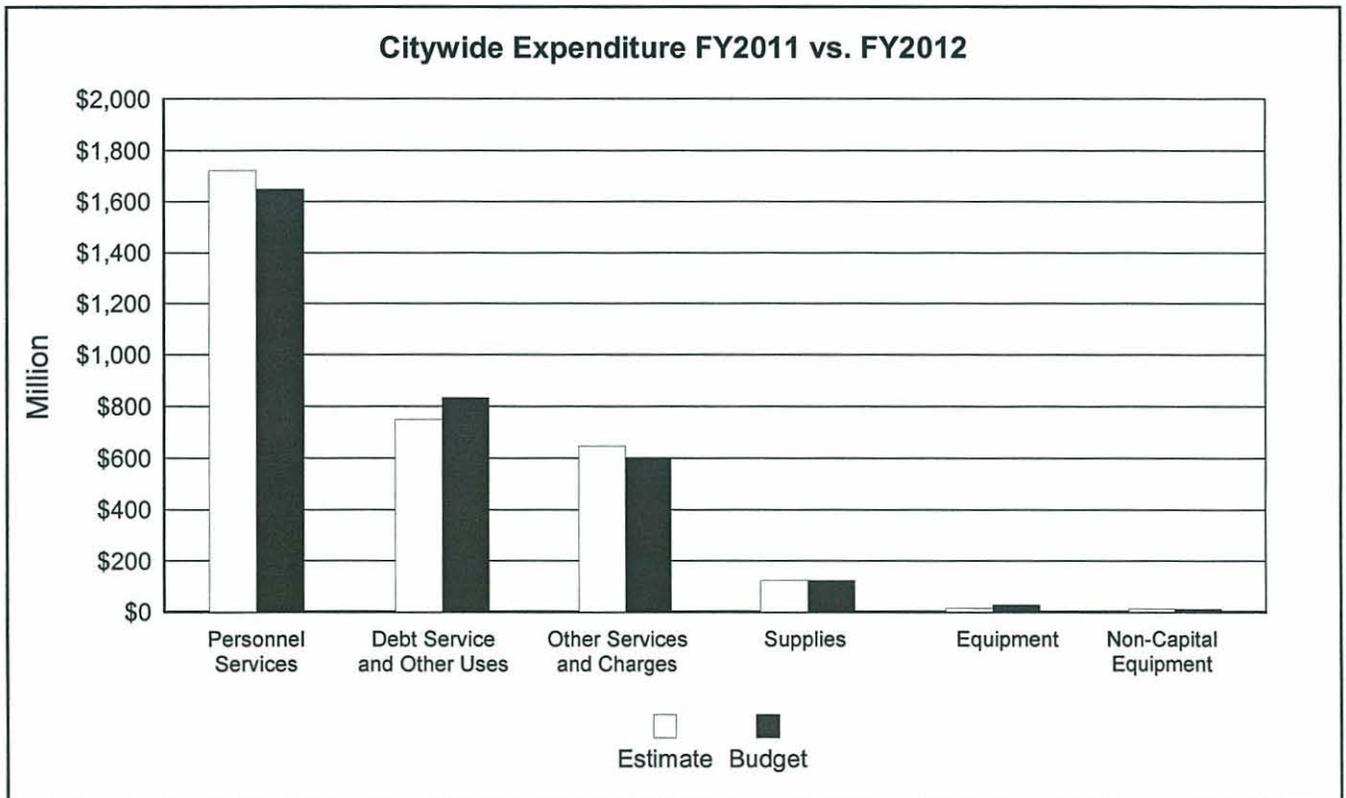
CITYWIDE REVENUE BY CATEGORY (\$ in Million)						
Revenue Category	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget	FY2012 vs. FY2011	% of Total
General Property Taxes	893	846	851	842	-1.06%	24.17%
Water & Sewer	699	880	839	882	5.13%	25.32%
Sales Taxes	469	474	491	519	5.70%	14.90%
Aviation	407	407	406	418	2.96%	12.00%
Franchise Fees	195	193	195	195	0.00%	5.60%
Charges for Services	82	83	86	209	143.02%	6.00%
Intergovernmental	43	65	65	120	84.62%	3.44%
Other	55	115	80	53	-33.75%	1.52%
Other Tax	65	65	68	73	7.35%	2.10%
Interest Income	39	35	31	29	-6.45%	0.83%
Licenses and Permits	58	59	62	74	19.35%	2.12%
Fines and Forfeits	70	67	57	55	-3.51%	1.58%
Pension Bonds	20	0	0	0	100%	0.00%
Industrial Assessment	16	16	15	15	0.00%	0.43%
Total Revenue	3,111	3,305	3,246	3,484	7.33%	100.00%



**TABLE III
CITYWIDE EXPENDITURE SUMMARY**

Listed below are the expenditures for all City funds by category. All City funds include General, Special, Enterprise and Capital Project Funds and exclude interfund transfers. Personnel Services, accounting for more than 50%, is the largest expenditure category projected at 50.82%. The second largest City expenditure is on payment of principal and interest on long-term debt, which is 25.67% of total expenditures. Together these two categories account for approximately 76.49% of all City expenditures.

CITYWIDE EXPENDITURES BY CATEGORY (\$ in Million)						
Expenditure Category	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget	FY2012 vs. FY2011	% of Total
Personnel Services	1,722	1,739	1,722	1,649	-4.24%	50.82%
Debt Service and Other Uses	738	835	750	833	11.07%	25.67%
Other Services and Charges	622	648	647	602	-6.96%	18.55%
Supplies	108	123	124	123	-0.81%	3.79%
Equipment	14	15	15	27	80.00%	0.83%
Non-Capital Equipment	12	12	12	11	-8.33%	0.34%
Total Expenditure	3,216	3,372	3,270	3,245	-0.76%	100.00%



FISCAL YEAR 2012 BUDGET

**TABLE IV
CITYWIDE PERSONNEL SUMMARY**

Fund/Business Area	Full-Time Equivalents (FTEs)				Overtime FTEs		
	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget	FY2010 Actual	FY2011 Current Budget	FY2012 Budget
GENERAL FUND							
Public Safety							
Crime Lab/Civilian	63.0	63.0	63.0	60.0	0.8	1.0	0.9
Crime Lab/Classified	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Fire/Civilian	243.3	216.2	222.8	117.6	4.6	6.8	0.7
Fire/Classified	3,940.0	3,867.3	3,866.1	3,796.9	235.1	241.0	195.1
Fire/Cadets	28.5	43.8	43.8	24.0	0.0	0.0	0.0
Municipal Courts Department	320.5	299.0	301.2	284.3	0.2	0.6	0.0
Police/Civilian	1,433.8	1,448.2	1,358.5	1,104.4	48.6	40.3	28.4
Police/Classified	5,259.7	5,081.1	5,109.0	5,041.1	135.2	112.9	81.8
Police/Cadets	135.0	35.0	81.0	82.7	0.0	0.0	0.0
Total Public Safety	11,424.8	11,053.6	11,045.4	10,511.0	424.5	402.6	306.9
Development & Maintenance Services							
General Services	227.8	220.3	210.8	194.2	5.4	6.0	5.4
Planning & Development	107.0	101.1	93.4	75.5	0.0	0.0	0.0
Public Works and Engineering	498.5	502.1	472.2	9.0	30.5	30.4	0.0
Solid Waste Management	609.7	634.6	628.6	439.6	23.8	33.9	28.2
Total Development & Maintenance Services	1,443.0	1,458.1	1,405.0	718.3	59.7	70.3	33.6
Human & Cultural Services							
Health & Human Services	661.7	567.0	567.0	450.6	5.6	2.4	2.2
Housing & Community Development	2.5	3.0	3.1	2.9	0.0	0.0	0.0
Library	517.2	508.6	496.2	413.7	0.2	0.6	0.0
Parks & Recreation	833.1	841.2	768.7	650.3	5.7	5.8	0.5
Total Human & Cultural Services	2,014.5	1,919.8	1,835.0	1,517.5	11.5	8.8	2.7
Administrative Services							
Administration and Regulatory Affairs	374.5	336.7	327.8	342.8	1.4	1.9	3.5
City Controller	76.8	75.7	75.7	65.6	0.0	0.0	0.0
City Council	72.4	83.0	83.0	79.0	0.0	0.0	0.0
City Secretary	11.4	12.4	12.4	12.2	0.0	0.0	0.0
Finance Department	76.9	74.9	74.9	72.6	0.0	0.0	0.0
Human Resources	41.8	40.8	38.6	37.8	0.0	0.0	0.0
Information Technology	168.8	164.4	155.9	126.8	0.8	1.1	0.7
Legal	161.0	169.8	162.3	118.8	0.0	0.0	0.0
Mayor's Office	35.2	34.5	34.3	22.4	0.0	0.0	0.0
Office of Business Opportunity	35.8	30.0	30.0	24.0	0.0	0.0	0.0
Total Administrative Services	1,054.6	1,022.2	994.9	902.0	2.2	3.0	4.2
Total General Fund	15,936.9	15,453.7	15,280.3	13,648.8	497.9	484.7	347.4
ENTERPRISE FUNDS							
Aviation	1,497.3	1,560.0	1,533.0	1,488.0	47.4	45.0	44.3
C & E - Facility Operating Fund	116.6	119.6	119.6	0.0	2.2	2.0	0.0
PW&E - Public Utilities-Water & Sewer	2,185.1	2,278.9	2,095.5	2,207.8	152.9	107.2	124.8
Total Enterprise Funds	3,799.0	3,958.5	3,748.1	3,695.8	202.5	154.2	169.1

FISCAL YEAR 2012 BUDGET

**TABLE IV
CITYWIDE PERSONNEL SUMMARY**

Fund/Business Area	Full-Time Equivalents (FTEs)				Overtime FTEs		
	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget	FY2010 Actual	FY2011 Current Budget	FY2012 Budget
SPECIAL REVENUE FUNDS							
ARA - Parking Management	53.5	61.0	61.0	67.0	0.4	0.3	0.3
ARA - BARC Special Revenue	0.0	76.8	74.1	106.2	0.0	0.0	1.2
HLT - Swimming Pool Safety	0.0	5.5	5.5	11.9	0.0	0.0	0.0
Houston Emergency Center	250.1	264.2	264.2	266.3	6.7	10.8	10.4
Cable Television	11.2	12.9	12.7	12.9	0.1	0.1	0.1
Parks Special Revenue	95.2	115.5	115.5	92.0	3.9	6.8	4.4
Police - Asset Forfeiture/Civilians	0.0	0.0	0.0	0.0	0.2	0.0	0.0
Police - Asset Forfeiture/Classified	0.0	0.0	0.0	0.0	24.8	26.0	25.8
Police - Auto Dealers/Civilians	6.3	7.0	7.0	8.0	0.1	0.2	0.2
Police - Auto Dealers/Classified	22.2	20.5	20.5	23.0	1.5	1.6	1.6
Police - Digital Automated Red Light/Civilians	15.0	23.0	23.0	0.0	0.3	0.2	0.0
Police - Digital Automated Red Light/Classified	5.0	79.2	25.9	0.0	5.8	9.0	0.0
Police - Special Services/Civilians	8.1	18.2	3.7	3.0	0.8	0.0	0.0
Police - Special Services/Classified	77.5	182.1	180.1	220.4	108.5	90.2	111.9
Police - Mobility Response Team/Civilians	31.4	36.0	31.0	31.0	0.1	0.7	0.1
Police - Mobility Response Team/Classified	0.0	0.0	0.0	0.0	0.0	0.2	0.0
PW & E - Dedicated Drainage & Street Renewal	0.0	0.0	0.0	488.3	0.0	0.0	29.5
PW & E - Mobility Response Team	6.1	7.0	5.8	6.0	0.1	0.1	0.1
PW & E - Building Inspection	492.8	473.7	469.1	482.5	12.0	15.7	15.3
PW & E - Stormwater Utility	380.0	382.6	364.7	382.6	24.5	25.8	24.8
PW & E - Houston TranStar	7.0	7.0	6.9	7.0	0.0	0.0	0.0
Municipal Courts Juvenile Case Manager Fee	10.4	15.0	12.3	14.0	0.0	0.0	0.0
Municipal Courts Security Fund	22.6	21.2	21.0	20.8	0.0	0.0	0.0
Municipal Courts Technology Fee Fund	6.2	7.0	7.0	0.0	0.0	0.0	0.0
Library - Digital Houston	2.0	2.0	2.0	2.0	0.0	0.0	0.0
Solid Waste - Recycling Expansion Program	0.5	1.0	1.0	4.0	0.0	0.0	0.0
Total Special Revenue Funds	1,503.1	1,818.4	1,714.0	2,248.9	189.8	187.7	225.7
Total General, Enterprise and Special Funds	21,239.0	21,230.6	20,742.4	19,593.5	890.2	826.6	742.2
INTERNAL SVC./SERVICE CHARGEBACK							
Human Resources - Health Benefits	42.5	46.3	42.3	48.0	0.2	0.1	0.1
General Services - Central Svc Revolving	11.8	13.0	13.0	6.0	0.0	0.1	0.0
Human Resources - Central Svc Revolving	6.0	75.7	68.5	129.0	0.0	0.0	0.0
Information Technology - Central Svc Revolving	2.0	2.0	2.0	6.3	0.0	2.0	0.0
Planning & Development - Central Svc Revolving	8.0	12.5	11.1	11.5	0.0	0.0	0.0
General Services - In-House Renovation	27.8	30.0	28.0	30.0	1.0	0.3	0.1
FMD - Fleet Management	0.0	1.5	1.5	273.9	0.0	0.0	10.2
PW & E - Fleet Management	94.8	96.9	90.6	92.0	4.7	8.5	8.1
PW & E - Project Cost Recovery	317.5	350.3	322.0	330.0	4.3	5.4	6.1
General Services - Project Cost Recovery	28.0	28.0	28.0	25.0	0.0	0.0	0.0
Information Technology - Project Cost Recovery	13.6	38.1	38.1	38.0	0.0	0.0	0.3
ARA - Property and Casualty	5.0	5.0	5.0	5.0	0.0	5.0	0.0
Legal - Property and Casualty	26.2	27.0	25.0	46.5	0.0	0.0	0.0
Human Resources - Workers' Compensation	30.4	33.8	31.2	30.6	0.0	0.0	0.0
Legal - Workers' Compensation	5.0	5.0	5.0	3.0	0.0	0.0	0.0
Total Internal Svc./Service Chargeback	618.6	765.1	711.3	1,074.8	10.2	21.4	24.9
Total FTEs	21,857.6	21,995.7	21,453.7	20,668.3	900.4	848.0	767.1

SUPPLEMENTARY INFORMATION

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Significant Financial and Budgetary Policies.....	I-13
Operating Budget Process.....	I-20
Demographic/Economic Summary of the City.....	I-24

GUIDE TO READING THE OPERATING BUDGET

This section explains the format and contents of the FY2012 Budget document. The major sections of the budget are described below.

THE MAYOR'S BUDGET MESSAGE

The Mayor's budget message to the City Council outlines the priorities upon which the FY2012 Budget was prepared. Service highlights and significant changes are discussed.

SUPPLEMENTARY INFORMATION

This section provides a City of Houston fact sheet with leading economic indicators, the authorization for the budget, and a detailed discussion of the budget methodology. An economic forecast, overview of the budget, overview of funds, and financial and budgetary policies are also presented. Summary information for all funds is presented by department.

GENERAL FUND

This section includes a fund summary, a General Fund resources summary, and a General Fund expenditure summary. These summaries are followed by General Fund departmental operating budgets.

The General Fund departments are grouped by function. The functions and their component departments are as follows:

PUBLIC SAFETY AND JUSTICE

- o Fire
- o Houston Emergency Center
- o Municipal Courts
- o Police

HUMAN AND CULTURAL SERVICES

- o Convention & Entertainment
- o Health and Human Services
- o Housing and Community Development
- o Library
- o Parks and Recreation

DEVELOPMENT AND MAINTENANCE SERVICES

- o General Services
- o Planning and Development
- o Public Works & Engineering (PWE)
- o Solid Waste Management

ADMINISTRATIVE SERVICES

- o Administration and Regulatory Affairs
- o City Controller
- o City Council
- o City Secretary
- o Finance
- o Human Resources
- o Information Technology
- o Legal
- o Mayor's Office
- o Office of Business Opportunity

GENERAL GOVERNMENT

GENERAL FUND DEBT SERVICE

A brief departmental narrative outlines the department's responsibilities, budget, and service level. A departmental organization chart shows divisions and/or programs with staffing and expenditure levels.

Also included is a graph that presents a nine-year departmental expenditure history and the adopted budget. Within a departmental summary, related totals may vary slightly due to rounding.

- o Department/Budget Summary

This form includes summaries of expenditures, revenues, and staffing levels for the FY2010 Actual, FY2011 Budget, FY2011 Estimate, FY2012 Budget and FY2012 highlights of services or new programs. The FY2011 Estimate (FY2011 Projected) is based on the March 2011 Monthly Financial and Operations Report (MFOR) for General, Enterprise, Special Revenue, and Internal Service Funds.

- o Programs by Department

This form summarizes departmental program objectives, expenditures, staffing levels, and performance measures for the FY2010 Actual, FY2011 Estimate, and FY2012 Budget.

- o Personnel Summary

This schedule lists positions by job classification code. The total is adjusted to full-time equivalents (FTEs).

- o Department Expenditure Line Item Detail

This form provides departmental expenditure information by line item for the FY2010 Actual, FY2011 Budget, FY2011 Estimate, and FY2012 Budget.

- o Department Revenue Summary

This form provides departmental revenue information by revenue source for the FY2011 Budget, FY2011 Estimate and FY2012 Budget.

ENTERPRISE FUNDS

The City of Houston has three Enterprise Fund operations: Aviation, Convention and Entertainment Facilities and the Combined Utility System. These funds have the same budget presentation as described for General Fund departments, with the exception of the Fund Summary that follows the departmental narrative. Aviation's Airport Capital Outlay Fund and Combined Utility System's Water and Sewer System Operating Fund are separate funds for the purchase of capital outlay items. The Combined Utility System Water and Sewer Operating Fund pay the debt service, in addition to making operating transfers to the Combined Utility System General Purpose Fund. This fund is used for capital outlays, discretionary payments, transfers to storm water, and other permissible activities. In general, the Fund Summary includes the following items for the FY2011 Budget, the FY2011 Estimate, and the FY2012 Budget:

- o Beginning fund balance/equity
- o Current and projected revenues
- o Current and projected expenditures
- o Planned ending fund balance
- o Fund balance distribution, where appropriate

SPECIAL REVENUE FUNDS

Special Revenue Funds are established to account for the proceeds of specific revenue sources, which are restricted to expenditures for specified purposes. In FY2012, the Special Revenue Funds include the following:

- Asset Forfeiture
- Auto Dealers
- BARC
- Building Inspection
- Cable Television
- Child Safety
- Digital Automated Red Light Enforcement Program
- Digital Houston
- Fleet and Equipment Acquisition
- Historic Preservation Fund
- Houston Emergency Center
- Houston TranStar Center
- Juvenile Case Manager Fund
- Mobility Response Team
- Municipal Courts Building Security
- Municipal Courts Technology Fee
- Parking Management
- Parks and Recreation Special Revenue
- Police Special Services
- Recycling Expansion Program
- Supplemental Environmental Protection
- Swimming Pool Safety Fund

INTERNAL SERVICE FUNDS

Internal Service Funds are established for the purpose of providing services to City departments on a cost-reimbursement basis. Services provided by personnel in this fund type are charged to the department receiving the services. The Internal Service Funds section includes the following operations in FY2012:

- o Health Benefits
- o Long-Term Disability

The presentation format for the Internal Service Funds is identical to the Enterprise Funds.

CAPITAL AND EQUIPMENT

The Capital and Equipment Program has its own budget cycle. The equipment in this program is financed by the issuance of Commercial Paper (CP). A separate appropriation is established after the issuance of CP.

SERVICE CHARGEBACK FUNDS

Service Chargeback Funds, previously known as Revolving Funds are also established to provide services on a cost-reimbursement basis and as an administrative convenience. In these funds, supplies and services are delivered or acquired on behalf of a department, which is later billed. For example, the Central Services Revolving Fund pays the electrical bills for departments and is then reimbursed. This procedure also allows for the accurate allocation of costs by departments and funds that use the modified accrual basis of accounting. These funds are sub-funds of the General Fund. The format for the Service Chargeback Funds is identical to the Enterprise Funds.

The Service Chargeback Funds section includes the following operations in FY2012:

- o In-House Renovation
- o Fleet Management
- o Property and Casualty
- o Workers' Compensation
- o Central Services
- o Project Cost Recovery

DEBT SERVICE FUNDS

This section consists of a narrative explaining the purpose of these funds, highlights of the FY2012 Budget, the reserve policy, and Fund Summary tables. In addition, this section includes the Annual Financing Plan (AFP), which outlines the proposed schedule for various debt issuances in the upcoming fiscal year.

APPENDICES

This section includes the glossary, which defines key budget terms and expenditure line item details for the General Fund, Enterprise and Special Revenue Funds, and Citywide funds. These include line item details for the FY2010 Actual, the FY2011 Budget, the FY2011 Estimate, and the FY2012 Budget.

A departmental cross reference is included in the appendices. This is an alphabetical listing by department, of all funds and where they are located in the FY2012 Operating Budget, by section, and page number. Schedules for revenue supported debt service are included in the appendices. Also included is a summary of the FY2012 City Council actions as well as the FY2012 Budget Ordinance.

AUTHORITY

The City of Houston's Operating Budget is proposed and approved in accordance with state law, the City Charter, and the City Code of Ordinances.

- o The Mayor submits the Operating Budget and the Capital Improvement Plan (CIP) to the City Council for approval. The Operating Budget and Capital Improvement Plan include the following features:
 - Revenues, expenditures, and fund balances for FY2010 Actual; FY2011 Estimate; and the proposed budget for FY2012,
 - All City funds, over which the City Council has discretionary approval authority,
 - Proposed estimates for the tax rate and the water and sewer rate for the upcoming fiscal year,
 - All projects for which appropriations will be made in the subsequent fiscal year, and
 - All outstanding obligations and indebtedness of the City.
- o The City Council then reviews the Operating Budget and Capital Improvement Plan under the following actions:
 - Calls, publicizes, and conducts public hearings on the Operating Budget and CIP,
 - Proposes and approves recommended changes to the Operating Budget and CIP, and
 - Considers a separate ordinance, which approves the Operating Budget, a motion which adopts the Capital Improvement Plan, and an ordinance which appropriates funds for approved budgetary purposes and projects.
- o After the City Controller certifies that funds are available for all appropriations, the Council is presented with an appropriation ordinance.

Prior to the first day of the fiscal year, the City Council is authorized by the City Charter to adopt an ordinance appropriating funds to support the operations of City government. The ordinance usually appropriates most of the proposed budget. The level of appropriation will vary by fund, given the fiscal condition of the fund. This appropriation serves as an interim spending plan authorization until the General Appropriation Ordinance is considered by City Council. At the time of General Appropriation, most of the property tax revenue has been received and the City Controller is able to certify that funds are available for the entire budget.

BRIEF DESCRIPTION OF THE FUNDS USED IN BUDGET PROCESS

The City of Houston's financial management and accounting structure encompasses the ongoing operations and capital programs of twenty-four General Fund departments plus General Government and General Fund Debt Service, approximately thirty-nine separate funds, and numerous independent entities or operations for which the City acts as trustee.

Governmental Funds

General revenues (i.e., property taxes, sales taxes, franchise fees, Municipal Courts fines, etc.) are budgeted and received in the General Fund for the support of most basic city services. Operations and services for public safety, financial services, libraries, solid waste management, health, most parks and recreation services, street traffic control, esplanade mowing and citywide administration are included in the General Fund.

Enterprise Funds

Several of the City's operating departments operate similar to private enterprises. Their operations and long-term debt are covered entirely by user fees or dedicated revenue sources.

The Public Utilities - Water and Sewer Fund is managed by the Combined Utility System. All maintenance, operation, reserve, and debt service requirements for Public Utilities are accounted for as an Enterprise Fund in the Public Works & Engineering Department. Capital equipment expenses for water and sewer services are recorded in the Public Utilities - Capital Outlay Fund. All capital outlay expense for the Aviation Department is budgeted in the Airport System Capital Outlay Fund 8012 in full compliance with bond ordinances. Budgets covering maintenance and operations, reserves, and debt service for each of these funds are presented in the budget.

- o Aviation Department
- o Airport System Capital Outlay
- o Combined Utility System
- o Convention & Entertainment Facilities

Special Revenue Funds

The proceeds of dedicated general purpose revenue sources are budgeted and received in several Special Revenue Funds. The following describes the City's Special Revenue Funds:

- o Digital Houston. This fund is used by the City of Houston to build a citywide wireless broadband Wi-Fi mesh network that will provide affordable high-speed internet access for residents of and visitors to Houston. It will also enable municipal employees to work in the field without having to return to the office to use traditional landlines to complete their task. The fund will be necessary to receive payments and to allow the City to fund inclusion programs for low income and other individuals. This fund is administered by the Library Department.
- o The Houston Emergency Center Fund. This fund consolidates the City's four separate emergency services into one state of the art facility. This fund is administered by the Houston Emergency Center.

- o Cable Television Special Fund. This fund, under certain cable television franchise agreements with the City, receives contributions on a subscriber basis. These funds are budgeted for public access cable television programming and related costs in the Cable Television Special Fund. The Mayor's Office is responsible for administering this fund.
- o The Municipal Courts Building Security Fund. This fund was established in FY1997 to provide for the safety of civilians and civil service employees conducting business at Municipal Court buildings. Revenues generated (\$3 from every defendant convicted of any offense) are used to contract security officers and purchase security equipment such as video arraignment equipment, court room cameras and the installation of a card-key security system. This fund is administered by the Municipal Courts Department.
- o The Municipal Courts Technology Fee Fund. This fund generates a \$4 fee charged for convictions on all traffic and non-traffic misdemeanor offenses occurring on or after June 25, 2000. The purpose of the fund is to solely finance technological enhancements for the Municipal Courts, including computer systems, networks, hardware, software, imaging systems, electronic ticket writers and docket management systems. The FY2012 Budget includes debt repayment on bonds issued to purchase the new case management system and other equipment and services necessary for the operation of the new system. This fund is administered by the Municipal Courts Department.
- o The Parks Special Revenue Fund. This fund is used to account for revenues and certain expenditures related to operations of the City's municipal golf courses and youth programs. This fund is administered by the Parks and Recreation Department.
- o The Police Special Service Fund. This fund is used to account for activities that are not covered under the General Fund Budget. The activities include joint police operations, security and traffic control, undercover support services and use of HPD facilities. The Police Department administers this fund.
- o The Asset Forfeiture Fund. This fund is administered by the Houston Police Department (HPD). The City receives forfeited funds resulting from HPD's role in drug-related seizures. This fund provides resources beyond HPD's General Fund budget for crime enforcement. Specifically, these funds are used to address the drug problem in a manner consistent with the department's Comprehensive Narcotics Plan.
- o Auto Dealers' Special Revenue Fund. This fund is budgeted to pay the license fees paid by tow truck drivers and various automotive sales, repair, storage and salvage dealers to finance a portion of the Police Department's enforcement efforts regarding privately owned storage lots. This fund is also administered by the Police Department.
- o The Child Safety Fund. This fund is used to account for monies received for public, parochial and private school crossing guard programs. Revenues to the fund come from an assessment of a Municipal Court fee of \$5 on non-criminal municipal violations and an additional \$1.50 fee for each vehicle registration authorized by Harris County. The Police Department administers this fund.
- o Digital Automated Red Light Enforcement Program. This fund tracks the financial and accounting balances from all penalties and fees collected and all costs associated with the operation and enforcement of the photographic traffic monitoring system. This fund is administered by the Police Department.
- o Supplemental Environmental Protection Fund. This fund is for the advancement of the goals of clean air and water and to enhance the community environment impacted by criminal environmental violators. This fund is administered by the Police Department.

- o The Building Inspection Special Fund. This fund includes all construction and building permit revenues and expenditures for inspections and permitting activities. Outdoor sign license fees are received in this fund for enforcement of the City's sign ordinance. This fund is administered by the Public Works & Engineering (PWE) Department.
- o Houston TranStar Center Fund. This fund was established for the planning, design, operation and maintenance of transportation and emergency management operations within the greater Houston area. Funding is derived from revenue received from member agencies and is prorated based on occupancy and use of center facilities. This fund is administered by the Public Works & Engineering (PWE) Department.
- o The mission of the Mobility Response Team is to respond and mitigate significant traffic congestion resulting from malfunctioning traffic signals, accidents and other mobility issues throughout the City. The team is a partnership between the Police and Public Works & Engineering (PWE) Departments.
- o Juvenile Case Manager Fund. This fund was established under Article 45.056 of the Texas Code of Criminal procedure to assess a juvenile case manager fee for each defendant convicted of a fine-only misdemeanor offense and may only be used to finance the salary and benefits of juvenile case managers. This fund is administered by the Municipal Courts Department.
- o Historic Preservation Fund. This fund is administered by the Planning and Development Department, which was established in FY2010 to utilize funds set aside from the sale of historic fire stations by the City in FY2009 to promote historic preservation programs. It utilizes city funds as seed money to encourage private investment, attract grant funds, and support educational programs that will further preservation efforts in Houston.
- o Recycling Expansion Program Fund. This fund was created to allocate dedicated funds to be used for the expansion and implementation of the City's Recycling Programs. Efforts include citywide tree waste recycling, additional neighborhood depository sites, curbside recycling and increased education and outreach. These efforts allow the City to improve its current landfill diversion rate. This fund is administered by the Solid Waste Management Department.
- o Fleet and Equipment Acquisition Fund. This fund was reclassified from an internal service fund to a special revenue fund in FY2009. In the past years, General Fund made payments to the Fund for the use of specific capital equipment, which then paid the debt service associated with the equipment. Beginning in FY2012, these payments are consolidated and included in the General Fund transfer to the Debt Service Fund. This fund is administered by the Finance Department.
- o Parking Management Fund. This fund is responsible for managing and providing on-street parking alternatives to the citizens in the greater Houston area. This fund is administered by the Administration and Regulatory Affairs Department.
- o BARC Special Revenue Fund. BARC (Bureau of Animal Regulation and Care) is authorized to receive funds from any source for the purpose of supporting the maintenance and operation of the City's animal shelter facilities and programs. This fund is administered by the Administration and Regulatory Affairs Department.

- o Swimming Pool Safety Fund. This fund receives proceeds from enforcing municipal, state and federal pool and spa safety standards. State and federal pool and safety standards apply to all pools and spas serving more than two dwellings; in accordance with these requirements, operators of pool and spas at apartment or condominium projects are required to obtain permits and to comply with the requisite standards. The fees collected in pursuant of swimming pool and spa safety are used for the purposes of activities related to permitting, inspecting, monitoring, abating, controlling, educating and enforcement of municipal, state and federal standards. This fund is administered by the Health and Human Services Department.

Internal Service Funds

Internal Service Funds were established for the purpose of providing services to City departments on a cost-reimbursement basis. These funds are shown in the Internal Service Fund section of the budget document. Included are the following:

- o The Health Benefits Fund was created to account for the financial activity of the City's medical or health-related plans. Employee, retiree, and City premium contributions are budgeted as revenues. Medical and dental premiums, some self-insured medical claims, life insurance premiums, payments to employees for dependent care reimbursement, and health benefits program administrative costs are budgeted as expenditures. This fund is administered by the Human Resources Department.
- o The Long-Term Disability (LTD) Fund was established in FY1985 and is used to account for the long-term sick leave benefits for eligible city employees. The LTD Fund is funded solely by the City through premiums charged to the departments based on the number of employees covered by the plan. Such premiums cover the cost of all benefits (claims) to the employees and third party administrative fees. This fund is administered by the Human Resources Department.

Service Chargeback Funds

Service Chargeback Funds, previously known as Revolving Funds, are established to provide services to other City departments on a cost-reimbursement basis and are shown in the Service Chargeback Funds Section. Included are the following:

- o The Central Services Revolving Fund. This fund provides goods and services to operating departments. The receiving department's budget is charged for the actual cost incurred by the Central Services Revolving Fund, with the revolving fund revenue account credited by the same amount. As an example, citywide temporary personnel costs are budgeted in this fund.
- o The In-House Renovation Fund. This fund is used to capture the costs associated with the renovation and reconstruction of fire stations. All costs are charged to the revolving fund in anticipation of billing a bond fund, General Fund or CDBG grant fund for reimbursement. This fund is administered by the General Services Department.
- o The Fleet Management Fund. This fund is administered by the Fleet Department, which is used to account for fleet maintenance for twenty-six City departments.
- o The Property and Casualty Fund records the transactions of the City's self-insurance program for lost and personnel action claims. The Administration & Regulatory Affairs Department oversees the insurance functions while the Legal Department administers the claims portion. Revenue is generated from premiums assessed to other funds; premiums are based on projected expenditures.

- o The Workers' Compensation Fund. This fund was established to collect and report all costs of compliance to statutes related to Workers Compensation. The revenues are derived through charging the departments an administrative premium of \$8.75 semi-monthly per employee plus all direct costs related to claim expenditures, which includes indemnity, medical and disability payments. This fund is administered by the Human Resources Department.

- o Project Cost Recovery Fund. This fund is used to pay the costs of department employees who directly and indirectly work on CIP-related projects. These costs are then recovered from the appropriate CIP project fund. This fund is administered by the Finance Department.

Equipment Acquisition Consolidated Fund

The Equipment Acquisition Consolidated Fund supports the acquisition of durable capital assets for all General Fund departments and selected Special Revenue Funds. Historically, funding has come from issuing Commercial Paper for the purchase of such capital assets. Funding continues to come from the issuance of Commercial Paper and other sources such as capital lease financing. This fund is administered by the Fleet Department.

Debt Service Funds

General Obligation debt is secured by and payable from the receipts of an annual ad valorem tax levied, within legal limits, on taxable property within the City. The City has covenanted to assess, levy and collect an ad valorem tax in each calendar year, within applicable limitations, sufficient to pay the principal of and interest on all outstanding obligations payable in such Tax Year. Such obligations include (i) Public improvement bonds, (ii) Certificates of obligation, (iii) Certain obligations to fund a portion of the City's unfunded actuarially accrued liability to the City's pension programs, and (iv) General obligation commercial paper notes.

The primary source of funds to make such obligated payments is the General Fund, which annually transfers the legally required amount into the Debt Service Fund, which accumulates the resources necessary to pay the principal of and interest on all outstanding obligations payable in that Fiscal Year. The Debt Service Fund makes payments for arbitrage rebate and administrative fees to administer the debt program.

The City's tax rate for Fiscal Year 2011 (Tax Year 2010) was \$0.63875 (per \$100 assessed valuation), which includes \$0.175388 for debt service. This debt service tax rate is what determines the amount of funds that the General Fund is legally required to transfer into the Debt Service Fund.

The City's Financial Policies Ordinance provides that any capital project financed through the issuance of bonds or other obligation shall be financed for a period not to exceed the expected useful life of the project. Average (weighted) general obligation bond (or other obligations) maturities shall be kept at or below 12 years. The Financial Policies Ordinance also provides that annual contributions to the Debt Service Fund shall not exceed 20% of the total General Fund revenues, excluding state and federal grants.

Trust and Agency Funds

Trust and Agency Funds are used to account for assets held by a government unit as trustee, or agent for the individuals, private organizations, other governmental units, and/or other funds. The City has created twenty-two trust and agency funds for Tax Increment Reinvestment Zones (TIRZ) since FY1991. As development occurs in each zone, taxes generated by the increase in value attributable to those improvements, or "tax increment", are captured in separate funds set up for each TIRZ. TIRZ Funds are then used to pay for approved project costs. Examples of typical costs include: infrastructure improvements in water, sanitary sewer, and storm water systems, lighting, paving on public right-of-way, streetscaping, impact fees, and debt service on bonds sold for the same purpose. Contributions from other taxing jurisdictions participating in the TIRZ are collected by each respective jurisdiction and sent to the City for deposit in the TIRZ funds. The Finance Department administers the funds.

Capital Project Funds

Funding for major capital improvement projects, regardless of funding source, is presented in the five year Capital Improvement Plan (CIP) and is budgeted in the first year of that plan. Debt service requirements are budgeted in the General Debt Service Fund or Enterprise Funds where applicable. Funding for each capital project, including site acquisition, engineering and design, construction and initial equipment purchases (including environmental and civic art) required to make a facility operational, are included in the CIP. Primary funding sources for the CIP are as follows:

- o Commercial paper notes and Public Improvement Bond proceeds,
- o Revenue Bond proceeds (e.g., bonds supported by Combined Utility System fees, Airport System revenues, Convention & Entertainment Facilities revenue/hotel occupancy tax),
- o Operating funds or capital reserve funds (e.g., operating budget funds), and
- o Contributions from private or other public sources (e.g., local private developers, other local governments and authorities, and state or federal agencies) participating in City-sponsored projects.
- o Grants such as Community Development Block Grant (CDBG), and
- o Tax Increment Reinvestment Zones (TIRZ).

The Finance Department administers the funds.

Other Financial Funds

Comprehensive budgets for certain entities are not included in the City's budget or the CIP due to City Council's limited authority to program expenditures. They are included in the City's Comprehensive Annual Financial Report.

- o Federal and state grants are accepted by the City and accounted for based upon each grant's respective fiscal period, which usually differs from that of the City (July 1 - June 30). If a grant requires a local match or fund payroll costs in whole or in part, the budget includes expenditures and revenues that pertain to these aspects of the grant in the receiving department or fund. These grants and contracts are approved by Council action at the time of the grant award.
- o The City's three pension funds are governed by independent boards and are maintained separately from the operating, debt service, and capital funds. Contributions from both the employees and employer (City) are also maintained separately in the case of Deferred Compensation and Long-Term Disability programs.
- o Other funds established by City Council or the City Controller to account for contributions from private individuals (i.e., Library Gift Endowment Fund; Houston Parks Board Trust Fund; WATER (Water Aid to Elderly Residents) Fund; Houston Economic Development; and the Battaglia Trust Fund) are dedicated to specific unbudgeted but public purposes.

SIGNIFICANT FINANCIAL AND BUDGETARY POLICIES

The basic policies related to the City's financial and budgetary policies were formalized on November 10, 1987. These policies were expanded in subsequent years with the adoption of the Integrated Budgeting and Planning Resolution (88-87). The most recent relevant ordinance discussing this part of the City's financial policies is Ordinance No. 2003-474 dated May 21, 2003. The following sections entitled Operating Programs, Capital and Debt Management, and Accounting, Auditing and Financial Planning are largely excerpted from this ordinance and subsequent budget ordinances that have amended these policies:

Operating Policies

Revenues:

- o Current revenues/resources will be sufficient to support current expenditures/expenses.
- o Each Enterprise Fund will maintain revenues to support the full (direct and indirect) cost of services provided.
- o An annual review of all fees and charges will be conducted to determine the extent to which the full cost of associated services is being recovered by revenues.

Expenditures/Expenses:

- o The Mayor has the authority to transfer funds to and from the budget accounts within any department without limitation. In addition, the Mayor can authorize the transfer of funds from one department to another department within the same fund; however, such transfer cannot exceed 5% of the department's budget expenditure account group.
- o All retirement and employee benefit systems will be financed in a manner to systematically fund liabilities. The City will assure that sufficient funds are provided to pay for current service plus interest on unfunded liabilities plus amortization of the unfunded liabilities over a program period.
- o Recurring expenditures/expenses are to be funded with recurring revenue sources.
- o The Beginning Fund Balance/Equity reflected in the Budget shall automatically be adjusted to the amount of the Ending Fund Balance/Equity as reported in the Comprehensive Annual Financial Report for the prior year. The revised Beginning Fund Balance/Equity shall thereafter be used to calculate the Ending Fund Balance/Equity. This policy applies to all funds for which an annual budget is adopted by the governing body.
- o The Unassigned Fund Balance in the General Fund shall be maintained at a level sufficient to provide for temporary financing of unforeseen needs of an emergency nature and to permit orderly adjustment to changes resulting from the termination of revenue sources. The level of the Unassigned Fund Balance in the General Fund will be a minimum of 5% of total expenditures less debt service, beginning not later than Fiscal Year 1989. To the extent that funds in the General Fund Balance exceed 7.5% of total expenses less debt service, the excess funds are available upon appropriation for non-recurring expenses.

Capital and Debt Management Policies

- o Any capital project or equipment funded through the issuance of bonds will be financed for a period not to exceed the expected life of the project/equipment.
- o Weighted average general obligation bond maturities will be kept at or below 12 years.
- o Annual general obligation debt service (contribution) will not exceed 20% of the total General Fund revenue, excluding state and federal grants.
- o The City's practice has been to maintain no more than 20% of the total outstanding debt for each type of debt in a variable rate structure.
- o The City will issue short-term securities for the purposes of providing: 1) interim financing for long-term capital projects, 2) financing of short-term assets at or near the useful life 3) interim cash-flow/working capital needs as they arise, and 4) to reduce the overall interest cost of debt financing of the City.

Accounting, Auditing and Financial Planning Policies

- o Financial statements are prepared in accordance with Generally Accepted Accounting Principles (GAAP).
- o An annual audit is performed by an independent public accounting firm in accordance with Generally Accepted Accounting Principles and their opinion will be included in the Comprehensive Annual Financial Report.
- o Full disclosure is provided in the Annual Financial Statements and in Official Statements relating to bond sales.

These policy statements are intended to serve as guidelines for financial practices and budgetary formulation and administration. Therefore, they have been applied in establishing specific assumptions and methods used in preparing the FY2012 Budget, as exhibited by the following methods.

Basis of Budgeting and Accounting

In general, the basis of budgeting and the basis of accounting used in the preparation of the City's annual financial report are the same for all governmental funds, (general fund, special revenue fund, debt service fund, and capital projects), without exception. Revenues and expenditures are budgeted consistent with the City's financial statements, which are prepared in accordance with Generally Accepted Accounting Principles for all governmental funds.

Governmental funds are accounted for on a modified accrual basis. This means that revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred, with the exception of long-term liability.

Significant receivables (revenues) and liabilities (expenditures) are recorded in the prior year's budget up to sixty days after fiscal year end if they represent earned income or expenditures as of June 30, the last day of the fiscal year. This includes the cost of employees' time as well as supplies, services, and equipment delivered by June 30.

For Enterprise Funds, the budgeting and accounting basis are the same except for depreciation and non-current expenses. Enterprise Funds are accounted for on a full accrual basis. Revenues and expenses are recorded when they are earned/incurred. Enterprise Funds focus on expenses related to maintenance and operations, equipment purchases, and exclude depreciation and other allocations related to income determination. Revenues received and expenses paid for goods and services delivered by June 30 are credited or charged to the current fiscal year's budget.

Encumbrance accounting is used to reserve funds committed to vendors for supplies, services and equipment throughout the year in all funds. However, encumbrances for items not delivered by June 30 are canceled and re-established against the new fiscal year budget for all operating budgets. Encumbrances do not establish expenditures/expenses or liabilities. Appropriations and encumbrances for capital project funds are maintained in effect until they are liquidated.

Reserves

In every budget since FY1982, the City's fund balance level has been a critical component of the City's financial management program. Likewise, the General Debt Service Fund balances have been budgeted to provide adequate reserves for debt service payments in the first seven months of the subsequent fiscal year. Pension fund contributions and employee health care costs have been funded with reserve components through the budget as well. These budgetary policies were recognized in the adoption by City Council of the financial policies previously mentioned.

Reserves exist in two forms:

- o Those specifically created by ordinance, and
- o Those maintained as inappropriate or unassigned ending fund balance.

Most of the City's budgetary reserves take the form of ending fund balances and are consequently the result of financial activity as presented in the City's financial statements.

General Fund Reserves

The following table shows the ending unassigned fund balance as well as the actual year end maintenance and operating costs for preceding fiscal years, the estimated year end costs for the current fiscal year and the proposed year end costs for the subsequent fiscal year.

FISCAL YEAR 2012 BUDGET

Historical Data FY1995 – FY2012
General Fund Available Fund Balances
(\$ thousands)

<u>Fiscal Year</u>	<u>Unassigned Ending Fund Balance</u>	<u>M&O Expenditures</u>
FY1995	50,682	849,766
FY1996	69,579	864,668
FY1997	84,105	903,228
FY1998	106,856	956,893
FY1999	80,409	1,030,235
FY2000	66,590	1,064,160
FY2001	79,432	1,105,408
FY2002	80,335	1,206,160
FY2003	83,027	1,199,766
FY2004	88,659	1,235,994
FY2005	120,042	1,279,879
FY2006	175,832	1,368,746
FY2007	234,535	1,459,076
FY2008	253,514	1,567,484
FY2009	236,275	1,668,700
FY2010 Actual	165,383	1,676,367
FY2011 Estimate	102,646	1,692,762
FY2012 Budget	102,644	1,598,298

Debt Service Fund Reserves

The General Debt Service Fund reserves exist to ensure City bondholders that the City of Houston has set aside sufficient resources to meet debt service requirements.

A seven-month reserve is provided for fixed rate obligations. This reserve covers principal and interest amount payable in the first seven months of the following fiscal year for those issues which are funded from ad valorem taxes. This seven-month reserve policy has existed since FY1983 when the current fiscal year (July 1 to June 30) and the tax collection payment date (January 31) were established.

The City is required to maintain additional reserves due to changing interest rates on its variable rate debt (VRD). Reserves on VRDs are based on the amount by which fifteen percent (or the capped rate of the program, if less than 15%) exceeds the budgeted interest rate on the outstanding variable rate debt during the fiscal year. The City also issues variable rate commercial paper notes. The calculation for reserves on commercial paper notes are based on seven months interest on the projected average balance at six percent plus the difference between a cap of six percent and the budgeted interest rate on the amount projected to be outstanding during the twelve month period following the initial seven months. The reserve requirement may not be necessary in the case that the reserves are covered under a credit agreement.

Enterprise Fund Reserves

The City also maintains Enterprise Fund reserves, which in most cases, include:

- o One to two months' operating budget (8.33% per month of annual maintenance and operating expenses).
- o Up to 5% of the value of each system's property, plant and equipment for purposes of renewing and replacing same.

- o Amounts sufficient to pay the maximum annual debt service on outstanding bonds. The City satisfies the reserve requirement for the Enterprise Funds through a combination of cash and surety insurance.

Other Fund Reserves

- o Pension Funds – The City makes annual contributions to its three employee pension funds in accordance with state law or with “meet and confer” agreements with the trustees of a pension system as authorized by state law. The annual contributions to each plan are based on actuarial analyses, which are performed by independent actuarial firms selected by the respective pension fund board trustees. Actuarial analyses on each of the three systems must be performed at least once every three years.

The actuarial assumptions and techniques used in the development of each actuarial valuation are discussed and approved by the respective board of trustees in an open meeting and may also be reviewed by an actuarial firm chosen by the City administration. Details of these assumptions and techniques are summarized in each actuarial valuation which becomes a public document once it is adopted by the board of trustees of a fund.

- o Long-Term Disability – The Long-Term Disability Plan is designed to provide City employees with an income protection plan in the event they become disabled. The Long-Term Disability Fund was established in FY1991 as an Internal Service Fund to budget and account for the revenues, expenses, and outstanding liabilities.

Funds are provided to fully fund the outstanding and projected future liabilities from existing and unreported claims. These reserves will be adjusted annually based on an actuarial study of the funds.

Workers' Compensation Administration

The potential liability for the City employees due to injury while on the job is increasing as the definition of work-related injuries is expanded. To handle this increasingly complex subject, the City has taken a proactive approach to its administration of the workers compensation program. Resources from accident prevention and loss control programs were consolidated to enhance the City's efficiency in handling these matters. Accident prevention works closely with loss control to develop programs to reduce the City's exposure in this area. The inclusion of this area in risk management as a revolving fund has allowed the City to focus attention on quantifying the City's liability on existing and unreported claims.

Emphasis is placed on targeting coordinated accident prevention initiatives, team claims handling approach, enhanced coordination with customer departments, and early intervention to facilitate employees return to work. These efforts should result in decreased amounts paid by the City for workers compensation claims.

Through a needs assessment exercise, the Central Safety Office is committed to tailoring its activities to meet the needs of the customer departments. This is being accomplished by designing programs specific to the department activities and internal resources.

Property and Casualty

The potential liability resulting from injuries, property damage, and torts, which involve City employees, necessitates the property and casualty function. Property and Liability insurance protects the City's financial and physical assets from acts of God and other causes or changes. Contributions to this fund are provided by the General Fund, Enterprise Funds and proceeds from Claims and Judgment Bonds.

Interfund Transfers

Transfers between funds are an integral part of the budget. There are four types of transfers.

- o Direct services provided by a department in one fund to a department in another fund, resulting in:
 - Expenditures in the provider fund for all costs incurred in rendering the service;
 - Revenues in interfund billing revenue account in the provider fund; and
 - Expenditures in a single expenditure account in the recipient fund.

The cost billed includes a proportionate share of overhead costs, as well as all direct costs attributable to the service provided. Major services billed directly are as follows:

<u>Service</u>	<u>Provider</u>	<u>Recipient</u>
Airport fire suppression	Fire Department	Aviation Department
Airport police protection	Police Department	Aviation Department
Legal services	Legal Department	Various departments/funds
Land acquisition	Public Works & Engineering (PWE) Engineering Construction and Real Estate (ECRE) Legal Department	Capital Improvement Project Funds
Design and engineering	PWE/ECRE General Services Department (GSD)	Capital Improvement Project Funds, Grant and Enterprise Funds
Signal installation	PWE	Street and bridge bond funds
Building maintenance services	GSD	Various other departments (excluding Aviation funds)
Payroll	ARA	Various other departments funds

- o Indirect costs are billed to the Enterprise, Special Revenue, and Grant funds of the City to recover each fund's proportionate share of the City's central administrative and support costs, which are originally borne by the General Fund.

These costs are based on the annual cost allocation plan prepared by the Finance Department. The City's central service departments provide workload data used in the plan. Costs are taken from the City's audited financial statements. Each administration and support department's full cost, including overhead (i.e., rent, computer support, fringe benefits, and internal administrative costs), is calculated and allocated to all departments that receive the service(s). Certain line items in the Enterprise and Special Revenue Funds reflect the payment of these costs to the General Fund.

- o Transfers of Enterprise Fund and operating reserves to sinking funds or reserves for renewal and replacement, maintenance and operations, and debt service are budgeted in the operating budget of each Enterprise Fund.

- Transfers from the General and Water and Sewer Funds to the General Debt Service Fund are based upon each fund's allocation share of the annual debt service requirements.
 - The Water and Sewer Fund and General Fund each pay a portion of previously issued water district debt assumed by the City in annexations, based upon the proportionate amount of assets annexed that fall into three categories: water facilities and improvements, sewer facilities and improvements, and drainage or other general improvements. After each annexation, the City's auditors, accounting, financial management, and utility management staff assume the records and facilities of the annexed districts. The proportions used to allocate each district's outstanding debt are developed in proportion to the then current value of the district's assets.
 - Previously, contract tax obligation payments were paid by the Water and Sewer Fund (Northwest Houston Water Supply Corporation obligations) because those obligations were incurred strictly to provide additional water and sewer system capacity. During FY1994 these obligations were refunded with general obligation refunding bonds. The Water and Sewer Fund continues to pay the refunding debt service related to these obligations.
 - Since 1986, the City has refunded some outstanding annexed water district bonds by issuing new general obligation refunding bonds. A proportionate share of the new debt service resulting from these sales are allocated to Water and Sewer Fund because the annexed water district assets are still held by those systems as a result of the original annexations. After this allocation is made, the Water and Sewer Fund realizes a proportionate share of the savings from the refunding.
 - The General Fund transfer to the General Debt Service Fund is calculated after all of the aforementioned allocations have been made. The transfers are set at a level to ensure that all existing and anticipated debt service obligations will be met and reserve requirements are satisfied.

OPERATING BUDGET PROCESS

The general framework for the Operating Budget process is presented in Exhibit 1. Formalization of the process began in FY1988 with the establishment of basic policies. In FY1989, City Council approved an ordinance requiring a monthly financial status report from the Finance and Administration Department (renamed Finance Department) and the Office of the City Controller.

The budgetary process was further strengthened with the adoption of the integrated budgeting and planning resolution and budget calendar ordinance in FY1989. This resolution includes linking plans and budgets for the General, Enterprise, and Special Revenue Funds and the Capital Improvement Plan (CIP). The integrated approach also calls for service impact information, input from the public and elected officials, and linking current budgets with five-year forecasts. The budget calendar ordinance requires the development of a budget calendar with specific dates for the presentation of several phases of the budget as illustrated in Exhibit 2.

The amendment process for the budget is governed by Section 102.009 (b) (c) of the Texas Local Government Code which stipulates that after final approval of the budget, the City Council must spend funds only in strict compliance with the budget, except in an emergency. The City Council may authorize an emergency expenditure as an amendment to the original budget only in a case of grave public necessity to meet an unusual and unforeseen condition that could not have been included in the original budget through the use of reasonably diligent thought and attention. If Council amends the original budget to meet an emergency, Council shall file a copy of the resolution amending the budget with the City Secretary, and the City Secretary shall attach the copy to the original budget.

In April and May 2011, the Finance Department began briefing Council on the preparation of the FY2012 Budget. After departments submitted their budgets, a series of meetings with the Finance Department were conducted to evaluate and determine the requests that would be incorporated into the Mayor's Budget. Budget workshops were held by the Budget and Fiscal Affairs Committee in May and June.

The base budget for FY2012 was derived from adjustments to the FY2011 budget. These adjustments included additional funds for health benefits, increase in contractual obligations, salary increases, operational support of capital improvement projects, and transfer of functions from one department to another, deletion of one-time expenditures, and consolidation and streamlining of some functions.

CAPITAL IMPROVEMENT PLAN PROCESS

The process to prepare and adopt the five-year Capital Improvement Plan (CIP) for FY2012-FY2016 generally follows the same procedures as the Operating Budget. Refer to Exhibit 3 for this schedule and comparison.

In January and February, public meetings were conducted in all Council districts. During these meetings, citizen comments were received regarding capital project plans. Comments were forwarded to applicable Council Members, Public Works & Engineering (PWE), and other City departments. City departments reviewed projects in the FY2012-FY2016 CIP to determine whether rescheduling of projects and adjustments in funding would be required.

In March and April, departmental CIP submissions were received, reviewed, and evaluated by the Finance Department. CIP reviews and discussions between General Services Department (GSD), GSD Client Departments, PWE and Finance were held in April. Upon completion of the review sessions, a proposed FY2012-FY2016 CIP will be prepared for presentation to City Council for review and adoption.

Enterprise Fund capital projects may vary from FY2011, but would do so only as a result of considerations internal to each respective enterprise/revenue bond fund program. Enterprise projects and Public Improvement Bond (PIB) funded projects will be implemented over the next five years are included in the FY2012-FY2016 CIP.

EXHIBIT 1 OPERATING BUDGET PROCESS

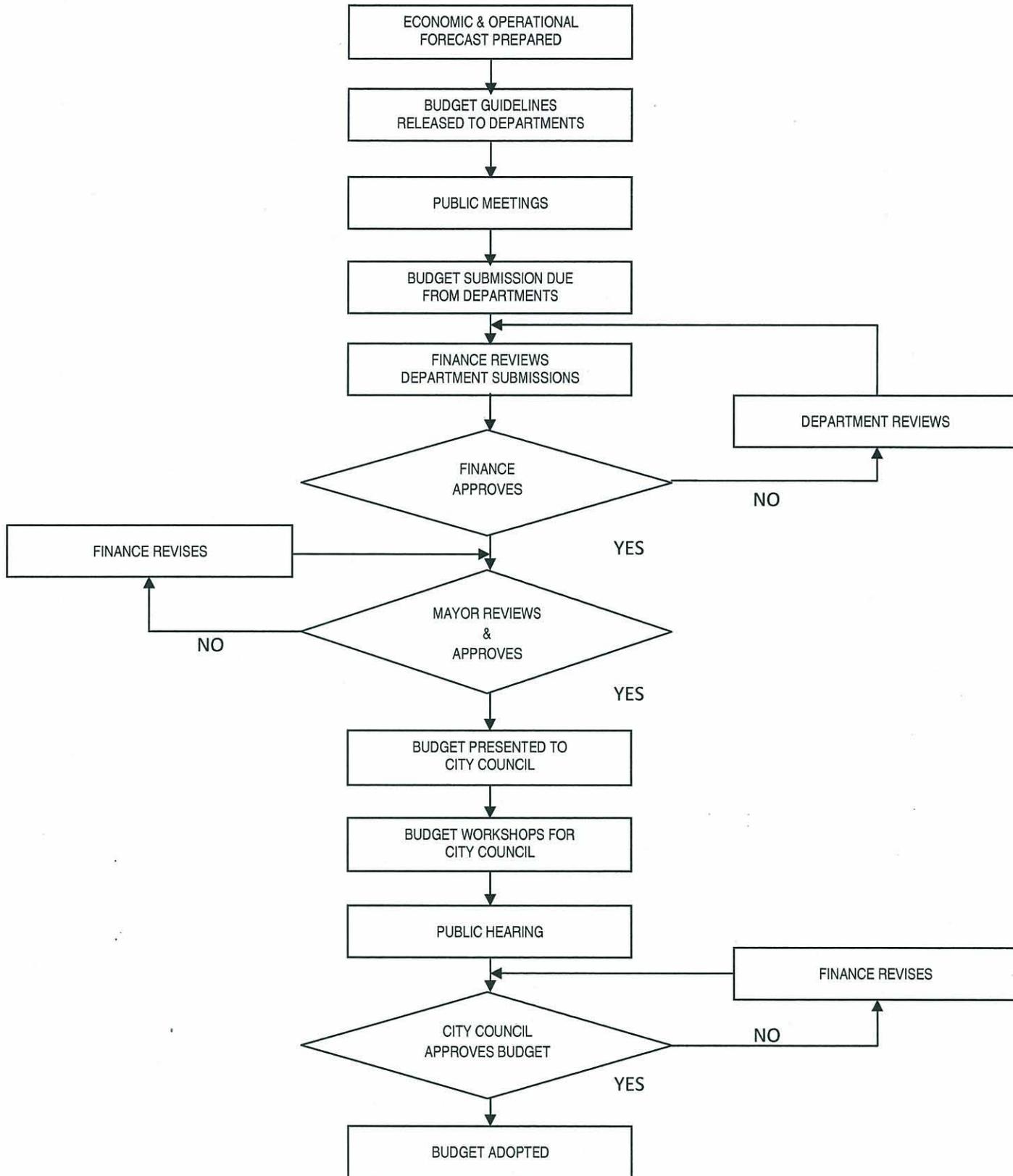
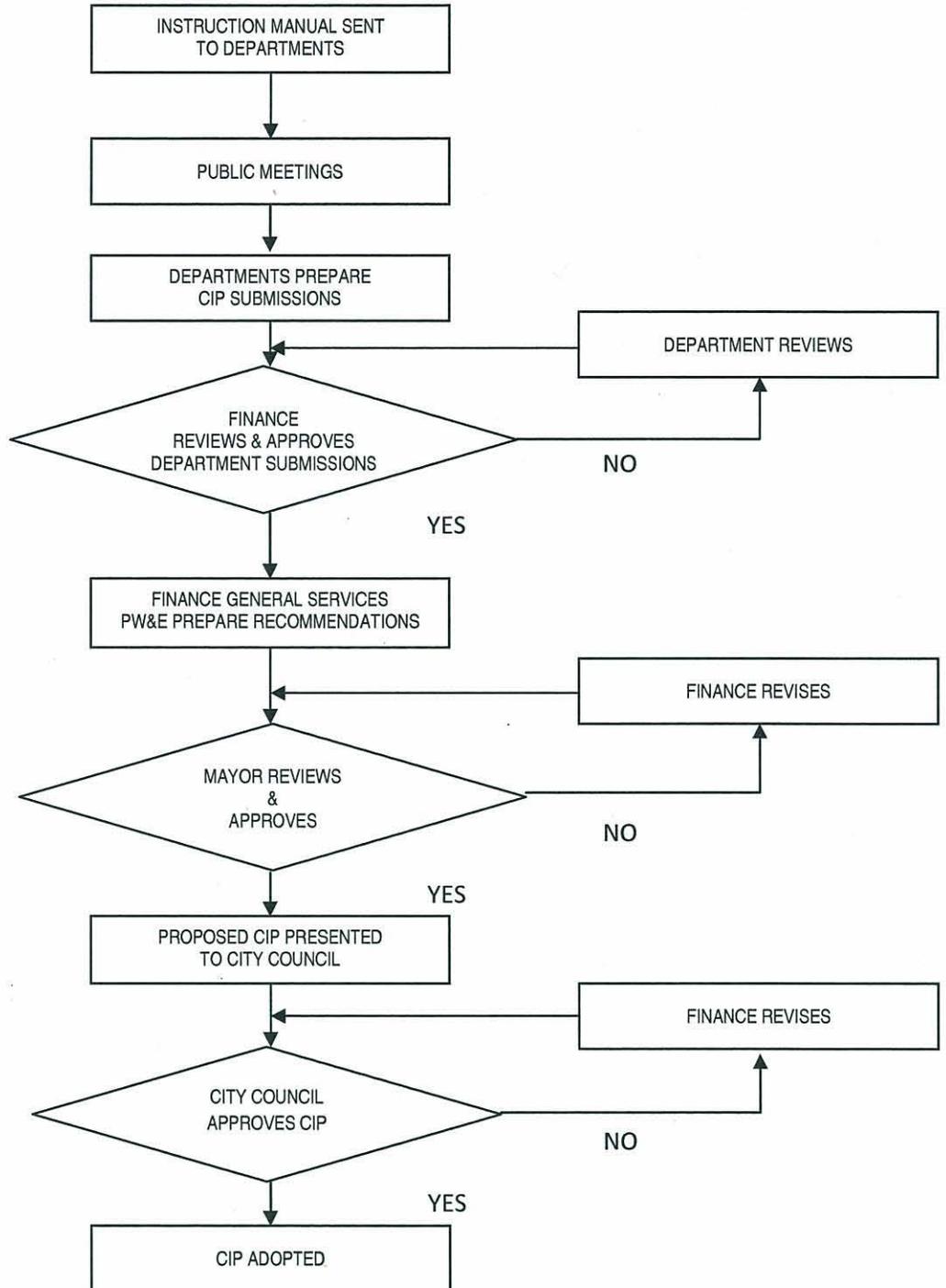


EXHIBIT 2

MONTH	OPERATING BUDGET ACTIVITIES	CAPITAL IMPROVEMENT PLAN ACTIVITIES	GRANT ACTIVITIES
January	Operating budget preparation instructions and materials distributed	CIP preparation instructions and materials distributed to departments	Grant preparation instructions and materials distributed to departments
February – March	Departments submit operating budget requests	Public Meetings on CIP Departments submit CIP requests Finance and GSD develop CIP	Public Meetings on Consolidated Plan HCD develops draft HUD Consolidated Plan (CDBG, HOME, HOPWA & ESG) Departments submit Grant Program information
April	Finance analyzes and consolidates Operating Budget	Mayor proposes CIP Council Approves CIP	Finance & HCD develop Annual Report
May	Mayor proposes Operating Budget		Public Hearing on HUD Consolidated Plan Mayor submits Annual Report
May – June	Council Workshops Public Meetings on Budget		Council Workshops
June	Council approves Operating Budget		HUD Consolidated Plan published and submitted to Council Council approves Community Development Budget and Consolidated Plan CDBG, HOME, HOPWA & ESG application submitted to HUD (in June)

EXHIBIT 3 CIP PREPARATION PROCESS



DEMOGRAPHIC/ECONOMIC SUMMARY OF THE CITY

The City of Houston was founded on August 30, 1836, by brothers Augustus Chapman Allen and John Kirby Allen, and named after General Sam Houston. According to the United States Census Bureau, Houston has a total area of 601.7 square miles comprising of 579.4 square miles of land and 22.3 square miles of water. Downtown Houston stands about 50 feet above sea level, and the highest point in far northwest Houston is about 125 feet in elevation. Houston is the fourth most populous city in the nation with the estimated population of 2.1 million, just behind New York, Los Angeles and Chicago; and is the largest city in the southern US and Texas.

With 5,946,800 inhabitants in 2010, the 10-county Houston-Sugar Land-Baytown Metropolitan Statistical Area (MSA) is the nation's sixth most populous metro area. Its population exceeds that of Montana, North and South Dakota, Alaska, Delaware, Vermont, Wyoming and the District of Columbia combined. The US Census Bureau estimates of country populations in 2008 show that the Houston MSA has more people than Denmark, Finland, Norway, Singapore, New Zealand or Ireland.

Estimated 2010 Cities Population				
New York	Los Angeles	Chicago	Houston	Philadelphia
8,175,133	3,792,621	2,695,598	2,099,451	1,526,006
Estimated 2010 Metro Area Population				
New York, Northern New Jersey, Long Island				18,897,109
Los Angeles, Long Beach, Santa Ana				12,828,837
Chicago, Naperville, Joliet				9,461,105
Dallas, Fort Worth, Arlington				6,371,773
Philadelphia, Camden, Wilmington				5,965,343
Houston, Sugar Land, Baytown				5,946,800
Washington DC, Arlington, Alexandria				5,582,170

Houston is a multicultural city, in part because of its many academic institutions and strong industries as well as being a major port city. The city has the third-largest Hispanic and third-largest Mexican population in the United States. It also has more Hispanics than any other city in Texas. Houston has some of the largest Indian and Pakistani communities in the United States. The Nigerian community of Houston, estimated to be over 2.0% of the city's population, is the largest in the United States. Over ninety languages are spoken in the city.

According to the 2006-2008 American Community Survey conducted by the US Census Bureau, Houston's population diversity consists of: Whites 53.8%; Blacks (African-Americans) 24.1%; American Indians 0.4%; Asians 5.3%; and Pacific Islanders 0.1%. Individuals from some other race made up 15.2% of the Houston population, and individuals from two or more races made up 1.1% of the city's population. Hispanics/Latinos (of any race) made up 41.9% of Houston's population.

From the first census in Texas in 1850 through the 2000 census, the Houston-Sugar Land-Baytown Metropolitan Statistical Area — Harris, the adjoining seven counties, and Austin and San Jacinto counties — has averaged a compound annual growth rate of 3.47%. Between the 1940 and 1980 censuses, the City of Houston pursued a vigorous annexation policy. The 1990 census was the first since 1920 to find that fewer than half the residents of the 10-county region resided within the city limits of Houston. Even in the most recent Census, 41.4% of the region's residents lived in the central city. The fact that such a large share of the region's population live and can vote in the City of Houston has helped it avoid the kinds of malaise that afflict many central cities in large metropolitan areas where a much smaller share of the population have such a vested interest in the health of the central city.

Currently Houston has 103 fire stations with over 3,900 Classified members; 44 police stations of which 16 are open 24 hours/day, with over 5,300 Classified members; has 38,992 acres of parkland and green space, and 7 public golf courses.

Here are just a few of Houston's #1 rankings (from Houston.org):

Cities of Opportunity - Cost Competitiveness

PricewaterhouseCoopers – May 3, 2011

2011 Fast City of the Year

Fastcompany.com – May 2011

Wage Growth

PayScale, Inc. – April 12, 2011

Most Free Hotel Perks

Priceline.com – March 14, 2011

Best Children's Museums

Parents Magazine – February 7, 2011

Top U.S. Manufacturing Cities

Manufacturers' News – December 29, 2010

America's Top Shopping Cities

Forbes.com - December 13, 2010

Top Texas Employer - Dow Chemical, Freeport

Texas Workforce Commission - November 19, 2010

Lowest Estimated Land and Regulation Costs

New Geography - November 1, 2010

Best Cities to Start a New Career

The Daily Beast - October 2010

Best Undergraduate Entrepreneurship Program -

University of Houston

The Princeton Review (as reported by Entrepreneur.com)

– September 2010

America's Best Airports

Travel + Leisure – July 2010

Largest 5 Year Employment Gain (June 2005 - June 2010)

U.S. Bureau of Labor Statistics (as Reported by the Houston Business Journal) – July 28, 2010

Top Cities for Recent College Grads

Bloomberg Businessweek – July 16, 2010

Top Local Government Green Power Purchaser

Environmental Protection Agency - July 6, 2010

The Office Building of the Year (TOBY) Award -

Legacy Center Business Park and Greenway Plaza

BOMA International – June 17, 2010

Best Cities for Young Professionals

Forbes.com – June 17, 2010

Highest Level of Entrepreneurial Activity Among

Largest Metro Areas

Kauffman Foundation of Entrepreneurship – May 2010

Top Destination City

U-Haul International – April 2, 2010

Largest Population Gain - Harris County

U.S. Census Bureau – March 23, 2010

Highest Growth Rate in Texas - Atascocita

Bloomberg BusinessWeek and Gadberry Group– January 2010

HEALTH

The Houston region's health care system is first-rate. From specialized to routine care, Houston has options for everyone. The Houston MSA, in January, 2009, had 12,589 physicians and 115 hospitals (106 general and special, and nine psychiatric) with 19,777 beds. Harris County, with 10,296 physicians, had 85 hospitals (77 general and special, and eight psychiatric) with 17,049 beds — 6,500 in Texas Medical Center hospitals. Clinics, nursing homes and assisted-living facilities are plentiful. Every medical specialty is represented in the Houston region. Harris County Hospital District provides more than 1 million health care visits each year to uninsured, underinsured and medically needy residents of Harris County. The hospital district operates Ben Taub General Hospital, Lyndon B. Johnson General Hospital, Quentin Mease Community Hospital, 12 community health centers, a dental center, a children's center, a dialysis center, eight school-based clinics, 13 homeless shelter clinics and four mobile health units. Houston's hospitals consistently rank among the nation's top institutions.

Houston is also home to the world renowned Texas Medical Center (TMC) on a vibrant, thousand-acre campus south of downtown. TMC is comprised of 48 member institutions, including 13 hospitals and 19 academic institutions. The TMC provided 5.5 million patient visits in 2009 due to the efforts of its 82,200 employees, including over 16,000 physicians, scientists, researchers, and other degreed professionals in the life sciences.

EDUCATION

Houston Independent School District (HISD) is the 7th largest public school system in the country, with enrollment of 202,773 students. Based on student performance indicators, the state of Texas has rated 57% of HISD schools as either Exemplary or Recognized. The Houston MSA contains 66 school districts and 50 charter schools with enrollment of 1,117,764 students, as well as a number of private and parochial schools. In addition, Houston boasts about 100 business and secretarial schools.

Houston is home to at least 17 colleges and universities, with combined enrollment of over 161,000 in the 2008-2009 academic years. Additionally, over 170,000 students were enrolled in a local community college, and over 16,700 degrees and certificates were awarded in the 2008-2009 academic year.

Colleges	Universities
Alvin Community College	Baylor College of Medicine
Blinn College	Houston Baptist University
Brazosport College	Lamar University
College of the Mainland	Prairie View A&M University
Galveston College	Rice University
Houston Community College System	Sam Houston State University
Lee College	Texas A&M University
North Harris Montgomery College District	Texas A&M University at Galveston
San Jacinto College District	Texas A&M University Health Science Center
Wharton County Junior College	Texas Southern University
	University of Houston
	University of Houston – Clear Lake
	University of Houston – Downtown
	University of Phoenix – Houston Campus
	University of St. Thomas
	University of Texas – M.D. Anderson Cancer Center
	University of Texas Health Science Center
	University of Texas Medical Branch at Galveston

ECONOMIC DRIVERS

The City of Houston's simple 19th century city seal – the noble locomotive (heralding Houston's spirit of progress) and the humble plow (symbol of the agricultural empire of Texas from which Houston would draw her wealth) – clearly speaks to the roots of Houston's economy and to the visionary leadership of its citizens.

The City of Houston, the county seat of Harris County, is the economic center of the Houston – Sugar Land – Baytown Metropolitan Statistical Area (MSA), which ranks as the sixth largest in the United States. The entire MSA includes the counties of Austin, Brazoria, Chambers, Fort Bend, Galveston, Harris, Liberty, Montgomery, San Jacinto, and Waller. The MSA covers more than 10,000 square miles and has an estimated population of 5.9 million residents, creating one of the most dynamic urban centers in the United States.

Houston is the US energy headquarters and a world center for virtually every segment of the petroleum industry. More than 3,000 energy-related establishments are located within the Houston MSA, including more than 500 exploration and production firms, more than 150 pipeline transportation establishments and hundreds of manufacturers and wholesalers of energy-sector products. The upstream energy employment has grown an average of 1.33% over the last 3 years while non-agricultural wage and salary employment has declined an average of -0.4%. Oil and natural gas prices dropped from 2008 to 2009, but prices increased in 2010. According to the New York Mercantile Exchange, the price of oil increased from \$85 per barrel on April 1, 2010 to \$108 on April 14, 2011.

While energy remains an important part of the local economy, Houston's economic base is significantly diverse. The Port of Houston is a 25-mile-long complex of diversified public and private facilities located just a few hours' sailing time from the Gulf of Mexico. The port is ranked first in the United States in foreign waterborne tonnage (14 consecutive years); first in US imports (19 consecutive years); second in US export tonnage and second in the US in total tonnage (19 consecutive years). The Port of Houston is made up of the Port of Houston Authority and the 150-plus private industrial companies along the Houston Ship Channel. All together, the port authority and its neighbors along the ship channel are a large and vibrant component of the regional economy. More than 220 million tons of cargo moved through the Port of Houston in 2009. More than 7,700 vessel calls were recorded at the Port of Houston during the year 2009. The Port of Houston has an impressive listing of firsts, from unloading the world's first container ship to becoming the country's first port to receive International Organization for Standardization (ISO) 14001 compliance.

The Houston Ship Channel has been a catalyst for growth in Harris County since the first journey of a steamship up Buffalo Bayou in 1837. The ship channel plays a critical role in today's community as well; it generates jobs and opportunities that allow businesses to flourish. A 2007 study by Martin Associates says ship channel-related businesses contribute to more than 785,000 jobs throughout Texas while generating nearly \$118 billion of statewide economic impact. Additionally, more than \$3.7 billion in state and local tax revenues are generated by business activities related to the port. It is projected that the Port of Houston will continue to be an important factor as north-south trade expands.

The Bayport Container and Cruise Terminal, located in the city of Pasadena, Texas, is built to meet marketplace demand. The \$1.4 billion Bayport complex is designed to be the premier container terminal on the United States Gulf Coast. It is a state-of-the-art industry cornerstone of a city which has gained worldwide recognition as a center for vital industrial commerce. When fully developed, the terminal will have a total of seven container berths with the capacity to handle 2.3 million twenty-foot equivalent units (TEUs) on a complex which includes 376 acres of container yard and a 123-acre intermodal facility. The cruise terminal complex will have three berths to accommodate as many as 1.7 million passengers with parking capacity for 3,000 cars. The cruise terminal will also have more than 40 acres of onsite co-development available.

The Houston Airport System (HAS) is one of North America's largest public airport systems and position Houston as the international and cargo gateway to the south central United States and a primary gateway to Latin America. HAS provides a safe and dynamic air services network that fosters economic vitality for the transportation industry and the greater Houston region. HAS has a mission of helping to ensure that its employment, services, and facilities are accessible to the public, customers, and travelers. To bring air service to Houston, HAS has three facilities: George Bush Intercontinental Airport, William P. Hobby Airport, and Ellington Airport. The three airport system served more than 49.5 million passengers in 2010, including more than 8.5 million international travelers.

The Lyndon B. Johnson Space Center (JSC) is the National Aeronautics and Space Administration's center for human spaceflight training, research and flight control. The center consists of a complex of 100 buildings constructed on 1,620 acres in Houston. It is often popularly referred to by its central function, "Mission Control". The center, originally known as the Manned Spacecraft Center, was constructed on land donated by Rice University and opened in 1963. On February 19, 1973, the center was renamed in honor of the late US president and Texas native, Lyndon B. Johnson. JSC is one of ten major NASA field centers.

ARTS AND ENTERTAINMENT

Houston is home to the Houston Livestock Show and Rodeo, which is the largest rodeo in the world, attracts more than 1.8 million visitors each year. With the nation's fifth largest ballet and opera companies, Houston is also one of only five cities in the United States with permanent professional resident companies in all of the major performing arts disciplines of opera, ballet, music and theater. Home to nine world-class performing arts organizations, Houston Theater District is second only to New York in the number of theater seats in a concentrated area. The Houston Grand Opera is the only opera company in the US to win a Grammy, a Tony and an Emmy while the Alley Theatre is the only regional theatre in Texas to win a Tony award. Other performing arts companies such as Broadway in Houston, Da Camera of Houston, Houston Symphony, Society for the Performing Arts, Theatre Under the Stars (TUTS), and Uniquely Houston also serve to enrich the lives of Houston area residents.

Houston has a unique museum district offering a range of museums, galleries, art and cultural institutions, including the City's major museums. The Houston Museum District is one of the most visited and one of the top cultural districts in the country. With its eighteen members within a 1.5 mile radius, the district offers a wide array of exhibits featuring themes of art, history, culture, nature and science. In 2008, the museum district added the Buffalo Soldiers National Museum, a museum dedicated to the purpose of preserving, promoting, and perpetuating the history, tradition, and outstanding contributions of the Buffalo Soldiers toward the development and defense of the United States of America. With fourteen galleries of hands-on activities, The Children's Museum of Houston is ranked by Citysearch.com as the #1 children's museum in the country. Houston has more than 500 cultural, visual and performing arts organizations, 90 of which are devoted to multicultural and minority arts and is one of five US cities that offer year-round resident companies in all major performing arts.

Members of Houston Museum Districts:

Buffalo Soldiers National Museum	Byzantine Fresco Chapel Museum
Children's Museum of Houston	Contemporary Arts Museum Houston
Czech Center Museum Houston	Holocaust Museum Houston
Houston Center for Contemporary Craft	Houston Center for Photography
Houston Museum of Natural Science	Houston Zoo, Inc.
The John C. Freeman Weather Museum	The Health Museum
The Jung Center of Houston	Lawndale Art Center
The Menil Collection	Museum of Fine Arts, Houston
Rice University Art Gallery	The Rothko Chapel

Houston has professional teams representing football, baseball, basketball, soccer, and hockey. Houston, home to a team from nearly every major professional sport and state of the art football, basketball and baseball stadiums, is a sports lover's paradise. The city boasts an array of championship teams such as the Houston Dynamo, Houston Rockets and Houston Astros. Houston entered into an agreement to partner with Major League Soccer's Houston Dynamo, Texas Southern University, and Harris County, to construct a permanent, 21,000 seat soccer facility. Houston has established itself as a destination for hosting major sporting events such as Super Bowl XXXVIII, Major League Baseball and National Basketball Association All-Star Games, 2005 World Series, 2005 Big 12 Conference Football Championship, USA Gymnastics 2008 Men's Visa Championships, 2010 NCAA Men's Basketball South Region Tournament, 2010 Major League Soccer All-Star Game, 2011 NCAA Men's Final Four, as well as the annual Shell Houston Open. Additionally, Houston will host the 2011 Senior Games, 2012 Amateur Athletic Union Junior Olympic games, and the 2016 NCAA Men's Final Four.

Houston Area Sports Teams:

Professional Teams		Collegiate Teams/Mascots
Aeros	International Hockey League	Houston Baptist University – Huskies
Astros	Major League Baseball – National League	Rice University – Owls
Dynamo	Major League Soccer	Texas Southern University – Tigers
Energy	Women's Independent Football League	University of Houston – Cougars
Rockets	National Basketball Association	San Jacinto College – Gators
Texans	National Football League – American Conference	

EXHIBIT 4 HOUSTON PMSA AT A GLANCE

<u>POPULATION</u>		<u>NEW REAL ESTATE SUPPLY - RESIDENTIAL</u> <u>(Units)</u>	
2000	4,739,000	2000	36,656
2001	4,851,000	2001	37,752
2002	4,979,000	2002	46,093
2003	5,084,000	2003	61,767
2004	5,190,000	2004	57,336
2005	5,300,000	2005	59,844
2006	5,485,000	2006	75,134
2007	5,598,000	2007	81,861
2008	5,727,000	2008	62,114
2009	5,867,000	2009	35,311

<u>NON-AGRICULTURAL WAGE & SALARY EMPLOYMENT (*)</u>		<u>RESIDENTIAL VACANCY RATE</u>	
2001	2,282,400	2001	6.1 %
2002	2,277,400	2002	5.8
2003	2,262,900	2003	6.4
2004	2,278,700	2004	8.1
2005	2,337,200	2005	9.3
2006	2,434,300	2006	7.7
2007	2,543,700	2007	8.4
2008	2,592,800	2008	8.8
2009	2,520,600	2009	8.7
2010	2,516,900	2010	9.1

<u>PERSONAL INCOME (Per Capita)</u>		<u>UNEMPLOYMENT RATE (*)</u>	
2000	34,185	2001	4.7 %
2001	35,166	2002	6.0
2002	33,933	2003	6.7
2003	34,565	2004	6.2
2004	36,755	2005	5.6
2005	39,561	2006	5.0
2006	42,701	2007	4.3
2007	44,333	2008	4.8
2008	45,835	2009	7.6
2009	43,568	2010	8.5

HOUSTON CONSUMER PRICE INDEX
All Urban Consumers (1982-84 = 100)

	<u>Average Index</u>	<u>% Change</u>
2001	158.8	3.0 %
2002	159.2	0.3
2003	163.7	2.8
2004	169.5	3.5
2005	175.6	3.6
2006	180.7	2.9
2007	184.1	1.8
2008	190.0	3.3
2009	190.7	0.5
2010	194.3	1.9

TOP TEN PROPERTY TAXPAYERS IN 2010
(Amounts Expressed in Millions)

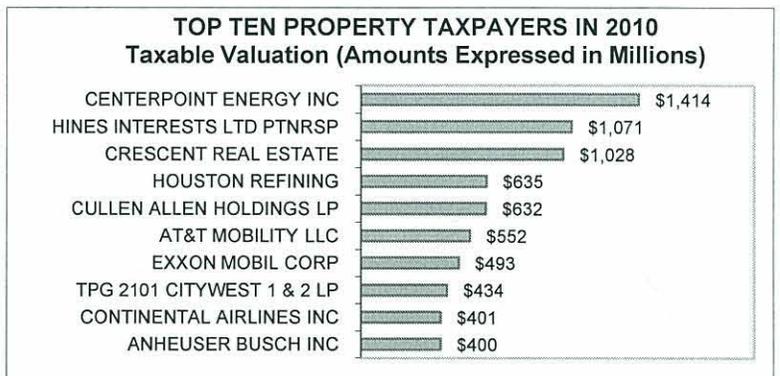
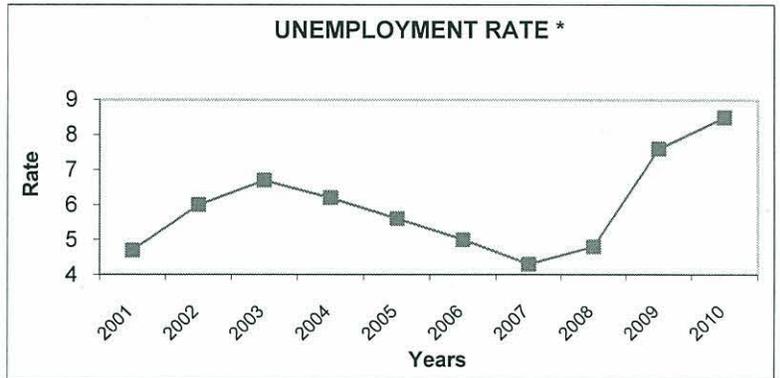
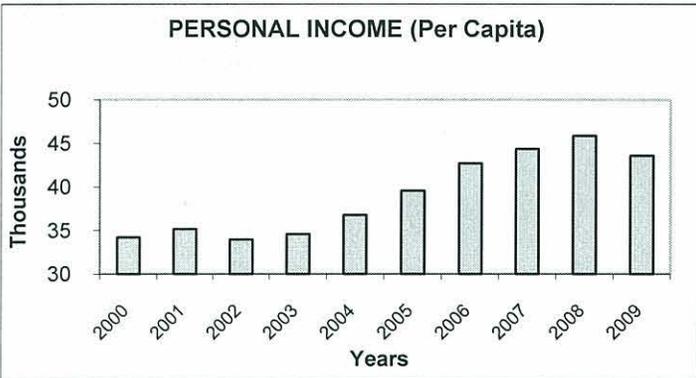
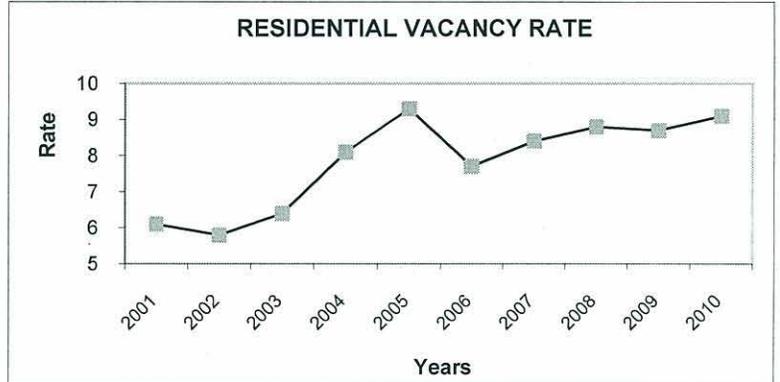
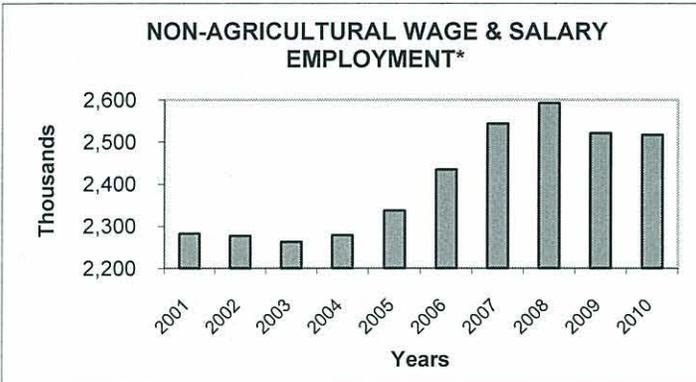
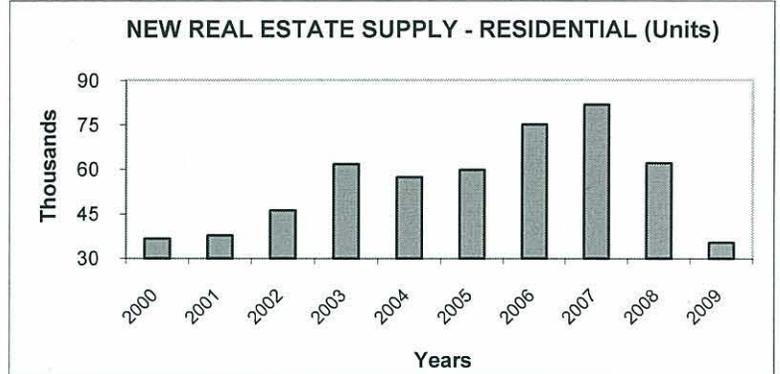
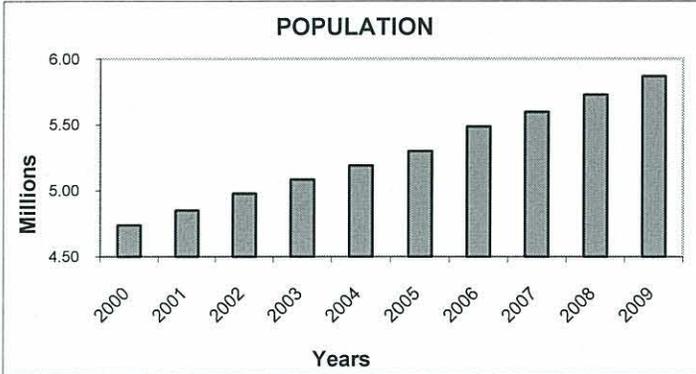
	<u>Taxable Value</u>
CenterPoint Energy Inc	\$1,414
Hines Interests Ltd	1,071
Crescent Real Estate	1,028
Houston Refining	635
Cullen Allen	632
AT&T Mobility LLC	552
Exxon Mobil Corp	493
TPG 2101 CityWest 1 & 2	434
Continental Airlines	401
Anheuser Busch Inc	400

PMSA: Primary Metropolitan Statistical Area

* Not Seasonally Adjusted

Source: University of Houston, Center for Public Policy (as of March 2011).

EXHIBIT 5 HOUSTON PMSA AT A GLANCE



* Not Seasonally Adjusted

ECONOMIC OUTLOOK

ECONOMIC INDICATORS

The following table shows actual and projected economic indicators for the Houston MSA (Metropolitan Statistical Area):

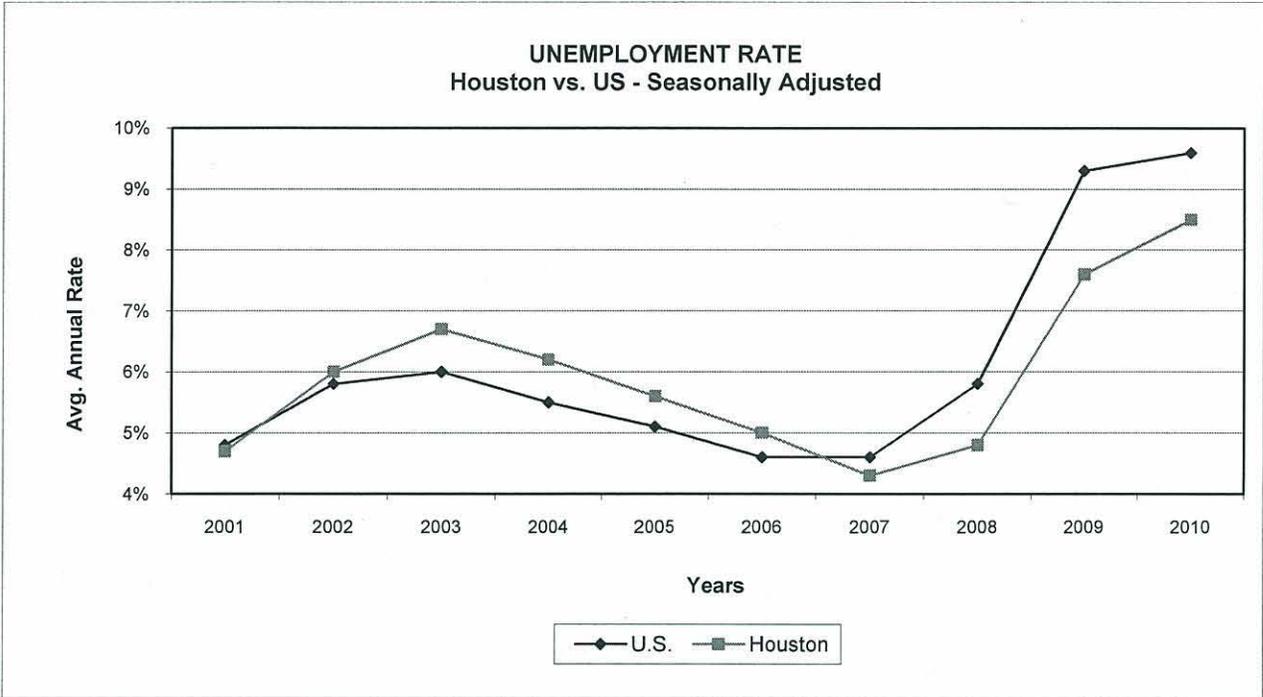
ECONOMIC INDICATORS SHORT-RANGE FORECAST (Revised March 2011) HOUSTON PMSA							
	2009	2010	2011	2012	2013	2014	2015
Population	5,124,578	5,172,075	5,242,075	5,333,221	5,389,693	5,493,728	5,653,086
	1.45%	0.93%	1.35%	1.74%	1.06%	1.93%	2.90%
Retail Sales (millions) \$	87,007 \$	88,885 \$	91,803 \$	96,794 \$	100,476 \$	105,896 \$	113,311
	-2.70%	2.16%	3.28%	5.44%	3.80%	5.39%	7.00%
Total Employment	2,341,805	2,319,426	2,347,405	2,388,789	2,415,415	2,462,117	2,525,750
	-2.61%	-0.96%	1.21%	1.76%	1.11%	1.93%	2.58%
Construction	165,208	148,837	144,871	142,502	142,587	144,490	149,164
	-11.06%	-9.91%	-2.66%	-1.64%	0.06%	1.65%	2.91%
Trade	511,338	504,734	513,282	523,104	526,068	533,869	544,836
	-2.18%	-1.29%	1.69%	1.91%	0.57%	1.48%	2.05%
Services	769,286	773,471	791,981	816,053	833,298	857,145	887,770
	-1.23%	0.54%	2.39%	3.04%	2.11%	2.86%	3.57%
Government	322,797	326,929	323,986	324,861	328,240	333,754	340,996
	1.80%	1.28%	-0.90%	0.27%	1.04%	1.68%	2.71%

Source: University of Houston Institute for Regional Forecasting – March 2011

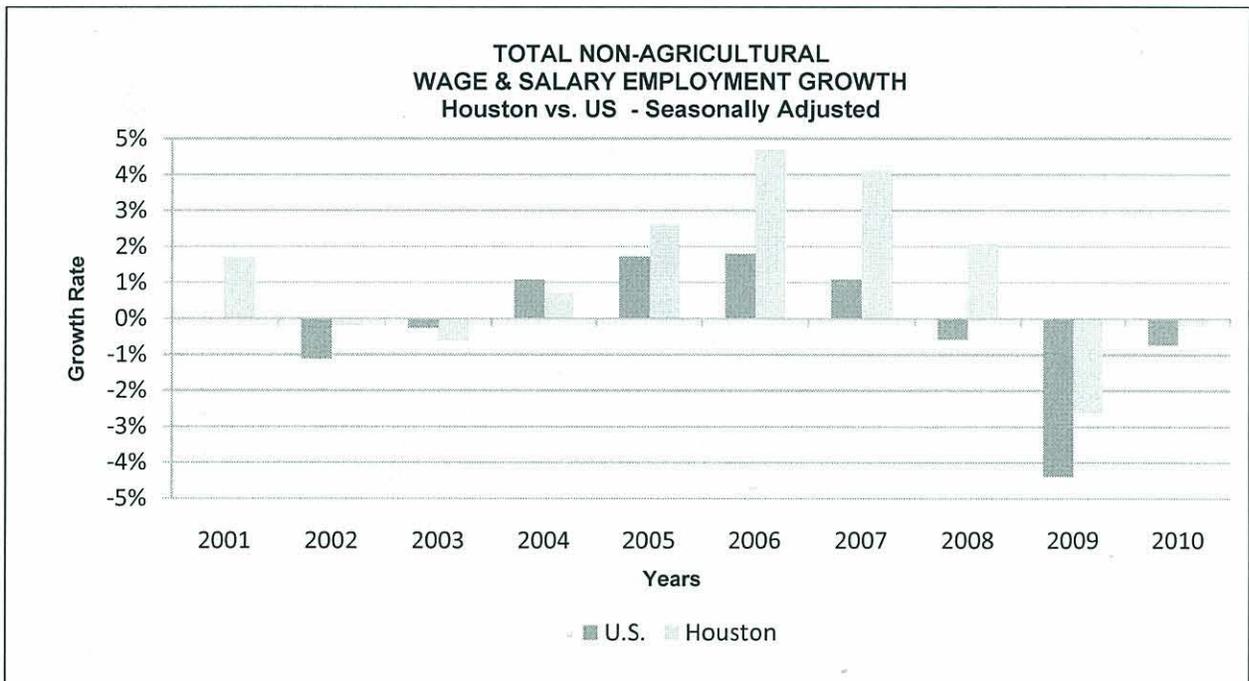
All Numbers represent the old Houston Primary Metropolitan Statistical Area: Chambers, Fort Bend, Harris, Liberty, Montgomery, and Waller counties.

The Institute for Regional Forecasting projects that the 2011 PMSA population will grow by 7.8% while total employment is projected to increase by 7.6% over the next 4 years.

The annual average of local unemployment rate (not seasonally adjusted) is 8.5%, 90 basis points higher than 2009 and 110 basis points lower than the national unemployment rate.



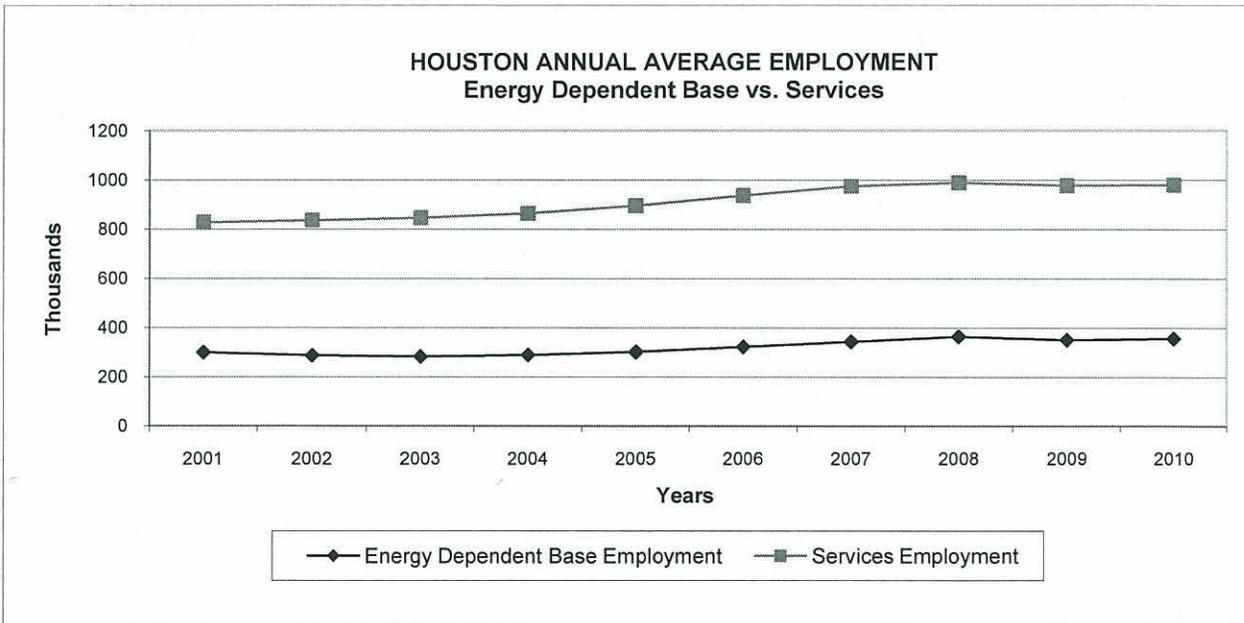
Nationally, the growth of non-agricultural wage and salary positions has averaged a decline of -0.74% over 2009; whereas locally these same positions have declined an average of -0.2%.



In 2010, jobs in services decreased by -2%, and construction decreased by -1%; while retail trade and wholesale trade increased by +1% compared to 2009.



Energy base employment increased by 1.7% in 2010 compared to 0.2% for services related jobs. Diversification in the economic base dampens total employment swings related to changes in energy markets.

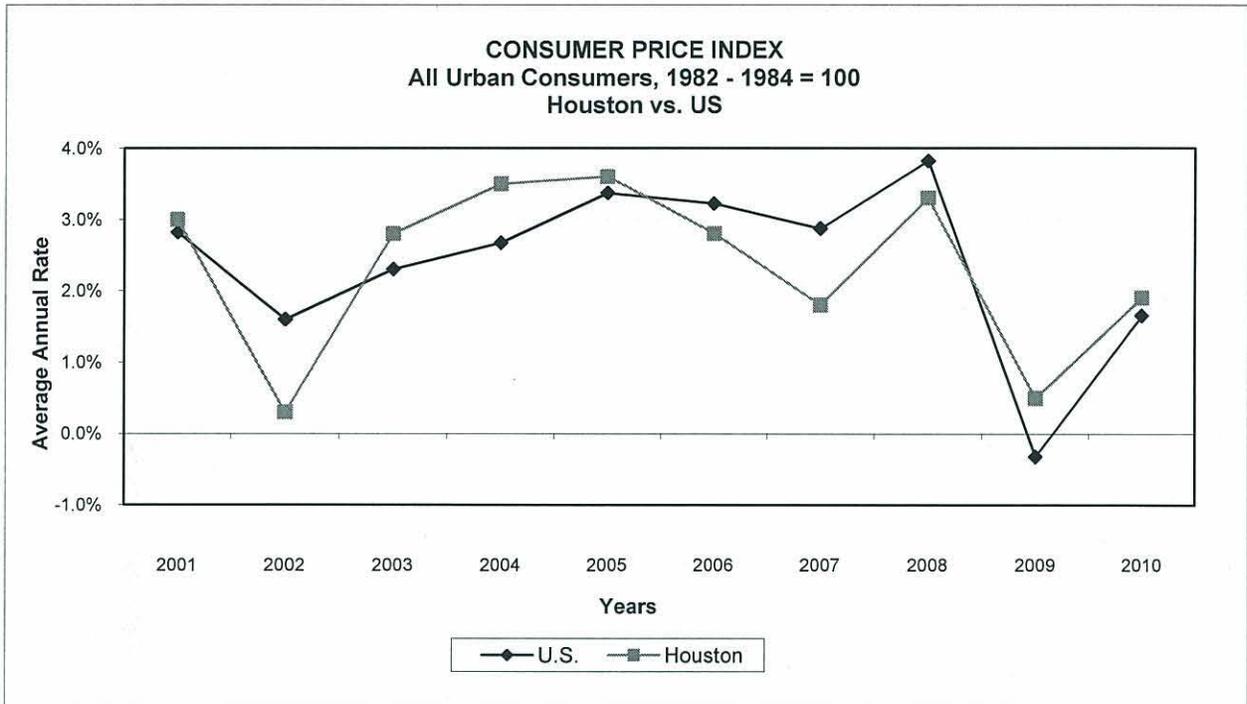


INCOME

Per capita income is widely used to compare the standards of living in different regions. In Houston, personal income fell from \$45,835 in 2008 to \$43,568 in 2009; a 4.9% decrease over the previous year. Since 2009, per capita income has increased an average of 3.5%.

PRICES

Houston prices, as measured by the Houston Consumer Price Index (CPI), rose 1.4% in 2010 compared to the national increase of 1.97%. Average CPI for the local area in 2010 was 194.3 versus 218.1 for the United States, meaning there is a lower cost of living for Houston residents than is the case nationally.



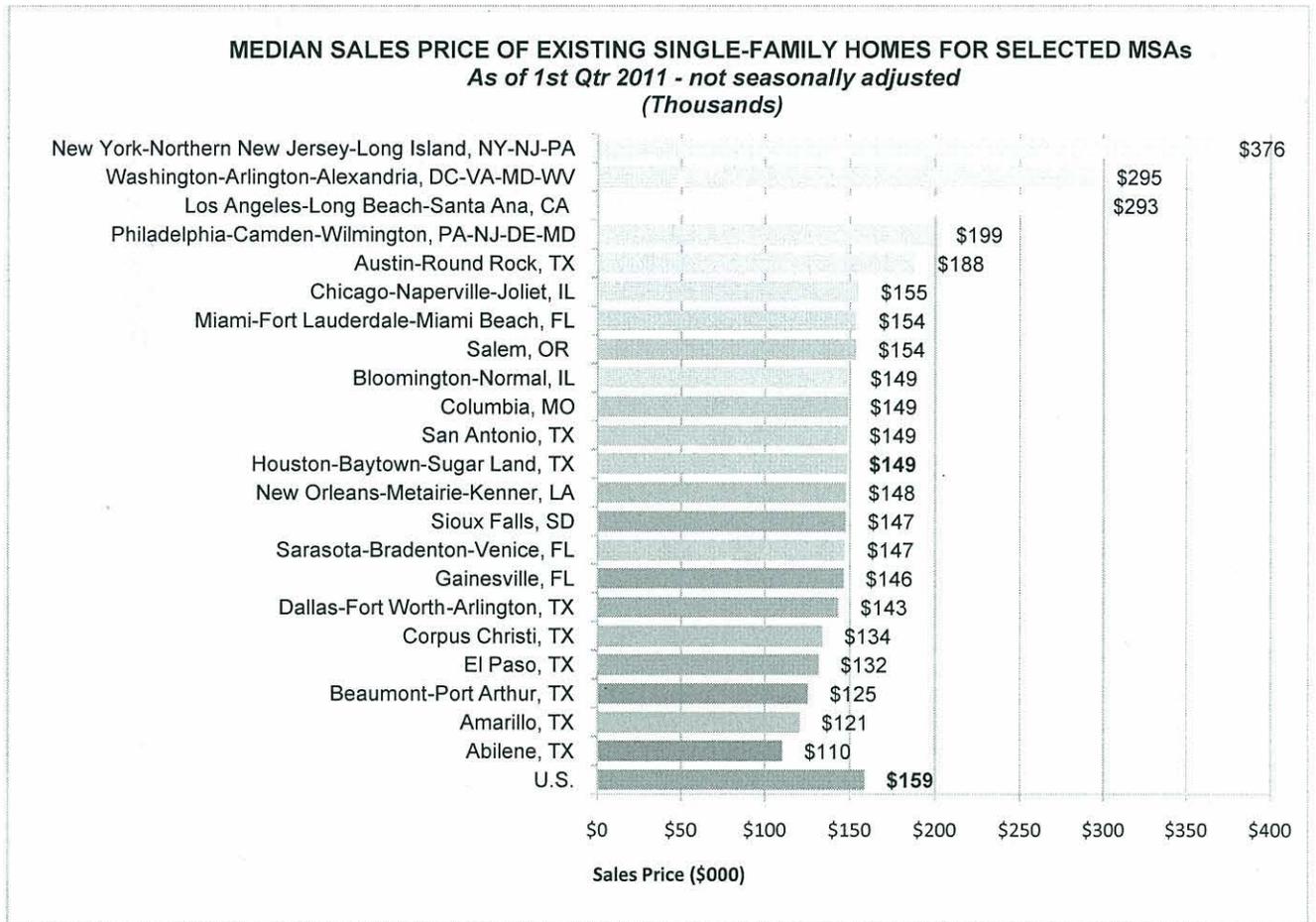
HOUSING COSTS

Houston's housing consists of the following counties: Harris County, Fort Bend County, Montgomery County, Brazoria County, Galveston County, Liberty County, Waller County, Chambers County, Austin County, and San Jacinto County. The sixth largest metropolitan region in the country is also one of the best bargains when it comes to housing costs. Houston's housing costs are more than 22% lower than the national average and 39% lower than the average of the 27 metro areas with more than 2 million residents. Low housing costs and a low cost of living are the main reasons Houston's overall living costs are 11% below the nationwide average for places of all sizes and 20% below the large-metro average.

The National Association of Realtors reports that Houston's fourth quarter 2010 median sales price of \$154,100 is \$15,700 lower than the national median sales price of existing single-family homes.

Most MSAs in Texas fall below the national median sales price with Houston at 1.9% and Dallas at 6.4% below the national average. Compared to February 2010, Houston experienced a growth in median sales price of +4.07%, and St. Louis experienced the highest growth in median sales price (+8.18%). The median sales prices in major cities had declined enormously over the past year with the largest decline in Miami (-18.60%), followed by Atlanta (-13.62%), and Minneapolis (-10.38%).

Honolulu, HI has the highest median sales price of single-family homes in 2010 at \$607,600 (+1.9% from 2009) while Youngstown-Warren-Boardman, OH-PA has the lowest at \$67,200 (+1.1% from 2009).



COST OF LIVING

In Houston, the dollar has a much higher buying power than virtually any other major metropolitan area in the country. The Third Quarter 2010 ACCRA Cost of Living Index shows that Houston's overall after-taxes living costs are 9% below the nationwide average, largely due to housing costs that are 21% below the average. In the context of the 27 participating metropolitan areas with more than 2 million residents, Houston's cost-of-living advantage is even more pronounced. Houston's housing costs are 38% below the average for the large metro areas, and its overall costs are 19% below the average for this group.

COST OF LIVING COMPARISONS							
Third Quarter 2010 (Average for 314 Urban Areas = 100)							
Metropolitan Statistical Area	Composite	Groceries	Housing	Utilities	Trans- portation	Health Care	Misc Goods & Services
New York-Newark-Edison NY-NJ-PA	154.4	124.0	231.2	149.2	106.7	114.1	121.8
Los Angeles-Long Beach-Santa Ana CA	141.3	107.3	220.8	106.1	116.8	110.9	107.2
Washington-Arlington-Alexandria DC- VA-MD-WV	135.1	109.3	205.1	110.8	105.8	103.9	104.6
Boston-Cambridge-Quincy MA-NH	132.4	113.3	156.1	140.2	103.6	122.2	128.4
Minneapolis-St. Paul-Bloomington MN- WI	111.9	110.8	118.0	108.2	101.9	106.5	112.5
Miami-Fort Lauderdale-Miami Beach FL	110.5	115.1	122.2	94.2	106.8	104.9	105.4
Chicago-Naperville-Joliet IL-IN-WI	107.4	104.9	118.4	102.0	107.7	108.2	99.8
Denver-Aurora CO	103.9	104.1	111.3	98.5	95.6	108.1	101.4
Atlanta-Sandy Springs-Marietta GA	94.7	96.4	88.1	88.5	99.2	107.9	98.4
Houston-Sugar Land-Baytown TX	91.0	87.6	79.0	96.2	95.2	97.2	99.3

Source: Council for Community and Economic Research, ACCRA Cost of Living Index, Third Quarter 2010 (published October 2010)
 Note: Data are un-weighted averages for all reporting places in each metropolitan area.

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- City of Houston, Mayor's Office
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- Houston Economics – University of Houston Center for Public Policy
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City Controller's Office	VI-18
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Finance.....	VI-40
Human Resources	VI-50
Information Technology	VI-60
Legal	VI-70
Mayor's Office.....	VI-84
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General Government	VII-1
General Fund Debt Service	VIII-1

FISCAL YEAR 2012 BUDGET

GENERAL FUND SUMMARY

Fund Name: General Fund

Fund No: 1000

	<u>FY2010 Actual</u>	<u>FY2011 Current Budget</u>	<u>FY2011 Estimate</u>	<u>FY2012 Budget</u>
Beginning Fund Balance - Unassigned	\$ 236,311,568	165,382,855	165,382,855	102,646,088
Revenue and Other Sources				
General Property Taxes	892,864,918	846,136,000	850,712,000	842,478,000
Industrial Assessment	15,816,906	16,000,000	14,800,000	14,800,000
Sales Taxes	468,964,775	473,754,000	490,883,000	518,912,000
Other Tax	10,576,829	10,796,000	10,796,000	10,806,000
Electric Franchise	97,248,454	98,151,294	98,151,294	99,693,604
Telephone Franchise	48,263,683	46,000,000	46,150,000	44,482,800
Gas Franchise	21,728,760	21,889,640	21,889,640	22,009,397
Other Franchise	23,627,590	22,694,787	24,111,928	24,043,726
Licenses and Permits	18,636,009	17,206,343	18,523,929	22,241,426
Intergovernmental	32,148,152	59,824,105	59,719,469	11,160,872
Charges for Services	34,156,761	34,224,193	37,363,996	40,364,959
Direct Interfund Services	46,906,350	44,783,090	45,270,727	45,254,529
Indirect Interfund Services	16,012,015	16,454,417	16,110,213	18,522,214
Municipal Courts Fines and Forfeits	38,095,689	36,602,316	35,842,020	35,894,129
Other Fines and Forfeits	2,028,617	2,320,440	2,540,380	2,561,932
Interest	6,857,785	6,750,000	5,000,000	3,000,000
Miscellaneous/Other	8,213,835	23,403,171	8,989,517	6,739,716
Total Revenue and Other Sources	<u>1,782,147,128</u>	<u>1,776,989,796</u>	<u>1,786,854,113</u>	<u>1,762,965,304</u>
Other Resources				
Pension Bond Proceeds	20,000,000	0	0	0
Sale of Capital Assets	6,547,947	36,050,000	13,617,918	13,550,000
Transfers From Other Funds	38,658,328	28,736,294	30,391,336	51,479,934
Total Other Resources	<u>65,206,275</u>	<u>64,786,294</u>	<u>44,009,254</u>	<u>65,029,934</u>
Total Available Resources	<u>2,083,664,971</u>	<u>2,007,158,945</u>	<u>1,996,246,222</u>	<u>1,930,641,326</u>
Expenditures and Other Uses				
Public Safety				
Crime Lab	5,526,181	5,593,715	5,267,499	5,578,769
Fire Department	435,852,398	448,812,230	448,812,230	419,308,509
Houston Emergency Center	11,193,374	11,171,344	11,171,344	11,549,511
Municipal Courts Department	22,696,601	23,266,025	23,266,025	23,411,880
Police Department	657,239,659	657,867,666	658,193,882	635,162,620
Public Safety	<u>1,132,508,213</u>	<u>1,146,710,980</u>	<u>1,146,710,980</u>	<u>1,095,011,289</u>
Development & Maintenance Services				
General Services	47,632,949	47,365,835	47,365,835	45,980,817
Planning & Development	8,985,326	8,245,190	8,245,190	7,272,316
Public Works & Engineering	86,034,401	88,210,371	88,210,371	37,519,057
Solid Waste Management	68,472,125	65,090,256	65,090,256	65,543,214
Development & Maintenance Services	<u>211,124,801</u>	<u>208,911,652</u>	<u>208,911,652</u>	<u>156,315,404</u>

FISCAL YEAR 2012 BUDGET

GENERAL FUND SUMMARY

Fund Name: General Fund

Fund No: 1000

	<u>FY2010 Actual</u>	<u>FY2011 Current Budget</u>	<u>FY2011 Estimate</u>	<u>FY2012 Budget</u>
Human & Cultural Services				
Convention & Entertainment	1,158,611	0	0	0
Health and Human Services	48,541,091	45,949,315	45,949,315	39,551,067
Housing & Community Development	831,514	885,416	885,416	619,779
Library	37,236,819	35,726,967	35,726,967	32,440,392
Parks and Recreation	67,500,364	63,498,879	63,498,879	60,710,583
Human & Cultural Services	<u>155,268,399</u>	<u>146,060,577</u>	<u>146,060,577</u>	<u>133,321,821</u>
Administrative Services				
Administration and Regulatory Affairs	30,205,570	32,058,743	32,058,743	37,236,737
City Controller	7,114,898	7,491,887	7,491,887	6,843,122
City Council	5,093,453	5,473,508	5,302,832	5,736,480
City Secretary	685,149	752,323	752,323	790,347
Finance Department	9,908,198	10,162,846	10,162,846	22,419,449
Human Resources	3,180,798	3,377,644	3,377,644	3,169,137
Information Technology	19,065,293	19,076,833	19,076,833	17,112,057
Legal	16,310,490	16,802,431	16,802,431	13,719,064
Mayor's Office	2,879,358	2,990,371	2,990,371	2,310,327
Office of Business Opportunity	2,456,375	2,384,364	2,384,364	2,018,421
Administrative Services	<u>96,899,582</u>	<u>100,570,950</u>	<u>100,400,274</u>	<u>111,355,141</u>
General Government				
General Government	80,566,319	90,678,651	90,678,651	102,293,940
General Government	<u>80,566,319</u>	<u>90,678,651</u>	<u>90,678,651</u>	<u>102,293,940</u>
Total Expenditures Other Than Debt Service	1,676,367,314	1,692,932,810	1,692,762,134	1,598,297,595
Debt Service				
Transfer to PIB Bonds Debt Service	249,585,000	227,214,000	227,214,000	229,700,000
Transfer to Drainage Debt Service	5,019,000	5,331,000	5,331,000	0
Transfer to Equipment to Departments	(14,584,000)	(11,707,000)	(11,707,000)	0
Debt Service	<u>240,020,000</u>	<u>220,838,000</u>	<u>220,838,000</u>	<u>229,700,000</u>
Total Expenditures and Other Uses	<u>1,916,387,314</u>	<u>1,913,770,810</u>	<u>1,913,600,134</u>	<u>1,827,997,595</u>
Fund Balance - Unassigned	167,277,657	93,388,135	82,646,088	102,643,731
Total Budget	<u>2,083,664,971</u>	<u>2,007,158,945</u>	<u>1,996,246,222</u>	<u>1,930,641,326</u>
Changes to Unassigned Fund Balance	0	20,000,000	20,000,000	0
Prepaid Items and Imprest Cash	(1,894,802)	0	0	0
Ending Fund Balance - Unassigned	<u>165,382,855</u>	<u>113,388,135</u>	<u>102,646,088</u>	<u>102,643,731</u>
Total Ending Fund Balance	\$ <u>165,382,855</u>	<u>113,388,135</u>	<u>102,646,088</u>	<u>102,643,731</u>

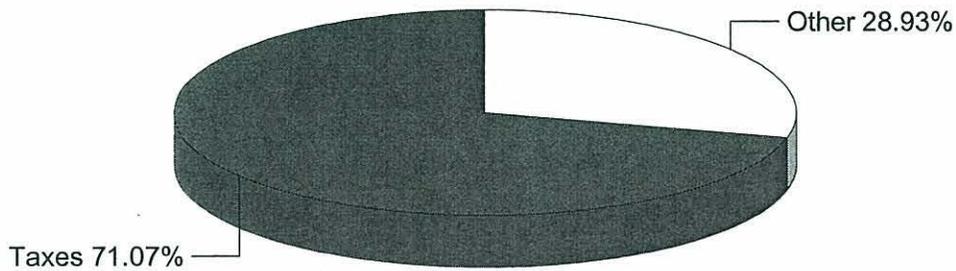
Rainy Day Fund of \$20 million became unassigned in FY2011.

The General Fund Summary in some cases may not agree with some of the departmental totals due to prior year restatements.

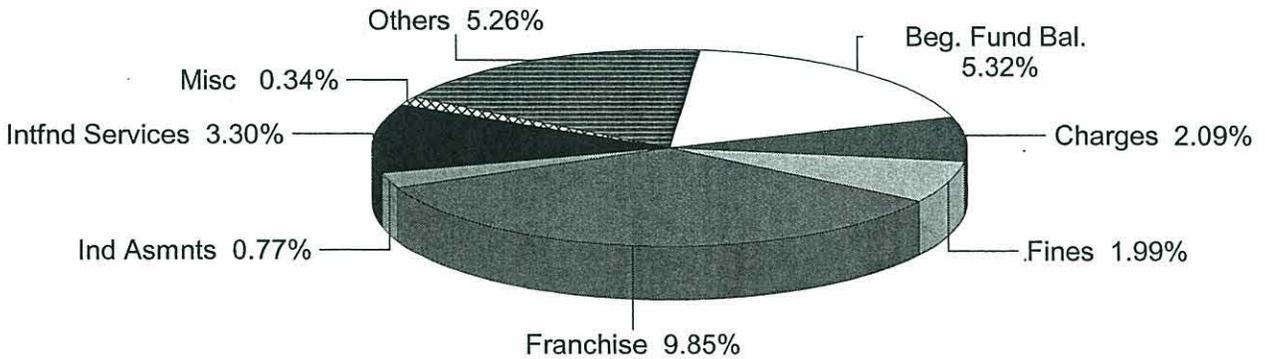
GENERAL FUND RESOURCES SUMMARY

The General Fund is the City of Houston's largest operating fund. With total resources of \$2 billion budgeted in FY2012, this fund relies heavily on various forms of revenue to finance its operations. As illustrated below, approximately 71% percent of the total resources in the General Fund are from property and sales taxes.

GENERAL FUND RESOURCES FY2012 BUDGET



COMPOSITION OF OTHER (ABOVE)



FISCAL YEAR 2012 BUDGET

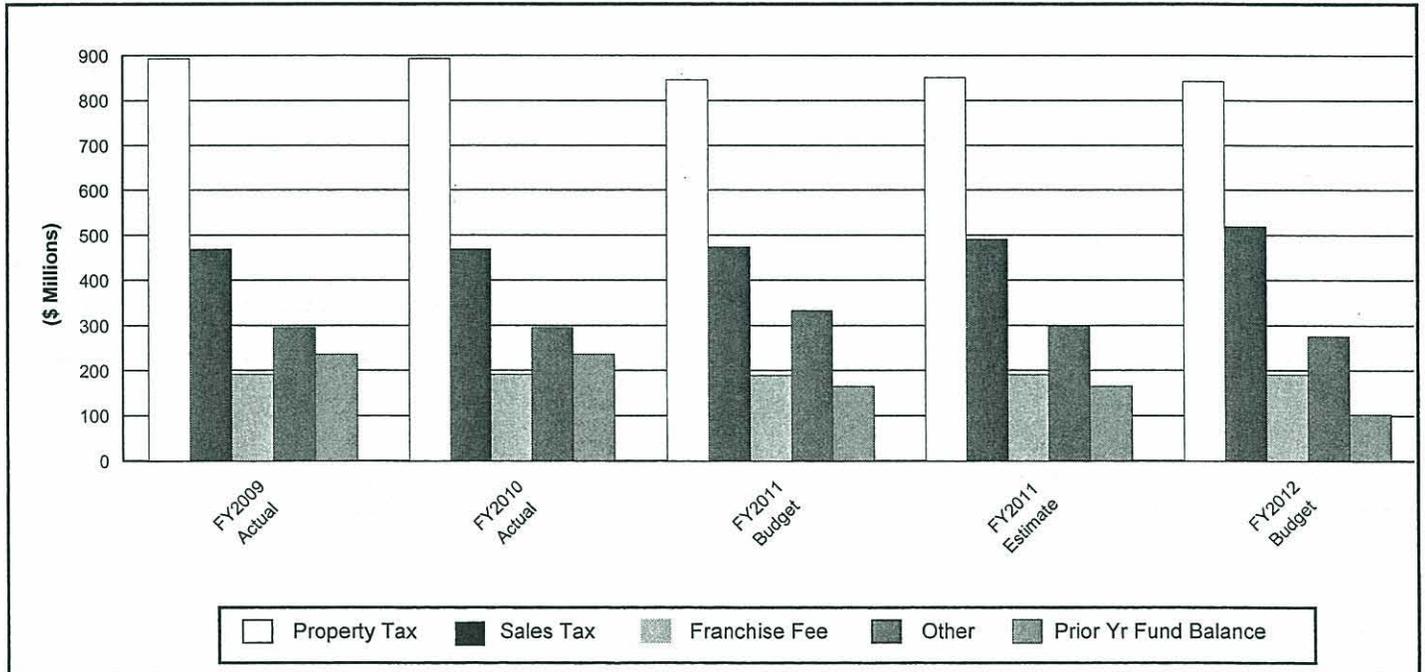
The composition of the FY2012 General Fund resources is listed below:

RESOURCE CATEGORIES	RESOURCE FY2012 BUDGET*	% OF TOTAL BUDGET
Taxes:		
Property Taxes	\$ 842,478	43.64%
Sales Taxes	518,912	26.88%
Other Tax	10,806	0.55%
Franchise Fees	190,230	9.85%
Industrial District	14,800	0.77%
Licenses and Permits	22,241	1.15%
Intergovernmental	11,161	0.58%
Charges for Services	40,365	2.09%
Interfund Services	63,777	3.30%
Fines and Forfeits	38,456	1.99%
Interest	3,000	0.16%
Miscellaneous/Other	6,739	0.34%
Total Revenue	1,762,965	91.31%
Sale of Capital Assets	13,550	0.70%
Transfers In	51,480	2.68%
Beginning FY2012 Fund Balance	102,646	5.32%
TOTAL RESOURCES	\$ 1,930,641	100.00%

* Dollars in Thousands

The graph below provides a four-year comparison of the City's resources in millions of dollars.

**RELATIONSHIP OF GENERAL FUND RESOURCES
FY2009 THROUGH FY2012**



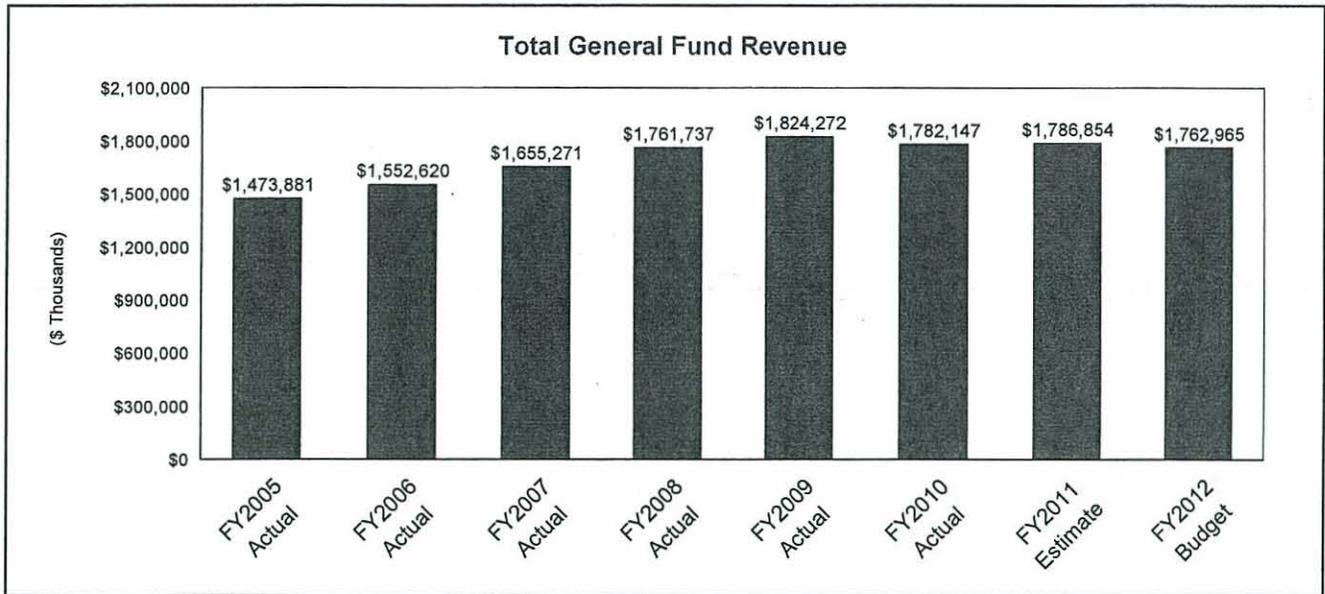


Table I below provides the FY2012 General Fund revenue estimate by categories. As shown, the total revenue is expected to be \$1.76 billion or \$23.9 million (1.34%) lower than the projected FY2011 revenue.

Table I
FY2012 Revenue Budget
Compared with FY2011 Estimate

Item	Projected Revenue (\$ Thousands)		
	FY2011 Estimate	FY2012 Budget	Increase / (Decrease)
General Property Taxes	850,712	842,478	(8,234)
Industrial Assessment	14,800	14,800	0
Sales Taxes	490,883	518,912	28,029
Other Tax	10,796	10,806	10
Electric Franchise	98,151	99,694	1,543
Telephone Franchise	46,150	44,483	(1,667)
Gas Franchise	21,890	22,009	119
Other Franchise	24,112	24,044	(68)
Licenses and Permits	18,524	22,241	3,717
Intergovernmental	59,719	11,161	(48,558)
Charges for Services	37,364	40,365	3,001
Direct Interfund Services	45,271	45,255	(16)
Indirect Interfund Services	16,110	18,522	2,412
Municipal Courts Fines and Forfeits	35,842	35,894	52
Other Fines and Forfeits	2,540	2,562	22
Interest	5,000	3,000	(2,000)
Miscellaneous/Other	8,990	6,739	(2,251)
Total	1,786,854	1,762,965	(23,889)

Table II provides the revenue estimate for each distinct revenue source that is expected to produce at least \$3 million in FY2012. The remainder of this document describes the projection logic that has been used for each of these items.

Table II
Revenue Estimates for
Revenue Sources over \$3 Million

Item	Projected Revenue (\$ Thousands)		
	FY2011 Estimate	FY2012 Budget	Increase / (Decrease)
General Property Taxes	850,712	842,478	(8,234)
Sales Taxes	490,883	518,912	28,029
Industrial Assessment	14,800	14,800	0
Mixed Beverage Tax	10,621	10,621	0
Electric Franchise	96,591	98,194	1,603
Telephone Franchise	46,000	44,483	(1,517)
Gas Franchise	21,890	22,009	119
Cable TV Franchise Fees	18,188	18,439	251
Solid Waster Hauter Franchise Fee	5,400	5,568	168
Licenses and Permits	18,524	22,241	3,717
TIRZ Funding	9,603	9,661	58
Ambulance Fees	24,840	27,442	2,602
Other Charges for Services	12,524	12,924	400
Interfund Police Protection	21,217	22,018	801
Interfund Fire Protection	16,642	17,146	504
Other Direct Interfund	7,411	6,091	(1,320)
Indirect Cost Recovery	16,110	18,522	2,412
Moving Violations	19,579	19,594	15
Other Municipal Courts Fines and Forfeitures	16,263	16,300	37
Interest	5,000	3,000	(2,000)
Miscellaneous/Other	8,990	6,739	(2,251)
All Other Revenues	55,066	5,783	(49,283)
Total	1,786,854	1,762,965	(23,889)

Taxes

Property Taxes

General property taxes are ad valorem taxes levied on the assessed valuation of real and personal property. Taxable values for all real and personal property within the City, depending on their locations, are established by the Harris County Appraisal District (HCAD), Montgomery County Appraisal District (MCAD) or Fort Bend County Appraisal District (FBCAD), collectively County Appraisal District (CAD), based upon market values as of January 1st. City Council approves exemptions such as homestead, 65 and over, disabled as well as Freeport exemptions and then sets a tax rate according to the state law. The current tax rate for the City of Houston is 63.875 cents per \$100 of taxable value.

CAD notifies taxpayers of appraised values by May 15th of each year or as soon thereafter as practicable. Taxpayers may protest appraised values or the exemption status of their properties. Hearings of protests are conducted by Appraisal Review Board of CAD. Chief Appraiser of CAD certifies appraisal roll to the Tax Assessor of the City, Harris County Tax Office act as Tax Assessor on behalf of the City.

Based upon the adopted tax rate set by Council and taxable value as assessed by CAD, tax bills are generated and sent to taxpayers by Harris County Tax Office around mid-November. Payment is due by February 1st of the following year. Taxes not paid by the due date are delinquent and subject to penalties and interest charges. Taxpayers who wish to appeal values set by CAD may do so if taxes on the uncontested value are paid timely.

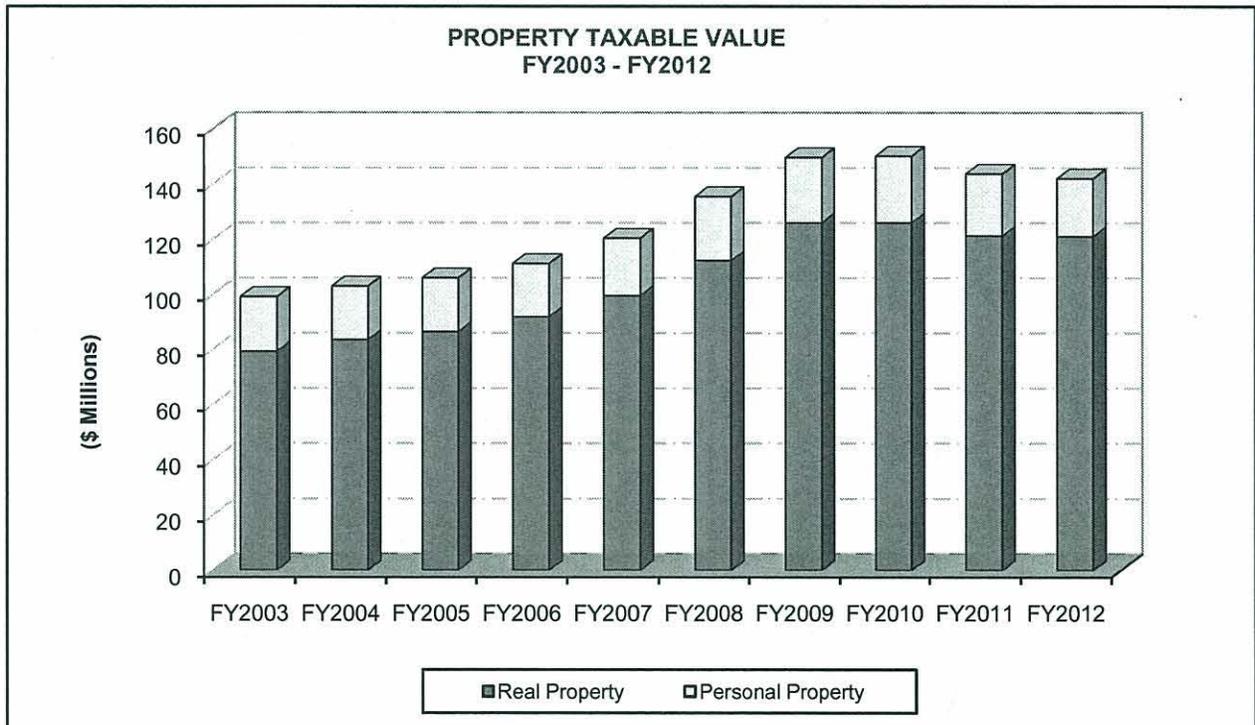
Occasionally, taxes are overpaid as a result of errors in appraisal or an overpayment by a taxpayer. Harris County Tax Office refunds such payments based upon the Texas Property Tax Code and documentation supplied by the taxpayers. Fluctuations in collections reflect changes in assessed property values, collection efforts, and tax rate.

The FY2012 property tax value estimate is derived from CAD projections provided to the City in April 2011. The taxable value used was \$142 billion. This amount is a net of the senior/disabled exemption, which was \$70,862, the same as FY2011. This is projected to exempt as much as \$6.4 billion in taxable value from the tax rolls, reducing revenue by an estimated \$40.6 million in FY2012.

The estimated taxable value is then reduced by the estimated incremental value of properties within the Tax Increment Reinvestment Zones (TIRZ). The net of TIRZ taxable value is estimated at \$132.2 billion.

The Finance Department applied an assumed 63.875 cent per \$100 taxable value to this tax base, along with a 96.8% collection ratio and assumptions for prior year taxes collection of \$24.8 million, to arrive at a net revenue estimate of \$842.5 million. This revenue is approximately 0.97% lower than the estimated FY2011 revenue of \$850.7 million.

Below is a graph showing the ten-year history of property taxable values in Houston, with the \$142 billion estimate shown for FY2012.



FISCAL YEAR 2012 BUDGET

**CITY OF HOUSTON APPRAISED VALUE
(\$ Millions)**

<u>Fiscal Year</u>	<u>Tax Year</u>	<u>Real Property</u>	<u>Personal Property</u>	<u>Total Value</u>
2003	2002	79,249	19,846	99,096
2004	2003	83,776	19,399	103,175
2005	2004	86,433	19,467	105,900
2006	2005	91,827	19,293	111,120
2007	2006	99,483	20,858	120,341
2008	2007	112,241	23,214	135,455
2009	2008	125,982	23,645	149,627
2010	2009	125,999	24,094	150,093
2011	2010	121,140	22,403	143,543
2012	2011	121,002	20,975	141,977 *

*Harris County Appraisal District Estimates, as of April 2011

In November 2004, Proposition No. 1 was passed, amending the City Charter, to limit the annual increase in total ad valorem tax revenues. The increase is capped at the lower of the increase in Consumer Price Indexes (CPI) plus the growth in population, or 4.5% over the prior fiscal year. In addition, in November 2006, proposition H was passed to further increase the applicable revenue limitations by \$90 million.

The proposed budget includes the property tax estimate revenues of \$842.5 million, which is under the capped level of \$908.78 million, with the following assumptions.

<u>Population</u>	<u>CPI (3)</u>
July 1, 2003 (1) 2,009,669	2003 163.7
July 1, 2004 (1) 2,012,626 + 0.1471%	2004 169.5 + 3.5431%
July 1, 2005 (1) 2,076,189 + 3.1582%	2005 175.6 + 3.5988%
July 1, 2006 (1) 2,144,491 + 3.2898%	2006 180.6 + 2.8474%
July 1, 2007 (1) 2,208,180 + 2.9699%	2007 183.8 + 1.7929%
July 1, 2008 (1) 2,244,615 + 1.6500%	2008 189.967 + 3.3339%
July 1, 2009 (1) 2,257,926 + 0.5930%	2009 190.495 + 0.2779%
July 1, 2010 (2) 2,279,622 + 0.9609%	2010 194.172 + 1.9302%

	<u>(\$ In Thousand)</u>
FY2005 Actual	\$671,294
Population Increase 2004	0.1471%
CPI Increase 2004	3.5431%
FY2006 CAP	\$696,066
Population Increase 2005	3.1582%
CPI Increase 2005	3.5988%
FY2007 CAP	\$743,100
Population Increase 2006	3.2898%
CPI Increase 2006	2.8474%
FY2008 CAP	\$788,705
Population Increase 2007	2.9699%
CPI Increase 2007	1.7929%
FY2009 CAP	\$826,269
Population Increase 2008	1.6500%
CPI Increase 2008	3.3339%
FY2010 CAP	\$867,450
Population Increase 2009	0.5930%
CPI Increase 2009	0.2779%
FY2011 CAP	\$875,005
Population Increase 2010	0.9609%
CPI Increase 2010	1.9302%
FY2012 CAP	\$900,302

FISCAL YEAR 2012 BUDGET

FY2011 Estimates	\$850,712
FY2012 CAP (Based on 4.5% Increase from FY2011 Estimate)	\$888,994
Final FY2012 CAP (the Lower FY12 CAP Plus \$19.79 million) (4)	\$908,784

- (1) Population numbers based upon the U.S. Census Bureau estimate most recently published when deciding limits of each respective year's property tax revenue budget increase.
- (2) July 1, 2010 population is the City's estimate. The U.S. Census Bureau figures will be available in late June 2011.
- (3) CPI increase based on the change in the CPI-U for the Houston-Galveston-Brazoria, Texas as published by the Bureau of Labor Statistics, for the preceding calendar year.
- (4) In accordance to Proposition H, to increase the applicable revenue limitation by \$90 million. The remaining applicable revenue to be added for FY2012 is \$19.79 million.

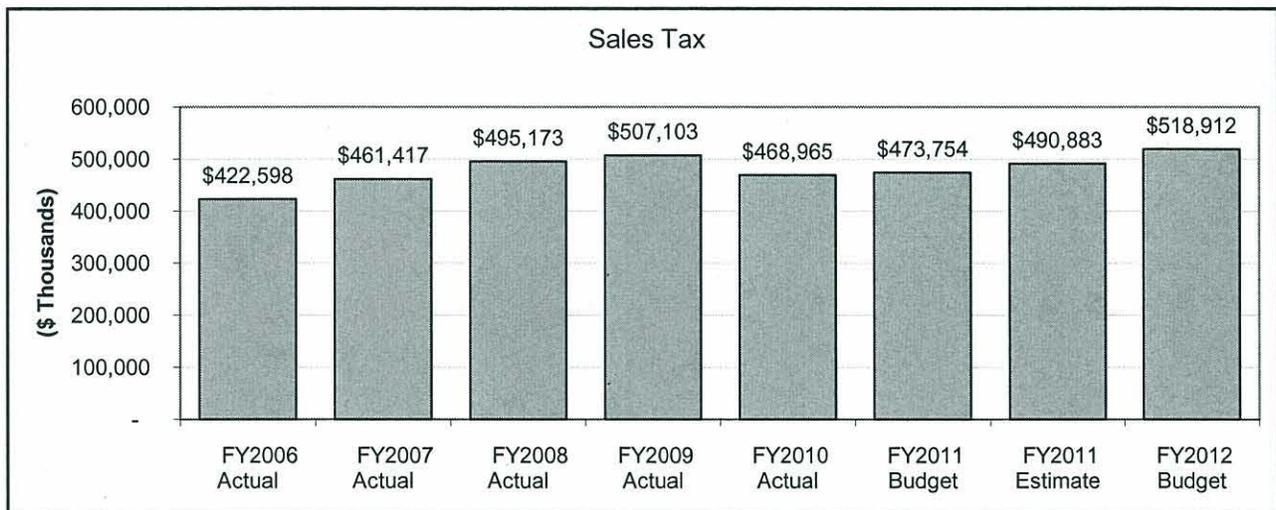
Sales Tax

General sales and use taxes are imposed upon the sale or consumption of certain goods and services at the point of sale. In the City of Houston, a \$0.0825 sales and use tax is applied for every dollar of sales. The Metropolitan Transit Authority (METRO) receives \$0.01, and the State of Texas receives \$0.0625. The State Comptroller remits a \$0.01 share to the City, after withholding a 2% service charge.

The sales tax projections are based on the "Houston Economic Multi-Sector (HEMS) Model" which takes into account the sectors of the Houston economy and estimates of income, prices, population, and Primary Metropolitan Statistical Area (PMSA) retail sales.

Currently, FY2012 is predicted to be a year of recovery from the relatively slow economic growth we experienced in FY2010 and early FY2011. From the FY2011 estimate of \$491 million, the FY2012 budget amount of \$519 million is approximately \$28 million higher with 5.7% growth rate. Sales tax revenues in the business to business space are more variable than the retail space and were a primary contributor. The nation's financial institutions, while still weak, are far from the meltdown they were facing last year. The housing market is no longer in a total freefall and Houston's employment growth has been occurring across a much broader spectrum of sectors than previous years.

The graph below provides a seven-year comparison of the City's Sales Tax revenue.



Industrial District Assessments

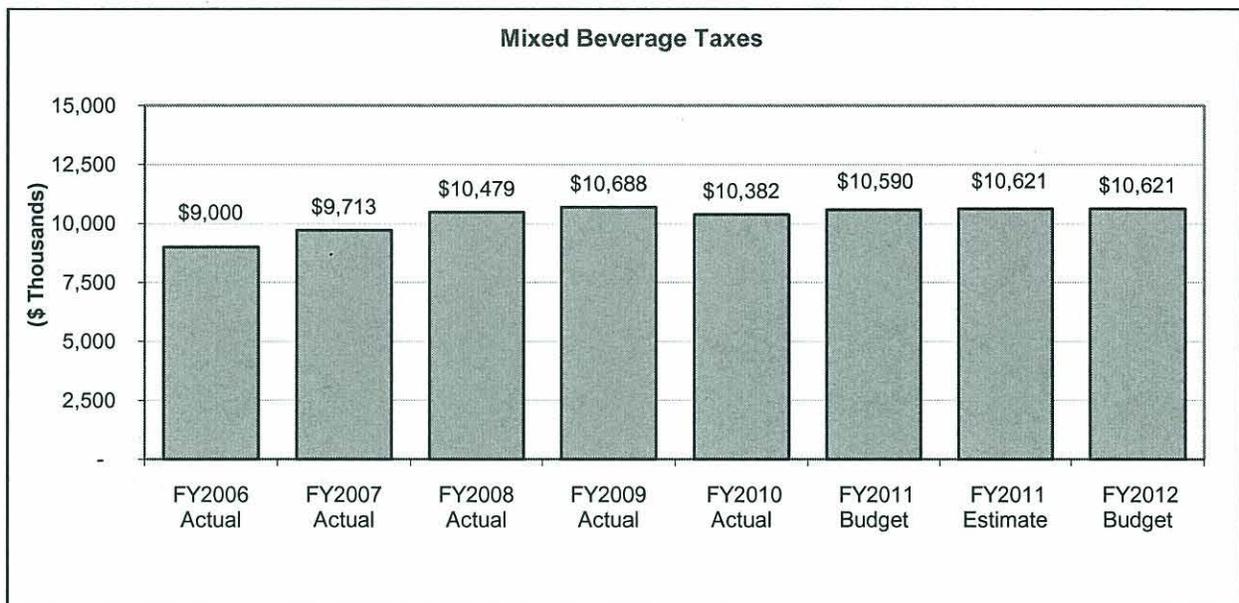
The City of Houston has Industrial District Contract Agreements having a term of fifteen years with more than 100 companies that are located within the Houston Extra-Territorial Jurisdiction (ETJ). A contractually reduced ad valorem assessed valuation fee is calculated and billed annually to each of those companies in lieu of the property being annexed and subject to City of Houston property taxes. Industrial District Assessments are

based on current year property values provided by HCAD. These are contractual revenues, with the current agreements expiring on May 31, 2012. These contract agreements will need to be renewed in the Industrial District. The FY2012 revenue is currently estimated at of \$14.8 million.

Mixed Beverage Tax

By law, all mixed beverage and private club permit holders remit to the State Comptroller a 14% gross receipts tax on their mixed beverage sales each month. Following the end of each calendar quarter, 10.7143% of the tax paid is allocated to the county where each business is located. For any business located within an incorporated city, another 10.7143% of the tax paid is allocated to the city where it is located. The remaining tax is distributed to the State’s General Revenue Fund. Mixed Beverage Tax allocation amounts are dependent upon the timing and accuracy of taxpayer’s returns and payments, but generally represent taxes remitted to the Comptroller’s Office during the calendar quarter immediately proceeding the month the allocation is distributed.

For the FY2012 projection, we are anticipating the revenue estimate of \$10.62 million. The following graph shows the seven-year comparison of the City’s mixed beverage tax revenue.



Franchise Fees

Franchise fees are paid by companies, entities, or persons for the privilege of using public property for private purposes. Franchise agreements have been granted to numerous utilities and other enterprises, either directly by the City of Houston or by the State of Texas, including CenterPoint Energy, AT&T, several cable television firms, and others.

Changes in franchise revenue depend on many factors including economic fluctuations, rate charges, customer usage, franchise agreement changes and legislative actions.

Electric Franchise

Electric franchise fees are paid to the City for the right to conduct an electric light and power business and to use the City rights-of-way for that business.

There are two companies in Houston that pay electric franchise fees: CenterPoint Energy Houston Electric (“CenterPoint”) and Entergy. CenterPoint pays approximately 99% of the electric franchise fees paid to the City, which represents approximately \$96.5 million per year.

Prior to electric deregulation, which became effective on January 1, 2002, electricity franchise payments were calculated as a percentage of the electric company's gross revenues from sales to customers located within the City limits. Under this payment formula, electric franchise fees to the City fluctuated, from \$80 million to as much as \$90 million per year.

From January 2002 through June 2005, franchise payments were no longer calculated based on a percentage of gross revenues, but instead were based on kilowatt hour consumption by customers within the City limits. During this period, electric franchise revenues dropped significantly, averaging \$75 million each year.

In July 2005, or the beginning of FY2006, the City and CenterPoint entered into a new franchise agreement for a term of 30 years. The new agreement establishes a base franchise fee to the City of approximately \$96 million per fiscal year, payable monthly, which is adjusted annually by a small adjustment factor based on kilowatt-hours delivered in the City.

The FY2011 electric franchise fee estimate is \$96.6 million. The FY2012 electric franchise fee estimate of \$98.2 million is approximately 1.7% higher than the FY2011 estimate. Kilowatt-hour consumption for calendar year 2010 was up 1.54% from 2009, with increases in residential and commercial categories and decreases in small industrial, large industrial, municipal and due to newly annexed properties.

The City of Houston exercises original jurisdiction over the rates, operations and services of these electric utilities for the Houston area.

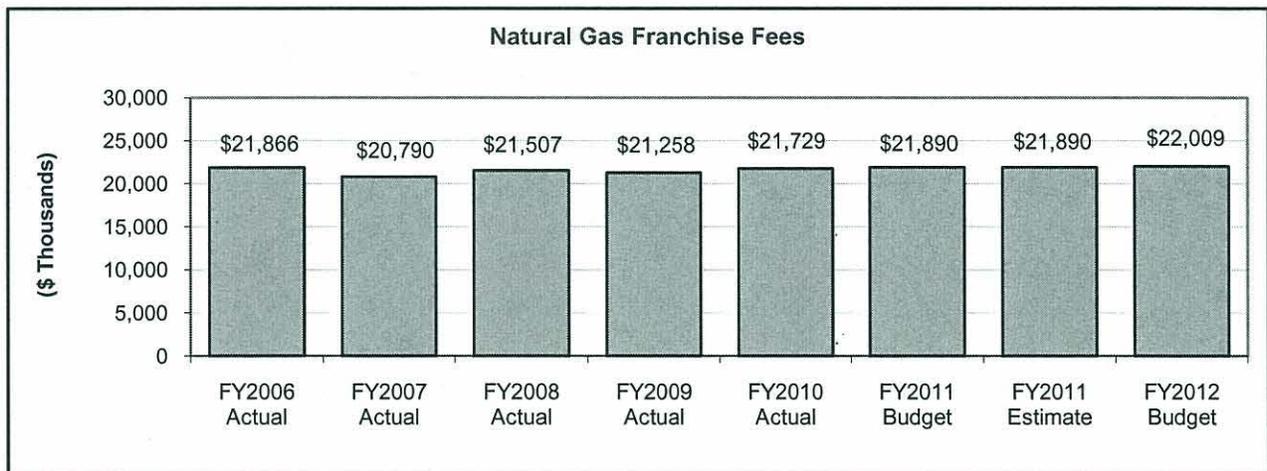
Natural Gas Franchise

Like electric franchise fees, natural gas franchise fees are paid by utilities that use the City rights-of-way for the transportation, delivery, sale and distribution of natural gas to customers in the City.

There is one company in Houston that pays natural gas franchise fees to the City of Houston: CenterPoint Energy Resources Corporation ("CenterPoint" – formerly Entex). These fees are paid monthly and are based on 5% of gross receipts on a rolling 3-year average.

The total estimate for FY2011 natural gas franchise fees from CenterPoint is approximately \$21.9 million. The FY2012 natural gas franchise fee estimate is \$22.0 million, an increase of 0.55% from FY2011.

The graph below provides a seven-year comparison of the City's natural gas franchise fee revenue.



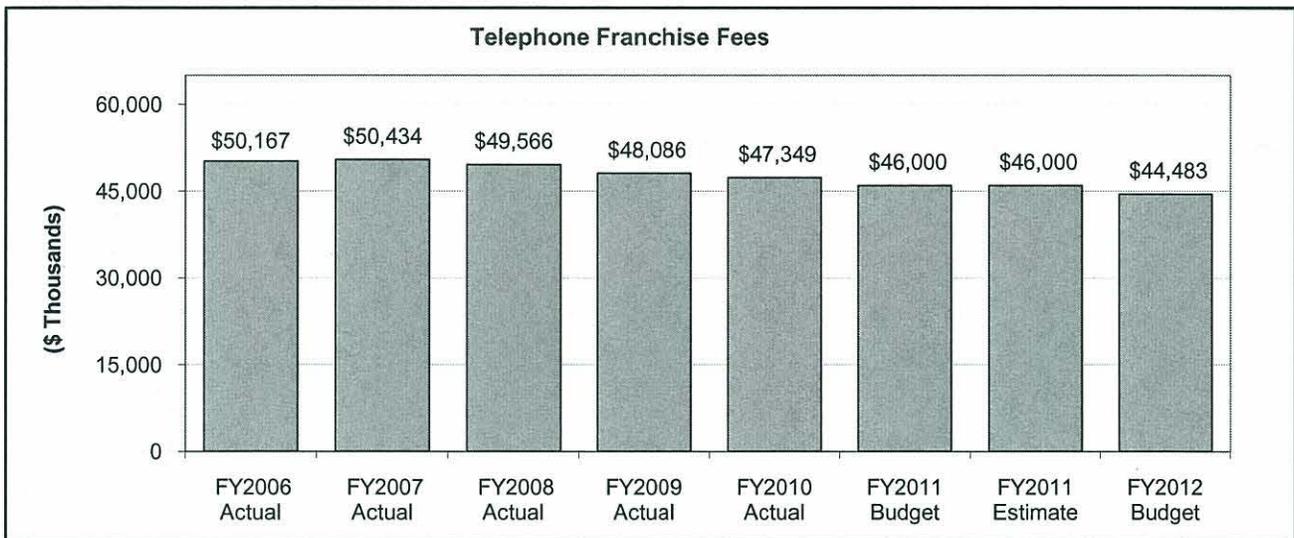
The City of Houston exercises original jurisdiction over the rates, operations and services of these natural gas utilities for the Houston area.

Telephone Franchise

Since deregulation of this industry in 2000, the telephone franchise fee paid to municipalities in Texas has been determined by applying an "access line rate," assigned by the Public Utilities Commission of Texas (PUCT) and adjusted annually for inflation, to the number of access lines in the municipality reported quarterly by each Certificated Telecommunications Provider ("CTP") doing business in that municipality. In FY2012, the projected average number of access lines per quarter is 2.5 million; a decrease of 6% from FY2011 projected levels. The access line rates that will be in effect during the fiscal year are as follows: residential - \$1.72; non-residential - \$5.81; and point-to-point - \$16.51.

The FY2011 estimate for telephone franchise fee is \$46 million, exclusive of audit recoveries. The FY2012 estimate of \$44.5 million is a 3.3% decrease from FY2011's projection, and is reflective of the continued decrease in the number of access lines. There is not a 1:1 relationship in the variability between access line counts and access line revenues due to the varying rates per access line category.

The following graph below provides a seven-year comparison of the City's telephone franchise fee revenue.



Cable TV Franchise Fees

The City of Houston currently has four active cable franchises with the following cable companies: TVMAX of Houston, SuddenLink Communications, Phonoscope, and Northland. Pursuant to the terms of their franchise agreements, these companies pay franchise fees in the amount of 5% of their gross revenues from sales to Houston customers. In addition, there are two cable television/video service-providers operating in Houston under state-issued certificates of franchise authority: Comcast Cable and AT&T UVerse. Under the terms of the state franchise, these operators also pay the City of Houston 5% of their gross revenues from sales to Houston customers. The largest of either type of franchise is Comcast, which accounts for approximately 63.4% of the total cable franchise revenue projection for FY2011. The four remaining City of Houston cable franchises do not expire until after year 2015.

The FY2012 projection of \$18.44 million is 1.38% higher than the FY2011 projection due to continued overall subscriber growth among cable/video service providers.

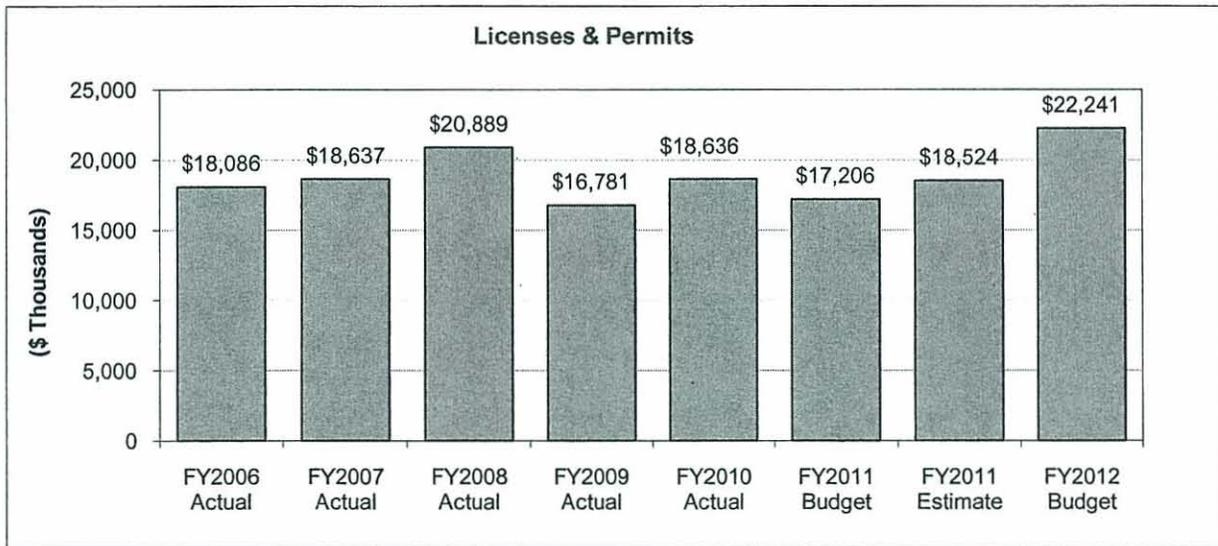
Solid Waste Hauler Franchise Fees

Solid waste haulers pay fees to compensate the City for the use of City streets. Over 180 solid waste hauler franchises pay 3% of gross revenues from transporting commercial solid and industrial wastes that originate within the City limits. The FY2011 estimate for solid waste hauler franchise fees is \$5.4 million, exclusive of audit recoveries. The FY2012 estimate of \$5.6 million assumes that the waste hauling industry is beginning to recover from the effects of the recession, as well as improved compliance efforts.

Other Revenues

Licenses and Permits

The Licenses and Permits category includes such items as fire alarm, special fire, and many other permits. The FY2012 revenue is estimated at \$22.24 million, which is approximately \$3.72 million higher than FY2011 estimate. This is mainly due to the annualized impact to recover cost of services through several fee increases.



Ambulance Fees

Chapter 4 of the City Code provides for the establishment of, and guidelines for, a citywide ambulance service. The base and variable fee structure, as well as the Fire Department, the Finance Department and Administration and Regulatory Affairs Department (ARA) responsibilities are addressed under Section 4.13. ARA has been charged with the billing and collection services resulting from the transport data provided by the Fire Department. ARA has chosen to contract with a private vendor for these services. The City is currently in the third year of a five-year contract renewal with Affiliated Computer Services (ACS) State and Local Solutions, Inc. for billing and collection services. At the end of the five-year term, the City can again opt to renew the contract.

This contract also required the installation of new technology including laptop computer units with specialized patient software that prompts the medics to record vital data needed for required record keeping as well as proper billing documentation. Additionally, driver's license reader devices were installed to accurately record the patient's name and address. ACS is also required to establish business relationships with area hospitals to improve collaboration of patient data records under Chapter 241 of the Texas Health and Safety Code and applicable Federal Law. This was accomplished by implementing the Health Insurance Portability and Accountability Act (HIPAA) electronic compliant database connectivity between area hospitals and ACS to share patient data including insurance information for billing and required record keeping purposes.

Based on the current trend in the transport volume, as well as the annualized impact from the fee increases effective December 1, 2010, the FY2012 revenue is projected at \$ 27.44 million (net of collection fees). This is \$2.6 million higher than the FY2011 estimate of \$24.84 million.

Other Charges for Services

Other charges for services include miscellaneous copy fees, public safety report fees, vending machine concessions, vehicle storage, hazardous material response, and others. For FY2012, revenues of \$12.92 million are projected, an increase of about \$400,000 from the FY2011 estimate of \$12.52 million.

Interfund Direct Charges

The General Fund charges the Houston Airport System for airport police service, which is the responsibility of Houston Police Department (HPD). The FY2012 projection of \$22.02 million is about \$801,000 higher than the FY2011 estimate of \$21.22 million, reflecting slight increases in police compensation and other costs.

The Aviation Enterprise Fund also pays for fire protection provided by the Fire Department to the Houston Airport System. The FY2012 projection of \$17.15 million reflects an increase of approximately 3.03% over the FY2011 estimate; mainly due to increase in base salary (pay increases) and increased request of overtime.

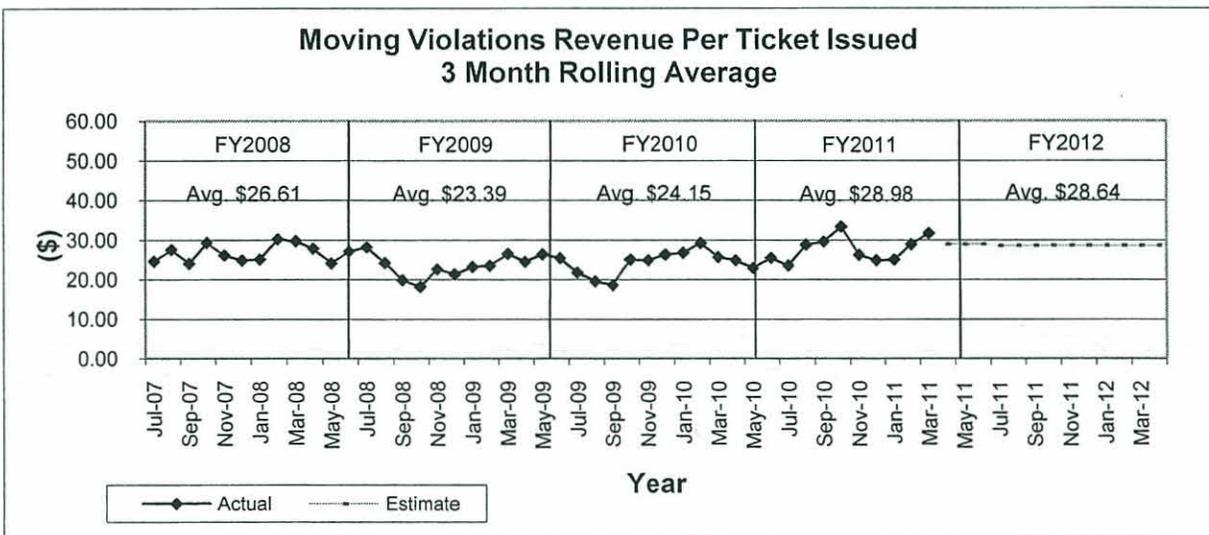
Payments received for other direct services performed by the General Fund are recovered throughout the year. The FY2012 projection of \$6.09 million is \$1.32 million lower than the FY2011 estimate of \$7.41 million, which is mainly due to the transfer of project services to the Dedicated Drainage and Street Renewal Fund in FY2012.

Indirect Cost Recovery

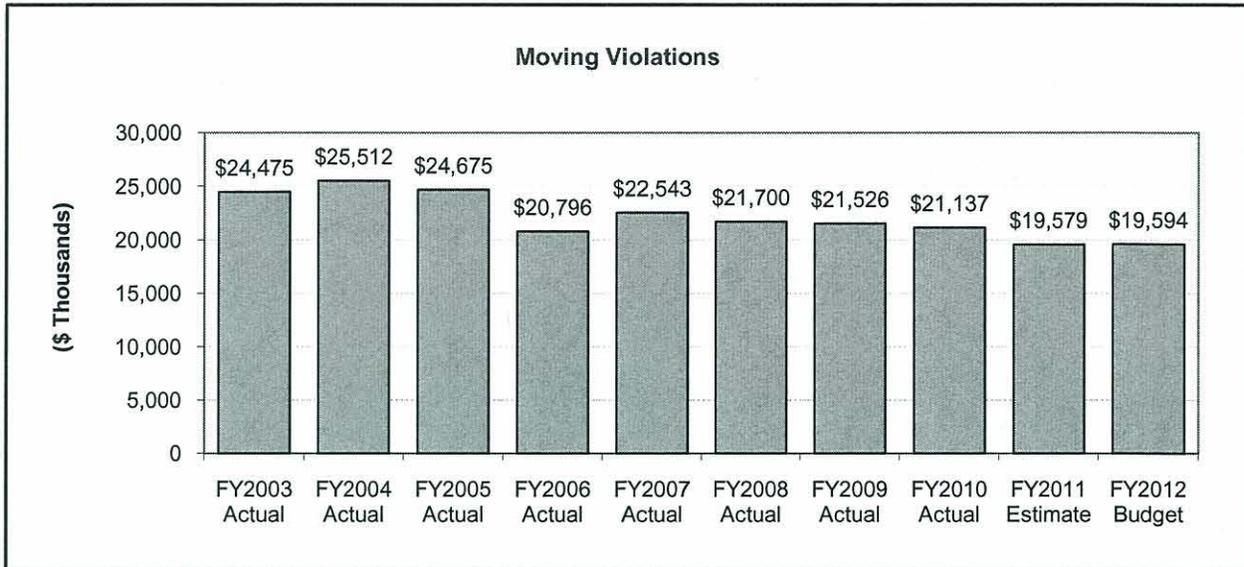
The General Fund provides citywide central support services and recovers the cost of these services through allocation of indirect costs. These amounts are determined through the preparation of an annual cost allocation plan, which distributes administrative overhead costs to General Fund operating departments and to other funds. For FY2012, the proposed plan calls for cost recoveries totaling \$18.52 million, an increase of \$2.4 million in indirect interfund revenue from the FY2011 estimate of \$16.11 million.

Moving Violations

In FY2012, we expect 684,000 tickets to be issued and 178,000 tickets paid at an average of \$107.39 per ticket. Moving violations revenue in FY2012 is projected at \$19.59 million, which is slightly higher than our FY2011 projection of \$19.58 million.



The graph below provides a ten-year comparison of the City's moving violations revenue.



Other Municipal Courts Fines and Forfeitures

Delinquent collection of Municipal Court Fines and Forfeitures is now largely privatized. It is projected to increase from \$16.26 million to \$16.30 million in FY2012.

Interest

The City aggressively invests surplus balances and retains the interest earnings in the General Fund. The amount of such earnings depends on the balance available, the general level of interest rates, and the investment policies (e.g. tolerance for risk, need for liquidity) chosen. With the current economic condition, the FY2012 interest revenue is projected at \$3 million, reflecting a decrease in cash flows as well as lower interest rates compared to FY2011.

Miscellaneous/Other

The FY2012 revenue is estimated at \$6.74 million, which is \$2.3 million lower than FY2011 estimate of \$8.99 million. This is mainly due to prior year revenue adjustment in FY2011.

All Other Revenues

Estimated revenues in remaining categories have been calculated using simple trend analysis, as well as operational and collection information from the collecting department. These revenues decreased from \$55.07 million in FY2011 to \$5.78 million in FY2012 mainly due to METRO funding revenues that is now being recognized in the Dedicated Drainage and Street Renewal Fund instead of General Fund.

A detailed listing of General Fund revenues by category are presented on the following pages showing the FY2010 Actual, FY2011 Current Budget and Estimate, and the FY2012 Budget amounts.



FISCAL YEAR 2012 BUDGET

General Fund Revenues by Category

Commitment Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
<u>Taxes</u>					
General Property Taxes					
411020	Current Property Tax	807,692,636	741,267,744	765,865,764	759,547,505
411030	Current Year Delinquent Property Tax	59,830,566	82,374,256	61,096,236	60,342,495
411040	Delinquent Property Tax - Prior Years	498,200	497,647	546,688	520,812
411110	Prior Year Delinquent Property Tax-1998	1,092	0	0	0
411120	Prior Year Delinquent Property Tax-1999	59,545	1,004	1,198	0
411130	Prior Year Delinquent Property Tax-2000	78,763	90,090	65,340	1,142
411140	Prior Year Delinquent Property Tax-2001	109,206	89,151	86,429	62,248
411150	Prior Year Delinquent Property Tax-2002	133,898	109,434	119,835	82,338
411160	Prior Year Delinquent Property Tax-2003	235,970	172,714	146,930	114,163
411170	Prior Year Delinquent Property Tax-2004	508,423	269,432	258,936	139,976
411171	Prior Year Delinquent Property Tax-2005	1,827,368	465,297	707,906	246,680
411172	Prior Year Delinquent Property Tax-2006	1,703,726	773,368	1,855,220	531,499
411173	Prior Year Delinquent Property Tax-2007	2,526,554	1,440,522	1,869,544	1,910,306
411174	Prior Year Delinquent Property Tax-2008	4,619,876	2,439,828	2,772,456	1,781,053
411175	Prior Year Delinquent Property Tax-2009	0	5,454,513	4,369,518	2,641,226
411176	Prior Year Delinquent Property Tax-2010	0	0	0	4,162,559
411180	Current Delinquent - P & I	5,302,767	4,645,424	4,513,953	4,298,707
411190	Penalty&Interest-Delinq. Property Tax	8,394,821	6,755,576	7,146,047	6,805,291
411210	Property Tax Rebates	(658,493)	(710,000)	(710,000)	(710,000)
Subtotal	General Property Taxes	892,864,918	846,136,000	850,712,000	842,478,000
412010	Sales Tax	468,964,775	473,754,000	490,883,000	518,912,000
Other Tax					
413010	Mixed Beverage Tax	10,381,803	10,590,000	10,621,000	10,621,000
414010	Bingo Tax	195,026	206,000	175,000	185,000
Subtotal	Other Tax	10,576,829	10,796,000	10,796,000	10,806,000
Total Taxes		1,372,406,522	1,330,686,000	1,352,391,000	1,372,196,000
<u>Industrial District Assessment</u>					
415010	Industrial District Assessment	15,816,906	16,000,000	14,800,000	14,800,000
Total Industrial District Assessment		15,816,906	16,000,000	14,800,000	14,800,000
<u>Franchise Fees</u>					
Electric Franchise					
416010	Electricity Franchise Tax	95,630,300	96,586,122	96,591,383	98,193,604
416020	Miscellaneous Franchise Fee	1,618,154	1,565,172	1,559,911	1,500,000
Subtotal	Electric Franchise	97,248,454	98,151,294	98,151,294	99,693,604
Telephone Franchise					
417010	Telephone Franchise Tax	47,348,901	46,000,000	46,000,000	44,482,800
419090	Telecomm Franchise Fees - Prior Year	914,782	0	150,000	0
Subtotal	Telephone Franchise	48,263,683	46,000,000	46,150,000	44,482,800
Gas Franchise					
418010	Natural Gas Franchise Tax	21,728,760	21,889,640	21,889,640	22,009,397
Other Franchise					
419010	Cable TV Franchise Tax	17,257,533	17,077,000	18,187,950	18,439,200
419040	Solid Waste Hauler Franchise Fee	5,351,949	5,325,000	5,400,000	5,568,000
419050	Spur Track Franchise Fee	20,426	20,426	20,426	20,426
419070	Fiber Optics Franchise Fee	274,856	272,361	40,180	16,100
419110	Cable TV Franchise Fees-Prior Year	901	0	163,135	0
419120	Solid Waste Franchise Fees-Prior Year	721,925	0	300,237	0
Subtotal	Other Franchise	23,627,590	22,694,787	24,111,928	24,043,726
Total Franchise Fees		190,868,487	188,735,721	190,302,862	190,229,527
<u>Licenses and Permits</u>					
421010	Special Food Permits	878,179	781,600	816,300	890,300
421020	Food Dealers Permits	2,991,678	2,810,100	3,169,300	3,381,700
421030	Food Managers Permits	494,021	485,000	474,100	474,100
421040	Mobile Food Vendor Licenses	304,730	216,000	403,000	479,100
421060	Miscellaneous Health Permits	1,104,147	970,400	1,051,300	1,156,200

FISCAL YEAR 2012 BUDGET

General Fund Revenues by Category

Commitment Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
421070	Swimming Pool Operating Permits	512,060	364,300	203,495	0
421080	Rabies Control Licenses	719,961	560,000	0	0
421100	Occupation Licenses	113,684	120,000	142,000	152,650
421110	Sexually Oriented Business Permits	28,140	27,750	32,830	28,420
421130	Decals for Coin-Ope.Amusement Machines	265,290	375,000	265,000	280,141
421140	Dance Licenses	53,334	75,000	65,330	70,230
421150	Liquor Licenses	1,228,813	1,020,000	1,098,210	1,098,212
421180	Special Fire Permits	5,019,199	4,779,980	4,655,734	5,000,000
421200	Other Building & Construction Permits	9,140	11,250	16,760	20,140
421210	Fire Alarm Permits	220,165	229,930	299,542	288,205
421220	School Bus Licenses & Permits	15,517	13,340	16,000	36,550
421230	Taxicab Licenses & Permits	909,128	908,150	1,160,000	1,134,500
421270	City Election Fees	34,500	0	0	0
421280	Other Licenses & Permits	41,522	28,000	50,000	65,700
421290	Tower Application Review Fee	2,471	1,600	2,600	4,620
421310	Mobility Permits	785,014	695,000	900,000	0
421320	Dumpster Permits	1,725,877	1,616,000	2,000,000	2,600,000
421400	Miscellaneous Sign Fees	79,628	84,550	20,000	0
421410	Permit Preparation Fees	25,974	18,000	18,000	18,000
421490	Plan Review Fees	0	0	0	2,500,000
421570	Limousine Permits	587,900	543,150	580,000	696,000
421580	Charter Bus Permits	167,325	151,950	166,000	177,650
421590	Right-of-way Permits	314,237	317,018	317,018	324,378
421600	Jitney Permit & Inspection Fees	4,375	3,275	2,330	4,010
421610	Low Speed Shuttle Permit/Inspection Fees	0	0	200	2,300
421620	Pedicab Permits & Inspection Fees	0	0	10,000	25,000
421630	Administrative Fee - Licenses & Permits	0	0	588,880	1,333,320
Total Licenses and Permits		18,636,009	17,206,343	18,523,929	22,241,426
Intergovernmental					
422010	Medicaid Title XIX	397,784	300,000	300,000	300,000
422020	Medicaid Title XX	1,587,386	1,200,000	1,200,000	1,200,000
422122	Municipal Service Fees - TIRZ	355,000	6,233,200	6,233,200	6,233,200
422141	Intergovernmental Revenue - TIRZ	3,629,693	3,474,000	3,369,364	3,427,672
422150	Intergovernmental Revenue - Metro	25,000,000	47,620,905	47,620,905	0
429095	Medicare Part D Distribution	1,178,289	996,000	996,000	0
Total Intergovernmental		32,148,152	59,824,105	59,719,469	11,160,872
Charges for Services					
Direct Interfund Services					
424030	Intfd Computer Dev	123,164	0	179,497	60,000
424050	Interfund Fire Protection Services	16,244,269	16,642,455	16,642,455	17,145,594
424060	Interfund Airport Police Services	19,887,951	21,217,098	21,217,098	22,018,137
424070	Interfund Legal Services	1,158,666	1,234,498	1,225,469	1,110,724
424080	Interfund Payroll Services	0	1,096,694	1,096,694	1,200,000
424110	Other Interfund Services	9,143,458	2,804,272	3,242,272	2,773,084
424120	Interfund Vehicle Fuel	92,271	299,291	305,797	0
424130	Interfund Vehicle Repair	189,145	219,615	250,604	0
424140	Interfund Inventory	(99,217)	0	528	0
424150	Interfund Auditing Services-601	0	226,873	226,873	229,000
424160	Interfund Affirmative Action Services	55,743	394,354	273,500	70,000
457010	Interfund Land Acquisition	110,900	110,850	110,850	110,900
457020	Interfund Communication Equipment Repair	0	537,090	499,090	537,090
Subtotal Direct Interfund Services		46,906,350	44,783,090	45,270,727	45,254,529
Indirect Interfund Services					
425010	Indirect Cost Recovery-Aviation	2,771,233	3,316,303	3,140,667	3,209,709
425020	Indirect Cost Recovery - Civic Center	940,024	772,515	397,242	881,180
425030	Indirect Cost-CUS Fund	3,147,722	3,034,287	3,034,287	3,868,673
425040	Indirect Cost-Houston Area Lib Auto NetWork	90,006	99,000	99,000	99,000
425050	Indirect Cost Recovery-Auto Dealers	666,294	673,465	673,465	684,231
425060	Indirect Cost Recover -Public TV	33,857	35,836	35,836	39,659
425070	Indirect Cost-Building Inspection	1,549,974	1,734,697	1,734,697	1,753,262

FISCAL YEAR 2012 BUDGET

General Fund Revenues by Category

Commitment Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
425080	Indirect Cost Recovery-Street & Drainage	1,042,080	1,158,533	1,158,533	1,257,112
425090	Indirect Cost Recovery-911 Emergency	110,000	418,295	110,000	110,000
425100	Indirect Cost Recovery-Other	1,580,353	1,562,234	1,562,234	2,259,388
425110	Indirect Cost Recovery-Grants	4,080,472	3,649,252	4,164,252	4,360,000
Subtotal	Indirect Interfund Services	16,012,015	16,454,417	16,110,213	18,522,214
Charges for Services					
426010	Hazardous Materials Response	52,220	84,450	45,000	56,100
426020	Hazardous Materials Permit	33,405	36,100	38,450	36,500
426030	Ambulance Fees	21,638,983	21,753,000	24,840,000	27,442,000
426040	Library Service Charges	0	0	500	0
426050	Animal Control Fees	82,852	102,200	0	0
426060	Clinical Fees	0	0	100	0
426070	Hotel & Motel Ordinance	1,600	2,800	1,000	1,200
426090	Demolition Fees	796,249	603,391	604,000	600,000
426100	Non-Resident Garbage Fee	334,569	500,000	435,000	435,000
426110	Extra Container Garbage Fee	1,059,349	1,840,000	1,540,000	1,540,000
426120	Weed Cutting Fees	724,395	552,316	673,000	640,000
426130	Dental Fees	8,501	0	5,700	0
426240	Limousine Inspection Fees	38,505	33,925	40,000	71,425
426250	Platting Fees	2,208,491	2,000,000	2,500,000	3,584,191
426260	Police Services	99,084	112,000	126,004	160,000
426290	Other Service Charges	168,682	204,800	204,800	104,000
426300	Certified Copies Fees	2,436,420	2,194,700	1,945,500	2,085,000
426320	City Maps & Related Items	1,366	1,450	1,200	1,450
426330	Miscellaneous Copies Fees	45,480	28,360	52,648	48,080
426340	Public Safety Reports Fees	749,721	730,960	738,771	765,490
426350	Fire Fighting Services	449,692	477,020	600,000	618,015
426370	Training Services	98,557	94,500	94,500	94,500
426390	Misc. Services to Other Agencies	433,679	420,000	385,810	0
426420	Building Space Rental Fees	984,564	1,087,729	1,203,124	807,821
426430	Facility Rental Fees	258,618	246,672	223,666	216,003
426480	Securing/Boarding - Nuisance Abatement	97,562	60,000	56,000	52,000
426485	Visual Blight - Nuisance Abatement	2,560	3,000	1,850	1,900
443120	Photocopier Concessions	265,010	0	0	0
443130	Pay Phone Concessions	354,469	350,000	301,000	301,000
443150	Telecommunications Revenue	190	100	100	100
443160	Vending Machine Concessions	249,780	205,200	218,973	214,449
445050	Cell Tower Revenue	221,123	269,520	234,800	278,735
447020	Garage Parking Revenue	260,085	230,000	252,500	210,000
456255	Misc Operating Revenue	1,000	0	0	0
Subtotal	Charges for Services	34,156,761	34,224,193	37,363,996	40,364,959
Total	Charges for Services	97,075,126	95,461,700	98,744,936	104,141,702
Fines and Forfeits					
Municipal Courts Fines and Forfeits					
427010	Moving Violations	21,137,454	19,744,986	19,578,678	19,593,870
427030	MCTP Monthly Time Payment	864,203	715,776	704,894	707,210
427040	Non-Traffic Fines	2,787,789	2,804,579	2,824,303	2,826,753
427050	Failure to Appear Fines	2,531,779	2,350,159	2,313,343	2,316,830
427060	Scire Facias Forfeitures	1,056,383	1,183,560	1,037,898	1,042,707
427070	Bond Handling Fees	2,557	3,251	2,057	2,067
427100	Local Court Costs	667,911	624,496	596,512	599,275
427110	Driver Safety Administration Fees	1,548,005	1,486,212	1,303,280	1,309,318
427120	Cash Bond Forfeiture Fees	22,330	41,283	35	47
427130	Local Arrest Fees	1,693,832	1,568,743	1,558,804	1,566,026
427140	State Arrest Fees	0	2	3	3
427150	Towing Hearing Filing Fee	(9,585)	0	19,910	0
427160	Warrant Fees	382,936	400,905	259,089	260,289
427170	HPD Overtime Fee	64	89	10	10
427180	Capias Pro Fine	4,643	4,555	3,973	3,991
427200	Unclaimed Fines & Forfeitures	4,176	118	6,185	6,590
427210	Court Costs/Jury Costs	85	55	87	87

FISCAL YEAR 2012 BUDGET

General Fund Revenues by Category

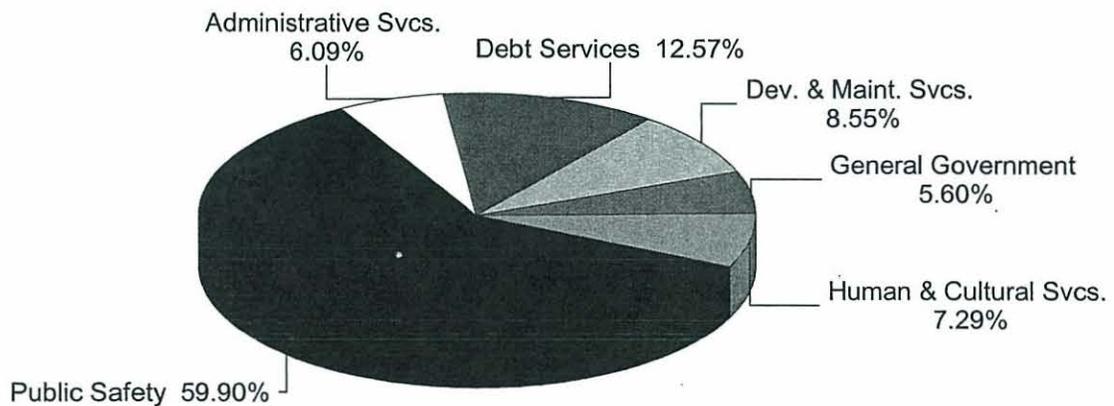
Commitment Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
427220	Suspended Sentence Fees	4,143,643	4,531,728	4,500,185	4,521,034
427250	Registration Denial Fee	264,306	202,334	305,134	306,548
427260	Dismissal Fees	993,178	939,485	827,640	831,474
Subtotal Municipal Courts Fines and Forfeits		38,095,689	36,602,316	35,842,020	35,894,129
Other Fines and Forfeits					
428010	Deposit Forfeitures	(6,090)	0	0	0
428020	Library Fines	746,038	600,000	600,000	500,000
428030	Release of Liens	98,813	85,000	105,200	126,000
428040	Vehicle Tow-Away Fees	2,468	1,000	4,200	4,200
428050	False Alarm Penalties	402,405	903,395	813,000	1,038,905
428060	Other Interest Income	25,787	28,000	230,384	96,616
428080	Returned Check Charges	16,524	13,545	12,596	13,211
428090	Miscellaneous Fines & Forfeitures	17,487	64,500	70,000	52,000
428100	Interest on Liens-COH	73,219	85,000	128,000	131,000
428105	Interest on Liens-Contract	651,966	540,000	577,000	600,000
Subtotal Other Fines and Forfeits		2,028,617	2,320,440	2,540,380	2,561,932
Total Fines and Forfeits		40,124,306	38,922,756	38,382,400	38,456,061
Interest					
432010	Interest on Pooled Investments	6,857,785	6,750,000	5,000,000	3,000,000
Total Interest		6,857,785	6,750,000	5,000,000	3,000,000
Miscellaneous/Other					
431020	Contributions from Others	143,989	155,460	148,764	155,460
434150	Streets & Bridges Assessments	44,364	56,000	73,000	75,000
434205	Sale of Scrap Metal	44,784	32,500	20,000	30,000
434210	Sale of Scrap Oil & Tires	5,779	4,520	6,000	0
434225	Sale of Non-Capital Equip. & Merchandise	392,846	325,000	445,000	325,000
434230	Animal Adoption	111,971	70,700	0	0
434305	Judgments & Claims	140,649	110,000	27,900	120,000
434315	Reimbursement of Court Costs	1,129	0	5,000	0
434330	Subrogations	0	10,000	0	10,000
434335	Recover Damage-Infrastructure	61,461	65,300	99,416	0
434340	Cashier Overages	1,902	0	1,400	0
434505	Prior Year Expenditure Recovery	784,202	50,000	2,477	50,000
434510	Prior Year Revenue	(139,590)	52,000	2,942,778	52,000
434515	Street Milling Sale Earnings	1,245,248	800,000	900,000	0
444010	Private Contributions	715	0	0	0
452020	Recoveries & Refunds	4,490,825	5,623,055	3,506,475	5,013,350
452030	Miscellaneous Revenue	883,561	16,048,636	811,307	908,906
Total Miscellaneous/Other		8,213,835	23,403,171	8,989,517	6,739,716
Other Resources					
434235	Sale of Capital Assets	0	0	200,000	1,000,000
434240	Sale of Capital Assets-Land/Streets	6,478,992	36,050,000	13,417,918	12,550,000
434245	Sale of Capital Assets - Vehicles	68,955	0	0	0
434520	Pension Obligation Bond Proceeds	20,000,000	0	0	0
490020	Transfer from Special Revenue Fund	3,101,655	7,500,000	10,100,000	2,189,600
490030	Transfer from Debt Service Fund	0	0	812,497	0
490060	Transfer from Civic Center	7,976,291	486,294	468,262	10,472,463
490070	Transfer from Capital Project Fund	14,881,294	0	431,577	0
490080	Other Operating Transfers In	0	250,000	250,000	17,361,500
490110	Transfer from Grant	4,199,088	13,500,000	10,070,000	0
490120	Transfer from Component Unit	0	0	0	12,339,000
490140	Transfer from Parking Management	8,500,000	7,000,000	8,259,000	9,117,371
Total Other Resources		65,206,275	64,786,294	44,009,254	65,029,934
Grand Total:		1,847,353,403	1,841,776,090	1,830,863,367	1,827,995,238

GENERAL FUND EXPENDITURE/OTHER USES SUMMARY

General Fund Expenditures and other uses make up the largest portion of the City's FY2012 Budget. These expenditures and other uses are funded by revenues and other sources from property and sales taxes, franchise fees, licenses and permits, charge for services, grants, miscellaneous and other sources. (For a detailed explanation, see the General Fund Resources Summary).

FY2012 General Fund expenditures and other uses are allocated among twenty-four (24) departments and five (5) functional areas, the functional areas include Public Safety, Development and Maintenance Services, Human and Cultural Services, Administrative Services, and General Government. The following graph illustrates the allocation of these expenditures and other uses.

GENERAL FUND EXPENDITURES/OTHER USES FY2012 BUDGET



Total=\$1,827,997,595

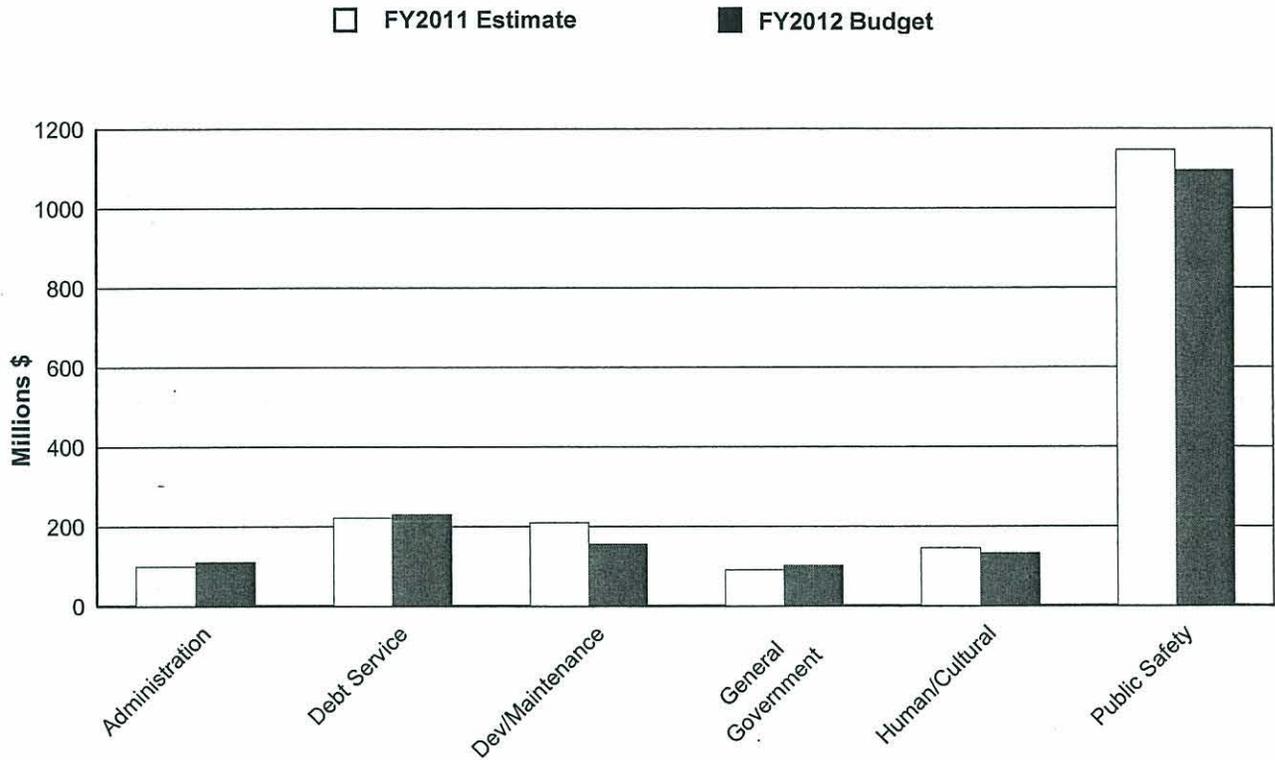
OVERVIEW

The largest single category of expenditures and other uses in FY2012 is Public Safety with 59.90 percent of the total, followed by Debt Service, Development and Maintenance Services, Human and Cultural Services, Administrative Services and General Government with 12.57, 8.55, 7.29, 6.09 and 5.60 percent, respectively.

The City will continue to comply with federally mandated regulations resulting from the Americans with Disabilities Act (ADA), rules governing underground storage tanks and the discharge of storm water. The City is subject to increased costs for some contractual services, garbage disposal services, as well as increase for Fire staffing, health benefits and classified compensation.

The following graph compares the FY2011 Estimate and FY2012 Budget by functional category. Please refer to the tables at the end of this section for comparisons among departments.

General Fund Expenditures/Other Uses FY2011 Estimate vs. FY2012 Budget



The FY2011 Estimate for General Fund expenditures/other uses totals \$1,913.6 million with the FY2012 Budget decreasing by \$85.6 million to \$1,828.0 million.

The following section provides highlights of FY2012 General Fund expenditures/other uses by functional category and department.

Public Safety

The Public Safety functional category includes the departments of Fire, Houston Emergency Center, Municipal Courts and Police.

- The Fire Department's FY2012 Budget provides: 1) annualized classified pay raises; 2) restructuring of the tele-health nurse program; 3) funding for three new cadet classes.
- The Houston Emergency Center (HEC) Department will continue its mission of providing the citizens of Houston with the most efficient, accurate, and professional service when processing their life-threatening calls.
- Municipal Courts budget provides for the continuance of the civil adjudications court process that began late FY2011. The FY2012 budget also includes the implementation of the court system management and resource technology (CSMART).
- The Police Department's FY2012 Budget includes funding to meet the department's short term goals of enhancing safety throughout the city, improving public satisfaction, ensuring the department's accountability to the public and maintaining and increasing productivity. It also includes funding for two new cadet classes.

Development and Maintenance Services

The Development and Maintenance Services functional category includes the General Services, Planning and Development, Public Works and Engineering, and Solid Waste Management Departments.

- The General Services Department (GSD) continues to provide best practices in managing facilities, design, construction, security and resource conservation in core civic buildings to optimize the life of City buildings. This budget also includes expansion of facility management for Houston Permitting Center, Parking Management facility, Health Lab at Holcombe and the Fondren Police Station.
- The Planning and Development Department continues development of an enterprise geospatial system for the City's Geographic Information System (EGIS) that will improve efficiency and effectiveness of Planning and Development as well as other City departments. The budget also includes funding to develop a multi-mobility plan, and the Integrated Land Management System (ILMS) to better monitor development projects and provide improved public information.
- The Public Works and Engineering Department's FY2012 Budget only includes the division of real estate management. As a result of Proposition 1, the City's initiative to rebuild the drainage and street infrastructure for better mobility of residents will be recognized in the newly created Dedicated Drainage and Street Renewal Fund.
- The Solid Waste Management Department's core mission provides the citizens of Houston with cost-effective, environmentally sound and safe solid waste management services. In FY2012, the budget calls for expanding automated curbside recycling citywide, re-routing heavy trash to gain efficiencies and savings, and partnering with the Houston Apartment Association and private haulers to pilot multi-family dwellings to increase diversion and preserve valuable landfill airspace for future generations of Houstonians.

Human and Cultural Services

The Human and Cultural Services functional category includes the departments of Convention and Entertainment Facilities, Health and Human Services, Housing & Community Development, Library and Parks and Recreation.

- The Health and Human Services Department budget includes reducing costs by streamlining administrative functions before cutting programs, restructuring the organizations to maximize managerial and supervisory capacity, improving the public health infrastructure, and improving disease identification and control.

- The Housing & Community Development Department supports two citywide initiatives: 1) land assemblage redevelopment authority; and 2) the Houston Hope Program. Housing will provide financial inducement to encourage economic development and service the elderly, individuals and families with special needs, and the physically challenged.
- The Houston Public Library (HPL) Department FY2012 budget is focused toward programs for youth and adults in school support, literacy advancement, technology access and instruction and workforce development. The budget also includes funding to ensure design criteria meet Americans with Disabilities Act compliance for all facilities.
- The Parks and Recreation Department continues to offer great summer programs to City's youth including but not limited to: free swimming, the basics of tennis and golf, baseball, football, basketball leagues, and nature trips to Lake Houston Wilderness Park. The funding also provides continued adaptive sports and recreation activities offered for children and adults with disabilities at the Metropolitan Multi-Service Center.

Administrative Services

The Administrative Services functional category includes the departments of Administration and Regulatory Affairs, Office of Business Opportunity, City Council, City Secretary, Office of the City Controller, Finance, Human Resources, Information Technology, Legal, and Office of the Mayor.

- The Controller's Office continues to protect the financial integrity of Houston's City government. In FY2012 the department will continue ensuring accurate and timely reporting on the City's current financial condition, assessing the City's future financial condition, and certifying to City Council that funds are available for all appropriations. The department will also continue to maintain internal audit coverage and manage the investment portfolio.
- The Finance Department continues to emphasize strategic financial planning and performance reporting while maximizing the effective and efficient use of public funds. The FY2012 budget includes funding to execute the directives and policies of the Administration and City Council, create the new Accounts Receivable Collection group, and consolidate CIP's services and reports into Public Finance.
- Administration and Regulatory Affairs serves the citizens by providing support through sound management of the City's financial activities. The department focuses on ensuring policies and procedures are compliant. The FY2012 budget includes funding to complete the implementation of KRONOS Time and Attendance system, as well as, transform 3-1-1 Service Helpline division to a voice IVR/technology platform to increase citizen engagement.
- The Information Technology Department continues to improve the organization of information technology throughout the City by leveraging emerging technologies, reducing cost, limiting growth in the workforce and improving services to citizens and employees. The FY2012 budget includes funding for: 1) the initial phase of public service users of the new radio system; 2) upgrading the 3-1-1 System to next generation technology; 3) continued implementation of Next Generation Record's Management Technology; 4) initial implementation for an effective Disaster Recovery Plan over the next three years.
- The Legal Department continues the provision of core legal services, bond issue representation, preparation of ordinances and resolutions, utility regulation, and revenue collection. The FY2012 budget will focus on enhancing coordination of legal services related to neighborhood preservation, contract services as it relates to redistricting, and continue to pursue collection of debts owed to the City.

General Government

General Government expenditures/other uses include costs shared citywide, where costs cannot be attributable to any single department. The FY2012 Budget includes funding for limited purpose annexation sales tax payments, civilian retiree health benefit costs, and claims and judgments.

FISCAL YEAR 2012 BUDGET

General Fund Expenditure Summary

Commitment Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	270,413,309	264,597,211	262,320,176	206,722,898
500020	Salary Base Pay - Classified	509,245,793	520,777,273	524,907,615	522,404,481
500030	Salary Part Time - Civilian	5,527,072	4,117,875	3,859,408	3,284,243
500040	Salary Assignment Pay - Classified	6,876,712	6,738,586	6,563,942	6,508,415
500050	Sal-Edu/Incen-Classfd	15,238,301	15,529,604	15,553,046	15,723,161
500060	Overtime - Civilian	6,424,341	6,245,126	5,990,010	3,616,932
500070	Overtime - Classified	31,518,683	30,479,156	29,689,784	25,396,225
500090	Premium Pay - Civilian	1,049,675	1,072,772	1,027,348	757,583
500100	Premium Pay - Classified	(84)	0	0	0
500110	Bilingual Pay - Civilian	643,166	654,644	635,148	486,767
500120	Bilingual Pay - Classified	2,847,797	2,910,286	2,957,234	2,975,000
500130	Equipment Allowance-Classified	10,620,279	10,897,194	10,600,000	10,607,920
500150	Shift Differential Pay-Classified	4,554,266	4,738,105	4,538,105	4,733,525
500160	Training Incent.-Classified	31,007,944	31,705,717	31,281,005	31,173,894
500170	Weekend Prem Pay-Classified	3,858,477	4,194,883	3,800,000	3,928,694
500180	Temporary Employees	1,172,621	1,527,770	1,553,820	747,906
500190	Temporary Higher Class Pay	2,756,563	2,611,632	2,800,980	2,662,983
500200	Residency Incentive Payment	274,549	205,000	205,000	0
500210	Pay for Performance-Municipal	176,267	519,543	273,486	203,341
501020	Clothing Allowance - Classified	1,242,200	1,270,000	1,300,100	1,064,451
501040	Earned Leave - Classified	1,151,132	1,151,050	1,301,902	1,301,902
501050	Employee Awards	10,385	11,700	12,200	9,200
501070	Pension - Civilian	40,016,515	39,682,284	40,255,720	37,213,032
501080	Pension - Fire	74,298,831	76,762,442	76,502,522	61,757,614
501090	Pension - Police	72,668,617	77,666,370	77,566,370	65,545,428
501100	Phase Down Classified	9,298,561	10,982,298	9,623,469	9,970,976
501110	Strategic Staffing-Classified	683,672	1,000,000	800,000	1,000,000
501120	Termination Pay - Civilian	4,147,885	2,897,018	3,793,428	7,666,799
501130	Termination Pay - Classified	11,515,481	12,565,233	12,565,233	6,908,582
501140	Third Party Disability B-Classified	3,089,856	3,109,381	3,508,517	3,351,434
501150	Trainees for Classified Service - Cadets	4,182,621	3,519,106	3,554,327	3,084,457
501160	Vehicle Allowance - Civilian	221,361	237,288	235,674	212,800
501170	Vehicle Allowance - Classified	202,300	220,000	220,000	220,000
502010	FICA - Civilian	21,359,789	21,276,860	20,757,670	16,535,738
502020	FICA - Classified	6,390,585	6,643,031	6,650,725	6,760,170
503010	Health Ins-Act Civilian	39,752,535	39,609,965	39,836,116	33,623,168
503015	Basic Life Insurance - Active Civilian	157,925	162,381	160,185	122,775
503020	Health Ins.Act-Classified	78,775,804	81,094,847	80,670,351	91,354,989
503025	Basic Life Insurance - Active Classified	305,902	323,294	321,810	329,264
503040	Health/Life Ins.Ret-Classified	28,680,662	25,286,191	25,626,643	15,498,843
503050	Health/Life Insurance - Retiree Civilian	18,902,506	16,818,547	16,824,550	9,415,728
503060	Long Term Disability-Civilian	516,046	538,509	528,878	396,455
503061	Long Term Disability-Classified	250,438	332,537	254,925	323,114
503070	Municipal Pension-Other Classified	361,352	422,994	300,000	422,994
503080	Workers Compensation-Classified-Admin	1,751,751	2,067,890	2,059,987	1,882,452
503090	Workers Compensation-Civilian-Admin	1,270,075	1,486,697	1,504,600	1,067,052
503100	Workers Compensation-Civilian-Claim	2,488,030	2,703,984	2,152,042	1,973,389
503110	Workers Compensation-Classified-Claim	8,778,896	8,869,147	9,223,445	9,050,805
504020	Compensation Contingency	(5,626)	6,964	4,062	598,392
504030	Unemployment Claims - Administration	634,492	233,841	677,742	5,933,365
504040	Res For Police Enhanc.-Classified	1,669,825	100,000	50,000	100,000

FISCAL YEAR 2012 BUDGET

General Fund Expenditure Summary

Commitment Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
504060	Health Benefits-Fire	0	650,000	700,000	700,000
	Total Personnel Services	1,338,976,135	1,349,224,226	1,348,099,300	1,237,329,336
511010	Chemical Gases & Special Fluids	853,358	797,315	713,647	323,914
511015	Cleaning & Sanitary Supplies	1,065,452	918,913	934,029	781,442
511020	Construction Materials	8,929,004	9,326,483	10,206,977	339,680
511025	Electrical Hardware & Parts	2,067,859	1,773,537	1,908,966	851,821
511030	Mechanical Hardware & Parts	177,194	195,443	172,025	151,905
511035	Meters Hydrants & Plumbing Supplies	106,808	139,781	146,790	135,089
511040	Audiovisual Supplies	221,646	310,714	294,659	462,313
511045	Computer Supplies	1,170,868	1,167,941	1,121,461	1,003,138
511050	Paper & Printing Supplies	637,530	712,006	675,807	572,841
511055	Publications & Printed Materials	427,994	420,255	402,409	376,419
511060	Postage	627,614	687,324	598,727	621,276
511070	Miscellaneous Office Supplies	1,880,568	1,475,118	1,380,360	1,349,693
511075	Library Circulation Supplies	49,864	40,120	40,120	30,120
511080	General Laboratory Supplies	454,323	619,556	623,325	426,211
511085	Drugs & Medical Chemicals	1,017,935	944,020	904,532	893,910
511090	Medical & Surgical Supplies	1,562,207	1,122,528	1,394,640	1,411,360
511095	Small Technical & Scientific Equipment	150,771	358,518	301,712	298,403
511100	Veterinary & Animal Supplies	448,672	85,000	85,000	85,000
511105	Trained Police Animals	165	10,000	10,000	10,000
511110	Fuel	18,076,488	18,422,028	18,301,659	22,273,353
511115	Vehicle Repair & Maintenance Supplies	8,048,367	7,865,327	8,387,704	362,726
511120	Clothing	2,665,040	2,916,820	2,802,328	2,138,062
511125	Food Supplies	199,908	325,088	188,926	267,284
511130	Weapons Munitions & Supplies	218,801	413,000	308,000	310,000
511135	Recreational Supplies	190,427	175,764	178,352	158,520
511140	Landscaping & Gardening Supplies	121,320	152,308	184,808	142,500
511145	Small Tools & Minor Equipment	683,612	805,856	703,283	511,401
511150	Miscellaneous Parts & Supplies	3,428,635	2,143,999	2,147,175	1,679,530
511160	Protective Gear	260,766	272,152	457,944	559,140
511164	Breathing Apparatus Repair Supplies	0	0	0	290,462
511165	Fire Fighting Equipment	247,701	499,768	365,187	342,708
	Total Supplies	55,990,897	55,096,682	55,940,552	39,160,221
520100	Temporary Personnel Services	6,030,933	1,555,013	1,429,470	842,665
520101	Janitorial Services	3,631,519	4,023,805	3,942,235	2,832,186
520102	Security Services	5,598,697	5,182,978	5,237,638	4,083,407
520103	Subrecipient Contract Services	1,723,595	1,419,193	1,353,894	425,683
520105	Accounting & Auditing Services	2,946,613	3,373,792	3,274,151	3,167,061
520106	Architectural Services	12,747	0	0	0
520107	Computer Info/Contr	4,759,829	4,250,752	4,501,559	4,361,391
520108	Information Resource Services	489,008	490,517	495,637	497,513
520109	Medical Dental & Laboratory Services	1,517,653	1,372,163	1,340,385	1,303,965
520110	Management Consulting Services	6,373,371	5,925,149	6,146,516	6,087,685
520111	Real Estate Services	211,720	481,301	281,575	204,875
520112	Banking Services	133,732	279,862	229,862	279,100
520113	Photographic Services	(635)	1,150	900	900
520114	Miscellaneous Support Services	6,027,209	5,238,883	5,190,699	4,042,552
520115	Real Estate Lease/Office Rental	7,413,457	7,615,897	7,613,390	7,626,982
520116	Parking Services Contract	50,853	65,700	67,252	60,952

FISCAL YEAR 2012 BUDGET

General Fund Expenditure Summary

Commitment Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
520118	Refuse Disposal	16,983,002	13,225,633	13,168,307	14,125,958
520119	Computer Equipment/Software Maintenance	974,049	1,346,932	1,282,407	1,009,498
520120	Communications Equipment Services	81,275	87,081	121,183	65,478
520121	IT Application Svcs	2,274,340	2,124,925	2,103,685	1,914,669
520122	Office Equipment Services	1,089	28,106	135,302	27,468
520123	Vehicle & Motor Equipment Services	6,217,148	6,564,228	6,367,429	1,155,570
520124	Other Equipment Services	1,150,320	1,211,621	1,196,878	548,849
520125	Demolition Services	95,938	0	0	0
520126	Construction Site Work Services	338,719	63,192	60,210	24,789
520127	Structural Construction Work Services	0	7,500	7,500	7,500
520128	Other Construction Work Services	1,023,314	0	0	12,000
520132	Contracts/Sponsorships	3,555,432	3,598,232	3,582,646	3,564,232
520133	Private Investigative Services	18,823	49,277	35,632	0
520136	Billing & Collection Services	1,066,768	1,100,000	1,100,000	1,135,000
520138	Zoo Contract	8,316,876	8,485,100	8,485,100	8,591,552
520139	Motor Pool Charges	3,414	6,100	6,100	4,900
520141	Engineering Services	60,482	94,805	103,591	5,000
520142	Classified C.S. Arbitration Cost	48,130	99,000	99,000	99,000
520143	Credit/Bank Card Services	360	0	0	0
520144	Limited Purpose Annexation Payment	29,124,997	31,500,000	31,500,000	36,300,000
520145	Criminal Intelligence Services	25,240	1,580	1,819	1,625
520146	Contract Instructor Sports	124,665	98,490	98,486	85,500
520152	Telemetry Services	2,338,976	2,171,832	2,171,832	2,171,832
520153	Protective Gear Cleaning Services	923,006	1,040,000	840,000	1,020,720
520157	Computer Software Maintenance Services	55,767	74,852	225,076	42,200
520158	Computer Equipment Maintenance Services	0	11,985	11,985	11,985
520159	Non-Sub-Recipient Grant Contract	21,311	276,000	220,000	172,000
520162	Baylor College of Medicine Psy Svcs	6,183	105,000	105,000	0
520510	Mail/Delivery Services	12,323	35,324	31,914	502,536
520515	Print Shop Services	272,291	296,721	248,735	197,089
520520	Printing & Reproduction Services	402,124	458,307	436,503	318,198
520605	Advertising Services	398,630	533,527	466,478	602,029
520705	Insurance Fees	1,988,670	2,072,306	2,078,305	2,633,855
520710	State/Federal Inspection Fees	4,869	10,551	10,451	22,240
520725	Assessments - Other Governments	282,005	398,488	398,488	284,809
520730	Tax Appraisal Fees	7,890,117	7,890,117	7,890,117	7,890,117
520740	Document Recording/Filing Fees	10,005	35,100	38,962	35,100
520745	Third Party Collection Fees	0	100	100	0
520750	Elections	2,532,652	1,100,000	1,100,000	3,000,000
520755	Contingency	4,200	5,659,089	5,547,366	4,539,221
520760	Contributions	0	0	200	11,773,000
520765	Membership & Professional Fees	1,124,891	1,101,281	1,083,565	1,443,383
520805	Education & Training	974,742	1,427,068	1,043,507	650,676
520806	Paramedic/EMT Continuing Edu	0	0	0	90,000
520807	Initial/Recert EMS Training	0	0	0	221,980
520810	Human Relations Training	79,550	50,000	50,000	45,711
520815	Tuition Reimbursement	798,302	857,243	745,513	829,270
520905	Travel - Training Related	444,184	519,373	380,974	381,794
520910	Travel - Non-Training Related	344,081	494,845	438,313	367,312
521210	Long Term Compensated Absence Expense	1,415	0	0	0
521305	Indirect Cost Recovery Payment	0	0	12,528	0

FISCAL YEAR 2012 BUDGET

General Fund Expenditure Summary

Commitment Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
521310	Small Diff. -GR/IR	0	0	2,600	0
521405	Building Maintenance Services	6,727,698	6,706,532	6,998,296	7,441,850
521410	Sewer Services	2,386,220	1,600,656	1,586,357	1,488,859
521415	Land and Grounds Maintenance	1,268,018	762,302	706,573	784,762
521420	Infrastructure Maintenance Service	2,821,713	2,165,970	2,165,970	0
521430	Katrina Support Services	6	0	0	0
521435	Water Services	11,871	8,100	8,100	16,600
521440	Steam/Chilled Water Services	768,442	700,000	700,000	500,000
521505	Electricity	54,533,717	52,533,657	52,542,201	51,961,197
521510	Natural Gas	1,133,213	972,098	972,098	967,963
521605	Data Services	1,107,356	2,061,091	2,117,634	2,717,476
521610	Voice Services	9,528,011	8,802,994	8,749,149	8,572,689
521615	Radio Communications	0	3,000	3,000	0
521620	Voice Equipment	710,236	690,003	773,850	338,036
521625	Voice Labor	402,448	558,521	547,423	360,056
521630	GIS Revolving Fund Services	0	1,182,151	1,182,151	1,120,072
521705	Vehicle/Equipment Rental/Lease	88,876	117,160	109,572	56,850
521715	Office Equipment Rental	846,495	721,722	736,592	663,317
521720	Computer Equipment Rental	22,050	26,000	26,000	26,000
521725	Other Rental	982,401	1,153,539	1,285,680	1,294,108
521730	Parking Space Rental	764,299	1,107,607	1,177,043	1,211,421
521905	Legal Services	3,118,536	2,679,300	2,698,213	1,699,611
521910	Legal Svcs - Crt Report	844	700	700	19,500
521915	Legal Svcs - Atty Fee	(30,039)	0	0	0
521935	Legal Svcs -Claims	1,000	0	0	0
521950	Legal Svcs -Doc Rec	140	0	0	0
522205	Metro Commuter Passes	758,949	720,000	720,000	720,000
522305	Freight Charges	41,063	23,550	22,079	17,106
522410	Cashier Shortages	454	200	420	300
522415	Banking Over/Short	0	300	300	0
522420	Petty Cash/Change Special Fund	1,564	1,200	1,500	1,500
522430	Miscellaneous Other Services & Charges	4,270,693	3,635,650	3,605,317	3,723,249
522431	EMS Equipment Maint	0	0	0	102,470
522432	Life Safety Equipment Maintenance	0	0	0	514,388
522435	Interest Charges Past Due Accounts	211	243	274	0
522620	Claims & Judgments	8,070,850	7,500,000	7,500,000	10,562,583
522710	Interfund Utility Cut Repairs	0	500	500	500
522720	Interfund Payroll Services	0	0	0	1,200
522721	Interfund HR Client Services	0	1,810,243	2,320,807	5,436,160
522722	KRONOS Service Chargeback	0	0	0	559,072
522723	Drainage Fee Service Chargeback	0	0	0	1,870,949
522735	Interfund Communication Equipment Repair	271,539	282,110	279,660	125,340
522760	Interfund Billing & Collection Service	4,435	11,760	11,760	12,260
522775	Interfund Utility Services	614,529	614,529	614,529	0
522780	Interfund Photo Copy Services	949,105	993,401	976,655	981,400
522790	Interfund Inventory Adjustments	0	13,100	13,600	13,100
522795	Other Interfund Services	1,065,279	767,961	918,372	825,284
522840	Interfund Permit Center Rent Chargeback	0	0	0	1,184,531
522845	Interfund Vehicle Services	0	0	0	31,328,207
Total Other Services and Charges		242,557,198	238,514,916	238,211,325	282,962,528
560120	Capital Exp-Building and Bldg Improvement	131,566	0	7,820	0

FISCAL YEAR 2012 BUDGET

General Fund Expenditure Summary

Commitment Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
560210	Furniture Fixtures and Equipment	90,798	49,888	30,218	0
560220	Vehicles	43,933	6,897	0	0
560230	Computer HW and Developed SW	44,932	0	0	0
560240	Communication Equipment	13,722	0	0	0
Total Equipment		324,951	56,785	38,038	0
551010	Non-Capital Office Furniture & Equipment	420,573	151,290	268,693	0
551015	Non-Capital Computer Equipment	224,506	87,281	63,844	0
551020	Non-Capital Communication Equipment	9,358	2,860	2,860	0
551025	Non-Capital Scientific/Medical Equipment	7,502	9,600	9,700	0
551030	Non-Capital Machinery & Equipment	31,488	10,000	10,000	0
551035	Non-Capital Library books	6,110,177	5,587,073	5,587,073	4,686,500
551040	Non-Capital Other	886,449	687,791	561,816	140,000
551045	Non-Capital Vehicles/Rolling Stock	0	0	5,500	0
Total Non-Capital Equipment		7,690,053	6,535,895	6,509,486	4,826,500
531085	Other Interest	877,591	1,000,000	1,000,000	3,645,000
531145	Transfers for Interest	42,812	0	0	0
532005	Transfers to General Fund	508,410	1,818,619	1,818,619	1,818,700
532015	Transfers to Convention & Entertainment	1,258,611	506,316	506,316	426,632
532020	Transfers to Capital Projects	0	1,905,479	1,905,479	2,939,162
532025	Transfers to Special Revenues	11,576,745	23,301,678	23,751,678	23,296,260
532030	Transfers to Trans Debt Service	615,081	0	0	0
532050	Trans to PIB Bonds Debt Service	228,020,000	212,838,000	212,838,000	220,200,000
532055	Transfers to Certification of Obligation	12,000,000	8,000,000	8,000,000	9,500,000
532100	Trans to CUS Operating	0	1,896,250	1,896,250	0
532120	Transfer to Fleet/Eq	15,948,830	13,075,964	13,085,091	1,893,256
Total Debt Service and Other Uses		270,848,080	264,342,306	264,801,433	263,719,010
Grand Total Expenditures		1,916,387,314	1,913,770,810	1,913,600,134	1,827,997,595

Totals do not include interfund eliminations

PUBLIC SAFETY DEPARTMENTS

Fire	III-2
Houston Emergency Center	III-16
Municipal Courts	III-20
Police General	III-30
Police Crime Lab	III-48

FIRE DEPARTMENT

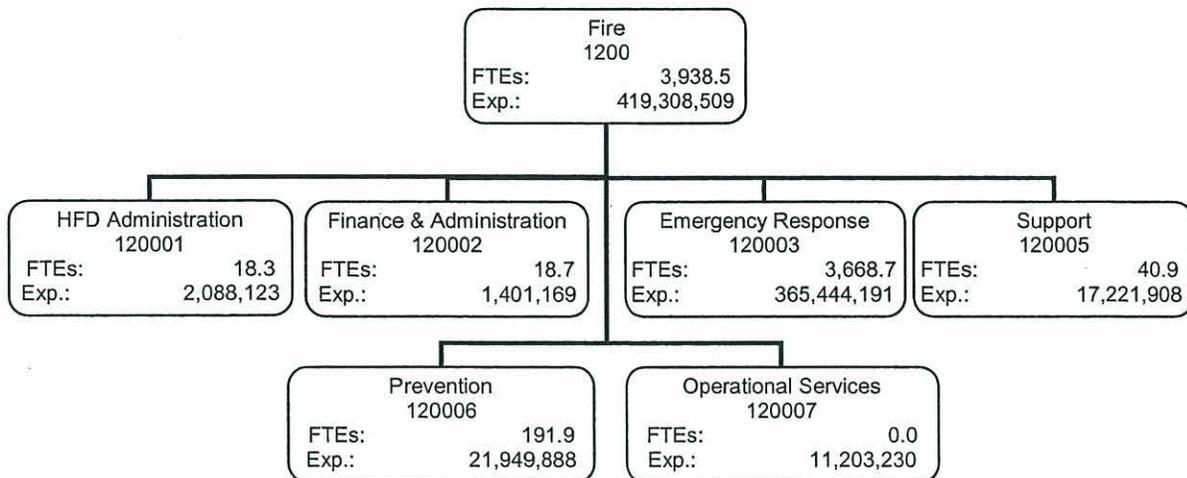
Department Description and Mission

The Fire Department's primary mission is to protect the lives and property of the citizens of Houston. This is accomplished through the delivery of emergency medical services, fire suppression operations and fire prevention through inspections and public education. Additionally, through the special operations division, the Fire Department provides emergency response services for hazardous materials, technical rescue, aircraft fire fighting and rescue incidents at our airports.

The mission of the department is achieved through three operating commands: Emergency Response, Support, and Prevention, which are supported by the Finance and Administration command.

The Houston Fire Department is the largest fire department in the United States to possess a class 1 rating from the Insurance Service Organization (ISO) and is the world's largest fire department to receive accreditation from the Commission on Fire Service International.

Department Organization



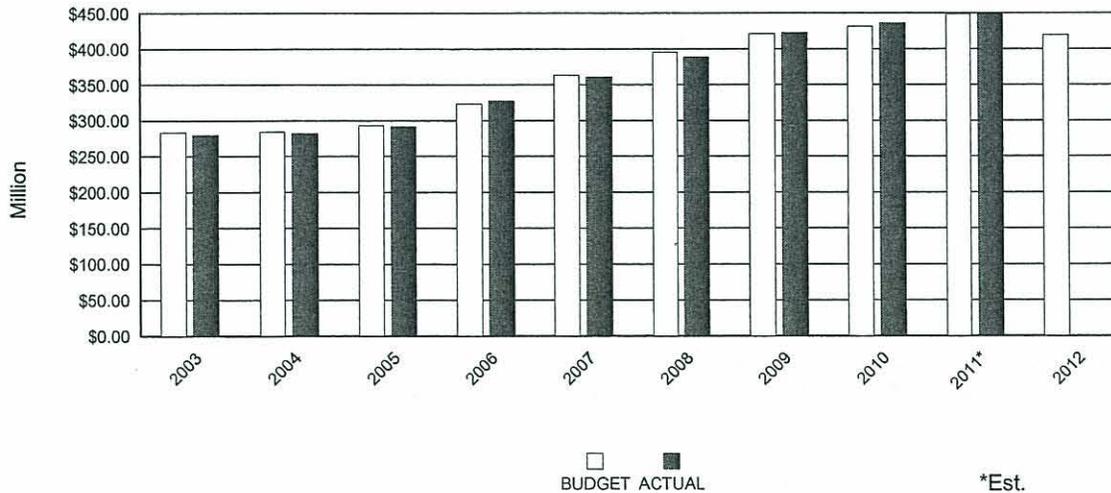
FISCAL YEAR 2012 BUDGET

Business Area Budget Summary

Fund Name : General Fund
 Business Area Name : Fire Department
 Fund No./Bus. Area No. : 1000 / 1200

		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	408,614,961	421,173,067	421,222,193	390,075,865
	Supplies	11,690,870	11,605,930	11,712,587	9,393,667
	Other Services and Charges	10,510,059	11,389,554	11,233,771	19,838,977
	Equipment	0	0	0	0
	Non-Capital Equipment	7,297	19,680	19,680	0
	Total M & O Expenditures	430,823,187	444,188,231	444,188,231	419,308,509
	Debt Service & Other Uses	5,029,211	4,623,999	4,623,999	0
	Total Expenditures	435,852,398	448,812,230	448,812,230	419,308,509
Revenues	46,698,140	48,029,800	50,722,260	56,522,864	
Staffing	Full-Time Equivalents - Civilian	243.3	216.2	222.8	117.6
	Full-Time Equivalents - Classified	3,940.0	3,867.3	3,866.1	3,796.9
	Full-Time Equivalents - Cadets	28.5	43.8	43.8	24.0
	Total	4,211.8	4,127.3	4,132.7	3,938.5
	Full-Time Equivalents - Overtime	239.7	247.8	247.2	195.8
Significant Budget Changes and Highlights	o Annualized cost of classified pay increases received January 2011 (FY2011).				
	o Restructuring of the telehealth nurse program.				
	o Three new cadet classes of 40 cadets per class.				

**Fire Department
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Fire Department Fund No./Bus Area No. : 1000 / 1200			
Name: HFD Administration -- 120001			
Mission: The Houston Fire Department is a professional organization continually seeking opportunities to serve our community through fire prevention, emergency operations, patient care, and excellent customer service. Provide direction and leadership to all areas of the Houston Fire Department.			
Goal: Analyze departmental operations for policy development and evaluation. Investigate violations of department, city, state and federal laws and regulations by HFD classified personnel. Provide detailed information to personnel on grievance process, and close all complaints within 180 days.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Analyze Operations Close Incidents / 180 days	monthly 180	monthly 180	monthly 180
Name: Finance & Administration -- 120002			
Mission: To serve the Houston Fire Department by providing expert and professional accounting and budgeting support to all commands within the Fire Department.			
Goal: Provide accounting and budgeting support to all commands of the Houston Fire Department, maintaining appropriate financial controls and management. Monitor and comply with City of Houston (COH) best practices for account payables procedures.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Financial Reporting Pay Vendors per COH terms Monitor Contract Spending	monthly 100% monthly	monthly 100% monthly	monthly 100% monthly
Name: Emergency Response -- 120003			
Mission: To save lives and property by providing the very best fire protection and the highest quality of pre-hospital care 24 hours a day, 365 days a year.			
Goal: Respond to all emergency calls with a high level of efficiency and preparedness. Manage all emergency services to ensure the safety of all citizens and firefighters.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Unit Hour Utilization Fire Vehicle Responses EMS Vehicle Responses	36.00% 194,700 352,538	42.00% 181,071 327,860	42.00% 200,000 350,000

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Fire Department Fund No./Bus Area No. : 1000 / 1200			
Name: Support -- 120005			
Mission: Provide the necessary Emergency Medical Services (EMS) and Fire supplies, services and equipment to enable members of the Houston Fire Department to respond to the citizens of Houston and ensure that the safety and welfare of our Firefighters are constantly maintained.			
Goal: Increase efficiency and maintain adequate inventory by performing one inventory cycle count annually. Comply with National Fire Protective Association standards and provide four gear cleaning cycles.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Warehouse Inventory Count	2	1	1
Gear Cleaning Cycles	4	4	4
Name: Prevention -- 120006			
Mission: Provide both emergency and staff services in support of the Houston Fire Department and the citizens of Houston. The Command organizes, supports, and coordinates the activities of Life Safety Bureau, Fire Investigation, Planning Administration, and Public Affairs.			
Goal: Ensure the operational effectiveness of the special operations units. Provide an active program of inspections to assure compliance with the fire code. Investigate fires of suspicious origin.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Total Arson Investigations	2,530	1,400	1,450
Arson Fires Cleared	15.7%	15.0%	16.5%
Inspections (New & Repeat)	73,213	68,000	68,000
Rescue Responses	1,678	1,620	2,000
Haz Mat Responses	1,613	1,650	2,000
Name: Operational Services -- 120007			
Mission: The Central Services Command serves the Houston Fire Department by maintaining and controlling the cost of essential supplies and services including fuel, equipment rental and leases, and telephone and communication lines.			
Goal: Provide continuous efficient support to the department by maintaining the costs of essential supplies and services at reasonable levels.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
N/A	N/A	N/A	N/A

FISCAL YEAR 2012 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Fire Department Fund No./Bus Area No. : 1000 / 1200							
Division Description		FY2010 Actual		FY2011 Estimate		FY2012 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
HFD Administration	120001						
Provide administration and direction for all aspects of the Houston Fire Department (HFD) including legal service, finance and administration, operations, logistics, and planning and homeland security.		9.9	1,142,925	5.3	888,073	18.3	2,088,123
Finance & Administration	120002						
Provide administration and direction to the Houston Fire Department (HFD) including accounting and finance.		23.7	1,699,532	24.4	1,696,612	18.7	1,401,169
Emergency Response	120003						
Provides continuous firefighting and first responder emergency medical services, responds to hazardous materials and aircraft rescue incidents, provides immediate treatment to those in need of urgent medical care, and prepare new recruits to be entry level firefighters.		3,788.8	372,233,373	3,736.8	387,399,055	3,668.7	365,444,191
Support	120005						
Provide administration and direction for all aspects of the Houston Fire Department (HFD) related to Warehouse Operations, Apparatus Design, Building Services, Fleet Operations and Information Technology Operations. This division also supports the Classified Testing Book Committee and Family Support Network.		148.8	19,289,643	133.7	18,407,193	40.9	17,221,908
Prevention	120006						
Manage Fire Investigation, Life Safety Bureau, Planning Administration, Public Affairs, and the classified recruiting program. Enforce the Houston Fire Code through fire safety inspection and fire investigation.		240.6	28,221,135	232.5	26,216,042	191.9	21,949,888
Operational Services	120007						
Provides the department with essential supplies and services including fuel, miscellaneous parts and supplies, office equipment rental and leases, and telephone and communication lines.		0.0	13,265,790	0.0	14,205,255	0.0	11,203,230

FISCAL YEAR 2012 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Fire Department Fund No./Bus Area No. : 1000 / 1200							
Division	Division Name	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
		FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
120001	HFD Administration						
	Civilian	4.6		2.8		7.7	
	Classified	5.3		2.5		10.6	
	Cadets	0.0		0.0		0.0	
	Total	9.9	1,142,925	5.3	888,073	18.3	2,088,123
120002	Finance & Administration						
	Civilian	23.7		24.4		18.7	
	Classified	0.0		0.0		0.0	
	Cadets	0.0		0.0		0.0	
	Total	23.7	1,699,532	24.4	1,696,612	18.7	1,401,169
120003	Emergency Response						
	Civilian	39.7		37.6		42.0	
	Classified	3,720.6		3,655.4		3,602.7	
	Cadets	28.5		43.8		24.0	
	Total	3,788.8	372,233,373	3,736.8	387,399,055	3,668.7	365,444,191
120005	Support						
	Civilian	136.3		124.4		32.2	
	Classified	12.5		9.3		8.7	
	Cadets	0.0		0.0		0.0	
	Total	148.8	19,289,643	133.7	18,407,193	40.9	17,221,908
120006	Prevention						
	Civilian	39.0		33.6		17.0	
	Classified	201.6		198.9		174.9	
	Cadets	0.0		0.0		0.0	
	Total	240.6	28,221,135	232.5	26,216,042	191.9	21,949,888
120007	Operational Services						
	Civilian	0.0		0.0		0.0	
	Classified	0.0		0.0		0.0	
	Cadets	0.0		0.0		0.0	
	Total	0.0	13,265,790	0.0	14,205,255	0.0	11,203,230
Grand Total							
	Civilian	243.3		222.8		117.6	
	Classified	3,940.0		3,866.1		3,796.9	
	Cadets	28.5		43.8		24.0	
	Grand Total	4,211.8	435,852,398	4,132.7	448,812,230	3,938.5	419,308,509

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Fire Department
Fund No./Bus Area No. : 1000 / 1200

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ACCOUNTANT SUPERVISOR	24	1.0	0.0	(1.0)
ADMINISTRATION MANAGER	26	4.0	2.0	(2.0)
ADMINISTRATIVE AIDE	10	3.0	3.0	
ADMINISTRATIVE ASSISTANT	17	12.0	11.0	(1.0)
ADMINISTRATIVE ASSOCIATE	13	5.0	5.0	
ADMINISTRATIVE COORDINATOR	24	4.0	2.0	(2.0)
ADMINISTRATIVE SPECIALIST	20	5.0	4.0	(1.0)
ADMINISTRATIVE SUPERVISOR	22	4.0	2.0	(2.0)
ARSON INVESTIGATOR	FE08	1.0	1.0	
ASSISTANT ARSON INVESTIGATOR	FE07	5.0	4.0	(1.0)
ASSISTANT DIRECTOR (EXE LEV)	32	2.0	1.0	(1.0)
ASSISTANT EMS PHYSICIAN DIRECTOR	33	1.9	2.0	0.1
ASSISTANT FIRE CHIEF	FD09	7.0	7.0	
ASSISTANT FIRE MARSHAL	FE08	1.0	0.0	(1.0)
ASSISTANT SHOP MANAGER	20	3.0	0.0	(3.0)
ASSISTANT SUPERINTENDENT	20	2.0	1.0	(1.0)
ASSOCIATE EMS PHYSICIAN DIRECTOR	35	1.0	1.0	
BUYER	16	1.0	1.0	
CAPTAIN	FD05	420.0	421.0	1.0
CHIEF COMMUNICATIONS OFFICER	FF07	8.0	7.0	(1.0)
CHIEF INSPECTOR	FE07	7.0	6.0	(1.0)
COMMUNICATIONS CAPTAIN	FF05	36.0	47.0	11.0
COMMUNICATIONS SENIOR CAPTAIN	FF06	15.0	16.0	1.0
CUSTOMER SERVICE REP. I	13	2.0	2.0	
CUSTOMER SERVICE REP. II	15	8.8	8.0	(0.8)
CUSTOMER SERVICE REP. III	16	4.0	1.0	(3.0)
CUSTOMER SERVICE SUPERVISOR	18	1.0	1.0	
DEPUTY CHIEF	FD08	7.0	6.0	(1.0)
DEPUTY CHIEF-COMM. OFFICER	FF08	1.0	1.0	
DEPUTY DIRECTOR (EXE LEV)	34	1.0	1.0	
DISTRICT CHIEF	FD07	99.0	100.0	1.0
DIVISION MANAGER	29	5.0	2.0	(3.0)
EMS EDUCATOR COORDINATOR	24	3.0	3.0	
EMS PHYSICIAN DIRECTOR,MD	37	1.0	1.0	
ENGINEER/OPERATOR	FD04	1,019.0	1,043.0	24.0
EQUIPMENT OPERATOR I	8	3.0	0.0	(3.0)
EXECUTIVE ASSISTANT FIRE CHIEF	FD10	2.0	3.0	1.0
EXECUTIVE OFFICE ASSISTANT	15	3.0	2.0	(1.0)
FINANCIAL ANALYST III	21	2.0	2.0	
FINANCIAL ANALYST IV	25	1.0	0.0	(1.0)
FIRE ADMINISTRATOR (EXE LEV)	30	1.0	0.0	(1.0)
FIRE CHIEF	37	1.0	1.0	
FIRE FIGHTER	FD03	1,813.2	1,793.0	(20.2)
FIRE FIGHTER TRAINEE	10	43.8	24.0	(19.8)
FIRE FIGHTER,PROBATIONARY	FD02	196.8	154.0	(42.8)
FORENSIC PHOTOGRAPHER	14	1.0	1.0	
GRAPHIC DESIGNER	17	1.0	1.0	

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
 Business Area Name : Fire Department
 Fund No./Bus Area No. : 1000 / 1200

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
HUMAN RESOURCES ASSISTANT	13	4.0	0.0	(4.0)
HUMAN RESOURCES MANAGER	27	2.0	2.0	
HUMAN RESOURCES SPECIALIST	17	4.0	1.0	(3.0)
HUMAN RESOURCES SUPERVISOR	24	1.0	0.0	(1.0)
HUMAN RESOURCES TECHNICIAN	12	2.0	0.0	(2.0)
INSPECTOR	FE05	96.0	95.0	(1.0)
INVENTORY MANAGEMENT CLERK	9	5.0	1.0	(4.0)
INVENTORY MANAGEMENT SUPERVISOR	17	4.0	3.0	(1.0)
INVESTIGATOR	FE05	55.0	0.0	(55.0)
INVESTIGATOR-FIRE	FE05	0.0	53.0	53.0
IT PROJECT MANAGER	28	1.0	1.0	
MAINTENANCE MECHANIC II	12	1.0	0.0	(1.0)
MAINTENANCE MECHANIC III	14	4.0	4.0	
MANAGEMENT ANALYST III	21	2.0	0.0	(2.0)
MANAGEMENT ANALYST IV	25	4.0	4.0	
MASTER MECHANIC	FG07	1.0	1.0	
MECHANIC HELPER	5	1.0	0.0	(1.0)
MECHANIC I	11	3.0	0.0	(3.0)
MECHANIC II	15	7.0	0.0	(7.0)
MECHANIC III	19	29.0	0.0	(29.0)
MICROCOMPUTER ANALYST	20	1.0	0.0	(1.0)
OFFICE ASSISTANT	9	4.0	4.0	
OFFICE SUPERVISOR	17	2.0	2.0	
PROCUREMENT SPECIALIST	24	3.0	3.0	
PROGRAMMER ANALYST IV	25	2.0	2.0	
PROJECT MANAGER	24	1.0	0.0	(1.0)
RECEPTIONIST	7	3.0	3.0	
REGULATORY COMPLIANCE COORDINATOR	17	1.0	1.0	
REGULATORY SUPERVISOR	20	2.0	1.0	(1.0)
SEMI-SKILLED LABORER	6	3.0	0.0	(3.0)
SENIOR AUDITOR	21	1.0	1.0	
SENIOR CAPTAIN	FD06	177.0	179.0	2.0
SENIOR COMMUNICATIONS SPECIALIST	20	1.0	1.0	
SENIOR CONTRACT COMPLIANCE OFFICER	18	1.0	1.0	
SENIOR FIXED ASSET SPECIALIST	17	1.0	1.0	
SENIOR GRAPHIC DESIGNER	21	1.0	1.0	
SENIOR HUMAN RESOURCES SPECIALIST	21	6.0	0.0	(6.0)
SENIOR INSPECTOR	FE06	16.0	13.0	(3.0)
SENIOR INVENTORY MANAGEMENT CLERK	12	20.0	14.0	(6.0)
SENIOR INVESTIGATOR	FE06	9.0	8.0	(1.0)
SENIOR MICROCOMPUTER ANALYST	23	1.0	1.0	
SENIOR OFFICE ASSISTANT	12	2.0	2.0	
SENIOR PROCUREMENT SPECIALIST	27	2.0	1.0	(1.0)
SENIOR REGULATORY INVESTIGATOR	14	5.0	0.0	(5.0)
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	0.0	(1.0)
SENIOR SUPERINTENDENT	27	1.0	0.0	(1.0)
SENIOR TELECOMMUNICATIONS SPECIALIST	21	0.7	1.0	0.3
SHOP MANAGER	23	6.0	0.0	(6.0)

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Fire Department
Fund No./Bus Area No. : 1000 / 1200

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
SHOP SUPERVISOR	FG06	1.0	1.0	
STAFF ANALYST	26	1.3	2.0	0.7
STAFF PSYCHOLOGIST	27	0.0	1.0	1.0
SYSTEMS CONSULTANT	26	1.0	1.0	
TELECOMMUNICATIONS SPECIALIST	18	1.0	1.0	
TRAINING ADMINISTRATOR	24	1.0	0.0	(1.0)
Total FTEs		4,274.5	4,105.0	(169.5)
Less adjustment for Civilian Vacancy Factor		4.8	4.4	(0.4)
Less adjustment for Classified Vacancy Factor		142.4	162.1	19.7
Full-Time Equivalents		4,127.3	3,938.5	(188.8)

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area Name : Fire Department
 Fund No./Bus Area No. : 1000 / 1200

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
1200020004	HFD-Permits and Revenues			
421180	Special Fire Permits	4,779,980	4,655,734	5,000,000
421210	Fire Alarm Permits	229,930	299,542	288,205
421630	Administrative Fee - Licenses & Permits	0	108,905	209,820
426330	Miscellaneous Copies Fees	1,020	200	420
428050	False Alarm Penalties	903,395	813,000	1,038,905
428080	Returned Check Charges	985	470	480
452030	Miscellaneous Revenue	136,710	58,700	9,600
Total	HFD-Permits and Revenues	6,052,020	5,936,551	6,547,430
1200030001	HFD-Fire Suppression			
426350	Fire Fighting Services	477,020	600,000	618,015
1200030003	HFD-EMS Administration			
426030	Ambulance Fees	21,753,000	24,840,000	27,442,000
1200030006	HFD-Fleet Management			
424130	Interfund Vehicle Repair	219,615	250,604	0
434210	Sale of Scrap Oil & Tires	4,520	6,000	0
Total	HFD-Fleet Management	224,135	256,604	0
1200040001	HFD-Life Safety Bureau			
421490	Plan Review Fees	0	0	2,500,000
452020	Recoveries & Refunds	2,372,785	2,000,000	2,020,000
Total	HFD-Life Safety Bureau	2,372,785	2,000,000	4,520,000
1200040002	HFD-Fire Investigation			
426340	Public Safety Reports Fees	14,405	5,330	5,435
1200050003	HFD-Information Technology			
424030	Intfd Computer Dev	0	819	0
1200050005	HFD-Dispatch & Records Operations			
426340	Public Safety Reports Fees	116,555	83,390	85,055
1200060002	HFD-Hazardous Materials Team			
426010	Hazardous Materials Response	84,450	45,000	56,100
426020	Hazardous Materials Permit	34,600	37,450	35,500
Total	HFD-Hazardous Materials Team	119,050	82,450	91,600
1200060003	HFD-Airport Operations (AARF)			
424050	Interfund Fire Protection Services	16,642,455	16,642,455	17,145,594
1200070001	HFD-Operational Services			
424120	Interfund Vehicle Fuel	133,355	139,861	0
445050	Cell Tower Revenue	125,020	134,800	67,735
Total	HFD-Operational Services	258,375	274,661	67,735
Total	Fire Department	48,029,800	50,722,260	56,522,864

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Fire Department
 Fund No./Bus. Area No. : 1000 / 1200

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	10,947,059	10,206,915	10,479,900	6,074,912
500020	Salary Base Pay - Classified	218,160,885	226,303,730	226,213,801	225,250,080
500030	Salary Part Time - Civilian	118,629	118,118	122,967	115,388
500040	Salary Assignment Pay - Classified	6,084,263	6,048,030	5,947,245	5,878,415
500050	Sal-Edu/Incen-Classfd	5,136,251	5,074,920	5,129,203	5,226,560
500060	Overtime - Civilian	319,660	360,000	312,013	37,397
500070	Overtime - Classified	18,035,601	18,978,032	18,938,660	17,107,325
500090	Premium Pay - Civilian	15,237	17,750	19,507	0
500110	Bilingual Pay - Civilian	22,987	23,505	22,765	16,325
500120	Bilingual Pay - Classified	965,665	959,470	971,693	965,000
500130	Equipment Allowance-Classified	0	500	0	0
500190	Temporary Higher Class Pay	2,380,527	2,505,000	2,442,027	2,604,030
500200	Residency Incentive Payment	274,549	205,000	205,000	0
501020	Clothing Allowance - Classified	73,000	70,000	68,500	66,500
501040	Earned Leave - Classified	1,151,132	1,151,050	1,301,902	1,301,902
501070	Pension - Civilian	1,601,081	1,545,342	1,671,592	1,096,419
501080	Pension - Fire	74,298,831	76,762,442	76,502,522	61,757,614
501120	Termination Pay - Civilian	91,069	100,000	100,000	105,900
501130	Termination Pay - Classified	9,929,842	11,692,000	11,692,000	5,808,582
501150	Trainees for Classified Service - Cadets	869,773	1,355,734	1,340,521	646,800
501160	Vehicle Allowance - Civilian	5,247	4,200	9,170	8,400
502010	FICA - Civilian	883,898	901,600	935,000	501,694
502020	FICA - Classified	2,361,351	2,734,023	2,555,000	2,786,797
503010	Health Ins-Act Civilian	1,618,191	1,639,690	1,775,000	1,142,774
503015	Basic Life Insurance - Active Civilian	6,654	7,073	7,100	3,737
503020	Health Ins.Act-Classified	33,004,038	33,380,321	32,955,825	37,226,165
503025	Basic Life Insurance - Active Classified	128,990	133,314	131,830	131,678
503040	Health/Life Ins.Ret-Classified	15,462,767	13,409,548	13,750,000	8,626,961
503060	Long Term Disability-Civilian	21,984	24,068	23,200	11,903
503061	Long Term Disability-Classified	252,112	332,537	254,925	323,114
503080	Workers Compensation-Classified-Admin	711,035	845,606	825,825	728,393
503090	Workers Compensation-Civilian-Admin	51,627	61,708	62,500	27,343
503100	Workers Compensation-Civilian-Claim	112,897	314,800	115,000	72,000
503110	Workers Compensation-Classified-Claim	3,506,026	3,245,700	3,600,000	3,600,000
504030	Unemployment Claims - Administration	12,103	11,341	40,000	125,757
504060	Health Benefits-Fire	0	650,000	700,000	700,000
Total	Personnel Services	408,614,961	421,173,067	421,222,193	390,075,865
511010	Chemical Gases & Special Fluids	187,101	176,874	161,904	148,214
511015	Cleaning & Sanitary Supplies	443,140	316,190	298,250	287,318
511020	Construction Materials	35,004	18,419	22,788	18,551
511025	Electrical Hardware & Parts	437,964	366,417	349,356	350,672
511030	Mechanical Hardware & Parts	3,944	18,691	15,458	2,669
511035	Meters Hydrants & Plumbing Supplies	1,179	1,217	1,217	8,389
511040	Audiovisual Supplies	16,555	18,031	15,031	169,860
511045	Computer Supplies	136,834	136,535	106,220	109,312
511050	Paper & Printing Supplies	34,961	59,789	55,220	53,333
511055	Publications & Printed Materials	7,828	40,750	40,505	27,871
511060	Postage	23,976	30,344	30,244	30,336
511070	Miscellaneous Office Supplies	207,098	154,294	134,338	129,989
511075	Library Circulation Supplies	48	120	120	120
511080	General Laboratory Supplies	6,452	10,546	14,315	7,001
511085	Drugs & Medical Chemicals	503,882	456,338	435,777	444,247
511090	Medical & Surgical Supplies	1,314,909	898,403	1,129,173	1,131,988

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Fire Department
 Fund No./Bus. Area No. : 1000 / 1200

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
511095	Small Technical & Scientific Equipment	103,842	107,804	87,172	87,603
511110	Fuel	3,696,661	4,109,848	4,109,648	4,507,729
511115	Vehicle Repair & Maintenance Supplies	2,064,599	2,345,759	2,331,120	31,844
511120	Clothing	1,110,904	898,207	898,207	391,324
511125	Food Supplies	11,227	18,234	16,450	18,184
511130	Weapons Munitions & Supplies	0	5,000	8,000	2,000
511145	Small Tools & Minor Equipment	190,231	173,980	157,455	163,025
511150	Miscellaneous Parts & Supplies	647,137	485,372	484,672	80,278
511160	Protective Gear	260,319	272,152	457,944	558,640
511164	Breathing Apparatus Repair Supplies	0	0	0	290,462
511165	Fire Fighting Equipment	245,075	486,616	352,003	342,708
Total	Supplies	11,690,870	11,605,930	11,712,587	9,393,667
520100	Temporary Personnel Services	14,299	11,533	5,583	7,611
520107	Computer Info/Contr	5,037	1,640	1,640	4,600
520109	Medical Dental & Laboratory Services	97,479	104,204	91,443	85,522
520110	Management Consulting Services	248,437	380,000	668,290	0
520114	Miscellaneous Support Services	1,365,294	1,408,297	1,415,247	498,479
520115	Real Estate Lease/Office Rental	4,320	0	0	0
520118	Refuse Disposal	32,007	42,375	42,375	21,960
520119	Computer Equipment/Software Maintenance	209,778	275,998	276,719	257,129
520120	Communications Equipment Services	44,656	0	0	25,000
520121	IT Application Svcs	219,631	65,202	65,202	68,054
520122	Office Equipment Services	0	1,800	3,450	1,300
520123	Vehicle & Motor Equipment Services	521,250	498,300	498,300	141,600
520124	Other Equipment Services	174,592	199,517	198,517	23,717
520132	Contracts/Sponsorships	57,785	65,000	49,414	61,000
520133	Private Investigative Services	18,823	49,277	35,632	0
520142	Classified C.S. Arbitration Cost	20,087	24,000	24,000	24,000
520152	Telemetry Services	2,338,976	2,171,832	2,171,832	2,171,832
520153	Protective Gear Cleaning Services	923,006	1,040,000	840,000	1,020,720
520162	Baylor College of Medicine Psy Svcs	6,183	105,000	105,000	0
520510	Mail/Delivery Services	13	420	120	420
520515	Print Shop Services	388	5,200	5,000	3,680
520520	Printing & Reproduction Services	11,963	32,526	30,529	39,067
520605	Advertising Services	86	5,300	2,360	0
520705	Insurance Fees	220,055	224,609	224,609	272,581
520710	State/Federal Inspection Fees	2,846	10,551	10,451	22,240
520725	Assessments - Other Governments	172,103	281,888	281,888	167,609
520745	Third Party Collection Fees	0	100	100	0
520765	Membership & Professional Fees	98,870	24,332	23,332	21,229
520805	Education & Training	415,653	467,652	306,045	200,667
520806	Paramedic/EMT Continuing Edu	0	0	0	90,000
520807	Initial/Recert EMS Training	0	0	0	221,980
520815	Tuition Reimbursement	13,873	12,193	12,193	7,000
520905	Travel - Training Related	24,374	49,971	37,743	34,156
520910	Travel - Non-Training Related	33,005	54,634	48,728	43,412
521405	Building Maintenance Services	14,077	9,240	9,240	7,000
521415	Land and Grounds Maintenance	3,689	20,838	20,838	646
521605	Data Services	147,890	209,373	209,373	306,725
521610	Voice Services	2,488,197	2,147,174	2,147,074	2,187,907
521620	Voice Equipment	25,792	58,387	52,965	26,524
521625	Voice Labor	5,603	22,300	20,677	11,072
521630	GIS Revolving Fund Services	0	162,233	162,233	161,000

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Fire Department
 Fund No./Bus. Area No. : 1000 / 1200

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
521705	Vehicle/Equipment Rental/Lease	1,131	1,584	1,584	0
521715	Office Equipment Rental	119,119	118,000	118,000	100,000
521725	Other Rental	204,384	12,196	3,800	5,800
521730	Parking Space Rental	0	0	0	3,000
521915	Legal Svcs - Atty Fee	(30,139)	0	0	0
522305	Freight Charges	725	1,550	150	2,400
522430	Miscellaneous Other Services & Charges	234,601	227,227	225,977	164,102
522431	EMS Equipment Maint	0	0	0	102,470
522432	Life Safety Equipment Maintenance	0	0	0	514,388
522435	Interest Charges Past Due Accounts	121	243	260	0
522721	Interfund HR Client Services	0	785,858	785,858	2,342,233
522722	KRONOS Service Chargeback	0	0	0	146,847
522723	Drainage Fee Service Chargeback	0	0	0	144,982
522840	Interfund Permit Center Rent Chargeback	0	0	0	246,657
522845	Interfund Vehicle Services	0	0	0	7,828,659
Total	Other Services and Charges	10,510,059	11,389,554	11,233,771	19,838,977
551010	Non-Capital Office Furniture & Equipment	3,725	9,680	9,680	0
551030	Non-Capital Machinery & Equipment	3,572	10,000	10,000	0
Total	Non-Capital Equipment	7,297	19,680	19,680	0
532120	Transfer to Fleet/Eq	5,029,211	4,623,999	4,623,999	0
Total	Debt Service and Other Uses	5,029,211	4,623,999	4,623,999	0
Grand Total Expenditures		435,852,398	448,812,230	448,812,230	419,308,509



HOUSTON EMERGENCY CENTER

Department Description and Mission

The mission of the Houston Emergency Center (HEC) is to provide the citizens of Houston with the most efficient, accurate and professional service when processing their life-threatening calls. HEC in coordination with the Office of Emergency Management (OEM), protects life and property by operating the public safety communications' system and by coordinating and managing emergency situations. The Information Technology division is responsible for the administration, maintenance and operations of the police, Fire/EMS Computer Aided Dispatch system, radio system and Records Management Systems.

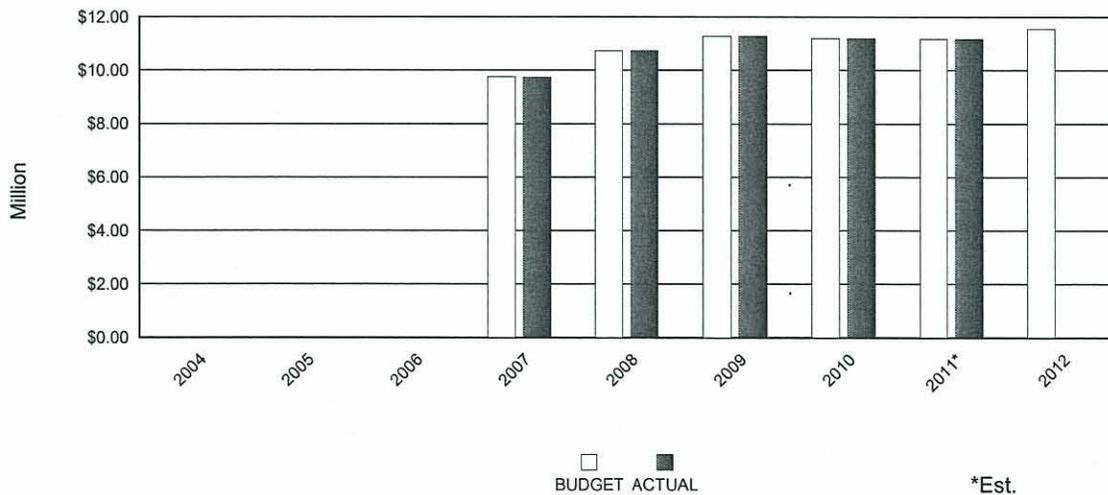
FISCAL YEAR 2012 BUDGET

Business Area Budget Summary

Fund Name : General Fund
 Business Area Name : Houston Emergency Center
 Fund No./Bus. Area No. : 1000 / 1500

		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	0	0	0	0
	Supplies	0	0	0	0
	Other Services and Charges	214	0	0	0
	Total M & O Expenditures	<u>214</u>	<u>0</u>	<u>0</u>	<u>0</u>
	Debt Service & Other Uses	11,193,160	11,171,344	11,171,344	11,549,511
	Total Expenditures	<u>11,193,374</u>	<u>11,171,344</u>	<u>11,171,344</u>	<u>11,549,511</u>
Revenues		0	0	0	0
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The transfer supports the General Fund portion of Houston Emergency Center Special Fund (Fund 2205). o FY2012 Budget includes the funding of \$830,475 for OEM from Administration & Regulatory Affairs (ARA) Department. 				

**Houston Emergency Center
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Houston Emergency Center
 Fund No./Bus. Area No. : 1000 / 1500

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
521610	Voice Services	214	0	0	0
Total	Other Services and Charges	214	0	0	0
532025	Transfers to Special Revenues	11,187,393	11,165,577	11,165,577	11,549,511
532120	Transfer to Fleet/Eq	5,767	5,767	5,767	0
Total	Debt Service and Other Uses	11,193,160	11,171,344	11,171,344	11,549,511
Grand Total Expenditures		11,193,374	11,171,344	11,171,344	11,549,511



MUNICIPAL COURTS DEPARTMENT Department Description and Mission

The mission of the Municipal Courts Department is to provide an accessible legal forum for individuals to have their court matters heard in a fair and efficient manner, while holding to a high standard of integrity, professionalism and customer service. It represents the City of Houston's third branch of government and provides a legal venue for individuals charged with jurisdictional violations of State law and/or City ordinance. The Houston Municipal Court system is the largest in Texas with well over one million cases filed annually.

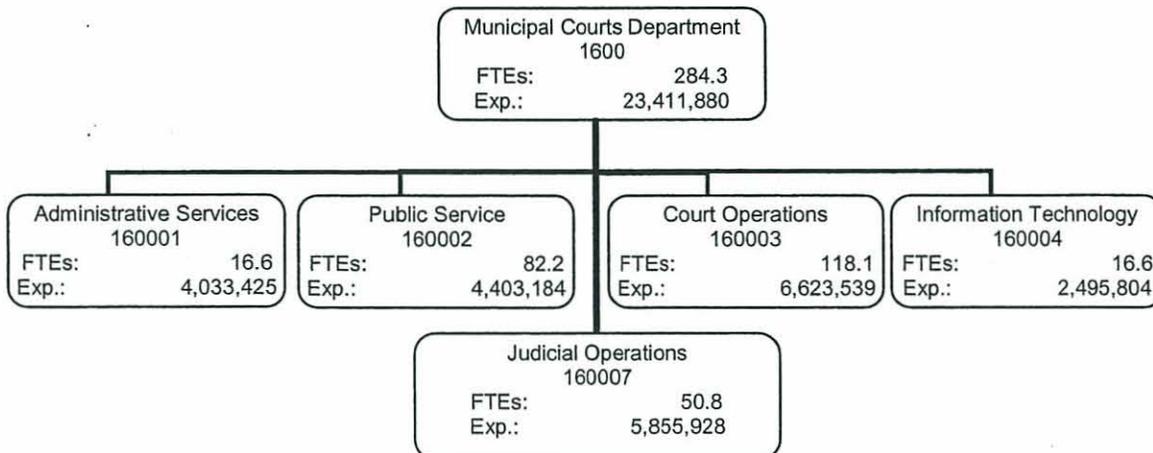
There are five divisions within the Municipal Courts Department: Administrative Services, Court Operations, Public Services, IT System Support, and Judicial Operations, which work together to provide the public with court services. The Department provides magistrate services to law enforcement, and oversees various special dockets including the Homeless Docket, Truancy Docket, Impact Docket, and the Civil Adjudication Court. Additionally, the Department manages the Juvenile Case Manager Fund and Program, the Building Security Fund and the Court Technology Fund. In partnership with ARA, the Adjudication Hearing Officers and court staff hold parking citation hearings Monday through Saturday at the central location.

The Department is comprised of a judicial staff of twenty-one full-time Judges, including the Presiding Judge, Associate Presiding Judge, and Administrative Judge, the Deputy Director / Clerk of Court, forty-six Associate judges, and two full-time and seven part-time Adjudication Hearing Officers. The Department is administratively supported by a Deputy Director, four Assistant Directors, and one Deputy Assistant Director who each oversee assigned administrative support staff.

Court operations include fourteen day courts and eight night courts. Full service courts include Central, Southeast Command (Courts 13 & 14), Westside Command (Court 18), and North Command (Court 20). These courts handle arraignments, jury trials, and trial by judge dockets as well as functioning as Annex courts handling off-docket matters. Jail arraignments and trials are held seven days per week at two court locations (Central and Southeast Command). There are currently eight jury courts that operate Monday through Friday, and one jury court that is held one day per week at the Westside court location.

Finally, the Department oversees Annex court operations at satellite locations including Kingwood and Clear Lake, each operating one day per week. The Annex Courts located at the Southeast, Westside and North Command court locations continue to operate Monday through Friday, while the Central location is open Monday through Saturday.

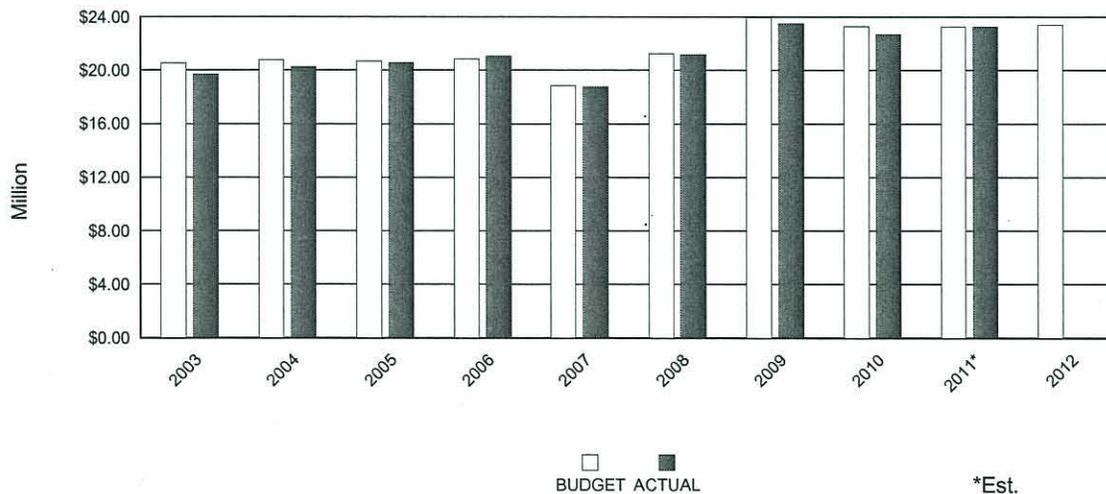
Department Organization



FISCAL YEAR 2012 BUDGET

Business Area Budget Summary					
Fund Name : General Fund Business Area Name : Municipal Courts Department Fund No./Bus. Area No. : 1000 / 1600					
		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	18,878,796	18,697,717	18,898,235	19,002,304
	Supplies	308,737	340,796	204,918	237,600
	Other Services and Charges	3,418,352	4,127,927	4,084,693	4,033,100
	Equipment	0	17,906	218	0
	Non-Capital Equipment	13,750	4,713	995	0
	Total M & O Expenditures	22,619,635	23,189,059	23,189,059	23,273,004
	Debt Service & Other Uses	76,966	76,966	76,966	138,876
	Total Expenditures	22,696,601	23,266,025	23,266,025	23,411,880
Revenues		38,232,754	36,747,016	36,112,936	36,140,920
Staffing	Full-Time Equivalents - Civilian	320.5	299.0	301.2	284.3
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	320.5	299.0	301.2	284.3
	Full-Time Equivalents - Overtime	0.2	0.6	0.0	0.0
Significant Budget Changes and Highlights	o FY2012 Budget includes no vacancies other than open appointed Judicial positions.				
	o Current contracts have been reviewed, and some have been renegotiated to achieve savings for FY2012.				
	o Continuation of the Civil Adjudication Court process that began in late FY2011.				
	o Continuation of data cleansing effort in preparation for the implementation of Court System Management and Resource Technology (CSMART) system in late FY2012.				
	o Funding agreements with ARA for extended operations (Parking Adjudication).				

**Municipal Courts Department
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Municipal Courts Department Fund No./Bus Area No. : 1000 / 1600			
Name: Administrative Services -- 160001			
Mission: Effectively manage departmental resources, oversee all projects, programs and contract implementation. Present information to the Mayor's Office, City Council, et. al., on departmental initiatives and accomplishments. Ensure compliance with State laws and City Ordinances.			
Goal: * Provide annual skills-based training for staff. * Track % increase rate of paid-to-filed violations. * Respond to public information (PIO) requests within 10 days of request. * Track cost per citation rate.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Annual Staff Training	4 hrs	4 hrs	4 hrs
Paid-to-Filed Increase %	2%	2%	2%
PIO Response Rate %	100%	100%	100%
Cost per Citation Rate	\$16.86	\$19.39	<\$17.50
Name: Public Services -- 160002			
Mission: To perform the administrative support activities required for the prompt enforcement of judicial rulings by conscientiously and with integrity collecting funds due to the City and the State, by promptly and correctly processing Court actions, and by accurately providing Court-related information with a high standard of customer service excellence.			
Goal: * Process payments within 24 hours of receipt. * Process bonds/resets with 97% accuracy. * Process court actions (DSC/Deferred Disposition) within 24hrs. * QC review 400,000 transactions per year. * Increase monthly OneCall Solution Center pre-collection revenues.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Payment Processing	100%	100%	100%
Bond/Reset Accuracy	100%	100%	97%
Court Action Processing	100%	100%	100%
Transaction Accuracy	98.4%	98%	97%
Pre-Collection Revenues	\$55,700	\$74,000	\$85,000
Name: Court Operations -- 160003			
Mission: To perform the administrative support functions required for the efficient operation of the judicial proceedings and due process adjudication of violations filed in the Municipal Courts of the City of Houston and ensure these activities are handled accurately, expeditiously and with a high standard of customer service excellence.			
Goal: * Prompt and accurate filing of cases within 72 hours of receipt. * Prompt and accurate filing of complaints within 14 days of Court date. * Prompt and accurate response to Warrant inquiries within 10 minutes. * Generate complaints for non-trial cases in compliance with SB 410. * Review cases filed to reduce number of "Defective Complaint" dismissals.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Case Filing 72 hrs	100%	100%	100%
Warrant Response 10 min.	100%	100%	100%
File Complaints 14 days	100%	100%	100%
SB410 Non-Trial Complaints	N/A	N/A	100%
Quality Assure Cases Filed	53%	53%	50%

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Municipal Courts Department Fund No./Bus Area No. : 1000 / 1600			
Name: Information Technology -- 160004			
Mission: To support the court's case management system and other application programs, desktop and local area network equipment, and telecommunication equipment/services.			
Goal: * Audit accuracy/completeness of cases with electronic images. * Track responses to customer service surveys. * Track monthly volume of Heat Tickets. * Track % of Heat Tickets resolved at point of initial contact. * Control IT related expenditures (labor/parts) to less than \$65 per work station.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Audit Case Accuracy	98%	98%	95%
User Survey Response	89.05%	97%	85%
Heat Ticket Volume	2,500	2,500	2,500
Heat Ticket Resolution	90.54%	80%	75%
IT Cost Control	N/A	\$50	<\$65
Name: MCD - Judicial Operations Group -- 160007			
Mission: To provide an accesible legal forum for individuals to have their court matters heard in a fair and efficient manner.			
Goal: (IN HOURS:MINUTES) * Reduce officer wait time for trial appearances (Goal: <3:30). * Reduce defendant wait time for jury trial appearances (Goal:<3:30). * Reduce defendant wait time for trial by judge appearances (Goal: <0:40). * Hold timely on-demand hearings for parking citations (Goal: <0:30).			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Officer Time in Court	3:26 hrs	2:15 hrs	<3:30 hrs
Defendant Time-Jury Trial	2:55 hrs	3:25 hrs	<3:30 hrs
Defendant Time-Court Trial	36 mins	28 mins	<40 mins
On-Demand Parking Hrgs	26 mins	25 mins	<30 mins

FISCAL YEAR 2012 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Municipal Courts Department Fund No./Bus Area No. : 1000 / 1600							
Division Description		FY2010 Actual		FY2011 Estimate		FY2012 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Administrative Services	160001						
The Administrative Services Division oversees facilities and safety, including Bailiffs and private security guards, financial services, human resources, mail services, public information, and training. This Division also administratively supports the Court Operations, Public Services, and IT System Support Divisions.		26.0	3,664,649	21.4	3,605,610	16.6	4,033,425
Public Services	160002						
Public Services Division (PSD) collects fines & fees and processes Court actions at the Central location and 5 satellites, as well as by mail, telephone, electronic/on-line and Kiosk payments. PSD prepares and sends Court notices and provides support for Parking Adjudication. PSD's One Call Solution Center contacts and collects on delinquent payments and provides notification of pending cases.		94.3	4,348,426	90.6	4,413,863	82.2	4,403,184
Court Operations	160003						
The Court Operations Division (COD) provides judicial support and maintains dockets. COD processes judicial orders and coordinates alternative sentencing. COD verifies warrants and completes booking of Class "C" prisoners, processes bond forfeitures, appeals, bankruptcies and expunctions, and is responsible for maintaining records in compliance with State requirements for record retention.		133.4	6,782,592	125.2	6,888,679	118.1	6,623,539
Information Technology	160004						
IT System Support Division provides system administration for the Court's information system, application support, field services, data management, business analysis, and IT-related administrative support.		15.9	2,527,977	14.1	2,810,241	16.6	2,495,804
MCD - Judicial Operations Group	160007						
Includes FT/ Associate Judges, FT/PT Adjudication Hearing Officers, and administrative support staff. Oversees daily arraignments, jury trials, trials by Judge, jail arraignment and trials, property disposition hearings, and juvenile dockets. Provides magistrate services to law enforcement, and oversees special dockets: Impact, Homeless, Truancy, Civil Adjudication Ct, Juvenile Case Mgr Program.		50.9	5,372,957	49.9	5,547,632	50.8	5,855,928
Total		320.5	22,696,601	301.2	23,266,025	284.3	23,411,880

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Municipal Courts Department
Fund No./Bus Area No. : 1000 / 1600

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ADJUDICATION HEARING OFFICER	27	3.2	2.5	(0.7)
ADMINISTRATION MANAGER	26	4.0	2.0	(2.0)
ADMINISTRATIVE AIDE	10	0.0	0.6	0.6
ADMINISTRATIVE ASSISTANT	17	6.0	7.0	1.0
ADMINISTRATIVE COORDINATOR	24	5.0	2.0	(3.0)
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	1.0	1.0	
ADMINISTRATIVE JUDGE OF MUNICIPAL COURTS	31	1.0	1.0	
ADMINISTRATIVE SPECIALIST	20	6.0	4.0	(2.0)
ADMINISTRATIVE SUPERVISOR	22	14.5	13.0	(1.5)
ASSISTANT CHIEF CLERK (EXE LEV)	32	1.0	0.0	(1.0)
ASSISTANT DIRECTOR (EXE LEV)	32	3.0	3.5	0.5
ASSOCIATE JUDGE OF MUNICIPAL COURTS	31	6.8	6.7	(0.1)
ASSOCIATE PRESIDING JUDGE OF MUNICIPAL COURTS	31	1.0	1.0	
CHIEF CLERK	34	1.0	0.0	(1.0)
COURT INTERPRETER	14	5.0	5.0	
COURT REPORTER	19	5.0	5.0	
CUSTOMER SERVICE REP. I	13	146.0	117.0	(29.0)
CUSTOMER SERVICE REP. II	15	54.0	46.0	(8.0)
CUSTOMER SERVICE REP. III	16	17.0	17.0	
CUSTOMER SERVICE SUPERVISOR	18	3.0	1.0	(2.0)
DATA CONTROL CLERK	8	1.0	1.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	0.0	1.0	1.0
DEPUTY DIRECTOR (EXE LEV)	34	0.0	2.0	2.0
DIVISION MANAGER	29	5.0	3.0	(2.0)
DIVISION MANAGER (EXE LEV)	29	1.0	1.0	
FINANCIAL ANALYST III	21	1.0	1.0	
FINANCIAL ANALYST IV	25	2.0	2.0	
HUMAN RESOURCES MANAGER	27	1.0	0.0	(1.0)
HUMAN RESOURCES SPECIALIST	17	2.0	0.0	(2.0)
IT PROJECT MANAGER	28	2.0	1.0	(1.0)
JUDGE OF MUNICIPAL COURTS	31	18.0	18.0	
LAN SPECIALIST	26	0.0	1.0	1.0
MUNICIPAL COURTS ADMINISTRATOR	17	1.0	1.0	
MUNICIPAL COURTS MANAGER	25	0.0	1.0	1.0
MUNICIPAL COURTS SUPERVISOR	18	2.0	0.0	(2.0)
PRESIDING JUDGE OF MUNICIPAL COURTS	35	1.0	1.0	
PROGRAMMER ANALYST I	16	1.4	2.0	0.6
PROGRAMMER ANALYST II	19	0.4	1.0	0.6
PROGRAMMER ANALYST III	22	2.0	1.0	(1.0)
PROGRAMMER ANALYST IV	25	1.4	1.0	(0.4)
SENIOR BUYER	22	1.0	0.0	(1.0)
SENIOR CLERK	8	2.0	0.0	(2.0)
SENIOR CONTRACT ADMINISTRATOR	27	1.0	1.0	
SENIOR INVENTORY MANAGEMENT CLERK	12	2.0	2.0	
SENIOR IS/IT HELP DESK COORDINATOR	14	1.0	0.0	(1.0)
SENIOR MICROCOMPUTER ANALYST	23	0.0	1.0	1.0
SENIOR STAFF ANALYST	28	1.0	0.0	(1.0)
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	1.0	
SENIOR SUPERINTENDENT	27	1.0	1.0	
SENIOR TRAINER	21	1.0	0.0	(1.0)
STAFF ANALYST	26	1.0	1.0	
STUDENT INTERN II	10	0.7	0.0	(0.7)
SYSTEMS CONSULTANT	26	1.0	1.0	

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Municipal Courts Department
Fund No./Bus Area No. : 1000 / 1600

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
SYSTEMS SUPPORT ANALYST I	16	0.5	0.0	(0.5)
SYSTEMS SUPPORT ANALYST II	19	1.0	1.0	
SYSTEMS SUPPORT ANALYST III	22	1.0	1.0	
SYSTEMS SUPPORT ANALYST IV	25	0.7	2.0	1.3
TECHNICAL HARDWARE ANALYST I	17	1.0	2.0	1.0
TECHNICAL HARDWARE ANALYST II	21	1.0	0.0	(1.0)
TECHNICAL HARDWARE ANALYST III	23	1.0	1.0	
Total FTEs		345.6	289.3	(56.3)
Less adjustment for Civilian Vacancy Factor		46.6	5.0	(41.6)
Full-Time Equivalents		299.0	284.3	(14.7)

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area Name : Municipal Courts Department
 Fund No./Bus Area No. : 1000 / 1600

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
1600010001	MCD - Administrative Services			
424030	Intfd Computer Dev	0	73,678	60,000
426330	Miscellaneous Copies Fees	13,390	11,714	13,340
426340	Public Safety Reports Fees	0	51	0
427010	Moving Violations	19,744,986	19,578,678	19,593,870
427030	MCTP Monthly Time Payment	715,776	704,894	707,210
427040	Non-Traffic Fines	2,804,579	2,824,303	2,826,753
427050	Failure to Appear Fines	2,350,159	2,313,343	2,316,830
427060	Scire Facias Forfeitures	1,183,560	1,037,898	1,042,707
427070	Bond Handling Fees	3,251	2,057	2,067
427100	Local Court Costs	624,496	596,512	599,275
427110	Driver Safety Administration Fees	1,486,212	1,303,280	1,309,318
427120	Cash Bond Forfeiture Fees	41,283	35	47
427130	Local Arrest Fees	1,568,743	1,558,804	1,566,026
427140	State Arrest Fees	2	3	3
427150	Towing Hearing Filing Fee	0	19,910	0
427160	Warrant Fees	400,905	259,089	260,289
427170	HPD Overtime Fee	89	10	10
427180	Capias Pro Fine	4,555	3,973	3,991
427200	Unclaimed Fines & Forfeitures	118	1,185	1,590
427210	Court Costs/Jury Costs	55	87	87
427220	Suspended Sentence Fees	4,531,728	4,500,185	4,521,034
427250	Registration Denial Fee	202,334	305,134	306,548
427260	Dismissal Fees	939,485	827,640	831,474
428080	Returned Check Charges	8,134	9,000	8,895
434510	Prior Year Revenue	0	(89)	0
452030	Miscellaneous Revenue	123,176	181,562	169,556
Total	MCD - Administrative Services	36,747,016	36,112,936	36,140,920
Total	Municipal Courts Department	36,747,016	36,112,936	36,140,920

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Municipal Courts Department
 Fund No./Bus. Area No. : 1000 / 1600

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	12,798,164	12,539,049	12,801,909	12,624,227
500030	Salary Part Time - Civilian	822,654	826,634	604,154	631,352
500060	Overtime - Civilian	18,922	30,300	2,019	0
500090	Premium Pay - Civilian	99,967	100,969	93,116	110,014
500110	Bilingual Pay - Civilian	68,062	94,136	68,961	72,754
500210	Pay for Performance-Municipal	0	69,804	0	0
501070	Pension - Civilian	1,950,042	1,887,851	2,000,406	2,272,362
501120	Termination Pay - Civilian	99,119	75,128	328,307	64,691
501130	Termination Pay - Classified	1,388	0	0	0
501160	Vehicle Allowance - Civilian	4,911	8,416	6,430	4,200
502010	FICA - Civilian	1,026,939	1,032,056	962,560	1,022,013
503010	Health Ins-Act Civilian	1,816,468	1,868,187	1,843,637	2,000,059
503015	Basic Life Insurance - Active Civilian	7,202	7,652	6,905	7,470
503060	Long Term Disability-Civilian	24,825	24,523	24,114	23,507
503090	Workers Compensation-Civilian-Admin	66,563	64,076	75,011	56,914
503100	Workers Compensation-Civilian-Claim	71,986	58,516	54,716	58,791
504030	Unemployment Claims - Administration	1,584	10,420	25,990	53,950
Total	Personnel Services	18,878,796	18,697,717	18,898,235	19,002,304
511025	Electrical Hardware & Parts	1,495	2,000	0	0
511040	Audiovisual Supplies	722	0	0	0
511045	Computer Supplies	51,992	53,400	34,947	37,000
511050	Paper & Printing Supplies	57,981	60,116	48,880	56,500
511055	Publications & Printed Materials	3,059	7,700	1,700	1,800
511060	Postage	123,250	134,250	70,891	90,000
511070	Miscellaneous Office Supplies	35,489	57,354	28,000	38,500
511110	Fuel	3,515	6,251	5,100	6,100
511120	Clothing	6,003	11,200	11,700	3,000
511125	Food Supplies	1,229	2,500	0	0
511145	Small Tools & Minor Equipment	8,275	0	0	0
511150	Miscellaneous Parts & Supplies	15,727	6,025	3,700	4,700
Total	Supplies	308,737	340,796	204,918	237,600
520100	Temporary Personnel Services	83,439	55,038	73,805	0
520102	Security Services	589,240	700,000	713,567	629,372
520105	Accounting & Auditing Services	45,500	0	0	0
520107	Computer Info/Contr	296,837	517,355	397,000	350,000
520108	Information Resource Services	8,945	5,000	1,700	112,776
520109	Medical Dental & Laboratory Services	1,183	1,368	1,168	1,268
520110	Management Consulting Services	6,680	0	0	0
520114	Miscellaneous Support Services	183,537	209,000	70,007	243,647
520115	Real Estate Lease/Office Rental	104,013	104,014	105,707	105,707
520119	Computer Equipment/Software Maintenance	152,625	108,054	162,341	9,000
520120	Communications Equipment Services	1,563	0	0	0
520121	IT Application Svcs	625,890	659,261	659,261	655,754
520122	Office Equipment Services	0	1,000	200	200
520123	Vehicle & Motor Equipment Services	3,575	7,600	8,050	2,600
520124	Other Equipment Services	175	0	0	0
520157	Computer Software Maintenance Services	0	65,880	189,576	0
520510	Mail/Delivery Services	188	1,756	506	479,845
520515	Print Shop Services	10,130	5,968	4,718	4,700
520520	Printing & Reproduction Services	162,357	100,843	130,143	101,500
520605	Advertising Services	619	1,800	1,800	500
520705	Insurance Fees	45,145	98,416	98,416	59,189

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Municipal Courts Department
 Fund No./Bus. Area No. : 1000 / 1600

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
520765	Membership & Professional Fees	12,196	18,945	11,375	12,800
520805	Education & Training	45,951	55,480	19,173	22,000
520905	Travel - Training Related	19,885	23,500	13,734	17,000
520910	Travel - Non-Training Related	1,149	8,430	2,100	3,200
521210	Long Term Compensated Absence Expense	1,415	0	0	0
521405	Building Maintenance Services	585	4,000	4,000	2,000
521410	Sewer Services	23,816	25,747	25,747	25,747
521430	Katrina Support Services	70	0	0	0
521505	Electricity	457,567	475,480	475,480	302,968
521510	Natural Gas	18,760	16,414	16,414	16,958
521605	Data Services	19,194	27,624	35,767	40,801
521610	Voice Services	206,302	181,590	185,129	185,429
521620	Voice Equipment	14,050	13,085	13,085	11,415
521625	Voice Labor	11,104	39,958	39,789	20,852
521630	GIS Revolving Fund Services	0	12,262	12,262	12,168
521715	Office Equipment Rental	76,798	59,966	77,448	77,448
521730	Parking Space Rental	60,048	73,100	61,221	72,365
521905	Legal Services	225	8,000	8,000	8,000
521910	Legal Svcs - Crt Report	0	0	0	19,500
522430	Miscellaneous Other Services & Charges	113,353	181,506	205,517	184,884
522721	Interfund HR Client Services	0	260,487	260,487	229,080
522722	KRONOS Service Chargeback	0	0	0	12,427
522795	Other Interfund Services	14,243	0	0	0
Total	Other Services and Charges	3,418,352	4,127,927	4,084,693	4,033,100
560210	Furniture Fixtures and Equipment	0	17,906	218	0
Total	Equipment	0	17,906	218	0
551010	Non-Capital Office Furniture & Equipment	13,421	4,713	995	0
551030	Non-Capital Machinery & Equipment	329	0	0	0
Total	Non-Capital Equipment	13,750	4,713	995	0
532020	Transfers to Capital Projects	0	0	0	138,876
532120	Transfer to Fleet/Eq	76,966	76,966	76,966	0
Total	Debt Service and Other Uses	76,966	76,966	76,966	138,876
Grand Total Expenditures		22,696,601	23,266,025	23,266,025	23,411,880

POLICE DEPARTMENT

Department Description and Mission

The mission of the Houston Police Department is to enhance the quality of life in the City of Houston by working cooperatively with the public to prevent crime, enforce the laws, preserve the peace, and provide a safe environment.

The mission is obtained by upholding the following values:

- Preserve and Advance Democratic Values
- Improve the Quality of Community Life
- Improve the Quality of Work Life
- Demonstrate Professionalism

Department Short Term Goals

The major goals and short term objectives of the department are based on the current staffing of the department. Depending on the final approved budget, these goals may be modified downward to match the resources available.

Enhance Safety Throughout the City

1. Reduce the per capita violent crime rate by 3% and the property crime rate by 3% from the prior year.
2. Maintain response times to code 1 calls in the range of 5.5-4.5-3.5 minutes and code 2 calls in the range of 11-12 to 9-11 to 8-9 minutes.
3. Improve overall safety on major thoroughfares by increasing the number of DWI arrests by 5% over the previous year.
4. Increase the number of Part I crime related arrests over the prior five year average.
5. Obtain clearance rates that exceed the past 5 year average for murder, rape, aggravated assaults, burglary, robbery, and auto theft.

Improve Public Satisfaction

1. Hire 210 cadets, which will assist in offsetting the 200 officers expected to leave in FY2012 to partially meet attrition.
2. Maintain response times to code 3 calls in the range of 20-18-16 minutes.
3. Improve citizen satisfaction in all areas of the annual survey by exceeding the two year average.

Ensure the Department's Accountability to the Public

1. Maintain Crime Lab accreditation standards in FY2012 by satisfactorily passing independent inspections.
2. Develop and implement a plan to restructure the Identification Division's Latent Print Unit.
3. Continue the ISO 9001: 2008 process for Emergency Communications and the Property Room to ensure the most efficient and best practices are being utilized.
4. Exercise sound fiscal management in utilizing the funds provided by City Council.

Maintain/Increase Productivity

1. Continue the scheduled implementation of the record management system (RMS).
2. Respond more quickly to service requests from citizens by increasing the number of non-dispatched calls handled by Teleserve and the Patrol Desk by 5%.
3. Increase the number of Part I criminal investigations worked by 5%.

Department Long Term Goals

Make Houston the safest major city in America by working toward these long term goals and objectives:

Enhance Safety Throughout the City

1. Enhance the department's response and capabilities in homeland security matters and natural disasters.
2. Reduce crime through prevention with more citizen education and youth programs; establishing more community partnerships to achieve maximum benefits.
3. Develop and maintain programs to reduce crime and increase safety in multi-family communities with high incidents of criminal activity.
4. Improve mobility and reduce traffic injuries and deaths, as resources, manpower, and acquisition of technology allows.

Improve Public Satisfaction

1. Maintain a minimal staffing level of 2.4 Class A officers per 1,000 population.
2. Achieve a public satisfaction rating equal to or greater than the previous year in the major categories of the department's annual satisfaction survey.
3. Implement alternatives through new technologies, training, or partnerships to communicate and respond to those with special needs such as the mentally ill or the non-English speaking.
4. Develop and implement strategies to strengthen relationships between the community and the department.

Ensure the Department's Accountability to the Public

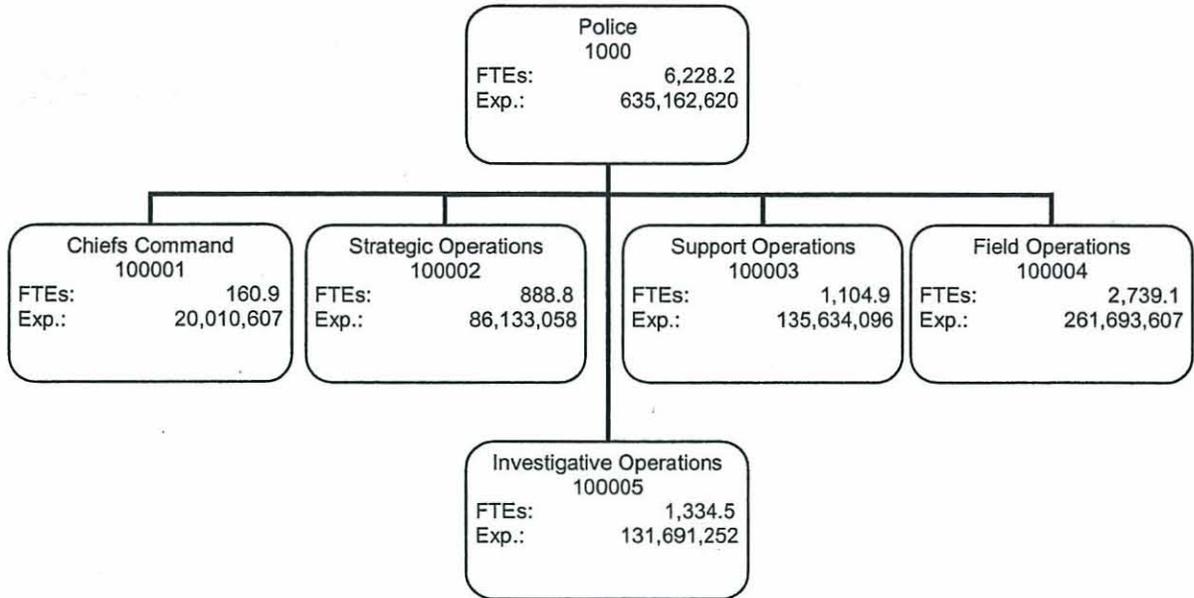
1. Improve the investigative follow-up with complainants and victims; especially at the conclusion of the investigation regarding the outcome and results.
2. Continue process improvements to achieve accreditation for the Identification Division.
3. Develop and implement a long term plan for processing, collecting and testing of evidence, which will include the use of robotics, other new technologies, and possibly a separate entity managing the testing responsibilities.
4. Maintain a state of the art Training Academy and up to date training curriculum to help assure the public that decisions and actions of officers are based on proper training and procedures.

Maintain/Increase Productivity

1. Utilize department personnel more effectively by merging the jail with the County and establishing diversion programs in the interim.
2. Resolve interoperability and outdated communication technology with a new radio system by the federally mandated date of 2012.
3. Complete the implementation of the records management system (RMS) by 2013.
4. Acquire technology such as air cards in all patrol vehicles, video surveillance cameras, and license plate readers to serve as a force multiplier, as financial resources allow.
5. Continue re-engineering processes such as the ISO certification and civilianization, as funding allows, to increase efficiencies and to use personnel more effectively.
6. Improve internal communications at all levels of the department.

Note: When a range of numbers is indicated (e.g. 5-4-3 years), it implies a minimum, target, and stretch measurement.

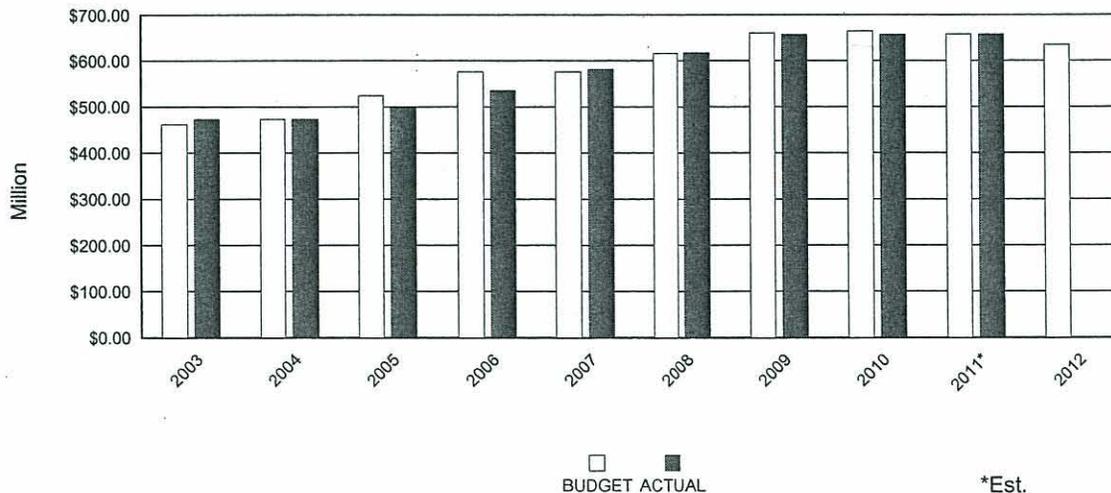
POLICE DEPARTMENT Department Organization



FISCAL YEAR 2012 BUDGET

Business Area Budget Summary					
Fund Name : General Fund Business Area Name : Police Department Fund No./Bus. Area No. : 1000 / 1000					
		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	612,579,444	619,684,830	618,913,809	595,230,455
	Supplies	14,710,866	14,091,823	13,929,161	12,788,393
	Other Services and Charges	22,733,426	19,629,176	20,445,384	27,003,772
	Equipment	236,504	0	0	0
	Non-Capital Equipment	575,789	178,175	171,866	140,000
	Total M & O Expenditures	650,836,029	653,584,004	653,460,220	635,162,620
	Debt Service & Other Uses	6,403,630	4,283,662	4,733,662	0
Total Expenditures	657,239,659	657,867,666	658,193,882	635,162,620	
Revenues		24,039,592	23,836,664	23,841,211	26,817,573
Staffing	Full-Time Equivalents - Civilian	1,433.8	1,448.2	1,358.5	1,104.4
	Full-Time Equivalents - Classified	5,259.7	5,081.1	5,109.0	5,041.1
	Full-Time Equivalents - Cadets	135.0	35.0	81.0	82.7
	Total	6,828.5	6,564.3	6,548.5	6,228.2
	Full-Time Equivalents - Overtime	183.8	153.2	138.6	110.2
Significant Budget Changes and Highlights	o Classified attrition of 200 with an offset of 210 new cadets graduating in FY12.				
	o Lay off of 154 civilian personnel.				
	o The budget includes a reduced classified pension contribution (\$17,000,000) per agreement with the Houston Police Officers Pension System to prelude the need to layoff additional classified and civilian personnel.				
	o Transfer of Neighborhood Protection Corps to ARA Department.				

**Police Department
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures

Fund Name : General Fund
Business Area Name : Police Department
Fund No./Bus Area No. : 1000 / 1000

Name: Chiefs Command -- 100001

Mission: Enhancement of public safety throughout the City of Houston through oversight. Coordination and facilitation of needs and service delivery as it relates to crime prevention, crime reductions and enforcement of laws.

Goal: Ensure that departmental operations are efficient and in compliance with applicable laws and statutes. Administer and coordinate financial reporting/activities. Facilitate the reporting of accurate information to the public.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Public & media activities	117,715	130,112	130,112
IAD cases reviewed	401	375	375
Financial/mgt reports	12	12	12

Name: Strategic Operations -- 100002

Mission: Provide planning, organizing, directing, coordinating, developing, and implementing management strategies that promote efficient and effective solutions to critical strategic issues; including internal investigations, professional development and training.

Goal: Hire and train replacement cadets for attrition. Maintain or increase in-service training hours for employees. Conduct/resolve IAD "class 1 & 2" and mediation cases. Conduct departmental and citywide employee investigations.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Cadet trainees (new)	142	140	210
Courses offered/hrs taught	2,120/33k	1,908/30k	1,955/30k
Mediation issues	152	160	175

Name: Support Operations -- 100003

Mission: Serve the community by providing the employees throughout the department with various types of resources inclusive of, but not limited to: emergency communications, forensic services, information assessments, detention and evidentiary support services, record keeping, human resource services, and technological support.

Goal: Increase Teleserve calls for service referrals by 10%. Increase AFIS scans by 3%. Process 136,000 prisoners.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Increase Teleserve CFS rpt	48,000	49,000	50,000
Persons AFIS processed	120,000	143,000	150,000
Prisoners processed	132,000	132,000	136,000

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures

Fund Name : General Fund
Business Area Name : Police Department
Fund No./Bus Area No. : 1000 / 1000

Name: Field Operations -- 100004

Mission: Enhance public safety and quality of life for all Houstonians by responding to calls-for-service and addressing issues of crime, disorder, traffic mobility, and crime prevention.

Goal: Respond to priority one calls in range of 3.5 to 5.5 min and priority two calls in range of 8 to 12 min. Assist in improving mobility for the citizens of Houston. Increase DWI arrests by 5%.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Priority 1 avg. resp. time	4.4 min	4.4min	3.5-5.5 min
Priority 2 avg. resp. time	8.7 min	8.4 min	8-12 min
Increase DWI arrests	8,127	7,920	8,316
Total dispatched calls	1.3M	1.5M	1.5M-1.3M

Name: Investigative Operations -- 100005

Mission: Conduct thorough and proper investigations in an effort to reduce the crime rate and work cooperatively with the public to prevent crime, enforce the law, preserve the peace, and provide a safe environment.

Goal: Seize narcotics valued at \$275 million during the fiscal year. Maintain drug and vice related arrests/charges. Meet/exceed clearance rates for the following crimes: murder-72%, rape-40%, aggravated assault-45%, burglary-8%, auto theft-7%. Reduce Part I crimes by 10%.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Street value-drugs seized	\$314.9M	\$280M	\$290M
Drug-related arrests	21,238	18,000	19,000
Vice arrest	3,337	3,150	3,025
Burglary/thefts	28k/38k	27k/36k	27k/35k

FISCAL YEAR 2012 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Police Department Fund No./Bus Area No. : 1000 / 1000							
Division Description		FY2010 Actual		FY2011 Estimate		FY2012 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Chiefs Command	100001						
Provide management and support to other commands. This command consists of groups such as the Chief's Office, Budget and Finance, Public Affairs, Legal Services, Night Command, and Neighborhood Protection.		162.3	17,690,022	159.0	17,345,331	160.9	20,010,607
Strategic Operations	100002						
Responsible for hiring and training officers and civilian employees, personnel activities (record keeping, promotional actions, drug testing, personnel concerns, wellness, and psychological services). Investigates employee misconduct. Oversee Crime Analysis functions.		994.0	93,155,602	929.0	90,459,315	888.8	86,133,058
Support Operations	100003						
Provide support to patrol and investigative activities. Divisions include Identification, Communications, Technology Services, Jail, Records Maintenance, Traffic, Special Ops and Tactical Support.		1,278.7	152,904,552	1,219.2	146,455,273	1,104.9	135,634,096
Field Operations	100004						
Respond to calls for service, perform primary investigations, enforce traffic laws, provide assistance to citizens, target street level criminal activities, and maintain a high degree of police visibility for prevention and reduction of crime.		3,074.8	262,068,096	2,855.2	268,729,614	2,739.1	261,693,607
Investigative Operations	100005						
Responsible for investigative operations of unique and special law enforcement areas. Areas include vice, criminal intelligence, narcotics, major offenders, robberies, auto theft, homicides, assaults, rapes, family violence, burglary/theft, and juvenile crimes.		1,318.7	131,421,387	1,386.1	135,204,349	1,334.5	131,691,252

FISCAL YEAR 2012 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Police Department Fund No./Bus Area No. : 1000 / 1000							
Division	Division Name	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
		FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
100001	Chiefs Command						
	Civilian	118.6		111.5		115.9	
	Classified	43.7		47.5		45.0	
	Cadets	0.0		0.0		0.0	
	Total	162.3	17,690,022	159.0	17,345,331	160.9	20,010,607
100002	Strategic Operations						
	Civilian	125.6		119.0		85.0	
	Classified	733.4		729.0		721.1	
	Cadets	135.0		81.0		82.7	
	Total	994.0	93,155,602	929.0	90,459,315	888.8	86,133,058
100003	Support Operations						
	Civilian	920.6		865.0		735.5	
	Classified	358.1		354.2		369.4	
	Cadets	0.0		0.0		0.0	
	Total	1,278.7	152,904,552	1,219.2	146,455,273	1,104.9	135,634,096
100004	Field Operations						
	Civilian	124.4		121.0		51.0	
	Classified	2,950.4		2,734.2		2,688.1	
	Cadets	0.0		0.0		0.0	
	Total	3,074.8	262,068,096	2,855.2	268,729,614	2,739.1	261,693,607
100005	Investigative Operations						
	Civilian	144.6		142.0		117.0	
	Classified	1,174.1		1,244.1		1,217.5	
	Cadets	0.0		0.0		0.0	
	Total	1,318.7	131,421,387	1,386.1	135,204,349	1,334.5	131,691,252
	Grand Total						
	Civilian	1,433.8		1,358.5		1,104.4	
	Classified	5,259.7		5,109.0		5,041.1	
	Cadets	135.0		81.0		82.7	
	Grand Total	6,828.5	657,239,659	6,548.5	658,193,882	6,228.2	635,162,620

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
 Business Area Name : Police Department
 Fund No./Bus Area No. : 1000 / 1000

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ACCOUNT CLERK	10	11.0	9.0	(2.0)
ACCOUNTANT ASSOCIATE	14	1.0	1.0	
ADMINISTRATION MANAGER	26	11.0	12.0	1.0
ADMINISTRATION MANAGER (EXE LEV)	26	1.0	1.0	
ADMINISTRATIVE AIDE	10	20.0	15.0	(5.0)
ADMINISTRATIVE ASSISTANT	17	28.0	23.0	(5.0)
ADMINISTRATIVE ASSOCIATE	13	55.0	44.0	(11.0)
ADMINISTRATIVE COORDINATOR	24	3.0	7.0	4.0
ADMINISTRATIVE SPECIALIST	20	16.0	15.0	(1.0)
ADMINISTRATIVE SUPERVISOR	22	6.0	3.0	(3.0)
AIRCRAFT GROUND CREWPERSON	5	2.0	0.0	(2.0)
AIRCRAFT MECHANIC	18	8.0	0.0	(8.0)
ASSISTANT DIRECTOR (EXE LEV)	32	2.0	1.0	(1.0)
ASSISTANT OPERATIONS MANAGER	22	1.0	1.0	
ASSISTANT POLICE ADMINISTRATOR (EXE LEV)	26	4.0	4.0	
ASSISTANT POLICE CHIEF	PA12	10.0	10.0	
ASSISTANT SHOP MANAGER	20	3.0	0.0	(3.0)
AUTOMOTIVE SERVICE WRITER	15	4.0	0.0	(4.0)
BUYER	16	4.0	2.0	(2.0)
CAR ATTENDANT	4	10.0	8.0	(2.0)
CAR ATTENDANT SUPERVISOR	13	4.0	3.0	(1.0)
CHIEF INSPECTOR	27	5.0	0.0	(5.0)
CLERK	5	2.0	1.0	(1.0)
CLERK TYPIST	6	15.0	11.0	(4.0)
COMMUNICATIONS SPECIALIST	15	1.0	1.0	
COMMUNICATIONS SPECIALIST SUPERVISOR	23	1.0	1.0	
COMMUNICATIONS TECHNICIAN SUPERVISOR	25	1.0	1.0	
COMMUNITY LIAISON	18	4.0	4.0	
COMMUNITY SERVICE INSPECTOR	16	49.0	3.0	(46.0)
COMPUTER OPERATOR	10	2.0	2.0	
CONTRACT COMPLIANCE SUPERVISOR	22	2.0	0.0	(2.0)
COUNSELOR	20	15.0	15.0	
CRIMINAL INTELLIGENCE ANALYST	21	20.0	19.0	(1.0)
CUSTODIAN	4	1.0	1.0	
CUSTOMER SERVICE CASHIER	12	1.0	1.0	
CUSTOMER SERVICE CLERK	10	67.0	60.0	(7.0)
CUSTOMER SERVICE REP. I	13	1.0	0.0	(1.0)
DATA ENTRY OPERATOR	8	69.0	64.0	(5.0)
DEPUTY ADM.,IDENTIFICATION DIV	PB07	11.0	9.0	(2.0)
DEPUTY DIRECTOR (EXE LEV)	34	4.0	4.0	
DEPUTY DIRECTOR-FINANCE/ADMIN.	36	2.0	2.0	
DIVISION MANAGER	29	5.0	4.0	(1.0)
DIVISION MANAGER (EXE LEV)	29	1.0	1.0	
EVIDENCE TECHNICIAN	11	18.0	23.0	5.0
EVIDENCE TECHNICIAN SUPERVISOR	22	6.0	6.0	
EXECUTIVE ASSIST. POLICE CHIEF	PA13	4.0	4.0	

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Police Department
Fund No./Bus Area No. : 1000 / 1000

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
EXECUTIVE OFFICE ASSISTANT	15	17.0	17.0	
FINANCIAL ANALYST I	15	1.0	1.0	
FINANCIAL ANALYST III	21	5.0	5.0	
FINANCIAL ANALYST IV	25	3.0	4.0	1.0
FINGERPRINT TECHNICIAN	10	1.0	1.0	
FINGERPRINT TECHNICIAN SUPERVISOR	16	2.0	2.0	
FIXED ASSET CLERK	10	1.0	1.0	
FIXED ASSET MANAGER	25	1.0	0.0	(1.0)
FIXED ASSET SPECIALIST	13	2.0	2.0	
FORENSIC PHOTOGRAPHER	14	3.0	3.0	
FORENSIC PHOTOGRAPHER SUPERVISOR	19	1.0	1.0	
HUMAN RESOURCES ASSISTANT	13	5.0	5.0	
HUMAN RESOURCES SPECIALIST	17	3.0	3.0	
HUMAN RESOURCES SUPERVISOR	24	1.0	1.0	
HUMAN RESOURCES TECHNICIAN	12	1.0	1.0	
IDENTIFICATION OFFICER	PB03	28.0	26.0	(2.0)
IMAGING TECHNICIAN	5	3.0	2.0	(1.0)
INVENTORY MANAGEMENT CLERK	9	7.0	5.0	(2.0)
INVENTORY MANAGEMENT SUPERVISOR	17	2.0	0.0	(2.0)
IRM MANAGER	29	4.0	4.0	
IT PROJECT MANAGER	28	5.0	4.0	(1.0)
JAIL ATTENDANT	9	274.0	271.0	(3.0)
LAN SPECIALIST	26	1.0	1.0	
LAUNDRY WORKER	5	2.0	2.0	
MANAGEMENT ANALYST I	15	1.0	1.0	
MANAGEMENT ANALYST IV	25	4.0	2.0	(2.0)
MASTER IDENTIFICATION OFFICER	PB04	7.0	7.0	
MECHANIC III	19	45.0	1.0	(44.0)
MICROCOMPUTER ANALYST	20	1.0	0.0	(1.0)
OFFICE ASSISTANT	9	2.0	2.0	
OFFICE SERVICE MANAGER	23	4.0	3.0	(1.0)
OFFICE SUPERVISOR	17	19.0	21.0	2.0
OFFSET PRESS OPERATOR	10	2.0	2.0	
OPERATIONS MANAGER	27	3.0	2.0	(1.0)
OPERATIONS SUPERVISOR	18	2.0	2.0	
PAYROLL CLERK	9	3.0	3.0	
PLANNER LEADER	24	1.0	1.0	
POLICE ADMINISTRATOR (EXE LEV)	30	5.0	5.0	
POLICE CAPTAIN	PA09	42.0	42.0	
POLICE CHIEF	39	1.0	1.0	
POLICE COMMUNICATIONS SPEC II	PC07	1.0	1.0	
POLICE COMMUNICATIONS SPEC III	PC08	2.0	2.0	
POLICE LIEUTENANT	PA07	194.0	196.0	2.0
POLICE OFFICER	PA03	2,223.0	2,028.0	(195.0)
POLICE OFFICER,PROBATIONARY	PA02	0.0	132.0	132.0
POLICE SERGEANT	PA06	939.0	941.0	2.0
POLICE SERVICE OFFICER	7	103.0	0.0	(103.0)

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Police Department
Fund No./Bus Area No. : 1000 / 1000

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
POLICE TELECOMMUNICATOR	14	1.0	1.0	
POLICE TRAINEE	10	35.0	83.5	48.5
PROCUREMENT SPECIALIST	24	2.0	2.0	
PROGRAMMER ANALYST I	16	1.0	0.0	(1.0)
PROGRAMMER ANALYST II	19	2.0	2.0	
PROGRAMMER ANALYST III	22	2.0	1.0	(1.0)
PROGRAMMER ANALYST IV	25	5.0	4.0	(1.0)
PUBLIC INFORMATION OFFICER	26	4.0	4.0	
RADIO INSTALLER	6	4.0	4.0	
RECEPTIONIST	7	1.0	1.0	
RECORDS TECHNICIAN	9	2.0	2.0	
SEMI-SKILLED LABORER	6	1.0	1.0	
SENIOR ACCOUNT CLERK	13	4.0	5.0	1.0
SENIOR ACCOUNTANT	20	1.0	1.0	
SENIOR AIRCRAFT MECHANIC	21	6.0	6.0	
SENIOR BUYER	22	3.0	4.0	1.0
SENIOR CLERK	8	5.0	5.0	
SENIOR COMMUNICATIONS SPECIALIST	20	4.0	3.0	(1.0)
SENIOR COMMUNICATIONS TECHNICIAN	19	13.0	13.0	
SENIOR COMMUNITY LIAISON	23	5.0	4.0	(1.0)
SENIOR COMPUTER OPERATOR	14	10.0	10.0	
SENIOR CONTRACT ADMINISTRATOR	27	2.0	2.0	
SENIOR CUSTOMER SERVICE CLERK	12	2.0	2.0	
SENIOR DATA ENTRY OPERATOR	12	11.0	12.0	1.0
SENIOR EVIDENCE TECHNICIAN	15	11.0	11.0	
SENIOR FINGERPRINT TECHNICIAN	13	1.0	1.0	
SENIOR FIXED ASSET SPECIALIST	17	2.0	2.0	
SENIOR GIS TECHNICIAN	17	1.0	1.0	
SENIOR HUMAN RESOURCES SPECIALIST	21	11.0	11.0	
SENIOR IDENTIFICATION OFFICER	PB06	8.0	9.0	1.0
SENIOR IMAGING TECHNICIAN	13	1.0	1.0	
SENIOR INSPECTOR	22	5.0	3.0	(2.0)
SENIOR INVENTORY MANAGEMENT CLERK	12	12.0	3.0	(9.0)
SENIOR JAIL ATTENDANT	13	9.0	9.0	
SENIOR MICROCOMPUTER ANALYST	23	9.0	9.0	
SENIOR OFFICE ASSISTANT	12	53.0	52.0	(1.0)
SENIOR OFFSET PRESS OPERATOR	13	1.0	1.0	
SENIOR PAYROLL CLERK	13	1.0	1.0	
SENIOR POLICE OFFICER	PA04	1,915.0	1,962.0	47.0
SENIOR POLICE SERVICE OFFICER	12	46.0	27.0	(19.0)
SENIOR POLICE TELECOMMUNICATOR	17	78.0	73.0	(5.0)
SENIOR PROCUREMENT SPECIALIST	27	1.0	0.0	(1.0)
SENIOR PUBLIC LOSS INVESTIGATOR	24	4.0	0.0	(4.0)
SENIOR STAFF ANALYST	28	1.0	0.0	(1.0)
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	1.0	
SENIOR SUPERINTENDENT	27	1.0	0.0	(1.0)
SENIOR TRAINER	21	4.0	2.0	(2.0)

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Police Department
Fund No./Bus Area No. : 1000 / 1000

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
SENIOR WORD PROCESSOR	12	5.0	5.0	
SHOP MANAGER	23	5.0	0.0	(5.0)
STABLE ATTENDANT	8	6.0	0.0	(6.0)
STABLE SUPERVISOR	14	2.0	0.0	(2.0)
STAFF ANALYST	26	3.0	4.0	1.0
STAFF ANALYST (EXE LEV)	26	1.0	0.0	(1.0)
STAFF PSYCHOLOGIST	27	5.0	5.0	
SYSTEMS ACCOUNTANT II	23	1.0	1.0	
SYSTEMS ACCOUNTANT IV	29	1.0	1.0	
SYSTEMS CONSULTANT	26	6.0	5.0	(1.0)
SYSTEMS SUPPORT ANALYST I	16	1.0	1.0	
SYSTEMS SUPPORT ANALYST IV	25	5.0	5.0	
TECHNICAL HARDWARE ANALYST I	17	4.0	3.0	(1.0)
TECHNICAL HARDWARE ANALYST II	21	8.0	8.0	
TECHNICAL HARDWARE ANALYST III	23	1.0	1.0	
TELECOMMUNICATIONS SPECIALIST	18	2.0	2.0	
TRAINER	17	1.0	1.0	
TRAINING ADMINISTRATOR	24	0.0	1.0	1.0
TRUCK DRIVER	6	12.0	1.0	(11.0)
WEB DESIGNER	21	1.0	1.0	
WEB PRODUCTION ASSISTANT	13	1.0	1.0	
WORD PROCESSOR	10	14.0	15.0	1.0
Total FTEs		6,875.0	6,565.5	(309.5)
Less adjustment for Civilian Vacancy Factor		7.8	8.6	0.8
Less adjustment for Classified Vacancy Factor		61.6	107.5	45.9
Less adjustment for Cadets Vacancy Factor		0.0	0.8	0.8
Less allowance for Burglar Alarm Response & Related Cost Paid Through Police Special Services Fund		66.8	73.6	6.8
Less allowance for Traffic Enforcement & Related Cost Paid Through Digital Automated Red Light Enforcement Program		73.2	0.0	(73.2)
Less allowance for Burglar Alarm Other & Related Cost Paid Through Police Special Services Fund		38.0	55.8	17.9
Less allowance for RMS Salary Recovery & Related Cost Paid Through Police Special Services Fund		63.0	37.0	(26.2)
Less allowance for Traffic Enforcement & Related Cost Paid Through METRO		0.0	54.0	53.8
Full-Time Equivalents		6,564.3	6,228.2	(336.1)

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area Name : Police Department
 Fund No./Bus Area No. : 1000 / 1000

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
1000010002	HPD - Budget & Finance			
426430	Facility Rental Fees	40,841	43,554	47,345
428080	Returned Check Charges	500	200	0
434510	Prior Year Revenue	0	23,830	0
452020	Recoveries & Refunds	0	20,000	20,000
452030	Miscellaneous Revenue	500	500	500
490020	Transfer from Special Revenue Fund	0	0	2,189,600
Total	HPD - Budget & Finance	41,841	88,084	2,257,445
1000010015	HPD - Human Resources			
452030	Miscellaneous Revenue	100	100	100
1000010016	HPD - Training Academy			
426370	Training Services	94,000	94,000	94,000
1000010022	HPD - IAH Airport Patrol			
424060	Interfund Airport Police Services	15,421,433	15,421,433	15,998,084
1000010023	HPD - HOU Airport Patrol			
424060	Interfund Airport Police Services	5,795,665	5,795,665	6,020,053
1000010029	HPD - Northwest Patrol			
431020	Contributions from Others	155,460	148,764	155,460
1000010038	HPD - Neighborhood Protection			
421200	Other Building & Construction Permits	11,250	16,760	0
421630	Administrative Fee - Licenses & Permits	0	7,875	0
426330	Miscellaneous Copies Fees	200	5,414	0
428030	Release of Liens	20,000	25,200	0
428090	Miscellaneous Fines & Forfeitures	0	4,300	0
Total	HPD - Neighborhood Protection	31,450	59,549	0
1000010044	HPD - Auto Theft			
428040	Vehicle Tow-Away Fees	0	4,200	4,200
1000010045	HPD - Homicide			
452020	Recoveries & Refunds	350,000	0	0
1000010050	HPD - Environ. Protection			
434505	Prior Year Expenditure Recovery	0	1,077	0
1000010051	HPD - Vice			
421110	Sexually Oriented Business Permits	27,750	4,200	0
1000010053	HPD - Narcotics			
426260	Police Services	23,200	0	0
1000010059	HPD - Identification			
426260	Police Services	88,800	126,004	160,000
1000010061	HPD - Jail			
443130	Pay Phone Concessions	350,000	301,000	301,000
1000010062	HPD - Fleet Management			
452020	Recoveries & Refunds	3,000	1,000	1,000
1000010063	HPD - Records			
426340	Public Safety Reports Fees	600,000	650,000	675,000
1000010064	HPD - Property & Supply			
428090	Miscellaneous Fines & Forfeitures	64,500	63,700	50,000
434225	Sale of Non-Capital Equip. & Merchandise	25,000	12,030	25,000
Total	HPD - Property & Supply	89,500	75,730	75,000
1000010069	HPD - Special Operations			
490060	Transfer from Civic Center	90,000	90,000	90,000
1000010071	HPD -Traffic			
428040	Vehicle Tow-Away Fees	1,000	0	0
428090	Miscellaneous Fines & Forfeitures	0	2,000	2,000
Total	HPD -Traffic	1,000	2,000	2,000
1000010072	HPD - Auto Dealers			

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area Name : Police Department
 Fund No./Bus Area No. : 1000 / 1000

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
425050	Indirect Cost Recovery-Auto Dealers	673,465	673,465	684,231
1000010084	HPD - Air Support			
434225	Sale of Non-Capital Equip. & Merchandise	0	12,970	0
1000010096	HPD - Special Crimes Division			
452020	Recoveries & Refunds	0	291,970	300,000
Total	Police Department	<u>23,836,664</u>	<u>23,841,211</u>	<u>26,817,573</u>

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Police Department
 Fund No./Bus. Area No. : 1000 / 1000

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	54,274,952	55,135,112	53,615,372	44,571,914
500020	Salary Base Pay - Classified	291,006,854	294,396,432	298,693,814	297,154,401
500030	Salary Part Time - Civilian	644,689	0	0	0
500040	Salary Assignment Pay - Classified	792,449	690,556	616,697	630,000
500050	Sal-Edu/Incen-Classfd	10,098,396	10,450,884	10,423,843	10,496,601
500060	Overtime - Civilian	2,502,183	2,003,537	1,740,507	1,521,402
500070	Overtime - Classified	13,483,082	11,501,124	10,751,124	8,288,900
500090	Premium Pay - Civilian	587,585	612,584	600,000	538,919
500100	Premium Pay - Classified	(84)	0	0	0
500110	Bilingual Pay - Civilian	170,314	156,654	159,714	116,364
500120	Bilingual Pay - Classified	1,882,132	1,950,816	1,985,541	2,010,000
500130	Equipment Allowance-Classified	10,618,195	10,894,638	10,600,000	10,607,920
500150	Shift Differential Pay-Classified	4,554,266	4,738,105	4,538,105	4,733,525
500160	Training Incent.-Classified	30,999,630	31,697,231	31,281,005	31,173,894
500170	Weekend Prem Pay-Classified	3,858,477	4,194,883	3,800,000	3,928,694
500180	Temporary Employees	(236)	0	0	0
500190	Temporary Higher Class Pay	376,036	106,632	358,953	58,953
500210	Pay for Performance-Municipal	60,475	0	59,500	0
501020	Clothing Allowance - Classified	1,168,400	1,199,180	1,231,600	997,951
501070	Pension - Civilian	7,948,076	8,059,747	8,203,123	8,022,942
501090	Pension - Police	72,650,289	77,646,670	77,566,370	65,545,428
501100	Phase Down Classified	9,298,561	10,982,298	9,623,469	9,970,976
501110	Strategic Staffing-Classified	683,672	1,000,000	800,000	1,000,000
501120	Termination Pay - Civilian	534,648	398,871	233,831	320,011
501130	Termination Pay - Classified	1,583,269	873,233	873,233	1,100,000
501140	Third Party Disability B-Classified	3,089,328	3,108,855	3,508,517	3,351,434
501150	Trainees for Classified Service - Cadets	3,312,848	2,163,372	2,213,806	2,437,657
501160	Vehicle Allowance - Civilian	8,432	4,200	11,197	4,200
501170	Vehicle Allowance - Classified	202,300	220,000	220,000	220,000
502010	FICA - Civilian	4,635,535	4,472,338	4,187,454	3,716,276
502020	FICA - Classified	4,027,935	3,907,663	4,095,725	3,973,373
503010	Health Ins-Act Civilian	9,021,681	8,957,864	8,929,263	7,623,023
503015	Basic Life Insurance - Active Civilian	32,578	33,049	32,956	26,787
503020	Health Ins.Act-Classified	45,761,073	47,703,678	47,714,526	54,128,824
503025	Basic Life Insurance - Active Classified	176,866	189,934	189,980	197,586
503040	Health/Life Ins.Ret-Classified	13,217,895	11,876,643	11,876,643	6,871,882
503050	Health/Life Insurance - Retiree Civilian	0	0	3,104	0
503060	Long Term Disability-Civilian	114,835	126,318	125,523	101,338
503061	Long Term Disability-Classified	(1,674)	0	0	0
503070	Municipal Pension-Other Classified	361,352	422,994	300,000	422,994
503080	Workers Compensation-Classified-Admin	1,040,538	1,222,074	1,234,162	1,154,059
503090	Workers Compensation-Civilian-Admin	286,856	415,069	410,109	340,363
503100	Workers Compensation-Civilian-Claim	361,055	401,211	227,296	393,071
503110	Workers Compensation-Classified-Claim	5,272,188	5,622,917	5,623,445	5,450,805
504030	Unemployment Claims - Administration	211,688	47,464	204,302	1,927,988
504040	Res For Police Enhanc.-Classified	1,669,825	100,000	50,000	100,000
Total	Personnel Services	612,579,444	619,684,830	618,913,809	595,230,455
511010	Chemical Gases & Special Fluids	120,434	19,835	83,120	1,835
511015	Cleaning & Sanitary Supplies	40,207	20,475	46,590	18,239
511020	Construction Materials	70,612	8,400	8,230	8,400
511025	Electrical Hardware & Parts	127,053	75,460	75,460	75,000
511030	Mechanical Hardware & Parts	10,598	9,386	9,386	4,386
511035	Meters Hydrants & Plumbing Supplies	64	0	0	0

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Police Department
 Fund No./Bus. Area No. : 1000 / 1000

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
511040	Audiovisual Supplies	182,511	246,598	241,908	190,515
511045	Computer Supplies	556,714	521,148	521,645	526,974
511050	Paper & Printing Supplies	419,624	423,024	421,214	340,748
511055	Publications & Printed Materials	114,702	107,282	106,212	106,713
511060	Postage	164,023	220,700	220,700	162,306
511070	Miscellaneous Office Supplies	566,008	384,235	377,269	460,759
511080	General Laboratory Supplies	2,608	4,100	19,168	4,100
511085	Drugs & Medical Chemicals	25	0	0	0
511090	Medical & Surgical Supplies	121,136	50,000	32,050	50,000
511095	Small Technical & Scientific Equipment	8,302	10,000	25,125	10,000
511100	Veterinary & Animal Supplies	108,022	85,000	85,000	85,000
511105	Trained Police Animals	165	10,000	10,000	10,000
511110	Fuel	7,806,629	7,378,364	7,378,364	7,870,776
511115	Vehicle Repair & Maintenance Supplies	2,193,302	2,191,191	2,290,508	285,416
511120	Clothing	1,077,395	1,463,732	1,300,000	1,417,916
511125	Food Supplies	97,074	187,400	70,000	199,794
511130	Weapons Munitions & Supplies	218,801	406,358	299,800	306,358
511135	Recreational Supplies	5,999	1,500	2,995	1,500
511145	Small Tools & Minor Equipment	107,043	84,931	83,330	73,629
511150	Miscellaneous Parts & Supplies	591,815	182,704	221,087	578,029
Total	Supplies	14,710,866	14,091,823	13,929,161	12,788,393
520100	Temporary Personnel Services	2,359,517	0	0	0
520102	Security Services	426,147	0	0	0
520105	Accounting & Auditing Services	0	50,500	50,500	0
520107	Computer Info/Contr	2,733,184	1,955,082	2,330,592	2,227,397
520108	Information Resource Services	0	0	5,246	0
520109	Medical Dental & Laboratory Services	1,034,858	722,653	1,039,775	719,159
520110	Management Consulting Services	2,997,204	2,732,036	2,718,896	3,132,036
520111	Real Estate Services	1,225	0	0	0
520114	Miscellaneous Support Services	2,671,157	2,264,977	2,467,948	912,334
520115	Real Estate Lease/Office Rental	462,291	730,793	730,793	50,000
520118	Refuse Disposal	8,820	4,000	22,000	0
520119	Computer Equipment/Software Maintenance	136,196	290,800	190,800	290,800
520120	Communications Equipment Services	11,168	23,878	57,980	23,878
520121	IT Application Svcs	296,654	317,186	317,186	313,051
520122	Office Equipment Services	(1,444)	15,000	122,159	15,000
520123	Vehicle & Motor Equipment Services	902,893	1,076,781	1,076,780	529,973
520124	Other Equipment Services	18,340	51,729	45,410	7,551
520125	Demolition Services	77,213	0	0	0
520126	Construction Site Work Services	265,298	0	0	0
520127	Structural Construction Work Services	0	7,500	7,500	7,500
520141	Engineering Services	6,802	0	8,650	0
520142	Classified C.S. Arbitration Cost	28,043	75,000	75,000	75,000
520145	Criminal Intelligence Services	25,000	0	0	0
520510	Mail/Delivery Services	0	1,500	1,500	1,500
520515	Print Shop Services	30,656	30,000	30,000	2,630
520520	Printing & Reproduction Services	11,345	28,700	28,700	28,700
520605	Advertising Services	67,127	145,690	80,125	192,000
520705	Insurance Fees	429,751	442,568	442,568	523,868
520740	Document Recording/Filing Fees	5,477	30,000	33,862	0
520765	Membership & Professional Fees	30,822	23,845	28,765	19,361
520805	Education & Training	171,024	291,000	155,665	169,781
520810	Human Relations Training	79,550	50,000	50,000	45,711

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Police Department
 Fund No./Bus. Area No. : 1000 / 1000

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
520815	Tuition Reimbursement	736,739	800,000	696,300	800,000
520905	Travel - Training Related	62,632	135,971	46,140	136,000
520910	Travel - Non-Training Related	87,288	153,000	149,000	152,000
521405	Building Maintenance Services	395,765	612,188	612,188	770,000
521605	Data Services	388,756	1,101,197	1,101,197	1,229,290
521610	Voice Services	3,067,292	2,693,563	2,693,359	3,111,221
521620	Voice Equipment	347,580	307,500	307,500	125,101
521625	Voice Labor	165,968	114,001	114,001	103,129
521630	GIS Revolving Fund Services	0	456,724	456,724	453,256
521705	Vehicle/Equipment Rental/Lease	1,823	15,000	19,110	0
521715	Office Equipment Rental	224,871	120,000	120,000	120,000
521725	Other Rental	243,131	119,438	243,487	127,917
521730	Parking Space Rental	35,293	213,322	229,000	407,000
521905	Legal Services	52,828	17,000	17,000	17,000
522305	Freight Charges	32,327	9,500	8,910	9,306
522415	Banking Over/Short	0	300	300	0
522430	Miscellaneous Other Services & Charges	513,083	278,464	255,815	195,195
522435	Interest Charges Past Due Accounts	(2)	0	0	0
522722	KRONOS Service Chargeback	0	0	0	260,001
522723	Drainage Fee Service Chargeback	0	0	0	139,940
522735	Interfund Communication Equipment Repair	21,352	20,790	20,790	20,790
522780	Interfund Photo Copy Services	574,934	700,000	679,850	675,000
522795	Other Interfund Services	495,448	400,000	556,313	500,000
522840	Interfund Permit Center Rent Chargeback	0	0	0	407,235
522845	Interfund Vehicle Services	0	0	0	7,957,161
Total	Other Services and Charges	22,733,426	19,629,176	20,445,384	27,003,772
560120	Capital Exp-Building and Bldg Improvement	131,566	0	0	0
560210	Furniture Fixtures and Equipment	61,869	0	0	0
560220	Vehicles	18,983	0	0	0
560230	Computer HW and Developed SW	24,086	0	0	0
Total	Equipment	236,504	0	0	0
551010	Non-Capital Office Furniture & Equipment	216,144	2,812	121,428	0
551015	Non-Capital Computer Equipment	22,719	0	0	0
551020	Non-Capital Communication Equipment	9,018	0	0	0
551030	Non-Capital Machinery & Equipment	1,713	0	0	0
551040	Non-Capital Other	326,195	175,363	50,438	140,000
Total	Non-Capital Equipment	575,789	178,175	171,866	140,000
532025	Transfers to Special Revenues	389,352	389,352	839,352	0
532030	Transfers to Trans Debt Service	615,081	0	0	0
532120	Transfer to Fleet/Eq	5,399,197	3,894,310	3,894,310	0
Total	Debt Service and Other Uses	6,403,630	4,283,662	4,733,662	0
Grand Total Expenditures		657,239,659	657,867,666	658,193,882	635,162,620



POLICE DEPARTMENT

Crime Lab Description and Mission

The mission of the Crime Lab is to receive, analyze, and preserve physical evidence while adhering to the highest standards of quality, objectivity, and ethics.

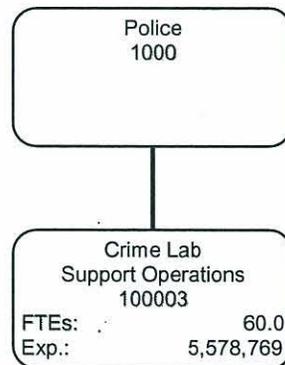
Department Short Term Goals

- Maintain Crime Lab accreditation standards in FY2012 by satisfactorily passing an independent inspection.
- Continue implementation of the Laboratory Information Management System.
- Continue implementation of robotics in the DNA Section to increase capacity and ultimately reduce the backlog.
- Reduce Firearms backlog to equal monthly demand.
- Reduce Controlled Substances backlog by 50%.

Department Long Term Goals

- Develop and implement strategies to strengthen relationships between academic institutions and the Crime Lab.
- Continue to improve the current methods and procedures of collecting and processing evidence to include the use of robotics, expansion of toxicology, and other new technologies.
- Continue to evolve processes to ensure the Crime Lab can meet the ISO 17025 accreditation.
- Continue to work towards processing evidence within 90 days of submission.
- Establish independence from law enforcement.
- Continue to work towards establishing a **City of Houston Forensic Science Center** which is appropriately resourced to meet the demands for timely and accurate analysis and easily accessible to law enforcement.

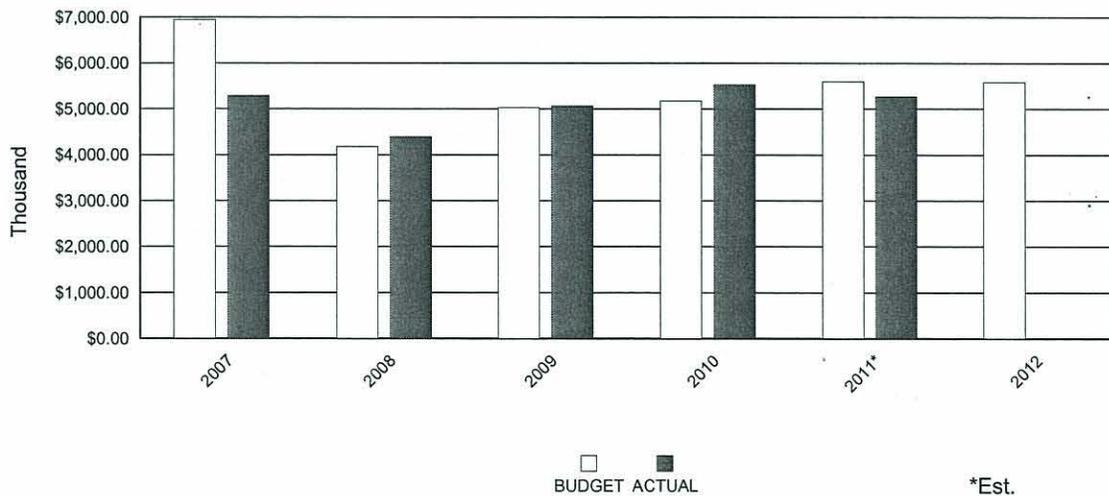
Department Organization



FISCAL YEAR 2012 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : Crime Lab					
Fund No./Bus. Area No. : 1000 / 1000					
		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	4,582,270	4,645,898	4,650,100	4,632,228
	Supplies	303,740	399,322	361,333	410,022
	Other Services and Charges	619,024	548,495	256,066	536,519
	Equipment	12,480	0	0	0
	Non-Capital Equipment	8,667	0	0	0
	Total M & O Expenditures	<u>5,526,181</u>	<u>5,593,715</u>	<u>5,267,499</u>	<u>5,578,769</u>
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	<u>5,526,181</u>	<u>5,593,715</u>	<u>5,267,499</u>	<u>5,578,769</u>
Revenues		12,028	300	5,300	5,300
Staffing	Full-Time Equivalents - Civilian	63.0	63.0	63.0	60.0
	Full-Time Equivalents - Classified	1.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>64.0</u>	<u>63.0</u>	<u>63.0</u>	<u>60.0</u>
	Full-Time Equivalents - Overtime	0.8	1.0	0.2	0.9
Significant Budget Changes and Highlights	o Provides technical and analytical expertise in drug identification, firearms, forensic serology, DNA profiling, toxicology (blood alcohol) and maintenance of the Breath Test Program.				
	o Conducts scientific examinations on a wide variety of specimens such as drugs, firearms, fired evidence, biological samples, hair and toxicological samples. These items are routinely submitted by local law enforcement agencies as well as the Harris County District Attorney's Office.				
	o Manages reports pertaining to proficiency testing, audits, certifications, inspections and performance.				
	o Receives, stores and disposes of narcotics evidence in accordance with state, federal and internal policies.				

**Crime Lab
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures

Fund Name : General Fund
Business Area Name : Crime Lab
Fund No./Bus Area No. : 1000 / 1000

Name: Support Operations -- 100003

Mission: To receive, analyze, and preserve physical evidence while adhering to the highest standards of quality, objectivity, and ethics.

Goal: Provide timely and accurate testing.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Requests completed	24,393	23,345	22,299
Proficiency test completed	105	73	73
Hours of testimony	624.0	634.5	645.0
Breath test supervised	4,944	4,709	4,473

FISCAL YEAR 2012 BUDGET

Division Summary

Fund Name : General Fund
Business Area Name : Crime Lab
Fund No./Bus Area No. : 1000 / 1000

Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Support Operations 100003						
Provides technical and analytical expertise in drug identification, firearms, forensic serology, DNA profiling, toxicology (blood alcohol) and maintenance of the Breath Test Program.	64.0	5,526,181	63.0	5,267,499	60.0	5,578,769

FISCAL YEAR 2012 BUDGET

Division Summary

Fund Name : General Fund
 Business Area Name : Crime Lab
 Fund No./Bus Area No. : 1000 / 1000

Division	Division Name	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
		FTEs	Costs \$	FTEs	Costs \$	FTEs	Costs \$
100003	Support Operations						
	Civilian	63.0		63.0		60.0	
	Classified	1.0		0.0		0.0	
	Cadets	0.0		0.0		0.0	
	Total	<u>64.0</u>	<u>5,526,181</u>	<u>63.0</u>	<u>5,267,499</u>	<u>60.0</u>	<u>5,578,769</u>
	Grand Total						
	Civilian	63.0		63.0		60.0	
	Classified	1.0		0.0		0.0	
	Cadets	0.0		0.0		0.0	
	Grand Total	<u>64.0</u>	<u>5,526,181</u>	<u>63.0</u>	<u>5,267,499</u>	<u>60.0</u>	<u>5,578,769</u>

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Crime Lab
Fund No./Bus Area No. : 1000 / 1000

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ADMINISTRATIVE SPECIALIST	20	1.0	1.0	
ASSISTANT DIRECTOR (EXE LEV)	32	1.0	1.0	
CLERK TYPIST	6	2.0	1.0	(1.0)
CRIMINALIST	20	35.0	34.0	(1.0)
CRIMINALIST LABORATORY MANAGER	29	3.0	3.0	
CRIMINALIST SPECIALIST	25	9.0	8.0	(1.0)
DEPUTY ADM., IDENTIFICATION DIV	PB07	1.0	0.0	(1.0)
EVIDENCE TECHNICIAN	11	5.0	5.0	
POLICE ADMINISTRATOR (EXE LEV)	30	2.0	1.0	(1.0)
SENIOR CONTRACT ADMINISTRATOR	27	1.0	1.0	
SENIOR DATA ENTRY OPERATOR	12	1.0	1.0	
SENIOR EVIDENCE TECHNICIAN	15	1.0	2.0	1.0
SENIOR MICROCOMPUTER ANALYST	23	1.0	1.0	
SENIOR OFFICE ASSISTANT	12	1.0	1.0	
Total FTEs		64.0	60.0	(4.0)
Less adjustment for Civilian Vacancy Factor		1.0	0.0	(1.0)
Full-Time Equivalents		63.0	60.0	(3.0)

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area Name : Crime Lab
 Fund No./Bus Area No. : 1000 / 1000

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
1000010056	HPD - Crime Lab			
427200	Unclaimed Fines & Forfeitures	0	5,000	5,000
452030	Miscellaneous Revenue	300	300	300
Total	HPD - Crime Lab	<u>300</u>	<u>5,300</u>	<u>5,300</u>
Total	Crime Lab	<u>300</u>	<u>5,300</u>	<u>5,300</u>

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area Name : Crime Lab
Fund No./Bus. Area No. : 1000 / 1000

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	3,332,851	3,376,999	3,475,900	3,302,905
500020	Salary Base Pay - Classified	78,054	77,111	0	0
500050	Sal-Edu/Incen-Classfd	3,654	3,800	0	0
500060	Overtime - Civilian	40,782	48,250	11,280	47,128
500090	Premium Pay - Civilian	6,810	7,416	0	7,416
500110	Bilingual Pay - Civilian	904	830	880	830
500130	Equipment Allowance-Classified	2,008	2,056	0	0
500160	Training Incent.-Classified	8,314	8,486	0	0
501020	Clothing Allowance - Classified	800	820	0	0
501070	Pension - Civilian	495,828	499,621	537,230	594,521
501090	Pension - Police	18,328	19,700	0	0
501120	Termination Pay - Civilian	1,103	1,130	16,170	1,130
501130	Termination Pay - Classified	982	0	0	0
501140	Third Party Disability B-Classified	528	526	0	0
502010	FICA - Civilian	251,625	261,198	253,700	255,069
502020	FICA - Classified	1,299	1,345	0	0
503010	Health Ins-Act Civilian	304,021	299,429	328,030	355,365
503015	Basic Life Insurance - Active Civilian	1,952	2,047	2,140	1,969
503020	Health Ins.Act-Classified	10,693	10,848	0	0
503025	Basic Life Insurance - Active Classified	46	46	0	0
503060	Long Term Disability-Civilian	5,316	5,355	6,150	5,100
503080	Workers Compensation-Classified-Admin	178	210	0	0
503090	Workers Compensation-Civilian-Admin	11,316	13,230	18,190	12,000
503100	Workers Compensation-Civilian-Claim	2,411	2,710	430	2,710
503110	Workers Compensation-Classified-Claim	682	530	0	0
504030	Unemployment Claims - Administration	1,785	2,205	0	46,085
Total	Personnel Services	4,582,270	4,645,898	4,650,100	4,632,228
511010	Chemical Gases & Special Fluids	8,531	39,465	1,547	64,165
511015	Cleaning & Sanitary Supplies	11	0	739	0
511020	Construction Materials	112	0	170	0
511045	Computer Supplies	9,798	1,918	1,420	1,918
511050	Paper & Printing Supplies	1,286	1,350	3,160	1,350
511055	Publications & Printed Materials	25	30	1,100	30
511070	Miscellaneous Office Supplies	43,267	10,071	15,990	10,071
511080	General Laboratory Supplies	190,328	293,010	277,942	293,010
511085	Drugs & Medical Chemicals	10,756	5,000	10,000	5,000
511090	Medical & Surgical Supplies	14,219	0	17,950	0
511095	Small Technical & Scientific Equipment	2,562	24,000	8,875	10,000
511120	Clothing	25	1,268	0	1,268
511130	Weapons Munitions & Supplies	0	1,642	200	1,642
511145	Small Tools & Minor Equipment	385	1,069	2,670	1,069
511150	Miscellaneous Parts & Supplies	22,435	20,499	19,570	20,499
Total	Supplies	303,740	399,322	361,333	410,022
520100	Temporary Personnel Services	81,619	0	0	0
520107	Computer Info/Contr	600	510	0	510
520109	Medical Dental & Laboratory Services	277,833	402,492	85,370	422,492
520110	Management Consulting Services	72,911	0	13,140	0
520114	Miscellaneous Support Services	46,726	3,200	230	0
520118	Refuse Disposal	31,730	18,000	0	16,000
520124	Other Equipment Services	51,549	74,500	80,819	51,000
520141	Engineering Services	0	5,500	5,636	0
520765	Membership & Professional Fees	125	4,920	0	8,420

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Crime Lab
 Fund No./Bus. Area No. : 1000 / 1000

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
520805	Education & Training	17,232	16,000	28,840	14,724
520905	Travel - Training Related	9,559	15,000	3,860	15,000
520910	Travel - Non-Training Related	4,462	4,000	7,000	4,000
521610	Voice Services	100	0	190	0
521705	Vehicle/Equipment Rental/Lease	2,764	0	571	0
521725	Other Rental	2,001	760	1,710	760
522305	Freight Charges	1,082	500	1,090	500
522430	Miscellaneous Other Services & Charges	18,731	3,113	27,610	3,113
Total	Other Services and Charges	619,024	548,495	256,066	536,519
560210	Furniture Fixtures and Equipment	12,480	0	0	0
Total	Equipment	12,480	0	0	0
551010	Non-Capital Office Furniture & Equipment	677	0	0	0
551040	Non-Capital Other	7,990	0	0	0
Total	Non-Capital Equipment	8,667	0	0	0
Grand Total Expenditures		5,526,181	5,593,715	5,267,499	5,578,769

DEVELOPMENT AND MAINTENANCE SERVICES DEPARTMENTS

General Services	IV-2
Planning and Development	IV-14
Public Works and Engineering	IV-24
Solid Waste Management	IV-36

GENERAL SERVICES

Department Description and Mission

General Services Department's mission is to provide leadership and best practices in managing facilities, supplies, security and resource conservation, maintenance, and other support services to elected officials, City departments and residents in a safe, reliable, and efficient manner.

Short Term Goals

Provide excellent customer service and satisfaction; provide courteous professional services; maintain and enhance facilities; reduce energy use in GSD managed buildings and increase sustainable and resource conservation in the core civic buildings; work collaboratively across all departments; deliver projects and programs in a timely and cost effective manner.

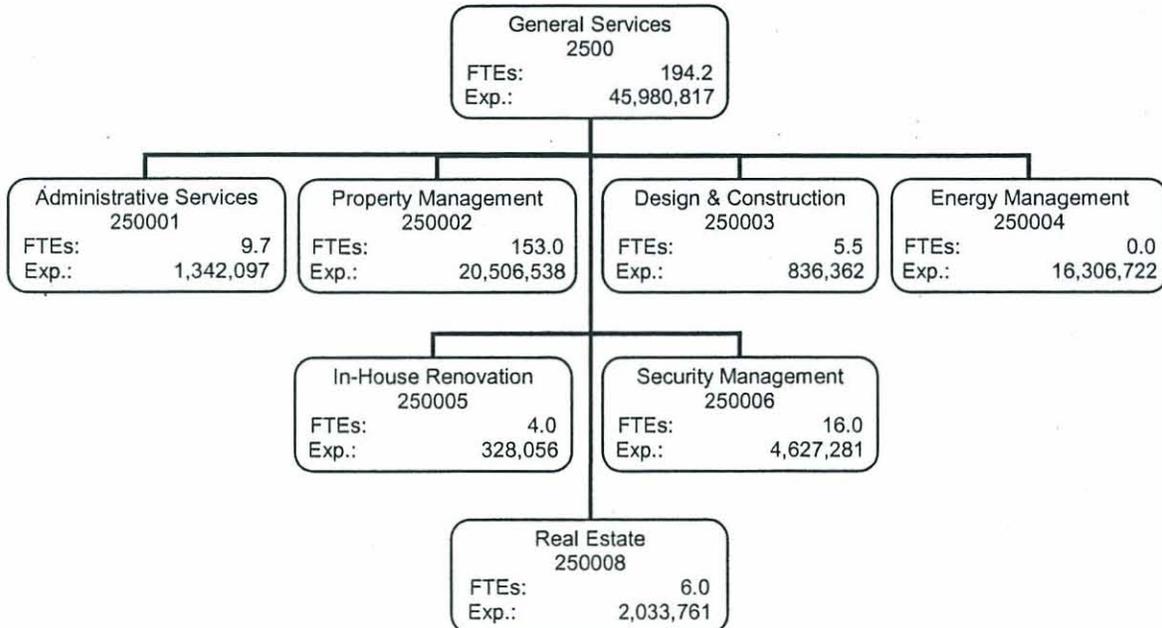
Department has and follows written procedures that, at a minimum, provide for:

- Replacement and selection of equipment;
- Purchase of equipment, supplies and materials;
- Maintenance and operations budget criteria;
- Facilities, security, real estate and design and construction standards.

Long Term Goals

We will be the Provider of Choice and the premier General Services Department. We will manage and oversee all City owned property. Have established and implemented accountability mechanisms to ensure the performance and efficiency of the maintenance/operations program, real estate services, design and construction, janitorial and security services. All divisions within the department use appropriate performance and cost-efficiency measures and interpretive benchmarks to evaluate each program and use these in management decision making. The department has taken advantage of significant opportunities to improve real estate management, design and construction methods, security enhancements and maintenance operations management, to increase efficiency and effectiveness, and reduce costs. Our buildings are efficient and sustainable as measured by Energy Star and Leadership in Energy and Environmental Design (LEED).

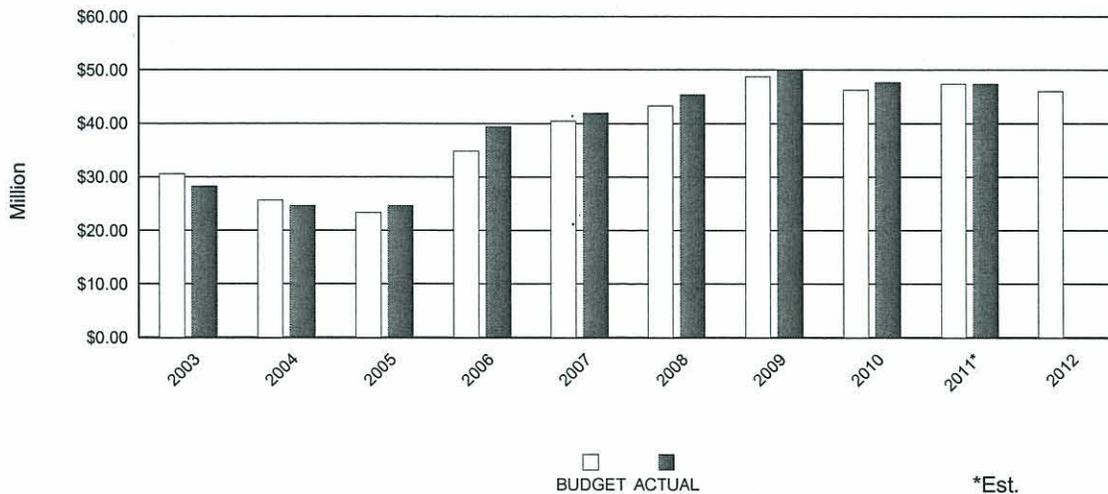
Department Organization



FISCAL YEAR 2012 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : General Services					
Fund No./Bus. Area No. : 1000 / 2500					
		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	13,787,761	12,975,981	12,981,769	12,642,846
	Supplies	1,754,639	1,587,962	1,588,372	1,434,725
	Other Services and Charges	31,910,206	30,831,504	30,825,306	29,351,933
	Equipment	5,835	0	0	0
	Non-Capital Equipment	33,249	102	102	0
	Total M & O Expenditures	47,491,690	45,395,549	45,395,549	43,429,504
	Debt Service & Other Uses	141,259	1,970,286	1,970,286	2,551,313
	Total Expenditures	47,632,949	47,365,835	47,365,835	45,980,817
Revenues		5,880,943	36,413,326	5,028,043	14,377,891
Staffing	Full-Time Equivalents - Civilian	227.8	220.3	210.8	194.2
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	227.8	220.3	210.8	194.2
	Full-Time Equivalents - Overtime	5.4	6.0	6.0	5.4
Significant Budget Changes and Highlights	o The FY2012 Budget includes strategic prioritization of services.				
	o Work orders will be prioritized based on safety and preservation of City assets.				
	o Police and Fire operational work orders will receive highest priority. Non-response related work orders will receive 2nd tier priority.				
	o Emergency call-out services will be for facility related problems, such as electrical or HVAC failure, sewage back-ups and life-safety issues.				
	o Expansion of Facility Management with Houston Permitting Center for \$1,079,570, Parking Management Facility for \$86,870, Health Lab at Holcombe and Fondren Police Station for \$500,000.				

**General Services
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : General Services Fund No./Bus Area No. : 1000 / 2500			
Name: GSD - Administrative Services -- 250001			
Mission: Efficiently provide pro-active, responsive, reliable and timely financial support services for the department with the utmost level of accountability, integrity, due diligence and in compliance with all City ordinances, policies and procedures.			
Goal: To enhance administrative efficiency through technology optimization. Develop and implement training on SAP system processes related to procurement, budgeting and reporting.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Client Survey - Excellent	84%	85%	90%
Days to process invoices	10	10	8
Name: GSD - Property Management -- 250002			
Mission: To become the "provider of choice" by delivering quality maintenance, repair and renovation services to our clients which allows them to focus on their core businesses.			
Goal: 1) Understand best practices in facility management and establish baselines for future data tracking. 2) Assess facilities to gain an understanding of building conditions and maintenance repairs needed. 3) Prioritize list and begin process of improving facilities. 4) Work with the Sustainability Division to reduce energy consumption by 3% in ten percent of GSD managed facilities.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Work Orders Completed	41,498	32,000	35,000
Customer Service Rating	4.56	4.50	4.25
Work Order Turnaround Time	N/A	90%	90%
Budget Compliance	N/A	99%	99%
Lost Time No. Indicators	11	3	3
Name: GSD - Design & Construction -- 250003			
Mission: To be the project manager "partner of choice" by managing the planning, design and construction of sustainable City buildings including parks in a manner consistent with City and State regulations. Implement best practices and the latest development industry standards; alternative delivery methods; transparent processes for fair and equal selection. Maintain project within budget and on schedule while maintaining the highest quality product.			
Goal: 1) Continue implementing LEED standards to improve building quality and their impact on the environment. 2) Conduct Comprehensive Facilities Condition Assessment to better plan capital expenditures. 3) Continue to develop case studies of new City LEED certified buildings. 4) Continue to collaborate with the Houston Arts Alliance to establish a citywide arts master plan 5) Develop metrics to track construction related data.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Design/Planning Projects	N/A	80	80

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : General Services Fund No./Bus Area No. : 1000 / 2500			
Name: GSD - Energy Management -- 250004			
Mission: To create a centralized cost center to accurately capture and report monthly expenditures related to utilities, IT services and other restricted accounts.			
Goal: To provide for a centralized cost center to track, monitor, and report the department's restricted budgetary accounts.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
N/A	N/A	N/A	N/A
Name: GSD - In-House Renovation -- 250005			
Mission: To provide administrative and technical support to achieve the goals and objectives of the In-house Renovation Group.			
Goal: Understand best practices in tracking and reporting the labor, material and other services associated with each renovation project completed. Develop project cost reports for clients. Accurately process interdepartmental "bill backs" to monitor costs.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
N/A	N/A	N/A	N/A
Name: GSD - Security Management -- 250006			
Mission: To promote a safe and secure workplace while protecting City assets.			
Goal: 1) Educate and inform City employees of security protocol. 2) Provide ongoing training to elected officials on procedures and protocol on security breaches. 3) Perform regular testing of security procedures and practices. 4) Continue to evaluate current service measures and make improvements as necessary. 5) Provide semi-annual reports on security effectiveness.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Technical Team Customer	4.72	4.87	4.50
Operation Team Customer	4.75	4.81	4.50
Investigations Conducted	1,355	1,548	1,500
Identification Badges	7,088	14,613	14,000
Access Change Processed	34,755	14,775	14,000

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : General Services Fund No./Bus Area No. : 1000 / 2500			
Name: GSD - Real Estate -- 250008			
Mission: To implement policies and procedures to expedite the acquisition, disposition, and leasing of real estate assets while realizing the greatest value on all dispositions and acquisitions.			
Goal: 1) Establish clear policies and procedures for disposition and acquisition of properties. 2) Educate key stakeholders on the policies and procedures for the sale and leasing of City properties. 3) Realize the maximum value on all dispositions, acquisitions and leasehold properties. 4) Maintain an inventory of all city-owned land; including buildings, snippets and other parcels and align inventory list with Insurance Management and Public Works.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Sale of Surplus Properties	30	8	10
Renegotiate Existing Lease	N/A	N/A	4
Empty space for additional performance measures			

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : General Services Fund No./Bus Area No. : 1000 / 2500						
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
GSD - Administrative Services 250001 Provide overall direction, management, leadership and communication for the General Services Department (GSD); conduct and/or coordinate GSD business functions; provide training and professional development to GSD employees; ensure all department funds are appropriately allocated and expended.	17.5	1,823,302	14.9	1,581,672	9.7	1,342,097
GSD - Property Management 250002 Provide facility management services for 306 City facilities, totaling 8,029,708 sq.ft. of space, to include janitorial and ground maintenance; preventative maintenance of mechanical equipment; routine and emergency repairs of electrical, mechanical, plumbing, HVAC, structural and energy management systems; facility inspections; and ensuring life safety systems are operational.	170.2	21,903,230	157.9	21,081,112	153.0	20,506,538
GSD - Design & Construction 250003 Provide CIP planning; manage the design and construction of City facilities for all city departments except Aviation, facilitate tenant improvements; manage construction and coordinate moves; track, monitor, and manage environmental contracts; civic art administration; provide in-house planning and design services and construction project management.	8.4	865,844	8.0	894,344	5.5	836,362
GSD - Energy Management 250004 Represents actual cost billed by the Central Service Revolving Fund for fuel, electricity, natural gas consumption and all other restricted accounts; all communications and data services fees administrated by the Information Technology Department.	0.0	15,093,762	0.0	15,424,702	0.0	16,306,722
GSD - In-House Renovation 250005 Provide overall management and administrative support for the In-House Renovation Group.	7.0	470,944	6.0	418,350	4.0	328,056
GSD - Security Management 250006 Manage physical security of 350 facilities including closed circuit TV, access control and intrusion alarm systems; manages citywide security contracts; investigates City lost/stolen assets and processes over 37,000 access requests annually.	17.7	5,516,128	17.0	5,699,583	16.0	4,627,281

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : General Services Fund No./Bus Area No. : 1000 / 2500						
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
GSD - Real Estate 250008 Manage the acquisition, disposition and leasing of the City's real estate assets.	7.0	1,959,739	7.0	2,266,072	6.0	2,033,761
Total	227.8	47,632,949	210.8	47,365,835	194.2	45,980,817

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
 Business Area Name : General Services
 Fund No./Bus Area No. : 1000 / 2500

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ADMINISTRATION MANAGER	26	1.0	1.0	
ADMINISTRATIVE AIDE	10	1.0	0.0	(1.0)
ADMINISTRATIVE ASSISTANT	17	4.0	3.0	(1.0)
ADMINISTRATIVE ASSOCIATE	13	4.0	2.0	(2.0)
ADMINISTRATIVE SPECIALIST	20	5.0	4.0	(1.0)
ASSISTANT DIRECTOR (EXE LEV)	32	1.0	1.0	
ASSISTANT ELECTRICAL SUPERVISOR	22	1.0	1.0	
ASSISTANT PROJECT MANAGER	20	1.0	0.0	(1.0)
ASSISTANT REAL ESTATE ANALYST	17	1.0	1.0	
ASSISTANT SUPERINTENDENT	20	5.0	3.0	(2.0)
BUILDING MAINTENANCE SUPERVISOR	13	6.0	6.0	
CARPENTER	14	12.0	11.0	(1.0)
CHIEF STATIONARY ENGINEER	19	7.0	7.0	
CONTRACT COMPLIANCE OFFICER	15	1.0	1.0	
CUSTODIAN	4	36.0	33.0	(3.0)
CUSTODIAN LEADER	8	1.0	1.0	
CUSTOMER SERVICE REP. I	13	3.0	3.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	2.0	2.0	
DEPUTY DIRECTOR (EXE LEV)	34	1.0	0.0	(1.0)
DIVISION MANAGER	29	7.0	5.0	(2.0)
DIVISION MANAGER (EXE LEV)	29	1.0	0.0	(1.0)
ELECTRICAL SUPERINTENDENT	26	1.0	1.0	
ELECTRICIAN	18	10.0	8.0	(2.0)
EXECUTIVE STAFF ANALYST	30	1.3	1.3	
FINANCIAL ANALYST II	18	0.0	1.0	1.0
FINANCIAL ANALYST IV	25	1.0	1.0	
GENERAL SERVICES DIRECTOR	35	1.0	1.0	
GENERAL SUPERINTENDENT	21	1.0	0.0	(1.0)
GRADUATE ARCHITECT	22	1.0	1.0	
GROUNDSKEEPER	5	15.0	15.0	
HUMAN RESOURCES ASSISTANT	13	1.0	0.0	(1.0)
HUMAN RESOURCES TECHNICIAN	12	1.0	0.0	(1.0)
INSPECTOR	18	1.0	1.0	
INVENTORY MANAGEMENT CLERK	9	1.0	0.0	(1.0)
INVENTORY MANAGEMENT SUPERVISOR	17	1.0	0.0	(1.0)
LABORER	4	4.0	4.0	
LAN SPECIALIST	26	1.0	1.0	
MAINTENANCE MECHANIC I	8	4.0	3.0	(1.0)
MAINTENANCE MECHANIC II	12	1.0	1.0	
MAINTENANCE MECHANIC III	14	11.0	9.0	(2.0)
MAINTENANCE SUPERVISOR	16	5.0	4.0	(1.0)
MANAGEMENT ANALYST III	21	1.0	1.0	
OFFICE ASSISTANT	9	2.0	1.0	(1.0)
OFFICE SUPERVISOR	17	2.0	1.0	(1.0)
PAINTER	11	10.0	9.0	(1.0)
PLUMBER	14	3.0	3.0	
PROGRAMMER ANALYST IV	25	1.0	1.0	
PROJECT MANAGER	24	3.0	2.5	(0.5)
PUBLIC LOSS INVESTIGATOR	22	1.0	1.0	
REAL ESTATE MANAGER	29	1.0	1.0	
SENIOR CLERK	8	1.0	0.0	(1.0)
SENIOR FIXED ASSET SPECIALIST	17	1.0	1.0	

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : General Services
Fund No./Bus Area No. : 1000 / 2500

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
SENIOR HUMAN RESOURCES SPECIALIST	21	1.0	0.0	(1.0)
SENIOR INSPECTOR	22	1.0	0.0	(1.0)
SENIOR INVENTORY MANAGEMENT CLERK	12	2.0	2.0	
SENIOR OFFICE ASSISTANT	12	2.0	2.0	
SENIOR PROJECT MANAGER	27	1.0	1.0	
SENIOR PUBLIC LOSS INVESTIGATOR	24	2.0	2.0	
SENIOR SUPERINTENDENT	27	1.0	0.0	(1.0)
STAFF ANALYST	26	3.0	3.0	
STATIONARY ENGINEER	14	18.0	17.0	(1.0)
SUPERINTENDENT	24	5.0	5.0	
TECHNICAL HARDWARE ANALYST I	17	2.0	2.0	
TECHNICAL HARDWARE ANALYST II	21	1.0	1.0	
TECHNICAL HARDWARE ANALYST III	23	1.0	1.0	
Total FTEs		229.3	194.8	(34.5)
Less adjustment for Civilian Vacancy Factor		9.0	0.6	(8.4)
Full-Time Equivalents		220.3	194.2	(26.1)

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area Name : General Services
 Fund No./Bus Area No. : 1000 / 2500

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
2500020001	GSD - Property Mgmnt			
426430	Facility Rental Fees	47,844	7,974	0
443160	Vending Machine Concessions	204,000	218,173	213,949
452020	Recoveries & Refunds	0	116	0
490060	Transfer from Civic Center	396,294	206,818	206,818
Total	GSD - Property Mgmnt	648,138	433,081	420,767
2500020003	GSD - Houston Permitting Center			
424110	Other Interfund Services	0	0	1,079,570
2500020004	GSD - Parking Management Facility			
424110	Other Interfund Services	0	0	86,870
2500020005	GSD - Facility Management			
424110	Other Interfund Services	667,372	667,372	658,495
2500060001	GSD - Security Management			
424110	Other Interfund Services	886,900	886,900	881,349
2500060002	GSD - Security - General Fund			
490060	Transfer from Civic Center	0	171,444	175,645
2500080001	GSD - Real Estate			
426420	Building Space Rental Fees	597,729	600,404	305,121
426430	Facility Rental Fees	63,187	44,458	44,458
428060	Other Interest Income	0	224,384	75,616
434235	Sale of Capital Assets	0	200,000	1,000,000
434240	Sale of Capital Assets-Land/Streets	33,550,000	1,800,000	9,650,000
Total	GSD - Real Estate	34,210,916	2,869,246	11,075,195
Total	General Services	36,413,326	5,028,043	14,377,891

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : General Services
 Fund No./Bus. Area No. : 1000 / 2500

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	9,386,777	8,723,302	8,723,299	8,099,072
500030	Salary Part Time - Civilian	2,148	0	0	0
500060	Overtime - Civilian	296,862	306,500	312,292	280,000
500090	Premium Pay - Civilian	32,178	30,000	30,000	30,000
500110	Bilingual Pay - Civilian	8,779	10,102	10,102	2,712
501070	Pension - Civilian	1,390,493	1,336,523	1,336,523	1,457,841
501120	Termination Pay - Civilian	154,288	97,710	97,710	140,322
501160	Vehicle Allowance - Civilian	7,736	8,432	8,432	4,216
502010	FICA - Civilian	715,060	697,358	697,357	639,842
503010	Health Ins-Act Civilian	1,545,441	1,494,109	1,494,109	1,520,365
503015	Basic Life Insurance - Active Civilian	5,524	5,434	5,434	4,758
503050	Health/Life Insurance - Retiree Civilian	3,202	0	0	0
503060	Long Term Disability-Civilian	18,417	18,565	18,565	16,516
503090	Workers Compensation-Civilian-Admin	41,455	45,856	45,856	38,862
503100	Workers Compensation-Civilian-Claim	163,011	183,523	183,523	235,700
504030	Unemployment Claims - Administration	16,390	18,567	18,567	172,640
Total	Personnel Services	13,787,761	12,975,981	12,981,769	12,642,846
511010	Chemical Gases & Special Fluids	6,986	9,000	9,000	9,500
511015	Cleaning & Sanitary Supplies	213,276	202,000	202,000	203,000
511020	Construction Materials	12,102	94,883	94,883	84,479
511025	Electrical Hardware & Parts	142,246	167,548	167,548	155,549
511030	Mechanical Hardware & Parts	89,718	79,314	79,314	79,000
511035	Meters Hydrants & Plumbing Supplies	31,434	56,000	56,000	56,000
511040	Audiovisual Supplies	7,555	12,015	12,015	11,683
511045	Computer Supplies	749	17,417	17,416	17,416
511050	Paper & Printing Supplies	0	3,556	3,555	5,100
511055	Publications & Printed Materials	133	1,729	1,729	1,733
511060	Postage	4,819	4,673	4,673	3,900
511070	Miscellaneous Office Supplies	89,292	57,892	57,891	54,835
511090	Medical & Surgical Supplies	517	0	0	50
511100	Veterinary & Animal Supplies	961	0	0	0
511110	Fuel	194,150	228,928	228,928	220,614
511115	Vehicle Repair & Maintenance Supplies	44,745	12,000	12,000	12,000
511120	Clothing	33,992	58,632	59,048	11,000
511125	Food Supplies	517	276	276	300
511145	Small Tools & Minor Equipment	28,322	79,982	79,981	64,800
511150	Miscellaneous Parts & Supplies	850,643	488,965	488,963	443,766
511165	Fire Fighting Equipment	2,482	13,152	13,152	0
Total	Supplies	1,754,639	1,587,962	1,588,372	1,434,725
520100	Temporary Personnel Services	54,544	30,731	31,035	50,000
520101	Janitorial Services	3,529,323	3,868,029	3,742,913	2,694,886
520102	Security Services	4,012,973	4,179,299	4,179,298	3,117,435
520108	Information Resource Services	245,888	187,817	188,029	188,437
520109	Medical Dental & Laboratory Services	3,012	4,500	4,500	4,500
520110	Management Consulting Services	18,152	82,560	82,560	82,600
520112	Banking Services	0	62	62	0
520114	Miscellaneous Support Services	58,480	87,587	87,586	82,000
520115	Real Estate Lease/Office Rental	1,229,963	1,501,223	1,501,223	1,429,564
520118	Refuse Disposal	489,522	458,620	396,294	498,310
520119	Computer Equipment/Software Maintenance	7,716	12,200	12,200	12,200
520120	Communications Equipment Services	54	0	0	0
520121	IT Application Svcs	35,912	12,300	32,300	13,125
520123	Vehicle & Motor Equipment Services	195,192	151,577	151,576	137,200
520124	Other Equipment Services	65,768	15,012	15,369	15,581
520125	Demolition Services	18,725	0	0	0
520126	Construction Site Work Services	(7,157)	22,189	22,189	22,189

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : General Services
 Fund No./Bus. Area No. : 1000 / 2500

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
520141	Engineering Services	39,075	7,305	7,305	5,000
520158	Computer Equipment Maintenance Services	0	11,985	11,985	11,985
520510	Mail/Delivery Services	286	24	24	1,000
520515	Print Shop Services	3,511	6,976	6,976	7,000
520520	Printing & Reproduction Services	17,226	22,160	22,160	22,160
520605	Advertising Services	37,345	32,752	32,752	32,752
520705	Insurance Fees	91,619	118,790	118,790	142,521
520765	Membership & Professional Fees	13,268	19,035	19,035	18,590
520805	Education & Training	4,818	14,853	14,853	18,500
520905	Travel - Training Related	2,347	1,000	1,000	1,000
520910	Travel - Non-Training Related	16,255	24,138	24,137	24,137
521405	Building Maintenance Services	5,118,954	5,027,908	5,269,934	5,749,256
521410	Sewer Services	903,690	652,170	652,170	674,673
521415	Land and Grounds Maintenance	405,326	507,114	452,529	375,216
521435	Water Services	8,038	4,500	4,500	9,000
521440	Steam/Chilled Water Services	768,442	700,000	700,000	500,000
521505	Electricity	12,872,697	11,587,340	11,587,340	11,814,414
521510	Natural Gas	853,978	745,501	745,501	756,997
521605	Data Services	9,703	13,257	13,257	24,192
521610	Voice Services	114,978	122,397	122,397	118,226
521620	Voice Equipment	861	11,823	11,823	4,007
521625	Voice Labor	5,262	15,487	15,487	8,412
521630	GIS Revolving Fund Services	0	9,730	9,730	10,789
521705	Vehicle/Equipment Rental/Lease	188	89	89	100
521715	Office Equipment Rental	17,035	18,798	18,798	20,900
521725	Other Rental	85,465	58,595	58,594	44,417
521730	Parking Space Rental	59,330	81,000	81,000	81,000
522305	Freight Charges	0	100	100	100
522430	Miscellaneous Other Services & Charges	464,401	207,830	207,167	234,239
522435	Interest Charges Past Due Accounts	16	0	0	0
522710	Interfund Utility Cut Repairs	0	500	500	500
522721	Interfund HR Client Services	0	147,729	147,729	152,985
522722	KRONOS Service Chargeback	0	0	0	7,456
522723	Drainage Fee Service Chargeback	0	0	0	111,372
522735	Interfund Communication Equipment Repair	13,500	6,250	6,250	6,250
522760	Interfund Billing & Collection Service	4,435	11,760	11,760	12,260
522780	Interfund Photo Copy Services	0	1,500	1,500	1,500
522795	Other Interfund Services	20,090	27,402	1,000	1,000
Total	Other Services and Charges	31,910,206	30,831,504	30,825,306	29,351,933
560210	Furniture Fixtures and Equipment	5,835	0	0	0
Total	Equipment	5,835	0	0	0
551010	Non-Capital Office Furniture & Equipment	2,634	102	102	0
551015	Non-Capital Computer Equipment	4,889	0	0	0
551030	Non-Capital Machinery & Equipment	18,226	0	0	0
551040	Non-Capital Other	7,500	0	0	0
Total	Non-Capital Equipment	33,249	102	102	0
531145	Transfers for Interest	42,812	0	0	0
532020	Transfers to Capital Projects	0	1,905,479	1,905,479	2,551,313
532120	Transfer to Fleet/Eq	98,447	64,807	64,807	0
Total	Debt Service and Other Uses	141,259	1,970,286	1,970,286	2,551,313
Grand Total Expenditures		47,632,949	47,365,835	47,365,835	45,980,817

PLANNING AND DEVELOPMENT

Department Description and Mission

The mission of the Planning and Development Department is to work with tools to provide community sustainability, development and the City's Geographical Information System (GIS).

Department Short Term Goals:

- o Continue to amend ordinances and polices as a result of the Planning Commission.
- o Develop a multi-model mobility plan.
- o Conduct community toolbox conference and related ordinances.

Department Long Term Goals:

- o Initiate/implement a regional addressing data sharing/exchange protocol/services.
- o Create seamless link between Development Review Coordination (DRC) and the Integrated Land Management System (ILMS) to better monitor development projects and provide improved public information.
- o Integrate popular mapping team data requests into My City web services and tools.

The following briefly describes the function of each Section in the Planning and Development Department:

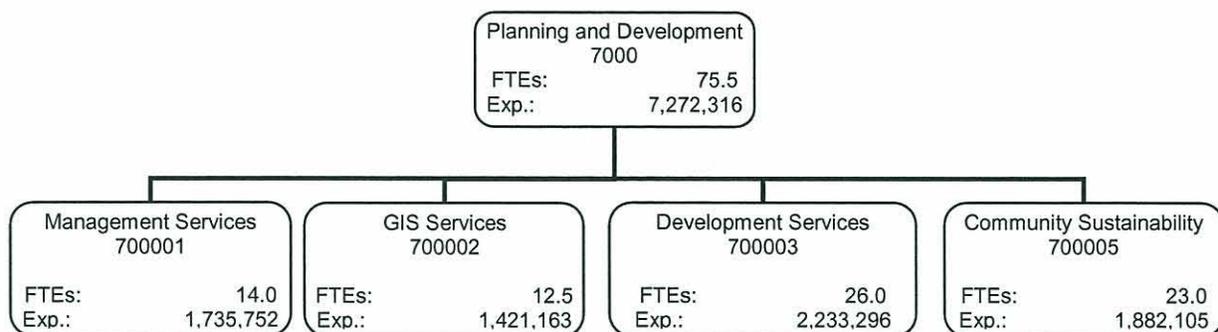
The Management Services Section support core functions of the Planning Department by providing internal administrative, financial and management support.

The Geographical Information Systems Services (GIS) Section serves the geospatial needs of the City of Houston across departments and among all staff and citizens.

The Development Services Section reviews development proposals for compliance with Houston's land development codes, (Chapter 42, towers, parking, landscaping, etc.) provides analysis, forecasting and the development of alternatives for moving people and goods through transportation planning.

The Community Sustainability Section facilitates the long term sustainability of Houston through community maintenance and development tools.

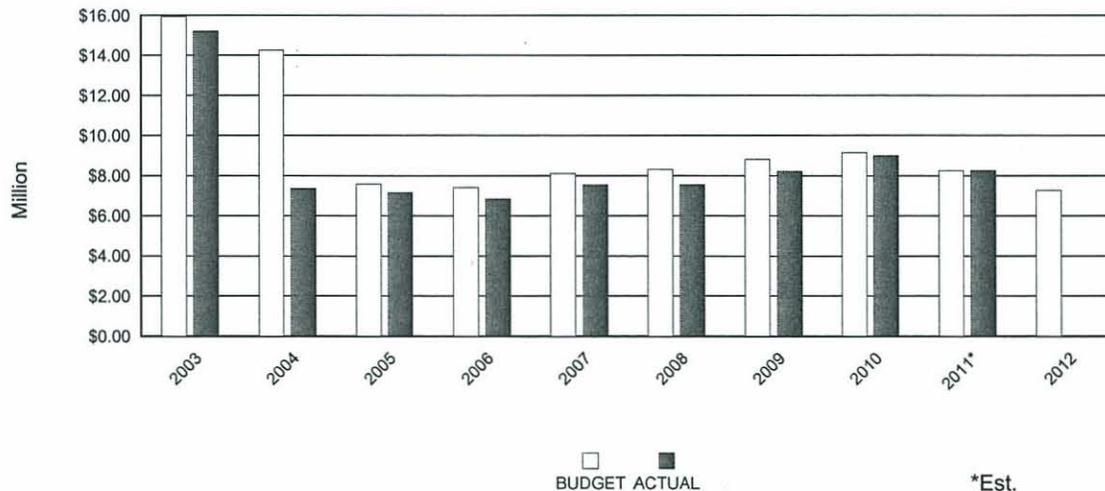
Department Organization



FISCAL YEAR 2012 BUDGET

Business Area Budget Summary					
Fund Name : General Fund Business Area Name : Planning & Development Fund No./Bus. Area No. : 1000 / 7000					
		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	7,840,625	7,556,030	7,536,347	6,615,903
	Supplies	61,052	53,708	65,708	77,351
	Other Services and Charges	1,076,282	630,751	638,434	579,062
	Equipment	0	0	0	0
	Non-Capital Equipment	2,666	0	0	0
	Total M & O Expenditures	8,980,625	8,240,489	8,240,489	7,272,316
	Debt Service & Other Uses	4,701	4,701	4,701	0
	Total Expenditures	8,985,326	8,245,190	8,245,190	7,272,316
Revenues		2,453,434	2,013,750	2,541,214	3,871,561
Staffing	Full-Time Equivalents - Civilian	107.0	101.1	93.4	75.5
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	107.0	101.1	93.4	75.5
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o Continued development of an Enterprise Geographical Information System (EGIS), with focus on support of current applications and data. o Development and implementation of the improved Development Review Coordination (DRC) System, with the goal of making platting information more accessible to the public, streamlining work, and tying into our EGIS. o Preserve and stabilize communities. o Facilitate decision-making by providing recommendations through data collection, research and analysis in a variety of disciplines, including but not limited to demographic, statistical, financial, market and legal analysis, and collaboration with internal and external sources. 				

**Planning & Development
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Planning & Development Fund No./Bus Area No. : 1000 / 7000			
Name: PD-Management Services Group -- 700001			
Mission: To support the core functions of the Planning Department by providing internal administrative, financial and managerial support. The Division supports the mission of the Department by providing the public with access to resources, information, and addressing public requests on a timely basis while also striving to ensure a high level of customer service.			
Goal: To provide the public and department access to resources and information on a timely basis while striving to ensure a high level of customer service.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
HR, finance, accounting, and administrative support	100%	100%	100%
Name: PD-GIS Services Group -- 700002			
Mission: To serve the Geographic Information Systems (GIS) and geospatial needs of the City of Houston across departments and among all staff and citizens.			
Goal: Continue improvement of jurisdictional boundaries, industrial districts, addresses and street centerlines. Establish regional standard for addressing. Support GIS mapping and analysis products for other departments and the public.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Addressing assignment	0	5000	10,000
Citywide tech. training	6	6	6
GIS infrastrure upgrade and maintenance	100%	100%	100%
Name: PD-Development Services Group -- 700003			
Mission: To review development proposals for compliance with Houston's land development codes, (Chapter 42, towers, parking, landscaping, and etc.) and provide analysis, forecasting and the development of alternatives for moving people and goods through transportation planning.			
Goal: Enhance service to the land development community by improving on-line communication capabilities between applicants and city/agency reviewers. Continue to play a major role in solving mobility issues in Houston and its Extra Territorial Jurisdiction (ETJ) by strengthening partnerships with numerous public and private regional agencies.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Development plats	840	763	763
Subdivision plats	1,638	1,400	1,400
Plats recorded	850	1,400	1,400
Coordinate transportation plan, Phase I	N/A	N/A	Jan. 2012

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Planning & Development Fund No./Bus Area No. : 1000 / 7000			
Name: PD-Planning Services Group -- 700004			
Mission: Due to reorganization, this section is moved to 700005 in FY2012.			
Goal: N/A			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
N/A	N/A	N/A	N/A
Name: PD-Comm Sustainability -- 700005			
Mission: To facilitate the long-term stability of Houston through community sustainability tools.			
Goal: Improve accuracy in Strategic Partnership Agreement (SPA) collections, develop improved tools for stabilizing the Houston community and inform the community of the available tools.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
New SPAs/Adm. existing SPA	202	231	265
Annex/Dis-annex analysis	4	3	3
Community tools	N/A	N/A	40
Tool box conference	N/A	N/A	1
Mkt. Anly/Special district	1	1	10

FISCAL YEAR 2012 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Planning & Development Fund No./Bus Area No. : 1000 / 7000							
Division Description		FY2010 Actual		FY2011 Estimate		FY2012 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
PD-Management Services Group	700001						
To support the core functions of the Planning Department by providing internal administrative, financial and managerial support. The Division supports the mission of the Department by providing the public with access to resources, information, and addressing public requests on a timely basis while also striving to ensure a high level of customer service.		18.0	1,815,026	14.6	1,588,267	14.0	1,735,752
PD-GIS Services Group	700002						
To serve the GIS and geospatial needs of the City of Houston across departments and among all staff and citizens.		20.1	1,612,546	15.2	1,632,415	12.5	1,421,163
PD-Development Services Group	700003						
To review development proposals for compliance with Houston's land development codes, (Chapter 42, towers, parking, landscaping, and etc.) and provide analysis, forecasting & the development of alternatives for moving people & goods through transportation planning.		61.9	4,458,917	58.0	4,347,187	26.0	2,233,296
PD-Planning Services Group	700004						
Due to reorganization, this section is moved to 700005 in FY2012.		7.0	1,098,837	5.6	677,321	0.0	0
PD-Comm Sustainability	700005						
To facilitate the long-term stability of Houston through community sustainability tools.		0.0	0	0.0	0	23.0	1,882,105
Total		107.0	8,985,326	93.4	8,245,190	75.5	7,272,316

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Planning & Development
Fund No./Bus Area No. : 1000 / 7000

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ACCOUNTANT	17	1.0	1.0	
ACCOUNTANT MANAGER	27	1.0	1.0	
ADMINISTRATION MANAGER	26	5.0	4.0	(1.0)
ADMINISTRATIVE ASSISTANT	17	2.0	2.0	
ADMINISTRATIVE ASSOCIATE	13	3.0	0.0	(3.0)
ADMINISTRATIVE COORDINATOR	24	3.0	2.0	(1.0)
ADMINISTRATIVE SPECIALIST	20	4.0	2.0	(2.0)
ASSISTANT DIRECTOR (EXE LEV)	32	2.0	2.0	
ASSOCIATE PLANNER	13	2.0	2.0	
CUSTOMER SERVICE REP. III	16	1.0	1.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	1.0	1.0	
DEPUTY DIRECTOR-PLANNING	35	2.0	1.0	(1.0)
DIVISION MANAGER	29	2.0	2.0	
EXECUTIVE OFFICE ASSISTANT	15	1.0	1.0	
EXECUTIVE STAFF ANALYST	30	1.0	1.0	
FINANCIAL ANALYST II	18	1.0	1.0	
GIS ANALYST	20	3.0	3.0	
GIS MANAGER	29	1.0	1.0	
GIS SUPERVISOR	26	2.5	1.5	(1.0)
GIS TECHNICIAN	12	1.0	0.0	(1.0)
PLAN ANALYST	14	4.0	2.0	(2.0)
PLAN ANALYST SUPERVISOR	22	1.0	0.0	(1.0)
PLANNER	16	18.0	13.0	(5.0)
PLANNER LEADER	24	7.0	6.0	(1.0)
PLANNING DIRECTOR	36	1.0	1.0	
PROJECT TECHNICIAN IV	20	1.0	0.0	(1.0)
SENIOR ACCOUNTANT	20	1.0	1.0	
SENIOR COMMUNICATIONS SPECIALIST	20	1.0	0.0	(1.0)
SENIOR COMMUNITY LIAISON	23	1.0	0.0	(1.0)
SENIOR GIS ANALYST	24	3.0	3.0	
SENIOR GIS TECHNICIAN	17	4.0	2.0	(2.0)
SENIOR PLAN ANALYST	18	1.0	0.0	(1.0)
SENIOR PLANNER	20	12.0	11.0	(1.0)
SENIOR STAFF ANALYST	28	2.0	2.0	
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	1.0	
STAFF ANALYST	26	3.0	3.0	
WEB DESIGNER	21	1.0	1.0	
Total FTEs		101.5	75.5	(26.0)
Less adjustment for Civilian Vacancy Factor		0.4	0.0	(0.4)
Full-Time Equivalents		101.1	75.5	(25.6)

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area Name : Planning & Development
 Fund No./Bus Area No. : 1000 / 7000

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
7000010001	PD-Management Services			
428080	Returned Check Charges	100	100	100
434505	Prior Year Expenditure Recovery	0	169	0
434510	Prior Year Revenue	0	100	0
452020	Recoveries & Refunds	50	0	50
452030	Miscellaneous Revenue	3,250	4,045	3,250
Total	PD-Management Services	3,400	4,414	3,400
7000020001	GIS Services			
426290	Other Service Charges	3,000	3,000	3,000
426320	City Maps & Related Items	1,450	1,200	1,450
452030	Miscellaneous Revenue	0	0	200,000
Total	GIS Services	4,450	4,200	204,450
7000030001	Development Services			
421290	Tower Application Review Fee	1,600	2,600	4,620
421630	Administrative Fee - Licenses & Permits	0	28,000	72,700
426020	Hazardous Materials Permit	1,500	1,000	1,000
426070	Hotel & Motel Ordinance	2,800	1,000	1,200
426250	Platting Fees	2,000,000	2,500,000	3,584,191
Total	Development Services	2,005,900	2,532,600	3,663,711
Total	Planning & Development	2,013,750	2,541,214	3,871,561

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Planning & Development
 Fund No./Bus. Area No. : 1000 / 7000

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	5,792,938	5,506,587	5,545,455	4,571,232
500030	Salary Part Time - Civilian	27,312	0	0	0
500060	Overtime - Civilian	142	0	117	0
500090	Premium Pay - Civilian	240	0	0	0
500110	Bilingual Pay - Civilian	8,096	8,132	8,201	7,230
501070	Pension - Civilian	858,542	855,409	857,573	822,823
501120	Termination Pay - Civilian	71,220	95,385	71,982	90,000
501160	Vehicle Allowance - Civilian	7,738	4,216	4,216	4,216
502010	FICA - Civilian	431,229	420,987	400,343	348,576
503010	Health Ins-Act Civilian	606,175	627,942	612,232	559,076
503015	Basic Life Insurance - Active Civilian	3,376	3,456	3,234	2,707
503050	Health/Life Insurance - Retiree Civilian	405	0	0	0
503060	Long Term Disability-Civilian	7,907	8,598	7,757	6,421
503090	Workers Compensation-Civilian-Admin	18,543	21,241	21,160	15,109
503100	Workers Compensation-Civilian-Claim	1,029	500	500	3,000
504030	Unemployment Claims - Administration	5,733	3,577	3,577	185,513
Total	Personnel Services	7,840,625	7,556,030	7,536,347	6,615,903
511040	Audiovisual Supplies	475	0	0	0
511045	Computer Supplies	21,366	15,000	27,000	15,000
511055	Publications & Printed Materials	1,179	0	0	0
511060	Postage	16,052	20,655	20,655	35,816
511070	Miscellaneous Office Supplies	18,577	14,453	14,453	22,935
511110	Fuel	2,751	3,600	3,600	3,600
511150	Miscellaneous Parts & Supplies	652	0	0	0
Total	Supplies	61,052	53,708	65,708	77,351
520105	Accounting & Auditing Services	1,448	1,350	1,350	1,350
520107	Computer Info/Contr	1,553	2,500	2,500	2,438
520109	Medical Dental & Laboratory Services	311	500	500	500
520110	Management Consulting Services	520,194	30,000	30,000	0
520112	Banking Services	1,557	1,700	1,700	1,000
520114	Miscellaneous Support Services	43,448	65,400	65,400	800
520116	Parking Services Contract	24,000	26,000	27,552	27,552
520119	Computer Equipment/Software Maintenance	356	2,934	2,934	2,934
520121	IT Application Svcs	38,473	61,500	61,500	37,333
520123	Vehicle & Motor Equipment Services	5,458	3,500	3,500	3,500
520510	Mail/Delivery Services	211	200	200	200
520515	Print Shop Services	4,730	3,942	3,942	3,942
520605	Advertising Services	3,342	3,100	3,100	3,100
520705	Insurance Fees	1,263	1,824	1,823	1,400
520740	Document Recording/Filing Fees	4,528	5,000	5,000	5,000
520765	Membership & Professional Fees	9,299	0	0	0
520805	Education & Training	3,378	0	0	0
520815	Tuition Reimbursement	4,050	0	0	0
520905	Travel - Training Related	20,827	0	140	0
520910	Travel - Non-Training Related	1,438	0	1,158	0
521605	Data Services	25,618	36,841	36,841	53,761
521610	Voice Services	33,388	25,857	25,857	25,847
521620	Voice Equipment	0	1,467	1,467	464
521625	Voice Labor	2,745	4,848	4,848	3,010
521630	GIS Revolving Fund Services	0	256,452	256,452	228,386
521715	Office Equipment Rental	24,447	25,140	25,140	25,117
521730	Parking Space Rental	25,538	23,596	25,702	13,352

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Planning & Development
 Fund No./Bus. Area No. : 1000 / 7000

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
522205	Metro Commuter Passes	100	0	0	0
522430	Miscellaneous Other Services & Charges	12,732	11,100	13,828	8,100
522721	Interfund HR Client Services	0	0	0	51,926
522722	KRONOS Service Chargeback	0	0	0	3,515
522780	Interfund Photo Copy Services	43,028	36,000	36,000	36,000
522795	Other Interfund Services	218,822	0	0	0
522840	Interfund Permit Center Rent Chargeback	0	0	0	38,535
Total	Other Services and Charges	1,076,282	630,751	638,434	579,062
551015	Non-Capital Computer Equipment	2,666	0	0	0
Total	Non-Capital Equipment	2,666	0	0	0
532120	Transfer to Fleet/Eq	4,701	4,701	4,701	0
Total	Debt Service and Other Uses	4,701	4,701	4,701	0
Grand Total Expenditures		8,985,326	8,245,190	8,245,190	7,272,316



PUBLIC WORKS AND ENGINEERING

Department Description and Mission

The Resource Management Division is responsible for the Traffic Signal and Street Light electricity costs and associated debt.

The Planning & Development Division (Real Estate Branch) is responsible for processing the sale of streets, alleys, and easements through the Joint Referral Committee (JRC).

Street & Drainage (formerly known as Right-of-Way Division), Traffic Operations (formerly known as Traffic & Transportation Division), Management Support (formerly known as Human Resources) and Information Technology Divisions were moved to the Dedicated Drainage and Street Renewal Fund (Fund 2310) in FY2012.

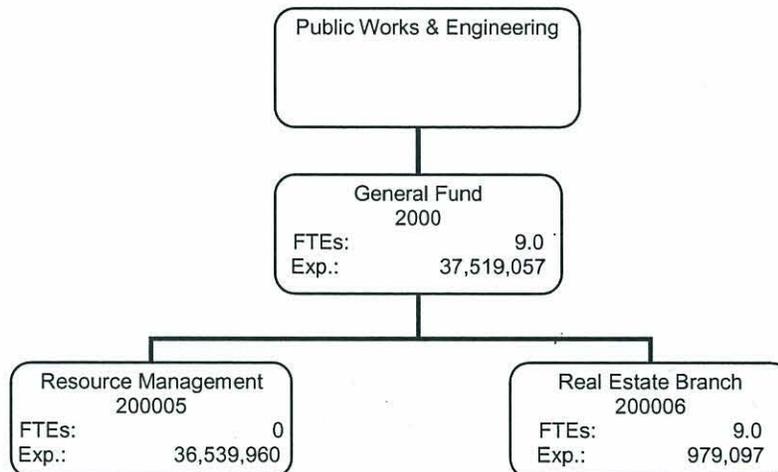
Department Short Term Goals

- Implement streamlined easement abandonment process.
- Generate revenues related to the Sale of Streets and Easements.
- Timely processing of JRC transaction activities assigned to the department.

Department Long Term Goals

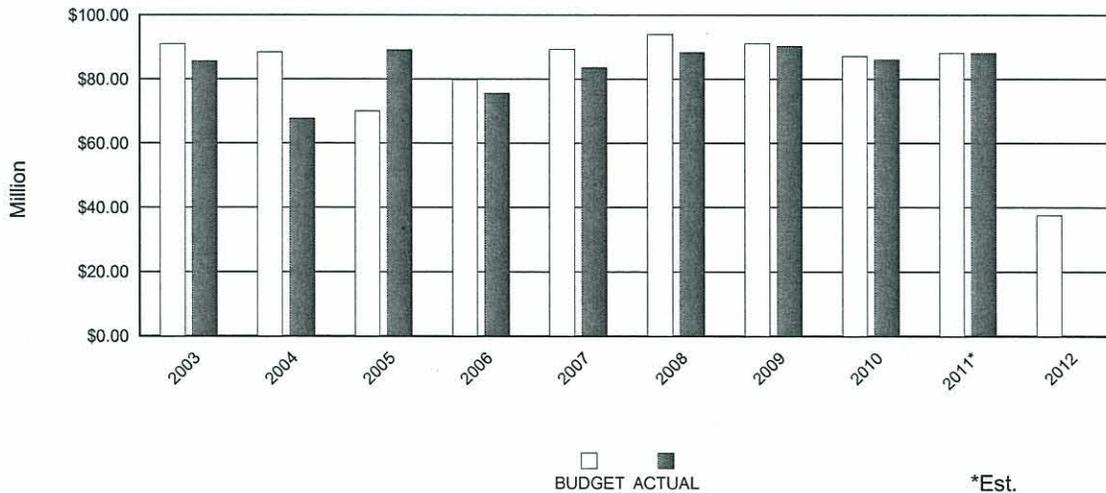
- Continue to convert paper reports and records to scanned and electronic media.
- Continue to track progress and effectiveness of the new appraiser selection process for sales of City land/interests.

Department Organization



Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : Public Works & Engineering					
Fund No./Bus. Area No. : 1000 / 2000					
		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	28,180,762	29,033,573	28,408,268	739,620
	Supplies	11,720,465	11,936,879	12,803,056	12,200
	Other Services and Charges	44,316,745	44,260,348	44,011,656	34,948,537
	Equipment	0	30,000	37,820	0
	Non-Capital Equipment	12,538	51,368	51,368	0
	Total M & O Expenditures	84,230,510	85,312,168	85,312,168	35,700,357
	Debt Service & Other Uses	1,803,891	2,898,203	2,898,203	1,818,700
	Total Expenditures	86,034,401	88,210,371	88,210,371	37,519,057
Revenues		39,091,924	53,052,355	52,662,894	3,672,300
Staffing	Full-Time Equivalents - Civilian	498.5	502.1	472.2	9.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	498.5	502.1	472.2	9.0
	Full-Time Equivalents - Overtime	30.5	30.4	34.5	0.0
Significant Budget Changes and Highlights	o Right of Way, Traffic Operations, Information Technology, and Management Support Divisions were moved to the Dedicated Drainage and Street Renewal Fund (2310) in FY2012.				
	o Planning and Development Division will continue to track progress and effectiveness of the appraisal selection process for sale of City land/interest in cooperation with the General Services Department.				
	o Resource Management Division budget of \$36.5M includes: \$34.7M for Street Light and Traffic Signal electricity, debt services associated with the LED Traffic Signal project and other equipment of \$1.8M, and the payment of the Buffalo Bayou maintenance contracts of \$30,000.				

**Public Works & Engineering
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Public Works & Engineering Fund No./Bus Area No. : 1000 / 2000			
Name: Right of Way Maintenance -- 200001			
Mission: Manages various areas, such as street maintenance and resurfacing, bridge maintenance and replacement and concrete repair. This function was moved to Fund 2310, the new Dedicated Drainage and Street Renewal Fund, in FY2012.			
Goal: See Fund 2310 for the FY2012 Goal.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Programs managed	100%	100%	N/A
Pothole & skin patch (tns)	16,000	16,000	N/A
Overlay (lane miles)	193	140	N/A
Work order completed	4,900	5,350	N/A
Name: Traffic Operations -- 200002			
Mission: Improve quality of life for the citizens within the City of Houston by installation, maintenance of various types of pavement marking and signals associated with traffic control and pedestrian safety. This function was moved to Fund 2310, the new Dedicated Drainage and Street Renewal Fund, in FY2012.			
Goal: See Fund 2310 for the FY2012 Goal.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Traffic investigations	2,700	2,800	N/A
Permits issued	5,630	6,210	N/A
Lighting fixtures relamped	16,010	15,000	N/A
Name: Resource Management -- 200005			
Mission: Pay the electricity, debt service and other costs.			
Goal: Report utility cost billed by General Services Department.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Program supported	100%	100%	100%
New street lights authorized	550	650	700

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Public Works & Engineering Fund No./Bus Area No. : 1000 / 2000			
Name: Planning and Development -- 200006			
Mission: Track progress and effectiveness of the new appraiser selection process for sales of City land and interests in cooperation with the General Services Department.			
Goal: Generate revenue; process JRC transaction activities assigned to the department timely.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Street/Land sale revenues	\$3,574,884	\$450,000	\$2,900,000
Name: Information Technology Group -- 200008			
Mission: Construct and maintain the most innovative, reliable and cost-effective technological solutions available for the public infrastructure systems and administration of the Department of Public Works & Engineering, while providing users with secured data, prompt response and high availability. This function was moved to Fund 2310, the new Dedicated Drainage and Street Renewal Fund, in FY2012.			
Goal: See Fund 2310 for the FY2012 Goal.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Server availability down time less than 1%	99%	99%	N/A
Mainframe system avail. downtime less than 1%	99%	99%	N/A
Name: Management Support Branch -- 200009			
Mission: Provide professional services to employees in the areas of health and safety, respond and support in emergencies created by natural or man-made disasters. This function was moved to Fund 2310, the new Dedicated Drainage and Street Renewal Fund, in FY2012.			
Goal: See Fund 2310 for the FY2012 Goal.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Employees trained	1,986	2,000	N/A
Crew surveys	1,796	2,396	N/A
Facility inspections	95	115	N/A
Accident investigations	100%	100%	N/A
Tailgates	12,356	14,000	N/A

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Public Works & Engineering Fund No./Bus Area No. : 1000 / 2000						
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Right of Way Maintenance 200001 This division moved to the new Dedicated Drainage and Street Renewal Fund (Fund 2310) in FY2012.	302.6	30,929,762	281.3	31,919,179	0.0	0
Traffic Operations 200002 This division moved to the new Dedicated Drainage and Street Renewal Fund (Fund 2310) in FY2012.	183.7	17,391,292	176.4	17,375,369	0.0	0
Resource Management 200005 Pay the electricity, debt service and other costs.	0.1	36,473,710	0.0	37,333,209	0.0	36,539,960
Planning and Development 200006 Sell City-owned properties and interests. Handle all matters pertaining to the abandonment, sale and/or exchange of streets, alleys or easements. Handle all matters pertaining to granting of building encroachments into streets and alleys.	10.4	1,086,719	8.8	1,028,451	9.0	979,097
Information Technology Group 200008 This division moved to the new Dedicated Drainage and Street Renewal Fund (Fund 2310) in FY2012.	0.0	0	3.9	411,491	0.0	0

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Public Works & Engineering Fund No./Bus Area No. : 1000 / 2000						
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Management Support Branch 200009 This division moved to the new Dedicated Drainage and Street Renewal Fund (Fund 2310) in FY2012.	1.7	152,918	1.8	142,672	0.0	0
Total	<u>498.5</u>	<u>86,034,401</u>	<u>472.2</u>	<u>88,210,371</u>	<u>9.0</u>	<u>37,519,057</u>

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Public Works & Engineering
Fund No./Bus Area No. : 1000 / 2000

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ACCOUNTANT	17	1.0	0.0	(1.0)
ADMINISTRATION MANAGER	26	2.0	0.0	(2.0)
ADMINISTRATIVE AIDE	10	4.0	0.0	(4.0)
ADMINISTRATIVE ASSISTANT	17	11.0	1.0	(10.0)
ADMINISTRATIVE ASSOCIATE	13	12.0	1.0	(11.0)
ADMINISTRATIVE COORDINATOR	24	2.0	0.0	(2.0)
ADMINISTRATIVE SPECIALIST	20	2.0	0.0	(2.0)
ADMINISTRATIVE SUPERVISOR	22	4.0	0.0	(4.0)
ASSISTANT DIRECTOR (EXE LEV)	32	2.0	0.0	(2.0)
ASSISTANT ELECTRICAL SUPERVISOR	22	1.0	0.0	(1.0)
ASSISTANT REAL ESTATE ANALYST	17	2.0	1.0	(1.0)
ASSISTANT REAL ESTATE MANAGER	26	1.0	1.0	
BUYER	16	1.0	0.0	(1.0)
CARPENTER	14	4.0	0.0	(4.0)
CEMENT FINISHER	11	3.0	0.0	(3.0)
CEMENT FINISHER SUPERVISOR	15	2.0	0.0	(2.0)
CONTRACT ADMINISTRATOR	22	1.0	0.0	(1.0)
CUSTODIAN	4	1.0	0.0	(1.0)
CUSTOMER SERVICE REP. I	13	2.0	0.0	(2.0)
CUSTOMER SERVICE REP. II	15	2.0	0.0	(2.0)
CUSTOMER SERVICE REP. III	16	1.0	0.0	(1.0)
CUSTOMER SERVICE SUPERVISOR	18	2.0	0.0	(2.0)
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	1.0	0.0	(1.0)
DEPUTY DIRECTOR (EXE LEV)	34	1.0	0.0	(1.0)
DEPUTY DIRECTOR-PUBLIC WORKS	36	1.0	0.0	(1.0)
ELECTRICAL ESTIMATOR	23	3.0	0.0	(3.0)
ELECTRICAL SUPERVISOR	24	1.0	0.0	(1.0)
ELECTRICIAN	18	31.0	0.0	(31.0)
ENGINEER	26	2.0	0.0	(2.0)
EQUIPMENT WORKER	13	91.0	0.0	(91.0)
FIELD SUPERVISOR	17	29.0	0.0	(29.0)
GENERAL SUPERINTENDENT	21	1.0	0.0	(1.0)
GRADUATE ENGINEER	22	7.0	0.0	(7.0)
INSPECTOR	18	5.0	0.0	(5.0)
INSTRUMENT PERSON	11	1.0	0.0	(1.0)
IRON WORKER	13	3.0	0.0	(3.0)
LABORER	4	89.0	0.0	(89.0)
MANAGEMENT ANALYST II	18	1.0	0.0	(1.0)
MANAGEMENT ANALYST III	21	1.0	0.0	(1.0)
MESSENGER	6	1.0	0.0	(1.0)
PAINTER	11	4.0	0.0	(4.0)
PAVING ASSESSMENT SPECIALIST	16	2.0	0.0	(2.0)
PROCUREMENT SPECIALIST	24	1.0	0.0	(1.0)
PROJECT MANAGER	24	4.0	0.0	(4.0)
PROJECT TECHNICIAN III	17	3.0	0.0	(3.0)
PROJECT TECHNICIAN IV	20	3.0	0.0	(3.0)
PUBLIC WORKS MAINTENANCE MANAGER	29	5.0	0.0	(5.0)
PUBLIC WORKS MAINTENANCE SECTION CHIEF	22	9.0	0.0	(9.0)
REAL ESTATE ANALYST	20	2.0	2.0	
REAL ESTATE MANAGER	29	1.0	1.0	
SAFETY SUPERVISOR	24	2.0	0.0	(2.0)
SEMI-SKILLED LABORER	6	26.0	0.0	(26.0)

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
 Business Area Name : Public Works & Engineering
 Fund No./Bus Area No. : 1000 / 2000

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
SENIOR BUYER	22	1.0	0.0	(1.0)
SENIOR DATA ENTRY OPERATOR	12	1.0	0.0	(1.0)
SENIOR DISPATCHER	12	7.0	0.0	(7.0)
SENIOR INSPECTOR	22	3.0	0.0	(3.0)
SENIOR INVENTORY MANAGEMENT CLERK	12	3.0	0.0	(3.0)
SENIOR PAYROLL CLERK	13	2.0	0.0	(2.0)
SENIOR PROJECT MANAGER	27	3.0	0.0	(3.0)
SENIOR REAL ESTATE ANALYST	24	2.0	2.0	
SENIOR TRAFFIC ANALYST	13	7.0	0.0	(7.0)
SIGN PROCESSOR	9	6.0	0.0	(6.0)
STAFF ANALYST	26	1.0	0.0	(1.0)
STATISTICAL ANALYST	17	1.0	0.0	(1.0)
STUDENT INTERN II	10	3.0	0.0	(3.0)
SUPERVISING ENGINEER	29	5.0	0.0	(5.0)
SYSTEMS CONSULTANT	26	1.0	0.0	(1.0)
SYSTEMS SUPPORT ANALYST II	19	1.0	0.0	(1.0)
TECHNICAL HARDWARE ANALYST I	17	13.0	0.0	(13.0)
TECHNICAL HARDWARE ANALYST II	21	7.0	0.0	(7.0)
TECHNICAL HARDWARE ANALYST III	23	2.0	0.0	(2.0)
TRAFFIC ANALYST	7	2.0	0.0	(2.0)
TRAFFIC SIGNAL SUPERVISOR	22	6.0	0.0	(6.0)
TRUCK DRIVER	6	47.0	0.0	(47.0)
UTILITY WORKER	12	2.0	0.0	(2.0)
Total FTEs		520.0	9.0	(511.0)
Less adjustment for Civilian Vacancy Factor		17.9	0.0	(17.9)
Full-Time Equivalents		502.1	9.0	(493.1)

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area Name : Public Works & Engineering
 Fund No./Bus Area No. : 1000 / 2000

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
2000010003	PWE - Street Resurfacing			
422150	Intergovernmental Revenue - Metro	31,130,305	31,130,305	0
424110	Other Interfund Services	0	1,400,000	0
434335	Recover Damage-Infrastructure	29,000	29,000	0
434515	Street Milling Sale Earnings	800,000	900,000	0
	Total PWE - Street Resurfacing	31,959,305	33,459,305	0
2000020003	PWE - Signs and Marking Maintenance			
421400	Miscellaneous Sign Fees	84,550	20,000	0
434335	Recover Damage-Infrastructure	36,300	70,416	0
	Total PWE - Signs and Marking Maintenance	120,850	90,416	0
2000020004	PWE - Signal Maintenance			
422150	Intergovernmental Revenue - Metro	16,490,600	16,490,600	0
426290	Other Service Charges	99,550	99,550	0
426390	Misc. Services to Other Agencies	420,000	385,810	0
434205	Sale of Scrap Metal	2,500	15,000	0
	Total PWE - Signal Maintenance	17,012,650	16,990,960	0
2000020005	PWE - Signal Engineering & Operations			
452020	Recoveries & Refunds	653,700	615,763	0
2000020007	PWE - Mobility Permitting			
421310	Mobility Permits	695,000	900,000	0
2000050031	PWE - Utility Management			
452020	Recoveries & Refunds	0	0	615,800
2000060009	PWE - Land Disposition			
426420	Building Space Rental Fees	0	12,720	12,700
426430	Facility Rental Fees	0	32,880	32,900
434240	Sale of Capital Assets-Land/Streets	2,500,000	450,000	2,900,000
457010	Interfund Land Acquisition	110,850	110,850	110,900
	Total PWE - Land Disposition	2,610,850	606,450	3,056,500
Total Public Works & Engineering		53,052,355	52,662,894	3,672,300

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Public Works & Engineering
 Fund No./Bus. Area No. : 1000 / 2000

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	18,521,466	19,048,546	18,327,654	521,448
500060	Overtime - Civilian	1,247,360	1,511,375	1,690,931	0
500090	Premium Pay - Civilian	104,104	129,611	101,023	0
500110	Bilingual Pay - Civilian	7,213	5,424	6,180	0
501050	Employee Awards	802	2,500	3,000	0
501070	Pension - Civilian	2,718,793	2,750,800	2,787,024	93,859
501120	Termination Pay - Civilian	209,119	98,695	116,554	5,000
501160	Vehicle Allowance - Civilian	4,054	8,410	7,200	0
502010	FICA - Civilian	1,471,822	1,586,824	1,464,821	39,890
503010	Health Ins-Act Civilian	3,323,269	3,254,013	3,346,432	74,179
503015	Basic Life Insurance - Active Civilian	10,675	11,159	9,514	305
503050	Health/Life Insurance - Retiree Civilian	2,026	0	2,899	0
503060	Long Term Disability-Civilian	41,105	42,726	38,996	773
503090	Workers Compensation-Civilian-Admin	93,741	105,540	102,334	1,816
503100	Workers Compensation-Civilian-Claim	338,357	460,374	351,254	2,000
504030	Unemployment Claims - Administration	86,856	17,576	52,452	350
Total	Personnel Services	28,180,762	29,033,573	28,408,268	739,620
511010	Chemical Gases & Special Fluids	23,451	27,600	29,823	0
511015	Cleaning & Sanitary Supplies	31,358	31,300	30,200	0
511020	Construction Materials	8,551,618	8,939,351	9,841,801	0
511025	Electrical Hardware & Parts	1,213,547	905,320	1,049,737	0
511030	Mechanical Hardware & Parts	625	1,600	1,650	0
511035	Meters Hydrants & Plumbing Supplies	2,985	0	0	0
511040	Audiovisual Supplies	0	500	500	0
511045	Computer Supplies	15,503	43,615	43,415	7,500
511050	Paper & Printing Supplies	22,072	20,850	14,850	1,200
511055	Publications & Printed Materials	4,068	4,650	2,400	300
511060	Postage	3,353	3,700	3,638	400
511070	Miscellaneous Office Supplies	67,017	51,550	59,450	2,500
511085	Drugs & Medical Chemicals	0	500	500	0
511090	Medical & Surgical Supplies	10,942	6,800	6,600	0
511095	Small Technical & Scientific Equipment	6,034	2,000	500	0
511110	Fuel	1,121,314	1,417,800	1,295,300	300
511115	Vehicle Repair & Maintenance Supplies	24,711	34,786	28,286	0
511120	Clothing	140,126	116,340	123,156	0
511125	Food Supplies	20,357	15,800	15,800	0
511140	Landscaping & Gardening Supplies	7,111	8,700	8,700	0
511145	Small Tools & Minor Equipment	147,424	115,317	53,450	0
511150	Miscellaneous Parts & Supplies	306,705	188,800	193,300	0
511165	Fire Fighting Equipment	144	0	0	0
Total	Supplies	11,720,465	11,936,879	12,803,056	12,200
520100	Temporary Personnel Services	25,276	21,100	24,300	0
520101	Janitorial Services	20,130	19,800	19,800	0
520107	Computer Info/Contr	160,406	96,000	91,988	30,000
520108	Information Resource Services	28,241	24,500	24,500	0
520109	Medical Dental & Laboratory Services	8,677	13,075	12,875	300
520110	Management Consulting Services	31,334	30,800	35,800	30,000
520111	Real Estate Services	179,426	449,726	250,000	173,300
520114	Miscellaneous Support Services	29,317	10,100	35,917	0
520118	Refuse Disposal	226,426	207,500	212,500	0
520119	Computer Equipment/Software Maintenance	30,558	35,600	35,100	500
520121	IT Application Svcs	240,122	269,213	244,415	2,131
520123	Vehicle & Motor Equipment Services	3,374,760	3,790,295	3,600,795	500
520124	Other Equipment Services	7,371	16,800	8,000	0
520126	Construction Site Work Services	11,225	22,500	22,500	0
520141	Engineering Services	14,165	82,000	82,000	0

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Public Works & Engineering
 Fund No./Bus. Area No. : 1000 / 2000

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
520510	Mail/Delivery Services	415	600	400	200
520515	Print Shop Services	4,724	7,000	3,100	500
520520	Printing & Reproduction Services	2,657	5,500	1,600	500
520605	Advertising Services	4,559	10,900	8,700	0
520705	Insurance Fees	30,545	38,004	38,004	0
520765	Membership & Professional Fees	18,353	24,550	19,700	500
520805	Education & Training	24,860	59,349	36,475	4,160
520815	Tuition Reimbursement	7,983	0	0	0
520905	Travel - Training Related	7,091	15,025	10,013	0
520910	Travel - Non-Training Related	53	2,400	400	0
521405	Building Maintenance Services	99,961	108,100	107,504	0
521410	Sewer Services	32,866	28,610	28,610	0
521415	Land and Grounds Maintenance	6,571	20,400	20,400	0
521420	Infrastructure Maintenance Service	2,821,713	2,165,970	2,165,970	0
521505	Electricity	35,367,886	35,043,609	35,043,610	34,691,260
521510	Natural Gas	31,503	23,135	23,135	0
521605	Data Services	50,222	71,750	70,150	2,938
521610	Voice Services	340,252	320,765	322,852	548
521620	Voice Equipment	9,197	22,944	65,144	0
521625	Voice Labor	5,888	20,087	20,087	0
521630	GIS Revolving Fund Services	0	100,904	100,904	0
521705	Vehicle/Equipment Rental/Lease	1,308	9,200	9,200	0
521715	Office Equipment Rental	44,126	46,868	40,100	0
521730	Parking Space Rental	37,743	70,100	83,947	2,200
521905	Legal Services	939	1,300	2,213	0
521910	Legal Svcs - Crt Report	844	700	700	0
522305	Freight Charges	1,213	500	500	0
522430	Miscellaneous Other Services & Charges	41,464	49,100	49,100	200
522720	Interfund Payroll Services	0	0	0	1,200
522721	Interfund HR Client Services	0	0	133,679	7,300
522722	KRONOS Service Chargeback	0	0	0	300
522735	Interfund Communication Equipment Repair	88,205	115,440	115,440	0
522775	Interfund Utility Services	614,529	614,529	614,529	0
522790	Interfund Inventory Adjustments	0	0	500	0
522795	Other Interfund Services	231,641	174,000	174,500	0
Total	Other Services and Charges	44,316,745	44,260,348	44,011,656	34,948,537
560120	Capital Exp-Building and Bldg Improvement	0	0	7,820	0
560210	Furniture Fixtures and Equipment	0	30,000	30,000	0
Total	Equipment	0	30,000	37,820	0
551010	Non-Capital Office Furniture & Equipment	2,089	22,000	26,409	0
551015	Non-Capital Computer Equipment	3,704	29,368	19,459	0
551030	Non-Capital Machinery & Equipment	6,745	0	0	0
551045	Non-Capital Vehicles/Rolling Stock	0	0	5,500	0
Total	Non-Capital Equipment	12,538	51,368	51,368	0
532005	Transfers to General Fund	508,410	1,818,619	1,818,619	1,818,700
532015	Transfers to Convention & Entertainment	50,000	50,000	50,000	0
532120	Transfer to Fleet/Eq	1,245,481	1,029,584	1,029,584	0
Total	Debt Service and Other Uses	1,803,891	2,898,203	2,898,203	1,818,700
Grand Total Expenditures		86,034,401	88,210,371	88,210,371	37,519,057



SOLID WASTE MANAGEMENT

Department Description and Mission

The mission of the Solid Waste Management Department is to provide the citizens of Houston with cost-effective, environmentally sound and safe solid waste management services. Inherent within this mission are several major tasks: residential garbage collection, heavy trash collection, dead animal pick-up, opportunities for all citizens to reduce waste through direct or indirect participation in recycling opportunities, and performing the disposal functions associated with all of these operations.

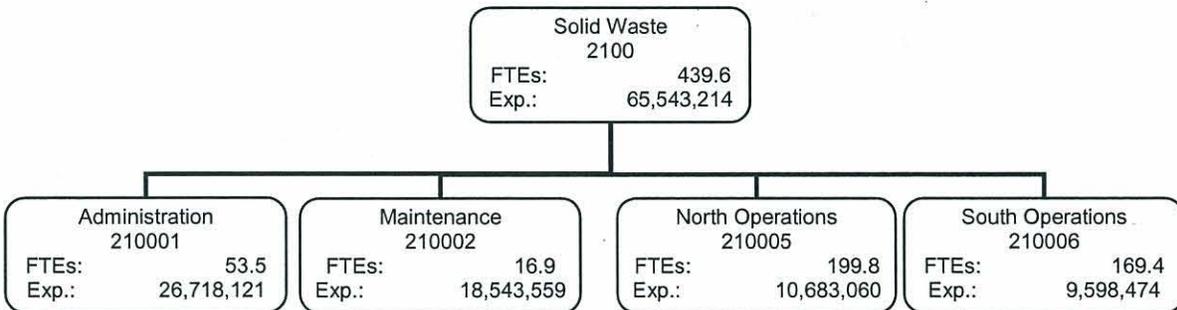
Short-Term Goals

- Expand automated curbside recycling citywide with administration and council approval.
- Begin work to re-route heavy trash citywide to gain efficiencies and savings.
- Reduce city expenses for illegally dumped tire cleanup with updates to Chapters 21 and 39 in the Code of Ordinances.

Long-Term Goals

- Reduce collection expenses by optimizing heavy trash routing and service days.
- Re-route citywide heavy trash collection maps to level collection schedule.
- Partner with Houston Apartment Association and private haulers to implement voluntary multi-family dwelling recycling.
- Find appropriate locations to site at least three (3) Neighborhood Depositories and Recycling Centers.

Department Organization



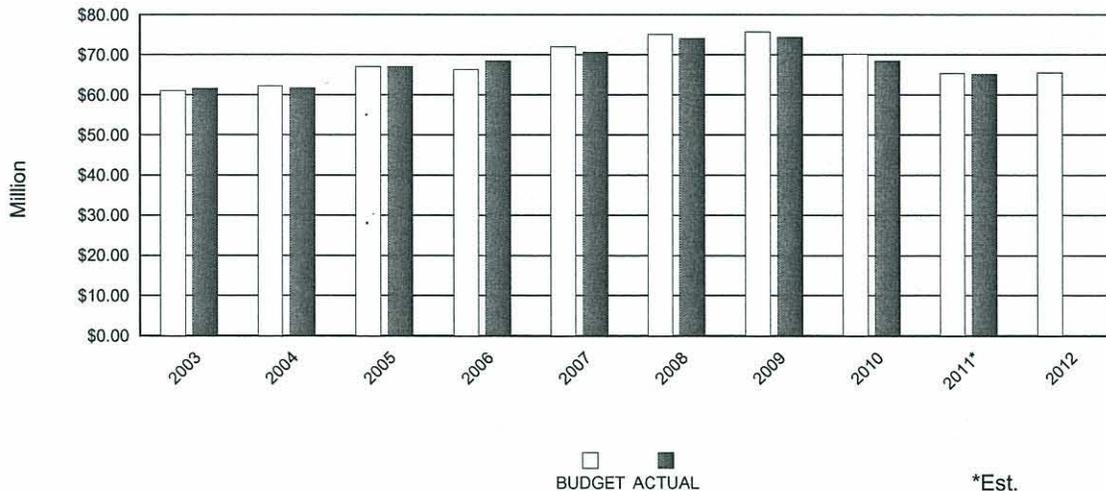
FISCAL YEAR 2012 BUDGET

Business Area Budget Summary

Fund Name : General Fund
Business Area Name : Solid Waste Management
Fund No./Bus. Area No. : 1000 / 2100

		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	33,397,080	34,655,087	34,566,621	26,431,413
	Supplies	8,153,387	8,202,150	8,395,618	5,277,283
	Other Services and Charges	23,188,057	18,998,233	18,902,168	31,823,556
	Equipment	35,564	8,879	0	0
	Non-Capital Equipment	569,869	509,185	500,000	0
	Total M & O Expenditures	<u>65,343,957</u>	<u>62,373,534</u>	<u>62,364,407</u>	<u>63,532,252</u>
	Debt Service & Other Uses	3,128,168	2,716,722	2,725,849	2,010,962
	Total Expenditures	<u>68,472,125</u>	<u>65,090,256</u>	<u>65,090,256</u>	<u>65,543,214</u>
Revenues	3,154,348	4,147,956	4,309,736	4,901,300	
Staffing	Full-Time Equivalents - Civilian	609.7	634.6	628.6	439.6
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>609.7</u>	<u>634.6</u>	<u>628.6</u>	<u>439.6</u>
	Full-Time Equivalents - Overtime	23.8	33.9	33.9	28.2
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The department will launch pilot programs for small business recycling to increase the city's waste diversion, forge new partnerships with management districts throughout the city, and gain new revenue for the recycling revenue fund. o The department will partner with the Houston Apartment Association and private haulers to pilot multi-family dwellings to increase diversion and preserve valuable landfill airspace for future generations of Houstonians. 				

**Solid Waste Management
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Solid Waste Management Fund No./Bus Area No. : 1000 / 2100			
Name: Administration -- 210001			
Mission: To segregate operational costs such as disposal and utilities, to assist the department in accomplishing its mission in a timely and effective manner and to provide administrative, technical and staff support to all operating programs.			
Goal: Reduce department expenses through maximization of currently in force contracts. Partner with private contract partners for opportunities for cost reductions and/or revenue enhancements.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Program supported/managed	100%	100%	100%
Accounts maintained	300	300	300
Dumpster permits issued	20,000	16,103	16,000
Extra capacity containers issued	11,900	12,508	10,400
Name: Maintenance -- 210002			
Mission: To ensure that facilities and physical plants necessary to support the department's activities are maintained.			
Goal: Provide health, safety, security and physical appearance of department facilities to meet the needs of internal and external customers. Maintain response time when responding to the Storm Water Pollution Prevention Plan three (SWP3) spills on city streets.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Physical plant operations	100%	100%	100%
Facilities appearance	10	10	10
Internal customer service	360	396	436
External customer service	624	686	858
Name: SWM - North Operations -- 210005			
Mission: Provide timely, efficient and quality services for weekly garbage, weekly yard waste recycling, bi-monthly automated curbside recycling where provided, and monthly tree waste or junk waste collection.			
Goal: Reduce operations area customer service complaints by 10% for the fiscal (performance) year.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Residential units served	170,280	173,420	188,266
Tons collected	210,325	263,050	337,960

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures

Fund Name : General Fund
 Business Area Name : Solid Waste Management
 Fund No./Bus Area No. : 1000 / 2100

Name: SWM - South Operations -- 210006

Mission: Provide timely, efficient and quality services for weekly garbage, weekly yard waste recycling, bi-monthly automated curbside and dual-stream recycling where provided, and monthly tree waste or junk waste collection.

Goal: Reduce operations area customer service complaints by 10% for the fiscal (performance) year.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Residential units served	185,894	187,254	188,556
Tons collected	300,924	318,751	318,751

FISCAL YEAR 2012 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Solid Waste Management Fund No./Bus Area No. : 1000 / 2100							
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
Administration 210001 Provide the repository for central costs that are direct costs to all of the department's operations and to provide management leadership and administrative support to the entire department.	79.6	31,017,808	77.3	26,720,996	53.5	26,718,121	
Maintenance 210002 Maintain the department's physical plants and provide the leadership and administrative resources needed to maintain the same.	142.2	18,003,332	145.6	17,426,445	16.9	18,543,559	
SWM - North Operations 210005 Provides solid waste services to the north side of the city and includes City Council Districts A, B, E, G, H, and I.	203.3	9,951,297	216.6	10,820,213	199.8	10,683,060	
SWM - South Operations 210006 Provides solid waste services to the south side of the city and includes Council Districts C, D, E, F, G, and I.	184.6	9,499,688	189.1	10,122,602	169.4	9,598,474	
Total	609.7	68,472,125	628.6	65,090,256	439.6	65,543,214	

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Solid Waste Management
Fund No./Bus Area No. : 1000 / 2100

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ADMINISTRATION MANAGER	26	2.0	1.0	(1.0)
ADMINISTRATIVE AIDE	10	1.0	1.0	
ADMINISTRATIVE ASSISTANT	17	14.0	7.0	(7.0)
ADMINISTRATIVE ASSOCIATE	13	12.0	0.0	(12.0)
ADMINISTRATIVE COORDINATOR	24	1.0	1.0	
ADMINISTRATIVE SPECIALIST	20	8.0	6.0	(2.0)
ADMINISTRATIVE SUPERVISOR	22	7.0	4.0	(3.0)
ASSISTANT DIRECTOR (EXE LEV)	32	2.0	1.0	(1.0)
ASSISTANT SUPERINTENDENT	20	1.0	1.0	
COMMUNITY SERVICE INSPECTOR	16	1.0	0.0	(1.0)
CONTRACT COMPLIANCE SUPERVISOR	22	1.0	0.0	(1.0)
CREW LEADER	11	1.0	0.0	(1.0)
CUSTODIAN	4	6.0	5.0	(1.0)
CUSTOMER SERVICE REP. I	13	5.0	5.0	
CUSTOMER SERVICE REP. II	15	2.0	2.0	
CUSTOMER SERVICE REP. III	16	9.0	11.0	2.0
CUSTOMER SERVICE SECTION CHIEF	22	1.0	1.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	4.0	4.0	
DEPUTY DIRECTOR (EXE LEV)	34	3.0	1.0	(2.0)
DIVISION MANAGER	29	5.0	4.0	(1.0)
ENVIRONMENTAL INVESTIGATOR II	16	2.0	2.0	
ENVIRONMENTAL INVESTIGATOR IV	23	1.0	0.0	(1.0)
EQUIPMENT OPERATOR III	13	39.0	35.0	(4.0)
EQUIPMENT WORKER	13	2.0	2.0	
FIELD SUPERVISOR	17	1.0	1.0	
FINANCIAL ANALYST IV	25	1.0	0.0	(1.0)
GENERAL SUPERINTENDENT	21	2.0	1.0	(1.0)
GIS ANALYST	20	2.0	1.0	(1.0)
HUMAN RESOURCES SUPERVISOR	24	1.0	0.0	(1.0)
INVENTORY MANAGEMENT CLERK	9	4.0	0.0	(4.0)
INVENTORY MANAGEMENT SUPERVISOR	17	5.0	0.0	(5.0)
LABORER	4	34.0	20.0	(14.0)
MAINTENANCE MECHANIC II	12	3.0	3.0	
MAINTENANCE MECHANIC III	14	4.0	4.0	
MAINTENANCE SUPERVISOR	16	1.0	1.0	
MANAGEMENT ANALYST IV	25	1.0	1.0	
MECHANIC HELPER	5	13.0	0.0	(13.0)
MECHANIC I	11	16.0	0.0	(16.0)
MECHANIC II	15	15.0	0.0	(15.0)
MECHANIC III	19	42.0	0.0	(42.0)
PROJECT MANAGER	24	1.0	1.0	
PUBLIC INFORMATION OFFICER	26	1.0	1.0	
PURCHASING MANAGER	27	1.0	1.0	
REFUSE TRUCK DRIVER	6	13.0	2.0	(11.0)
SAFETY REPRESENTATIVE	19	3.0	4.0	1.0
SEMI-SKILLED LABORER	6	26.0	19.0	(7.0)
SENIOR ACCOUNT CLERK	13	1.0	1.0	
SENIOR BUYER	22	2.0	1.0	(1.0)
SENIOR COMMUNICATIONS SPECIALIST	20	0.0	1.0	1.0
SENIOR COMMUNITY LIAISON	23	3.0	1.0	(2.0)
SENIOR CONTRACT ADMINISTRATOR	27	1.0	1.0	
SENIOR CONTRACT COMPLIANCE OFFICER	18	1.0	1.0	

Business Area Roster Summary

Fund Name : General Fund
 Business Area Name : Solid Waste Management
 Fund No./Bus Area No. : 1000 / 2100

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
SENIOR DISPATCHER	12	4.0	4.0	
SENIOR HUMAN RESOURCES SPECIALIST	21	3.0	0.0	(3.0)
SENIOR INVENTORY MANAGEMENT CLERK	12	6.0	0.0	(6.0)
SENIOR REFUSE TRUCK DRIVER	8	74.0	67.0	(7.0)
SENIOR SIDELOADER OPERATOR	9	174.0	172.0	(2.0)
SENIOR STAFF ANALYST	28	3.0	3.0	
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	0.0	(1.0)
SENIOR SUPERINTENDENT	27	8.0	6.0	(2.0)
SENIOR TRAINER	21	1.0	1.0	
SHOP MANAGER	23	10.0	0.0	(10.0)
SIDELOADER OPERATOR	7	26.0	29.0	3.0
SOLID WASTE DIRECTOR	37	1.0	1.0	
SOLID WASTE SUPERVISOR	22	22.0	23.0	1.0
STAFF ANALYST	26	1.0	1.0	
TECHNICAL HARDWARE ANALYST I	17	1.0	0.0	(1.0)
TECHNICAL HARDWARE ANALYST II	21	1.0	0.0	(1.0)
WEB DESIGNER	21	1.0	0.0	(1.0)
Total FTEs		665.0	467.0	(198.0)
Less adjustment for Civilian Vacancy Factor		30.4	27.4	(3.0)
Full-Time Equivalents		634.6	439.6	(195.0)

Business Area Revenue Summary

Fund Name : General Fund
Business Area Name : Solid Waste Management
Fund No./Bus Area No. : 1000 / 2100

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
2100010002	SWM - Administration Director's Office			
424120	Interfund Vehicle Fuel	165,936	165,936	0
426100	Non-Resident Garbage Fee	500,000	435,000	435,000
426110	Extra Container Garbage Fee	1,840,000	1,540,000	1,540,000
428080	Returned Check Charges	800	800	800
434305	Judgments & Claims	5,000	21,000	15,000
452020	Recoveries & Refunds	220	2,000	500
452030	Miscellaneous Revenue	20,000	10,000	10,000
Total	SWM - Administration Director's Office	2,531,956	2,174,736	2,001,300
2100010003	SWM - Administrative Support			
421320	Dumpster Permits	1,616,000	2,000,000	2,600,000
421630	Administrative Fee - Licenses & Permits	0	135,000	300,000
Total	SWM - Administrative Support	1,616,000	2,135,000	2,900,000
Total	Solid Waste Management	4,147,956	4,309,736	4,901,300

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Solid Waste Management
 Fund No./Bus. Area No. : 1000 / 2100

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	22,031,599	22,124,532	21,910,381	15,348,061
500030	Salary Part Time - Civilian	106,892	119,837	125,425	44,370
500060	Overtime - Civilian	1,111,680	1,488,918	1,425,350	1,252,583
500090	Premium Pay - Civilian	62,806	51,422	67,796	0
500110	Bilingual Pay - Civilian	20,962	22,521	25,349	19,373
500180	Temporary Employees	0	439,540	465,590	0
500210	Pay for Performance-Municipal	86,000	442,739	213,986	203,341
501070	Pension - Civilian	3,203,918	3,257,057	3,450,200	2,762,639
501120	Termination Pay - Civilian	157,168	123,480	324,758	459,317
501160	Vehicle Allowance - Civilian	4,216	4,999	4,500	4,500
502010	FICA - Civilian	1,696,898	1,830,292	1,868,707	1,272,830
503010	Health Ins-Act Civilian	4,138,392	4,139,489	4,148,107	3,474,201
503015	Basic Life Insurance - Active Civilian	12,641	13,365	13,841	9,081
503050	Health/Life Insurance - Retiree Civilian	10	0	0	0
503060	Long Term Disability-Civilian	50,113	53,403	53,101	37,299
503090	Workers Compensation-Civilian-Admin	115,467	132,321	140,193	87,927
503100	Workers Compensation-Civilian-Claim	503,251	389,024	284,056	375,592
504020	Compensation Contingency	0	0	0	598,392
504030	Unemployment Claims - Administration	95,067	22,148	45,281	481,907
Total	Personnel Services	33,397,080	34,655,087	34,566,621	26,431,413
511010	Chemical Gases & Special Fluids	364,791	339,875	243,211	1,500
511015	Cleaning & Sanitary Supplies	85,612	107,737	117,668	93,585
511020	Construction Materials	49,973	62,000	32,000	32,000
511025	Electrical Hardware & Parts	7,931	15,000	9,041	10,000
511030	Mechanical Hardware & Parts	12,733	3,500	3,500	3,500
511035	Meters Hydrants & Plumbing Supplies	0	0	9	0
511040	Audiovisual Supplies	129	70	50	0
511045	Computer Supplies	16,056	13,054	3,067	3,892
511050	Paper & Printing Supplies	602	5,525	4,954	2,727
511055	Publications & Printed Materials	550	1,600	1,515	1,165
511060	Postage	31,666	33,000	20,295	20,110
511070	Miscellaneous Office Supplies	69,164	61,775	54,613	55,292
511090	Medical & Surgical Supplies	2,058	2,000	4,441	4,800
511095	Small Technical & Scientific Equipment	12,053	40,000	10,500	10,000
511110	Fuel	3,931,564	4,231,663	4,231,663	4,620,137
511115	Vehicle Repair & Maintenance Supplies	3,035,625	2,548,667	2,998,000	1,000
511120	Clothing	164,979	196,930	210,870	136,747
511125	Food Supplies	26,000	42,800	57,072	36,300
511140	Landscaping & Gardening Supplies	3,140	10,000	5,000	5,000
511145	Small Tools & Minor Equipment	52,555	170,231	147,051	68,328
511150	Miscellaneous Parts & Supplies	286,206	316,723	241,066	171,200
511165	Fire Fighting Equipment	0	0	32	0
Total	Supplies	8,153,387	8,202,150	8,395,618	5,277,283
520100	Temporary Personnel Services	990,351	280,000	270,000	50,000
520108	Information Resource Services	0	12,000	24,131	0
520109	Medical Dental & Laboratory Services	35,446	32,000	34,437	28,000
520114	Miscellaneous Support Services	5,349	57,000	21,226	17,000
520115	Real Estate Lease/Office Rental	1,462	1,500	1,500	1,500
520116	Parking Services Contract	13,392	19,000	19,000	19,000
520118	Refuse Disposal	15,942,356	12,288,338	12,288,338	13,394,588
520119	Computer Equipment/Software Maintenance	36,475	45,000	37,700	1,000
520121	IT Application Svcs	239,944	228,225	228,225	237,948

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Solid Waste Management
 Fund No./Bus. Area No. : 1000 / 2100

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
520122	Office Equipment Services	532	500	500	500
520123	Vehicle & Motor Equipment Services	633,580	473,988	441,170	4,200
520124	Other Equipment Services	140	5,300	0	0
520132	Contracts/Sponsorships	3,497,647	3,503,232	3,503,232	3,503,232
520510	Mail/Delivery Services	(539)	0	0	0
520515	Print Shop Services	15,121	27,416	14,020	14,816
520520	Printing & Reproduction Services	36,255	57,000	11,511	7,000
520605	Advertising Services	17,908	0	600	600
520705	Insurance Fees	60,890	59,332	59,332	75,840
520765	Membership & Professional Fees	7,580	10,586	6,568	9,061
520805	Education & Training	15,308	23,750	59,885	19,900
520815	Tuition Reimbursement	9,629	10,300	6,270	8,070
520905	Travel - Training Related	14,422	17,800	6,392	7,100
520910	Travel - Non-Training Related	22,385	23,500	9,188	8,800
521405	Building Maintenance Services	252,347	175,000	189,455	199,400
521410	Sewer Services	81,208	83,385	68,208	68,208
521415	Land and Grounds Maintenance	2,976	0	2,606	0
521505	Electricity	378,343	333,636	390,179	215,930
521510	Natural Gas	33,937	25,721	25,721	30,771
521605	Data Services	7,173	8,184	8,184	14,400
521610	Voice Services	203,220	209,004	207,389	208,213
521620	Voice Equipment	9,082	43,132	45,651	10,164
521625	Voice Labor	9,104	29,316	30,143	15,628
521630	GIS Revolving Fund Services	0	24,477	24,477	24,291
521705	Vehicle/Equipment Rental/Lease	20,146	20,000	16,831	20,000
521715	Office Equipment Rental	56,458	48,730	57,009	57,010
521725	Other Rental	1,406	100	1,012	0
521730	Parking Space Rental	28,629	36,200	53,610	53,610
522305	Freight Charges	4,016	5,100	5,029	100
522430	Miscellaneous Other Services & Charges	403,919	248,940	202,987	446,701
522435	Interest Charges Past Due Accounts	3	0	11	0
522721	Interfund HR Client Services	0	335,130	335,130	370,737
522722	KRONOS Service Chargeback	0	0	0	23,043
522723	Drainage Fee Service Chargeback	0	0	0	97,485
522735	Interfund Communication Equipment Repair	76,011	85,650	84,550	64,550
522795	Other Interfund Services	24,446	110,761	110,761	110,761
522845	Interfund Vehicle Services	0	0	0	12,384,399
Total	Other Services and Charges	23,188,057	18,998,233	18,902,168	31,823,556
560210	Furniture Fixtures and Equipment	10,614	1,982	0	0
560220	Vehicles	24,950	6,897	0	0
Total	Equipment	35,564	8,879	0	0
551010	Non-Capital Office Furniture & Equipment	19,769	822	0	0
551015	Non-Capital Computer Equipment	12,930	8,363	0	0
551040	Non-Capital Other	537,170	500,000	500,000	0
Total	Non-Capital Equipment	569,869	509,185	500,000	0
532020	Transfers to Capital Projects	0	0	0	117,706
532120	Transfer to Fleet/Eq	3,128,168	2,716,722	2,725,849	1,893,256
Total	Debt Service and Other Uses	3,128,168	2,716,722	2,725,849	2,010,962
Grand Total Expenditures		68,472,125	65,090,256	65,090,256	65,543,214



HUMAN AND CULTURAL SERVICES DEPARTMENTS

Convention & Entertainment.....	V-2
Health and Human Services.....	V-6
Housing and Community Development.....	V-18
Library	V-24
Parks and Recreation.....	V-36

CONVENTION AND ENTERTAINMENT FACILITIES

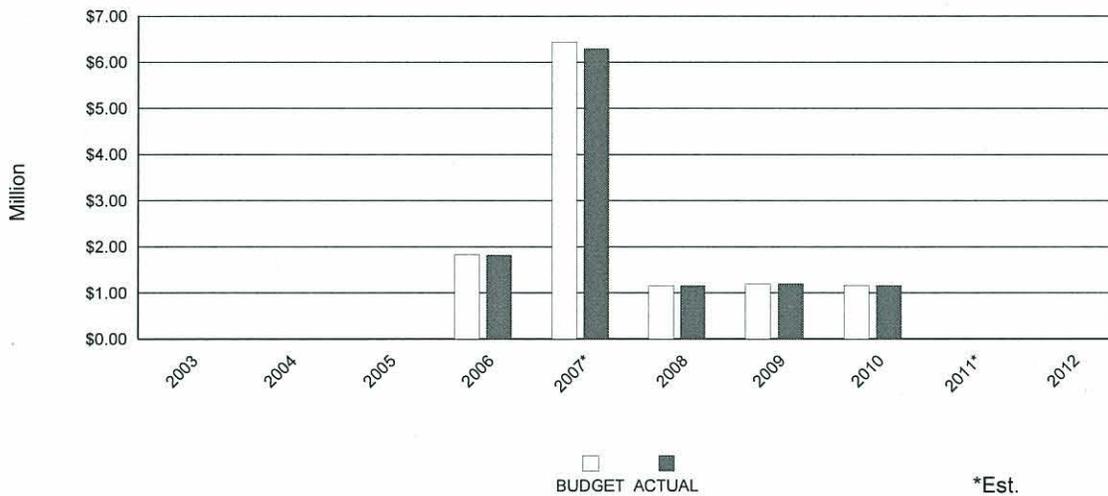
Department Description and Mission

In FY2011, the department proposed undertaking full responsibility for the management, maintenance and operations of the Miller Outdoor Theater in the Enterprise Operating Fund (Fund 8601). This is an open-air theater dedicated to presenting a wide variety of quality performances at no charge to the public. Revenues will be obtained from the Hotel Occupancy Tax (HOT) in this fund. This is in accordance with Section 351.101 of the Texas Tax Code which details the use and allocation of Municipal Hotel Occupancy Tax.

FISCAL YEAR 2012 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : Convention & Entertainment					
Fund No./Bus. Area No. : 1000 / 4200					
		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Debt Service & Other Uses	1,158,611	0	0	0
	Total Expenditures	<u>1,158,611</u>	<u>0</u>	<u>0</u>	<u>0</u>
Revenues		0	0	0	0
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	o In FY2011, Miller Outdoor Theater was fully funded with the Hotel Occupancy Tax in lieu of General Fund dollars.				

**Convention & Entertainment
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Convention & Entertainment Fund No./Bus Area No. : 1000 / 4200							
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
Theater District Facilities 420002 In FY2011, Miller Outdoor Theater was fully funded with the Hotel Occupancy Tax in lieu of General Fund dollars.	0.0	1,158,611	0.0	0	0.0	0	
Total	<u>62.5</u>	<u>1,158,611</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>	

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area Name : Convention & Entertainment
Fund No./Bus. Area No. : 1000 / 4200

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
532015	Transfers to Convention & Entertainment	1,158,611	0	0	0
Total	Debt Service and Other Uses	1,158,611	0	0	0
	Grand Total Expenditures	1,158,611	0	0	0

HEALTH AND HUMAN SERVICES DEPARTMENT

Department Description and Mission

The Health and Human Services Department (HDHHS) has engaged in a mission to promote and protect the health and social well being of Houstonians. The fulfillment of this mission has led the department to remarkable achievements over the last few years. To accomplish this mission, the department's program and activities are structured within seven priority areas:

- Promote environmental health
- Well being through human services
- Reduce the incidence of chronic disease
- Provide the community with information
- Optimize the health of mothers, infants, and children
- Protect the community from communicable disease
- Prepare for a health disaster

HDHHS' FY2012 budget will provide the following:

- Reorganization to most effectively and efficiently improve health outcomes.
- Reduce costs by streamlining administrative functions before cutting programs and restructure the organization to maximize managerial and supervisory capacity (i.e., increase span of control as appropriate).

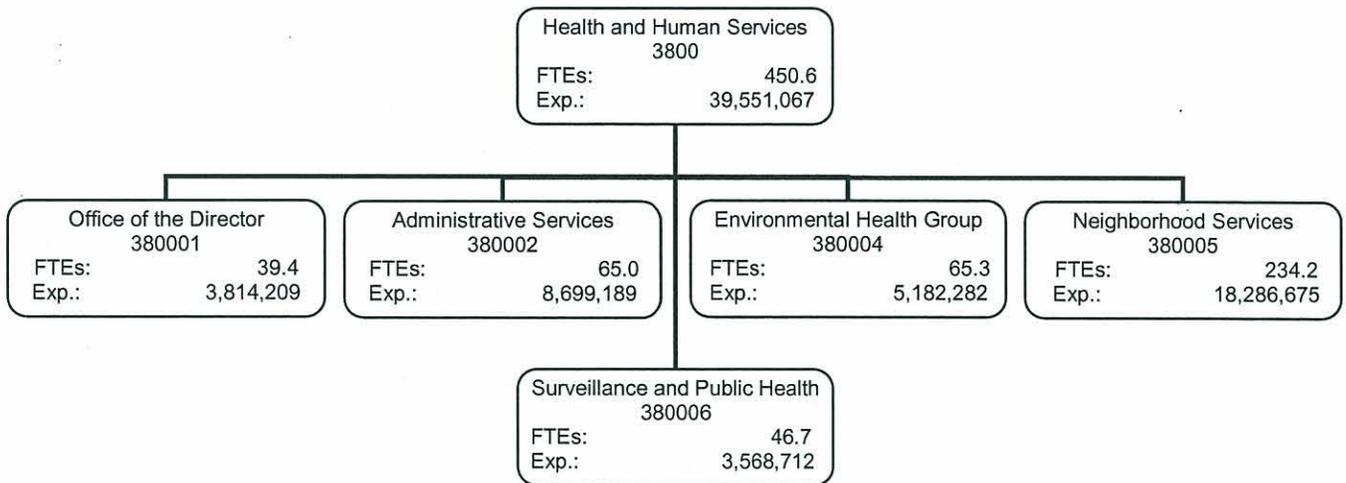
Department Short Term Goals

- Collect, analyze, and disseminate health data
- Improve the public health infrastructure
- Educate, promote and encourage healthy behaviors
- Prevent the spread of communicable diseases

Department Long Term Goals

- Improve access to health information
- Improve disease identification and control
- Improve environmental outcomes in the City
- Improve departmental infrastructure to provide services

Department Organization



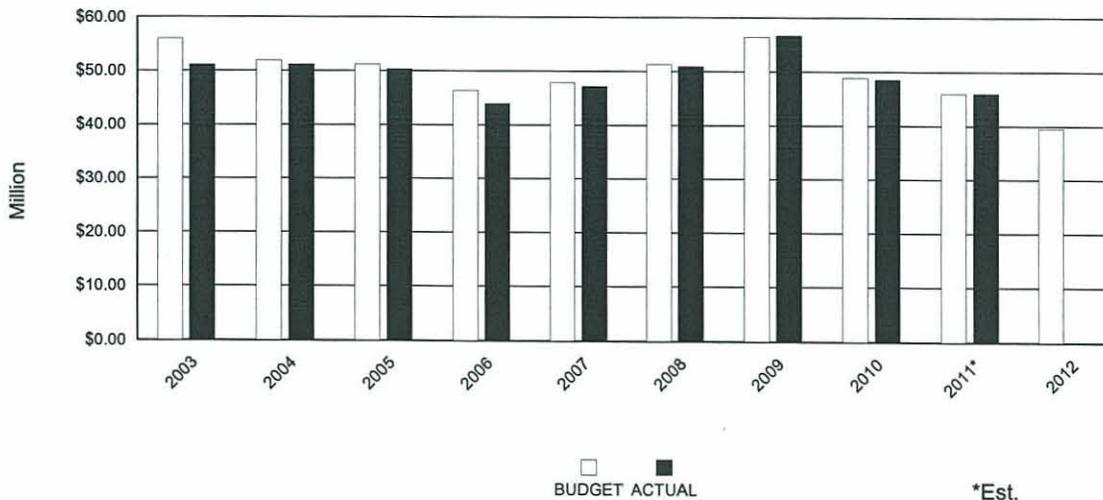
FISCAL YEAR 2012 BUDGET

Business Area Budget Summary

Fund Name : General Fund
 Business Area Name : Health and Human Services
 Fund No./Bus. Area No. : 1000 / 3800

		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	41,569,484	38,304,716	38,570,731	33,284,138
	Supplies	1,721,446	1,648,515	1,643,257	1,438,692
	Other Services and Charges	4,831,373	5,788,582	5,534,352	4,828,237
	Equipment	10,499	0	0	0
	Non-Capital Equipment	132,649	66,530	60,003	0
	Total M & O Expenditures	48,265,451	45,808,343	45,808,343	39,551,067
	Debt Service & Other Uses	275,640	140,972	140,972	0
	Total Expenditures	48,541,091	45,949,315	45,949,315	39,551,067
Revenues		15,427,261	13,822,950	14,959,923	15,169,700
Staffing	Full-Time Equivalents - Civilian	661.7	567.0	567.0	450.6
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	661.7	567.0	567.0	450.6
	Full-Time Equivalents - Overtime	5.6	2.4	2.4	2.2
Significant Budget Changes and Highlights	o Restructured to flatten the organization and achieve minimum supervising span of control of one to five.				
	o Intergration and consolidation of functions resulting in a consolidation of six local regions into three.				

**Health and Human Services
 Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Health and Human Services Fund No./Bus Area No. : 1000 / 3800			
Name: Director Office -- 380001			
Mission: Provides direction to the department for administrative management, and programmatic issues. Coordinates strategic planning program evaluation, project, partnership & policy development support, professional development & emergency response.			
Goal: Protect the community from communicable disease. Optimize the health of mothers, infants, and children. Promote environmental health and well-being through human services. Provide the community with information. Prepare for a health disaster and reduce the incidence of chronic disease.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Complete Network Requests	1,181	971	1,076
Complete Prog Requests	339	202	271
Desktop Support Requests	7,315	6,802	7,058
Mayor Cust Svc Response	377	150	150
Name: Administrative Services Division -- 380002			
Mission: Supports the department in the areas of contracts, grants, finance, material management, business management and facilities maintenance.			
Goal: Review and process all documents in a timely manner. Maintain complete and accurate internal personnel records. Expedite internal hiring process. Minimize facility downtime.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
No. of Monthly Financial and Operating Reports	12	18	24
Grant Setups	70	80	80
Contract Setups	50	60	50
Name: Environmental Health Group -- 380004			
Mission: To improve the health and welfare of Houston residents by reducing the impact of environmental and food borne hazards. Provide enforcement and protection for Houston residents in the areas of outdoor air quality, water quality, occupational health and safety inspections, indoor air quality, food sanitation and a safe in-home environment.			
Goal: To develop a coordinated, integrated complaint intake and response system for the Bureaus within the Environmental Health Division. To develop an integrated database of environmental health data from various stakeholders. To focus program efforts on areas of high risk while maintaining critical complaint response capacity. To maintain all mandated inspection, permitting, monitoring and investigative activities.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Air, Water & Waste Investg	1,069	2,742	2,000
Food Establishments Insp.	30,653	24,000	24,000
Food Establishments Compl.	2,570	2,090	2,100
Enforcement Cases - BPCP	45	62	40
Radiation Inspections	150	150	150

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Health and Human Services Fund No./Bus Area No. : 1000 / 3800			
Name: Neighborhood Services -- 380005			
Mission: Promote and protect the health and social well-being of Houstonians.			
Goal: Provide oversight and input related to legislative and health policy issues. Facilitate department strategic planning. Act as liaison for community stakeholders. Administer Program evaluation and re-engineering services. Assist communities with a "Healthy Community."			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Saving Smiles Encounters	10,870	10,000	10,000
Family Planning Encounters	19,172	19,000	19,000
STD Encounters	19,107	19,000	19,000
Name: Surveillance And Public Health Preparedness -- 380006			
Mission: To establish an infrastructure that receives, analyzes and transmits public health data in support of policies that enable families and individuals to be self-sufficient and live in a safe and healthy community.			
Goal: Develop strategies and expertise to respond to disasters and epidemics. Enhance epidemiological and lab resources to prevent and control diseases. Coordinate with community partners in planning, communicating, and outreach for public health emergency response.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
No. of Diseases Investg	29,829	30,000	40,000
No. Outbreaks Investigated	500	500	550
No. TB Prescriptions	23,029	24,100	24,500
No. Clinic Orders Filled	39,081	54,290	54,500
Laboratory Tests Performed	504,914	500,000	486,000

FISCAL YEAR 2012 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Health and Human Services Fund No./Bus Area No. : 1000 / 3800							
Division Description		FY2010 Actual		FY2011 Estimate		FY2012 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Director Office	380001						
The Director's Office provides oversight and input related to legislative and health policy issues, facilitate department strategic planning, acts as liaison for community stakeholders.		54.8	4,263,559	47.0	3,995,248	39.4	3,814,209
Administrative Services Division	380002						
Administrative Services Division consist of General & Special Revenue Funds and Grants Budget Groups, Contracts and Procurement, Business Management, Birth and Death Certificates and Facility Maintenance.		104.6	10,271,910	84.5	8,560,064	65.0	8,699,189
Environmental Health Group	380004						
The Environmental Health Division consists of the Bureaus of Air Quality Control (BAQC), Water Resources Protection (BWRP), Consumer Health Services (BCHS), and Community and Children's Environmental Health (BCCEH).		122.6	6,440,802	87.5	6,101,620	65.3	5,182,282
Neighborhood Services	380005						
Instrumental in providing direction to the department for administrative, management, and programmatic issues. Coordinate strategic planning, program evaluation, project, partnership and policy development support, professional development and emergency response.		321.2	23,140,777	293.0	22,669,022	234.2	18,286,675
Surveillance And Public Health Preparedness	380006						
Surveillance and Public Health Preparedness consist of Epidemiology, Laboratory Services and Public Health Preparedness and Community Health Statistics.		58.5	4,424,043	55.0	4,623,361	46.7	3,568,712
Total		661.7	48,541,091	567.0	45,949,315	450.6	39,551,067

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Health and Human Services
Fund No./Bus Area No. : 1000 / 3800

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ACCOUNT CLERK	10	1.0	2.0	1.0
ACCOUNTANT SUPERVISOR	24	1.0	0.0	(1.0)
ACCOUNTING SERVICES SUPERVISOR	17	3.0	0.0	(3.0)
ADMINISTRATION MANAGER	26	14.1	8.0	(6.1)
ADMINISTRATION MANAGER (EXE LEV)	26	0.0	3.0	3.0
ADMINISTRATIVE AIDE	10	6.0	1.0	(5.0)
ADMINISTRATIVE ASSISTANT	17	12.5	7.0	(5.5)
ADMINISTRATIVE ASSISTANT (EXE LEV)	17	1.0	1.0	
ADMINISTRATIVE ASSOCIATE	13	16.0	4.0	(12.0)
ADMINISTRATIVE COORDINATOR	24	2.0	9.0	7.0
ADMINISTRATIVE SPECIALIST	20	1.0	2.0	1.0
ADMINISTRATIVE SUPERVISOR	22	18.0	10.0	(8.0)
ASSISTANT BUYER	12	1.0	0.0	(1.0)
ASSISTANT DIRECTOR (EXE LEV)	32	7.0	6.8	(0.2)
AUDITOR SUPERVISOR	25	1.0	0.0	(1.0)
BUREAU CHIEF,DDS	30	1.0	0.0	(1.0)
BUREAU CHIEF,PUBLIC HEALTH	30	1.0	0.0	(1.0)
BUREAU CHIEF,PUBLIC HEALTH (EXE LEV)	30	14.0	6.4	(7.6)
BUYER	16	0.5	0.0	(0.5)
CASHIER	6	3.0	2.0	(1.0)
CENTER ADMINISTRATOR	25	2.0	0.0	(2.0)
CHEMIST II	17	5.0	5.0	
CHEMIST III	21	4.0	3.0	(1.0)
CHEMIST IV	23	4.0	4.0	
CHIEF NURSE,RN	25	6.0	4.0	(2.0)
CHIEF PHYSICIAN,MD	35	2.0	2.0	
CHIEF SANITARIAN	28	3.0	2.4	(0.6)
CLINIC ASSISTANT	9	33.0	25.0	(8.0)
COMMUNICATIONS SPECIALIST SUPERVISOR	23	0.5	0.0	(0.5)
COMMUNITY INVOLVEMENT COORDINATOR	22	2.0	2.0	
COMMUNITY LIAISON	18	7.0	9.0	2.0
COMMUNITY RELATIONS SPECIALIST	11	17.0	13.0	(4.0)
COUNSELOR	20	2.0	3.0	1.0
CUSTOMER SERVICE CLERK	10	9.0	4.0	(5.0)
CUSTOMER SERVICE REP. I	13	29.0	26.0	(3.0)
CUSTOMER SERVICE REP. III	16	0.0	1.0	1.0
CUSTOMER SERVICE SUPERVISOR	18	6.0	6.0	
DATA ENTRY OPERATOR	8	2.0	0.0	(2.0)
DENTAL ASSISTANT	9	16.0	16.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	2.0	2.0	
DEPUTY REGISTRAR-VITAL STATISTICS	22	1.0	0.0	(1.0)
DIRECTOR OF PUBLIC HEALTH	37	1.0	1.0	
DIVISION MANAGER	29	3.0	2.0	(1.0)
DIVISION MANAGER (EXE LEV)	29	12.0	7.7	(4.3)
ENGINEER	26	1.0	1.0	
ENVIRONMENTAL INVESTIGATOR I	14	1.0	0.0	(1.0)
ENVIRONMENTAL INVESTIGATOR II	16	7.0	2.0	(5.0)
ENVIRONMENTAL INVESTIGATOR III	20	10.0	8.0	(2.0)
ENVIRONMENTAL INVESTIGATOR IV	23	7.0	3.0	(4.0)
ENVIRONMENTAL INVESTIGATOR V	28	4.5	0.0	(4.5)
EPIDEMIOLOGIST MANAGER	27	1.0	0.7	(0.3)
EXECUTIVE OFFICE ASSISTANT	15	2.0	1.0	(1.0)

Business Area Roster Summary

Fund Name : General Fund
 Business Area Name : Health and Human Services
 Fund No./Bus Area No. : 1000 / 3800

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
FINANCIAL ANALYST III	21	1.0	0.0	(1.0)
FINANCIAL ANALYST IV	25	8.5	6.0	(2.5)
FIXED ASSET SPECIALIST	13	1.0	1.0	
GIS ANALYST	20	1.0	1.0	
GRADUATE ENGINEER	22	2.0	2.0	
HEALTH PROGRAM SPECIALIST	10	1.0	0.0	(1.0)
HUMAN RESOURCES MANAGER	27	1.0	0.0	(1.0)
HUMAN RESOURCES SPECIALIST	17	2.0	0.0	(2.0)
INVENTORY MANAGEMENT CLERK	9	2.0	2.0	
JAIL MEDICAL SPECIALIST	17	15.0	16.0	1.0
LABORATORY MANAGER	28	1.0	1.0	
LABORATORY SUPERVISOR	24	5.0	4.9	(0.1)
LABORATORY TECHNICIAN	6	7.5	7.0	(0.5)
LICENSED VOCATIONAL NURSE	12	12.0	9.0	(3.0)
MAILROOM SUPERVISOR	13	1.0	1.0	
MAINTENANCE MECHANIC III	14	1.0	0.0	(1.0)
MANAGEMENT ANALYST I	15	2.0	0.0	(2.0)
MANAGEMENT ANALYST II	18	1.0	2.0	1.0
MANAGEMENT ANALYST III	21	2.0	1.0	(1.0)
MANAGEMENT ANALYST IV	25	4.0	2.7	(1.3)
MEDICAL RECORDS SUPERVISOR	19	2.0	2.0	
MEDICAL SOCIAL WORKER	16	3.0	0.0	(3.0)
MESSENGER	6	1.0	1.0	
MICROBIOLOGIST I	14	7.0	6.0	(1.0)
MICROBIOLOGIST II	17	7.0	6.0	(1.0)
MICROBIOLOGIST III	21	9.0	6.0	(3.0)
MICROBIOLOGIST IV	23	2.0	3.0	1.0
NURSE PRACTITIONER	26	4.0	4.0	
OFFICE SERVICE MANAGER	23	1.0	0.0	(1.0)
OFFICE SUPERVISOR	17	9.5	1.0	(8.5)
PHARMACY TECHNICIAN	9	3.0	1.0	(2.0)
PHYSICIAN,MD	33	7.6	4.0	(3.6)
PROGRAM MANAGER	17	1.0	0.0	(1.0)
PROGRAMMER ANALYST IV	25	0.8	0.8	
PUBLIC HEALTH CLERK	8	31.0	20.0	(11.0)
PUBLIC HEALTH DENTIST,DDS	26	1.0	1.0	
PUBLIC HEALTH INVESTIGATOR	12	6.0	3.0	(3.0)
PUBLIC HEALTH NURSE III	21	8.0	4.0	(4.0)
PUBLIC HEALTH NURSE IV	22	13.0	15.0	2.0
PUBLIC INFORMATION OFFICER	26	1.0	0.5	(0.5)
REGISTRAR-VITAL STATISTICS	26	1.0	1.0	
SANITARIAN I	14	11.0	8.0	(3.0)
SANITARIAN II	17	12.0	8.8	(3.2)
SANITARIAN III	21	14.0	11.2	(2.8)
SECURITY OFFICER LEADER	12	0.5	0.0	(0.5)
SENIOR ACCOUNT CLERK	13	6.5	4.0	(2.5)
SENIOR AUDITOR	21	1.0	1.0	
SENIOR BUYER	22	2.0	2.0	
SENIOR CASHIER	10	1.0	0.0	(1.0)
SENIOR CLERK	8	4.0	0.0	(4.0)
SENIOR CLINICAL EDUCATION COORDINATOR	20	1.0	1.0	
SENIOR COMMUNICATIONS SPECIALIST	20	1.0	1.0	

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
 Business Area Name : Health and Human Services
 Fund No./Bus Area No. : 1000 / 3800

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
SENIOR COMMUNITY LIAISON	23	4.0	4.0	
SENIOR COMPUTER OPERATOR	14	2.0	1.0	(1.0)
SENIOR CONTRACT ADMINISTRATOR	27	1.0	1.0	
SENIOR COUNSELOR	22	3.0	4.0	1.0
SENIOR CUSTOMER SERVICE CLERK	12	5.0	9.0	4.0
SENIOR DATA BASE ANALYST	25	1.0	1.0	
SENIOR DATA ENTRY OPERATOR	12	3.0	0.0	(3.0)
SENIOR HUMAN RESOURCES SPECIALIST	21	3.0	0.0	(3.0)
SENIOR INVENTORY MANAGEMENT CLERK	12	1.5	1.0	(0.5)
SENIOR IT PROJECT MANAGER (EXE LEV)	30	2.0	1.0	(1.0)
SENIOR JAIL MEDICAL SPECIALIST	19	5.0	4.0	(1.0)
SENIOR MICROCOMPUTER ANALYST	23	1.0	1.0	
SENIOR NUTRITIONIST	18	1.0	1.0	
SENIOR OFFICE ASSISTANT	12	10.0	4.0	(6.0)
SENIOR PROJECT MANAGER	27	0.0	1.0	1.0
SENIOR PUBLIC HEALTH DENTIST,DDS	28	5.0	5.0	
SENIOR PUBLIC HEALTH EDUCATOR	18	4.0	2.0	(2.0)
SENIOR PUBLIC HEALTH INVESTIGATOR	16	0.0	1.0	1.0
SENIOR STAFF ANALYST	28	2.0	1.0	(1.0)
SENIOR STAFF ANALYST (EXE LEV)	28	0.5	1.2	0.7
SENIOR TELECOMMUNICATIONS SPECIALIST	21	1.0	1.0	
SENIOR TRAINER	21	1.0	1.0	
STAFF ANALYST	26	3.7	6.8	3.1
STAFF ANALYST (EXE LEV)	26	1.0	1.0	
STAFF EPIDEMIOLOGIST	22	8.0	4.6	(3.4)
STAFF PHARMACIST	25	4.0	2.0	(2.0)
SUPERVISING ENGINEER	29	1.0	0.0	(1.0)
SURVEILLANCE INVESTIGATOR-EPIDEMIOLOGY	17	1.0	1.0	
SYSTEMS CONSULTANT	26	3.0	2.0	(1.0)
SYSTEMS SUPPORT ANALYST I	16	1.0	0.0	(1.0)
SYSTEMS SUPPORT ANALYST II	19	2.8	2.0	(0.8)
SYSTEMS SUPPORT ANALYST IV	25	1.0	1.0	
TECHNICAL HARDWARE ANALYST I	17	1.0	1.0	
TELECOMMUNICATIONS SPECIALIST	18	1.0	0.0	(1.0)
TRAINER	17	1.0	0.0	(1.0)
X-RAY TECHNICIAN	13	4.0	2.0	(2.0)
Total FTEs		639.5	457.5	(182.0)
Less adjustment for Civilian Vacancy Factor		72.5	6.9	(65.6)
Full-Time Equivalents		567.0	450.6	(116.4)

Business Area Revenue Summary

Fund Name : General Fund
 Business Area Name : Health and Human Services
 Fund No./Bus Area No. : 1000 / 3800

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
3800020009	HHS - Department Wide Charges			
425110	Indirect Cost Recovery-Grants	3,585,000	4,100,000	4,300,000
426330	Miscellaneous Copies Fees	0	4,000	4,000
428080	Returned Check Charges	1,300	1,300	1,300
434240	Sale of Capital Assets-Land/Streets	0	142,000	0
434340	Cashier Overages	0	1,400	0
447020	Garage Parking Revenue	150,000	187,500	150,000
452030	Miscellaneous Revenue	10,000	14,000	1,000
Total	HHS - Department Wide Charges	3,746,300	4,450,200	4,456,300
3800030003	HHS - Immunization			
426330	Miscellaneous Copies Fees	2,250	0	0
3800040003	HHS - Air Quality			
421060	Miscellaneous Health Permits	970,400	1,051,300	1,156,200
3800040005	HHS - Water Quality			
421070	Swimming Pool Operating Permits	364,300	203,495	0
3800040006	HHS - Consumer Health			
421010	Special Food Permits	781,600	816,300	890,300
421020	Food Dealers Permits	2,810,100	3,169,300	3,381,700
421030	Food Managers Permits	485,000	474,100	474,100
421040	Mobile Food Vendor Licenses	216,000	403,000	479,100
421630	Administrative Fee - Licenses & Permits	0	74,100	153,200
Total	HHS - Consumer Health	4,292,700	4,936,800	5,378,400
3800050001	HHS - Neighborhood Svc			
426420	Building Space Rental Fees	490,000	590,000	490,000
426430	Facility Rental Fees	89,800	89,800	89,800
Total	HHS - Neighborhood Svc	579,800	679,800	579,800
3800050002	HHS - Maternal Child Health			
422010	Medicaid Title XIX	300,000	300,000	300,000
422020	Medicaid Title XX	1,200,000	1,200,000	1,200,000
426060	Clinical Fees	0	100	0
Total	HHS - Maternal Child Health	1,500,000	1,500,100	1,500,000
3800050004	HHS - Oral Health			
426130	Dental Fees	0	5,700	0
3800050035	HHS - Mayor's Office for People with Disab			
424140	Interfund Inventory	0	528	0
424160	Interfund Affirmative Action Services	172,500	172,500	0
Total	HHS - Mayor's Office for People with Disab	172,500	173,028	0
3800060003	HHS - Vital Statistics			
426300	Certified Copies Fees	2,194,700	1,945,500	2,085,000
426330	Miscellaneous Copies Fees	0	14,000	14,000
Total	HHS - Vital Statistics	2,194,700	1,959,500	2,099,000
Total	Health and Human Services	13,822,950	14,959,923	15,169,700

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Health and Human Services
 Fund No./Bus. Area No. : 1000 / 3800

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	29,205,700	26,776,264	26,776,264	22,326,342
500030	Salary Part Time - Civilian	475,837	420,637	420,637	152,614
500060	Overtime - Civilian	269,807	153,398	152,879	141,900
500090	Premium Pay - Civilian	44,693	40,000	40,000	40,000
500110	Bilingual Pay - Civilian	157,147	158,152	158,152	116,081
500180	Temporary Employees	34,200	0	0	0
500210	Pay for Performance-Municipal	3,500	0	0	0
501070	Pension - Civilian	4,378,405	4,131,151	4,144,946	4,018,742
501120	Termination Pay - Civilian	533,761	496,400	496,400	496,400
501160	Vehicle Allowance - Civilian	31,611	33,600	33,600	33,600
502010	FICA - Civilian	2,220,754	2,106,594	2,113,590	1,735,678
503010	Health Ins-Act Civilian	3,848,092	3,639,030	3,774,592	3,423,402
503015	Basic Life Insurance - Active Civilian	17,291	16,527	16,580	13,108
503060	Long Term Disability-Civilian	50,635	49,812	49,811	38,400
503090	Workers Compensation-Civilian-Admin	118,189	126,098	126,099	90,913
503100	Workers Compensation-Civilian-Claim	123,487	136,022	154,622	136,022
504020	Compensation Contingency	(5,626)	0	0	0
504030	Unemployment Claims - Administration	62,001	21,031	112,559	520,936
Total	Personnel Services	41,569,484	38,304,716	38,570,731	33,284,138
511010	Chemical Gases & Special Fluids	(1,417)	14,400	14,400	1,400
511015	Cleaning & Sanitary Supplies	59,879	74,322	71,822	36,600
511020	Construction Materials	981	0	0	0
511025	Electrical Hardware & Parts	335	400	400	100
511030	Mechanical Hardware & Parts	3,689	2,000	2,000	2,000
511040	Audiovisual Supplies	2,596	6,500	6,500	5,000
511045	Computer Supplies	45,325	49,017	60,794	59,700
511050	Paper & Printing Supplies	10,604	21,647	21,586	22,500
511055	Publications & Printed Materials	11,317	7,572	7,600	5,200
511060	Postage	118,696	100,678	98,872	87,600
511070	Miscellaneous Office Supplies	200,742	154,232	135,367	133,599
511080	General Laboratory Supplies	248,960	306,700	306,700	119,400
511085	Drugs & Medical Chemicals	467,076	482,182	458,255	444,663
511090	Medical & Surgical Supplies	69,078	139,691	181,500	210,282
511095	Small Technical & Scientific Equipment	16,274	4,834	6,160	5,900
511110	Fuel	286,027	116,449	116,175	183,100
511115	Vehicle Repair & Maintenance Supplies	460	3,200	3,200	2,100
511120	Clothing	5,261	2,534	3,649	2,400
511125	Food Supplies	18,241	24,600	6,800	3,200
511135	Recreational Supplies	0	0	900	0
511140	Landscaping & Gardening Supplies	2,135	7,700	7,700	2,000
511145	Small Tools & Minor Equipment	1,587	2,000	2,000	2,600
511150	Miscellaneous Parts & Supplies	153,153	127,857	130,877	108,848
511160	Protective Gear	447	0	0	500
Total	Supplies	1,721,446	1,648,515	1,643,257	1,438,692
520100	Temporary Personnel Services	457,872	642,976	508,013	155,784
520101	Janitorial Services	(262)	2,000	50,000	22,000
520102	Security Services	24,610	17,906	59,000	50,800
520103	Subrecipient Contract Services	706,690	697,788	633,088	291,800
520105	Accounting & Auditing Services	0	50,000	0	0
520108	Information Resource Services	21,640	60,000	60,000	60,000
520109	Medical Dental & Laboratory Services	15,516	46,100	42,900	6,800
520110	Management Consulting Services	10,490	64,300	65,000	30,000

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area Name : Health and Human Services
Fund No./Bus. Area No. : 1000 / 3800

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
520113	Photographic Services	(635)	0	0	0
520114	Miscellaneous Support Services	85,076	126,104	89,945	86,600
520115	Real Estate Lease/Office Rental	190,296	232,000	232,000	206,000
520116	Parking Services Contract	0	6,000	6,000	0
520118	Refuse Disposal	0	2,000	2,000	5,000
520119	Computer Equipment/Software Maintenance	5,791	71,645	55,000	51,000
520120	Communications Equipment Services	900	0	0	0
520121	IT Application Svcs	108,124	84,900	84,900	85,068
520122	Office Equipment Services	1,811	6,643	6,643	9,105
520123	Vehicle & Motor Equipment Services	275,946	240,100	240,046	240,500
520124	Other Equipment Services	6,642	5,400	5,400	5,800
520126	Construction Site Work Services	5,570	10,951	10,951	0
520157	Computer Software Maintenance Services	55,767	8,972	35,500	42,200
520159	Non-Sub-Recipient Grant Contract	21,311	276,000	220,000	172,000
520510	Mail/Delivery Services	1,503	12,954	13,954	9,137
520515	Print Shop Services	39,321	73,465	48,465	12,342
520520	Printing & Reproduction Services	28,230	34,504	34,504	13,909
520605	Advertising Services	1,927	2,500	2,500	1,000
520705	Insurance Fees	241,225	242,560	242,560	296,211
520710	State/Federal Inspection Fees	2,023	0	0	0
520725	Assessments - Other Governments	109,902	116,600	116,600	117,200
520760	Contributions	0	0	200	0
520765	Membership & Professional Fees	99,458	78,941	78,721	83,500
520805	Education & Training	75,760	136,286	110,717	71,200
520815	Tuition Reimbursement	20,406	25,000	25,000	10,000
520905	Travel - Training Related	143,273	107,824	105,124	94,427
520910	Travel - Non-Training Related	70,778	55,611	55,611	49,500
521305	Indirect Cost Recovery Payment	0	0	12,528	0
521310	Small Diff. -GR/IR	0	0	2,600	0
521405	Building Maintenance Services	1,748	0	0	800
521415	Land and Grounds Maintenance	0	2,000	2,000	2,000
521605	Data Services	148,968	208,200	208,200	301,416
521610	Voice Services	1,264,729	1,304,196	1,301,620	1,054,329
521620	Voice Equipment	90,344	69,204	69,154	43,179
521625	Voice Labor	92,531	200,476	199,976	113,865
521630	GIS Revolving Fund Services	0	51,015	51,015	50,627
521705	Vehicle/Equipment Rental/Lease	(341)	26,600	17,500	0
521715	Office Equipment Rental	31,961	21,600	20,200	15,100
521725	Other Rental	27,326	4,300	40,000	28,000
521730	Parking Space Rental	5,836	7,800	7,800	3,400
522305	Freight Charges	1,390	4,400	4,400	4,100
522410	Cashier Shortages	404	100	320	200
522420	Petty Cash/Change Special Fund	1	0	0	0
522430	Miscellaneous Other Services & Charges	70,465	170,460	153,092	158,055
522435	Interest Charges Past Due Accounts	1	0	0	0
522721	Interfund HR Client Services	0	0	0	333,329
522722	KRONOS Service Chargeback	0	0	0	21,338
522723	Drainage Fee Service Chargeback	0	0	0	61,778
522735	Interfund Communication Equipment Repair	11,610	0	0	0
522780	Interfund Photo Copy Services	208,515	137,101	140,505	148,900
522790	Interfund Inventory Adjustments	0	13,100	13,100	13,100
522795	Other Interfund Services	48,924	30,000	50,000	195,838
Total	Other Services and Charges	4,831,373	5,788,582	5,534,352	4,828,237

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Health and Human Services
 Fund No./Bus. Area No. : 1000 / 3800

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
560230	Computer HW and Developed SW	5,222	0	0	0
560240	Communication Equipment	5,277	0	0	0
Total	Equipment	10,499	0	0	0
551010	Non-Capital Office Furniture & Equipment	35,855	14,560	13,478	0
551015	Non-Capital Computer Equipment	81,313	41,370	35,825	0
551020	Non-Capital Communication Equipment	532	0	0	0
551025	Non-Capital Scientific/Medical Equipment	7,502	9,600	9,700	0
551030	Non-Capital Machinery & Equipment	903	0	0	0
551040	Non-Capital Other	6,544	1,000	1,000	0
Total	Non-Capital Equipment	132,649	66,530	60,003	0
532120	Transfer to Fleet/Eq	275,640	140,972	140,972	0
Total	Debt Service and Other Uses	275,640	140,972	140,972	0
Grand Total Expenditures		48,541,091	45,949,315	45,949,315	39,551,067

HOUSING AND COMMUNITY DEVELOPMENT

Department Description and Mission

The Housing and Community Development Department's (HCDD) mission is to provide leadership in the preservation, revitalization and improvement of Houston's low and moderate-income neighborhoods by:

1. Expanding the supply of safe, quality, and affordable housing;
2. Improving the infrastructure;
3. Providing financial inducement to encourage economic development and;
4. Providing social and other supportive services necessary for viable neighborhoods.

To maximize results, HCDD leverages financial and other resources with those from the public, private and non-profit sectors for the benefit of the citizens of Houston.

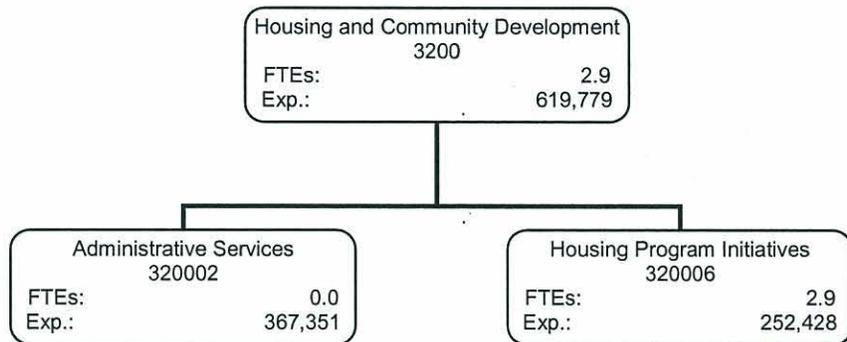
Department Short Term Goals

Develop and execute strategies to rehabilitate and reconstruct owner-occupied units, assist eligible residents to become homebuyers and improve multi-family projects, especially in targeted areas of the City, while providing social and other supportive community services to build and retain healthy neighborhoods.

Department Long Term Goals

Build the City's affordable housing stock through the conservation of owner-occupied housing and improvement of multi-family units and improve economic conditions leading to the sustainable neighborhoods that will benefit all Houstonians, especially low to moderate income persons.

Department Organization



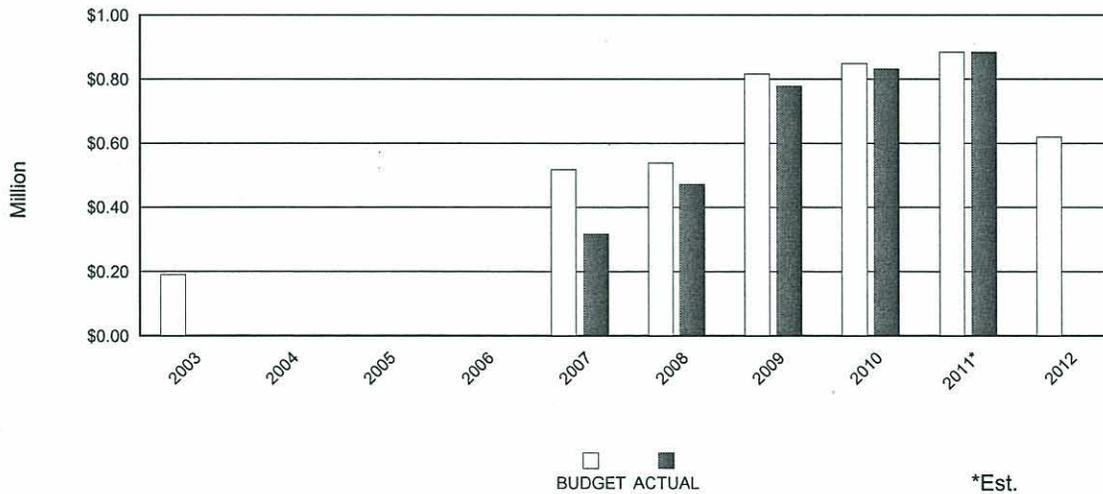
FISCAL YEAR 2012 BUDGET

Business Area Budget Summary

Fund Name : General Fund
 Business Area Name : Housing & Community Development
 Fund No./Bus. Area No. : 1000 / 3200

		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	691,584	708,195	708,195	252,428
	Other Services and Charges	139,930	177,221	177,221	367,351
	Total M & O Expenditures	<u>831,514</u>	<u>885,416</u>	<u>885,416</u>	<u>619,779</u>
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	<u>831,514</u>	<u>885,416</u>	<u>885,416</u>	<u>619,779</u>
Revenues		329	0	0	0
Staffing	Full-Time Equivalents - Civilian	2.5	3.0	3.1	2.9
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>2.5</u>	<u>3.0</u>	<u>3.1</u>	<u>2.9</u>
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The FY2012 budget provides general funds to support personnel costs of individuals who have been assigned in part and/or whole to two Citywide initiatives: (1) Land Assemblage Redevelopment Authority and (2) Houston Hope program (\$252,428). o Support affordable housing initiatives through the acquisition of vacant parcels through tax foreclosure sales and re-distributing them to affordable housing developers and community housing development organizations. o Promote the sale of affordable housing stock to low and moderate income homebuyers in disadvantaged and underserved communities. o Continue funding of the Service of the Emergency Aid Resource Center for the Homeless (SEARCH) Mobile Outreach program. 				

**Housing & Community Development
 Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures

Fund Name : General Fund
Business Area Name : Housing & Community Development
Fund No./Bus Area No. : 1000 / 3200

Name: Administrative Services -- 320002

Mission: SEARCH helps Houstonians who are homeless get back on their feet, move from the streets into jobs and safe stable housing.

Goal: SEARCH's Mobile Outreach Program travels throughout Houston to common gathering areas for individuals who are homeless and provides on-the-spot assessment, assistance, intervention and referrals. Armed with food, water, clothing, and blankets, they offer an important lifeline to people who need assistance.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Individuals Assisted	150	150	200

Name: Director Prgm Compliance -- 320005

Mission: Ensure program compliance of Housing's initiatives. This has been restructured in FY2011.

Goal: N/A

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
N/A	N/A	N/A	N/A

Name: HCD-Housing Program Initiatives -- 320006

Mission: Promote homeownership among low to moderate income individuals and affordable housing assistance/development within low to moderate income areas.

Goal: Revitalize communities which have been disadvantaged and underserved.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Foreclosed Vacant Lots	N/A	N/A	96
Resale-Vacant Lots	N/A	N/A	67
Homebuyers-AHP	N/A	N/A	83

FISCAL YEAR 2012 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Housing & Community Development Fund No./Bus Area No. : 1000 / 3200							
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
Administrative Services 320002							
Ensure the grant awarded for SEARCH initiatives equate to the funding for SEARCH's Mobile Outreach Program to support homeless prevention activities Citywide.	0.0	139,930	0.0	305,035	0.0	367,351	
Director Prgm Compliance 320005							
Ensure program compliance of Housing's initiatives. This has been restructured in FY2011.	0.2	0	0.1	41,888	0.0	0	
HCD-Housing Program Initiatives 320006							
Promote affordable housing initiatives through the purchase of vacant tax foreclosed properties and their resale to affordable housing developer/contractors and community housing development organizations. In addition, marketing "Affordable Housing Programs (AHP)" to potential homebuyers, developer/contractors, and realtors.	2.3	691,584	3.0	538,493	2.9	252,428	
Total	2.5	831,514	3.1	885,416	2.9	619,779	

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Housing & Community Development
Fund No./Bus Area No. : 1000 / 3200

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ADMINISTRATIVE SPECIALIST	20	0.0	1.6	1.6
ASSISTANT DIRECTOR (EXE LEV)	32	1.0	0.0	(1.0)
DEPUTY DIRECTOR (EXE LEV)	34	1.0	0.3	(0.7)
EXECUTIVE STAFF ANALYST	30	1.0	0.0	(1.0)
STAFF ANALYST (EXE LEV)	26	0.0	1.0	1.0
Total FTEs		<u>3.0</u>	<u>2.9</u>	<u>(0.1)</u>
Less adjustment for Civilian Vacancy Factor		<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Full-Time Equivalents		3.0	2.9	(0.1)

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Housing & Community Development
 Fund No./Bus. Area No. : 1000 / 3200

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	597,354	547,492	572,137	180,738
500110	Bilingual Pay - Civilian	0	0	0	1,198
501070	Pension - Civilian	53,290	83,500	66,964	32,532
501160	Vehicle Allowance - Civilian	695	4,216	4,216	1,386
502010	FICA - Civilian	23,747	40,729	32,620	13,918
503010	Health Ins-Act Civilian	15,602	30,832	30,833	18,737
503015	Basic Life Insurance - Active Civilian	113	199	198	81
503060	Long Term Disability-Civilian	255	333	333	252
503090	Workers Compensation-Civilian-Admin	528	824	824	591
504030	Unemployment Claims - Administration	0	70	70	2,995
Total	Personnel Services	691,584	708,195	708,195	252,428
520103	Subrecipient Contract Services	107,916	133,883	133,883	133,883
520115	Real Estate Lease/Office Rental	0	0	0	189,000
521610	Voice Services	22	5,233	5,233	2,585
521625	Voice Labor	140	50	50	69
521630	GIS Revolving Fund Services	0	3,836	3,836	3,807
522430	Miscellaneous Other Services & Charges	26,717	11,421	11,421	20,180
522722	KRONOS Service Chargeback	0	0	0	142
522795	Other Interfund Services	5,135	22,798	22,798	17,685
Total	Other Services and Charges	139,930	177,221	177,221	367,351
Grand Total Expenditures		831,514	885,416	885,416	619,779

LIBRARY

Department Description and Mission

The mission of the Houston Public Library (HPL) is to deliver quality customer service by offering a broadly defined program of education, research, multi-cultural and multi-generational enrichment to meet the needs of Houston's diverse population. Services include an extensive research and circulation book collection; a repository for federal, state, and local documents; information and research assistance by phone, electronically, and in person; collections of non-traditional library materials such as digital media; services to the hearing and visually impaired; and literacy/educational support through various age-appropriate programs to encourage reading among youth and the larger community.

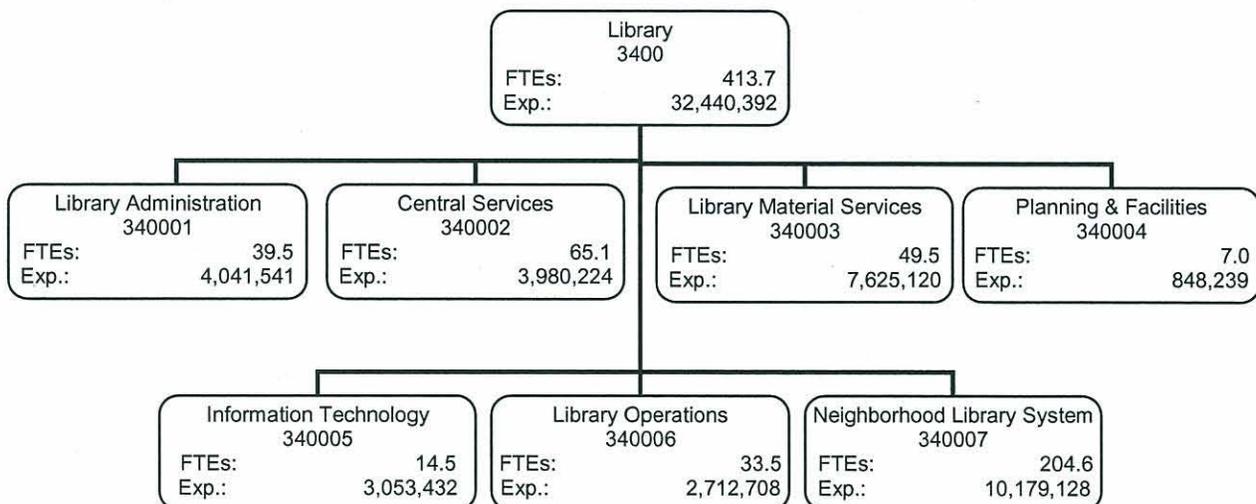
Short-Term Goals

- Expand access to technology, computer instruction, the internet and electronic information resources. Specific projects include:
 - Digitizing materials held in HPL's special collections
 - Expanding the Digital Inclusion Project
 - Increasing the number of computers in HPL facilities
- Place greater emphasis on services to children and teens, with specific new services to support educational success.

Long-Term Goals

- Provide a broad array of innovative, customer driven services through the efficient use of staff, fiscal resources, interdepartmental collaborations and community partnerships.

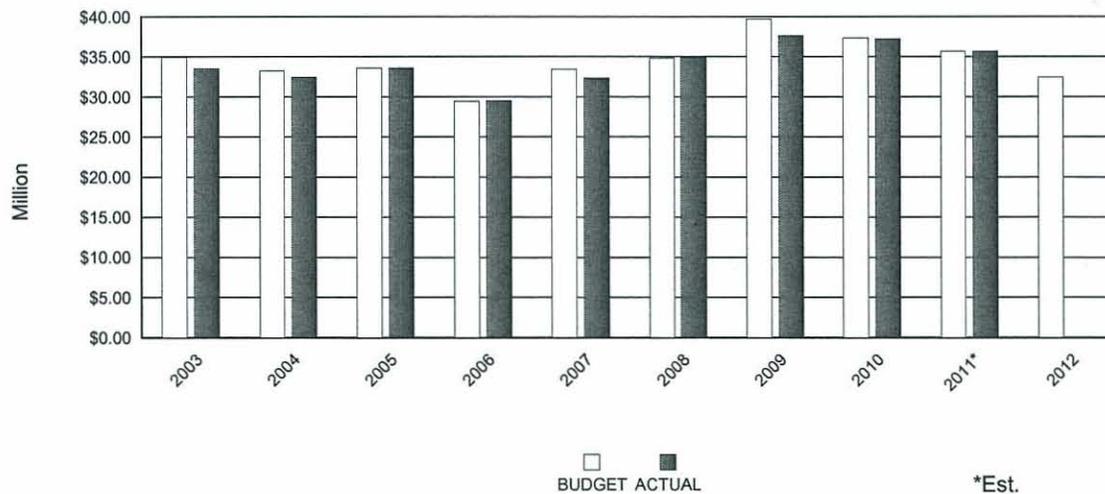
Department Organization



FISCAL YEAR 2012 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : Library					
Fund No./Bus. Area No. : 1000 / 3400					
		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	26,466,629	25,176,833	25,176,833	23,449,871
	Supplies	322,252	296,141	296,138	237,118
	Other Services and Charges	4,157,952	4,572,805	4,572,808	4,066,903
	Equipment	15,624	0	0	0
	Non-Capital Equipment	6,252,502	5,671,965	5,671,965	4,686,500
	Total M & O Expenditures	37,214,959	35,717,744	35,717,744	32,440,392
	Debt Service & Other Uses	21,860	9,223	9,223	0
	Total Expenditures	37,236,819	35,726,967	35,726,967	32,440,392
Revenues		1,272,358	853,202	1,753,302	724,660
Staffing	Full-Time Equivalents - Civilian	517.2	508.6	496.2	413.7
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	517.2	508.6	496.2	413.7
	Full-Time Equivalents - Overtime	0.2	0.6	0.6	0.0
Significant Budget Changes and Highlights	FY2012 Budget Highlights includes the following:				
	o Provide archival service, reference and special research services at the Jesse Jones Building, the Clayton Geneological Center, the Texas Metropolitan Research Center and the future Gregory School Archival Library.				
	o Ensure design criteria meets Americans with Disabilities Act compliance for all facilities. Manage land acquisitions for new facilities or the replacement of existing library facilities.				
	o Programs for youth and adults in school support, literacy advancement, technology access and instruction and workforce development.				

**Library
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Library Fund No./Bus Area No. : 1000 / 3400			
Name: HPL-Library Administration -- 340001			
Mission: To support all administrative functions in the areas of Human Resources, Financial Services, Communications and Fleet Inventory and Distribution Services.			
Goal: Ensure maximum utilization of budgeted funds. Recruit and retain staff who demonstrate effective performance. Identify training needs and provide training information and opportunities to the library staff.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Calendar Events	N/A	180,000	180,000
Promotional E-comm	N/A	800	800
Email Subscribers	N/A	3,200	3,200
Name: HPL-Central Services -- 340002			
Mission: To assist the computer users with reference transactions and research services.			
Goal: Provide archival service, reference and special research services at the Jesse Jones Building, the Clayton Geneological Center, the Texas Metropolitan Research Center and the future Gregory School Archival Library.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Reference Transactions	280,000	230,000	136,000
Computer Users	300,000	300,000	190,000
Circulation	N/A	N/A	1,100,000
Name: HPL-Library Material Services -- 340003			
Mission: Immediate response to all customer inquiries regarding materials and circulations.			
Goal: Acquire, prepare and catalog library materials for system wide circulation.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Collections Inventoried	N/A	6	6
Items Added to Collection	N/A	350,000	350,000
New Titles Added	N/A	45,000	45,000

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Library Fund No./Bus Area No. : 1000 / 3400			
Name: HPL-Planning & Facilities -- 340004			
Mission: Conduct thorough design reviews in a timely manner so that facilities meet current needs.			
Goal: Ensure design criteria meets Americans with Disabilities Act compliance for all facilities. Manage land acquisitions for new facilities or the replacement of existing library facilities. Meet all applicable city, state and federal building standards.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Design Review Turnaround	N/A	2 Weeks	2 Weeks
Branch Maint. Review w/Mgr	N/A	2 Days	2 Days
Name: HPL-Information Technology -- 340005			
Mission: Enhancement of "virtual" library services and implementation of Personal Computer reservation.			
Goal: Support and maintain computer labs and telecommunications equipment to provide uninterrupted service to the public and staff.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Computer Classes	1,506	1,700	1,800
Computer Class Attendance	11,212	9,900	10,000
Name: HPL-Library Operations -- 340006			
Mission: Offer extraordinary, knowledgeable and in-depth customer service.			
Goal: Provide system wide library services through circulation of materials, reference services and programming for youth and adults.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Total Circulation	6,208,092	6,263,445	6,326,079
Juvenile Circulation	3,161,764	2,921,498	2,950,713

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures

Fund Name : General Fund
Business Area Name : Library
Fund No./Bus Area No. : 1000 / 3400

Name: HPL-Neighborhood Library System -- 340007

Mission: Provide full library services at all our locations, assistance to all library reference transactions and library materials checked out.

Goal: Provide library services through the circulation of materials, reference services, and programming for youth and adults.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Reference	829,000	577,775	320,000
Computer Users	1,204,600	974,000	640,000
Circulation	N/A	N/A	3,900,000

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Library Fund No./Bus Area No. : 1000 / 3400						
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
HPL-Library Administration 340001 Provides policy direction, financial accounting and human resources support. Supports and coordinates all library delivery services and fleet services. Provides financial administrative support for grants, contracts, operational audits and financial audits.	73.9	5,014,520	44.7	4,602,219	39.5	4,041,541
HPL-Central Services 340002 Provides information and reference assistance in person and by telephone. Provides library materials for in-house use and check out. Provides research materials and user assistance of special research collection.	72.9	4,127,734	74.0	4,286,071	65.1	3,980,224
HPL-Library Material Services 340003 Acquires and catalogs all new books, journals and other library materials. Processes materials for use by borrowers. Provides inventory control of library materials for all branches. Sorts and distributes mail. Maintains library borrower database.	57.1	9,276,016	57.0	8,665,891	49.5	7,625,120
HPL-Planning & Facilities 340004 Provides coordination of facilities maintenance, security, programming, design, construction, land acquisition, and management of the capital improvement plan. Maintains furniture and fixture inventory. Coordinates space planning, relocations, openings and closings.	8.0	901,195	8.0	872,029	7.0	848,239
HPL-Information Technology 340005 Responsible for the development, acquisition, installation, implementation, maintenance, training and technical support of all information and telecommunication technologies.	15.4	3,854,795	15.8	3,542,896	14.5	3,053,432
HPL-Library Operations 340006 Consists of one Central Library, branch libraries and all special service units. Coordinates the selection of library materials for central and branch services.	37.9	2,762,103	40.7	2,891,754	33.5	2,712,708

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Library Fund No./Bus Area No. : 1000 / 3400						
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
HPL-Neighborhood Library System 340007 Neighborhood libraries makes up more than half of the total workforce of HPL. We provide full library services at 35 locations throughout Houston.	252.0	11,300,456	256.0	10,866,107	204.6	10,179,128
Total	<u>517.2</u>	<u>37,236,819</u>	<u>496.2</u>	<u>35,726,967</u>	<u>413.7</u>	<u>32,440,392</u>

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Library
Fund No./Bus Area No. : 1000 / 3400

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ACCOUNTANT ASSOCIATE	14	3.0	2.0	(1.0)
ACCOUNTANT SUPERVISOR	24	1.0	1.0	
ADMINISTRATION MANAGER	26	6.0	6.0	
ADMINISTRATIVE AIDE	10	8.7	8.0	(0.7)
ADMINISTRATIVE ASSISTANT	17	5.0	5.0	
ADMINISTRATIVE ASSOCIATE	13	2.0	2.0	
ADMINISTRATIVE COORDINATOR	24	2.7	2.5	(0.2)
ADMINISTRATIVE SPECIALIST	20	4.0	4.0	
ADMINISTRATIVE SUPERVISOR	22	4.0	3.0	(1.0)
ARCHIVIST I	16	1.0	1.0	
ARCHIVIST II	21	3.0	3.0	
ASSISTANT DIRECTOR (EXE LEV)	32	2.0	2.0	
ASSISTANT DIRECTOR-LIBRARY (EXE LEV)	32	1.0	1.0	
ASSISTANT PROJECT MANAGER	20	1.0	0.0	(1.0)
ASSISTANT SUPERINTENDENT	20	2.0	2.0	
BUYER	16	1.0	1.0	
CLERK	5	0.7	0.5	(0.2)
CUSTOMER SERVICE CLERK	10	2.9	2.0	(0.9)
CUSTOMER SERVICE REP. II	15	2.0	2.0	
DATA ENTRY OPERATOR	8	2.0	2.0	
DEPUTY DIRECTOR (EXE LEV)	34	2.0	2.0	
DIVISION MANAGER	29	3.0	2.0	(1.0)
DIVISION MANAGER (EXE LEV)	29	1.0	1.0	
FINANCIAL ANALYST III	21	1.0	1.0	
HUMAN RESOURCES SPECIALIST	17	1.0	0.0	(1.0)
HUMAN RESOURCES SUPERVISOR	24	1.0	0.0	(1.0)
IMAGING TECHNICIAN	5	1.0	1.0	
INVENTORY MANAGEMENT CLERK	9	7.0	6.0	(1.0)
IS/IT HELP DESK COORDINATOR	10	2.8	1.5	(1.3)
LIBRARIAN I	16	11.0	11.0	
LIBRARIAN II	21	47.0	38.0	(9.0)
LIBRARIAN III	23	44.0	38.5	(5.5)
LIBRARIAN IV	25	11.0	8.0	(3.0)
LIBRARIAN V	27	3.0	2.0	(1.0)
LIBRARY ASSISTANT	5	116.8	99.0	(17.8)
LIBRARY ASSISTANT SUPERVISOR	14	10.0	10.0	
LIBRARY CHIEF	29	3.0	3.0	
LIBRARY DIRECTOR	35	1.0	1.0	
LIBRARY SERVICE SPECIALIST	13	51.3	34.0	(17.3)
LIBRARY SERVICE SUPERVISOR	21	3.0	3.0	
MANAGEMENT ANALYST III	21	1.0	0.5	(0.5)
MESSENGER	6	7.0	4.0	(3.0)
MICROCOMPUTER ANALYST	20	3.0	3.0	
OFFICE SUPERVISOR	17	4.0	4.0	
OFFSET PRESS OPERATOR	10	1.0	1.0	
PROGRAMMER ANALYST IV	25	1.0	1.0	
PROJECT MANAGER	24	2.0	2.0	
PURCHASING MANAGER	27	1.0	1.0	
SENIOR COMMUNICATIONS SPECIALIST	20	2.0	2.0	
SENIOR DATA ENTRY OPERATOR	12	9.0	9.0	
SENIOR GRAPHIC DESIGNER	21	1.0	0.0	(1.0)
SENIOR HUMAN RESOURCES SPECIALIST	21	3.0	0.0	(3.0)

Business Area Roster Summary

Fund Name : General Fund
 Business Area Name : Library
 Fund No./Bus Area No. : 1000 / 3400

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
SENIOR IMAGING TECHNICIAN	13	2.0	2.0	
SENIOR INVENTORY MANAGEMENT CLERK	12	5.0	4.0	(1.0)
SENIOR LIBRARY ASSISTANT	9	52.0	44.0	(8.0)
SENIOR LIBRARY SERVICE SPECIALIST	16	29.0	23.0	(6.0)
SENIOR OFFICE ASSISTANT	12	2.7	2.5	(0.2)
STAFF ANALYST	26	2.0	1.0	(1.0)
TECHNICAL HARDWARE ANALYST I	17	4.0	4.0	
TRAINING COORDINATOR	24	1.0	0.0	(1.0)
Total FTEs		508.6	420.0	(88.6)
Less adjustment for Civilian Vacancy Factor		0.0	6.3	6.3
Full-Time Equivalents		508.6	413.7	(94.9)

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area Name : Library
 Fund No./Bus Area No. : 1000 / 3400

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
3400010002	HPL-Financial Services			
425040	Indirect Cost-Houston Area Lib Auto NetWork	99,000	99,000	99,000
426430	Facility Rental Fees	5,000	5,000	1,500
443150	Telecommunications Revenue	100	100	100
443160	Vending Machine Concessions	1,200	800	500
447020	Garage Parking Revenue	80,000	65,000	60,000
452020	Recoveries & Refunds	2,000	11,500	2,000
452030	Miscellaneous Revenue	1,500	7,000	1,500
Total	HPL-Financial Services	188,800	188,400	164,600
3400030001	HPL-Library Material Services			
426040	Library Service Charges	0	500	0
428020	Library Fines	600,000	600,000	500,000
428080	Returned Check Charges	150	150	60
Total	HPL-Library Material Services	600,150	600,650	500,060
3400060001	HPL-Public Services			
425110	Indirect Cost Recovery-Grants	64,252	64,252	60,000
434240	Sale of Capital Assets-Land/Streets	0	900,000	0
Total	HPL-Public Services	64,252	964,252	60,000
Total Library		853,202	1,753,302	724,660

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Library
 Fund No./Bus. Area No. : 1000 / 3400

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	17,897,025	17,091,842	17,091,842	15,474,897
500030	Salary Part Time - Civilian	1,048,673	815,455	765,297	482,977
500060	Overtime - Civilian	11,367	2,000	2,000	0
500090	Premium Pay - Civilian	23,244	0	0	0
500110	Bilingual Pay - Civilian	23,019	23,957	23,957	0
500210	Pay for Performance-Municipal	4,500	0	0	0
501070	Pension - Civilian	2,653,585	2,601,408	2,633,155	2,785,472
501120	Termination Pay - Civilian	488,514	456,955	456,955	250,000
501160	Vehicle Allowance - Civilian	12,649	12,648	12,648	12,648
502010	FICA - Civilian	1,420,539	1,327,990	1,312,888	1,215,572
503010	Health Ins-Act Civilian	2,641,979	2,595,454	2,626,122	2,633,251
503015	Basic Life Insurance - Active Civilian	10,552	10,640	10,736	9,135
503060	Long Term Disability-Civilian	38,588	39,104	38,106	33,514
503090	Workers Compensation-Civilian-Admin	99,348	107,140	110,887	83,105
503100	Workers Compensation-Civilian-Claim	86,159	75,000	75,000	75,000
504030	Unemployment Claims - Administration	6,888	17,240	17,240	394,300
Total	Personnel Services	26,466,629	25,176,833	25,176,833	23,449,871
511045	Computer Supplies	81,001	64,647	64,647	42,196
511050	Paper & Printing Supplies	39,681	38,512	38,512	30,000
511055	Publications & Printed Materials	165	4,000	4,000	0
511060	Postage	11,311	8,000	8,000	4,000
511070	Miscellaneous Office Supplies	90,500	81,297	81,294	77,037
511075	Library Circulation Supplies	49,816	40,000	40,000	30,000
511110	Fuel	34,416	42,000	42,000	42,000
511115	Vehicle Repair & Maintenance Supplies	1,061	5,200	5,200	3,200
511120	Clothing	5,971	0	0	0
511145	Small Tools & Minor Equipment	322	1,200	1,200	900
511150	Miscellaneous Parts & Supplies	8,008	11,285	11,285	7,785
Total	Supplies	322,252	296,141	296,138	237,118
520102	Security Services	34,893	130,000	130,000	130,000
520107	Computer Info/Contr	1,532,044	1,470,531	1,470,705	1,303,984
520109	Medical Dental & Laboratory Services	1,151	1,000	1,000	0
520110	Management Consulting Services	8,060	56,000	56,000	20,000
520114	Miscellaneous Support Services	400,000	400,000	400,000	400,000
520115	Real Estate Lease/Office Rental	122,306	114,500	114,500	135,318
520116	Parking Services Contract	13,461	14,400	14,400	14,400
520119	Computer Equipment/Software Maintenance	70,269	70,500	70,500	40,000
520120	Communications Equipment Services	295	1,600	1,600	1,600
520121	IT Application Svcs	14,803	4,100	13,733	14,583
520123	Vehicle & Motor Equipment Services	26,487	37,566	37,566	30,000
520124	Other Equipment Services	701,828	714,902	714,902	400,000
520515	Print Shop Services	2,142	2,229	2,229	1,500
520520	Printing & Reproduction Services	54,308	51,210	51,036	10,000
520705	Insurance Fees	356,130	338,853	338,853	401,526
520765	Membership & Professional Fees	681	1,385	1,385	285
520805	Education & Training	20,230	21,000	21,000	2,000
520905	Travel - Training Related	29,485	0	0	0
520910	Travel - Non-Training Related	8,922	9,900	9,900	2,300
521605	Data Services	30,862	45,193	45,193	66,337
521610	Voice Services	260,263	238,678	238,678	253,493
521620	Voice Equipment	67,200	41,152	41,152	34,026
521625	Voice Labor	38,628	58,476	48,843	38,208

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Library
 Fund No./Bus. Area No. : 1000 / 3400

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
521630	GIS Revolving Fund Services	0	21,220	21,220	21,058
521730	Parking Space Rental	69,913	90,000	90,000	90,000
522410	Cashier Shortages	50	0	0	0
522430	Miscellaneous Other Services & Charges	272,647	310,021	310,021	271,702
522435	Interest Charges Past Due Accounts	0	0	3	0
522721	Interfund HR Client Services	0	281,039	281,039	276,936
522722	KRONOS Service Chargeback	0	0	0	17,149
522723	Drainage Fee Service Chargeback	0	0	0	43,148
522735	Interfund Communication Equipment Repair	1,350	1,350	1,350	1,350
522780	Interfund Photo Copy Services	19,544	46,000	46,000	46,000
Total	Other Services and Charges	4,157,952	4,572,805	4,572,808	4,066,903
560230	Computer HW and Developed SW	15,624	0	0	0
Total	Equipment	15,624	0	0	0
551010	Non-Capital Office Furniture & Equipment	92,833	84,892	84,892	0
551015	Non-Capital Computer Equipment	49,492	0	0	0
551035	Non-Capital Library books	6,110,177	5,587,073	5,587,073	4,686,500
Total	Non-Capital Equipment	6,252,502	5,671,965	5,671,965	4,686,500
532120	Transfer to Fleet/Eq	21,860	9,223	9,223	0
Total	Debt Service and Other Uses	21,860	9,223	9,223	0
Grand Total Expenditures		37,236,819	35,726,967	35,726,967	32,440,392

PARKS AND RECREATION

Department Description and Mission

The Houston Parks and Recreation Department (HPARD) was created by City ordinance on March 15, 1916, as the Department of Public Parks and began with two facilities – Sam Houston Park and Hermann Park. Since that time, the number of parks has grown to over 360, which offer a wide variety of amenities including swimming pools, community centers, tennis and basketball courts, fitness centers, golf courses, walking/jogging trails, skate parks, dog parks, and nature areas. The Department also stewards the tree canopy in parks and on all City of Houston right-of-ways. In 2008, the Department became the 74th Parks and Recreation Department among more than 20,000 agencies across the country to receive the Commission for Accreditation of Park and Recreation Agencies-National Recreation and Park Association (CAPRA-NRPA) accreditation at the NRPA Congress held in Baltimore, Maryland by the Commission Chairperson, Ms. Sandra Whitmore. The accreditation is a benchmark achievement that confirms HPARD conducts its business in compliance with national standards and expectations.

The mission of the Parks and Recreation Department is to enhance the quality of urban life by providing safe and well maintained parks and offering affordable programs for the community.

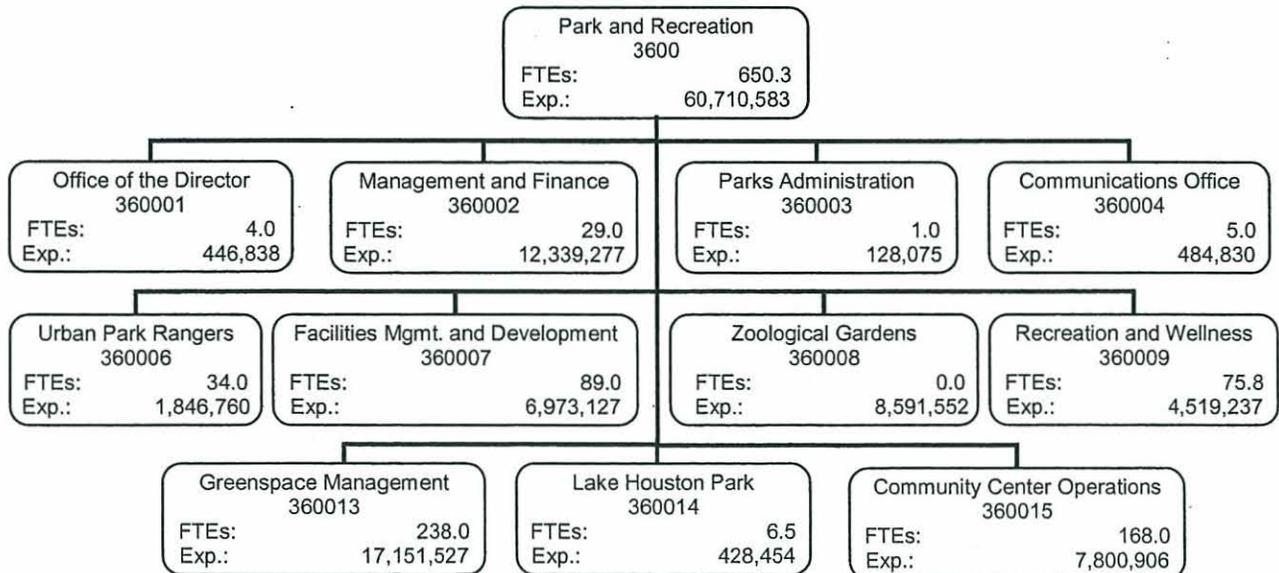
Short-Term Goals

- Identify and operate facilities within the Park system with the resources available.
- Continue developing strategies to expand the City's Wellness Program.
- Continue offering activities and developing programs at the Community Centers.
- Continue partnering with other City departments and agencies to offer additional park enhancements and recreational programs to our citizens.

Long-Term Goals

- Acquire and develop park land with CIP funding, Houston Parks Board (HPB) and private partners.
- Extension of trails in the trail system.
- Search and apply for grants to supplement funding for programs offered at the Community Centers, Adaptive Recreation Center, and Lake Houston Wilderness Park.
- Identify opportunities with local partners to expand resources for operations and programs.
- Continue to follow NRPA standards so that the department may stay in compliance with accreditation mandates and benchmark the system to a national standard.

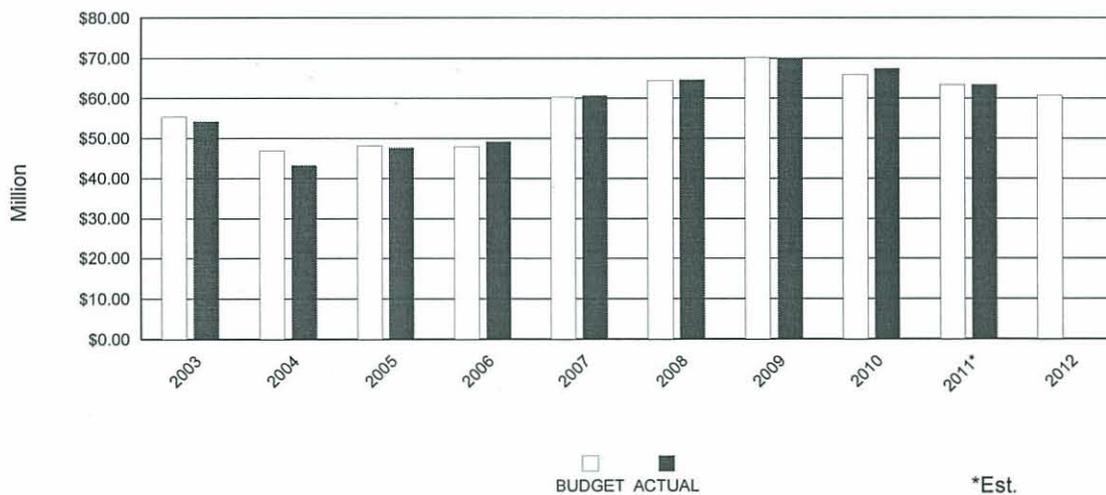
Department Organization



FISCAL YEAR 2012 BUDGET

Business Area Budget Summary					
Fund Name : General Fund Business Area Name : Parks and Recreation Fund No./Bus. Area No. : 1000 / 3600					
		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	40,672,380	40,246,924	39,911,973	34,970,277
	Supplies	3,380,564	3,360,406	3,433,449	2,662,587
	Other Services and Charges	22,790,620	19,366,904	19,628,812	22,946,452
	Total M & O Expenditures	<u>66,843,564</u>	<u>62,974,234</u>	<u>62,974,234</u>	<u>60,579,316</u>
	Debt Service & Other Uses	656,800	524,645	524,645	131,267
	Total Expenditures	<u>67,500,364</u>	<u>63,498,879</u>	<u>63,498,879</u>	<u>60,710,583</u>
Revenues		1,308,547	1,149,800	1,149,800	1,149,500
Staffing	Full-Time Equivalents - Civilian	833.1	841.2	768.7	650.3
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>833.1</u>	<u>841.2</u>	<u>768.7</u>	<u>650.3</u>
	Full-Time Equivalents - Overtime	5.7	5.8	5.8	0.5
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o Continue partnering with other City departments such as Library, Health, Planning, and Public Works and Engineering to offer the best family experience that the City has to offer. o Continue to offer great summer programs to City's youth including but not limited to: free swimming, the basics of tennis and golf, baseball, football and basketball leagues, and nature trips to Lake Houston Wilderness Park. o Continue adaptive sports and recreation activities offered for children and adults with disabilities at the Metropolitan Multi-Service Center. 				

**Parks and Recreation
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Parks and Recreation Fund No./Bus Area No. : 1000 / 3600			
Name: Office of the Director -- 360001			
Mission: Provide direction to the park's staff in achieving the department's mission.			
Goal: Ensure that financial, communications and human relations activities are conducted at the highest level. To plan, procure, develop, and maintain parks and recreation resources and provide leadership for the effective and satisfactory use of leisure time.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Executive staff meetings	40	26	26
Monthly leadership meeting	12	12	9
Name: Management and Finance -- 360002			
Mission: Provide oversight of the department's budget, effectively support administrative services including purchasing, accounts receivables, accounts payable, computer systems, fixed assets, and grants management.			
Goal: Ensure that budgetary, financial management, information systems, and human relations are conducted at the highest level. Procure supplies and services expeditiously and in accordance with City regulations.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Employees trained	6,045	4,414	N/A
Purchase orders processed	894	553	600
Financial reports	12	12	12
Cash receipts processed	5,370	5,200	5,000
Payments processed	6,200	6,000	5,800
Name: Parks Administration -- 360003			
Mission: Support the mission of the department by providing park users in the City of Houston's signature parks with the highest quality facilities.			
Goal: Continue the development of City's signature parks to provide superior venues for the citizens and positive image for the City of Houston. In FY2012, plans are to move functions to the Facilities Management and Development Group.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Meetings with directors/ interest groups/contractor	320	320	336

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Parks and Recreation Fund No./Bus Area No. : 1000 / 3600			
Name: Communications Office -- 360004			
Mission: Provide media communications, branding and marketing, web development, printing and communications function of the department.			
Goal: Provide media communications support for department at all levels.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Press releases/media value	N/A	\$22,792,226	\$24,000,150
Graphic requests/ web upd	700	671	700
Incoming 311 calls	6,891	7,801	9,000
Citizen questions managed	482	809	1,000
Public information request	32	20	20
Name: Grant, Legislation and Development Office -- 360005			
Mission: Provide safe, well-maintained parks and offer affordable programs to the community.			
Goal: Direct Grants, Legislation and Development's (GLAD) resources to productively reflect HPARD's strategic goals and priorities. Coordinate with other divisions to accurately reflect their needs, operations and highlights. In FY2012, plans are to move functions to the Management and Finance Group.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Proposals submitted	47	38	38
Dollar amount requested	\$18,653,372	\$12,500,000	\$12,500,000
Funded projects/value	\$1,291,344	\$3,000,000	\$2,000,000
In-kind contribution/value	\$387,586	\$17,000,000	\$17,000,000
Active grant project mgmt	N/A	45	45
Name: Urban Park Rangers -- 360006			
Mission: To uphold the department's mission by enforcing the rules, regulations and other applicable laws that protects the City of Houston's natural as well as cultural resources and to achieve visitor safety.			
Goal: Provide a safe and secure environment to both the citizens and employees, to efficiently utilize resources, and to respond to community needs. Provide experiences that create positive connections between the Urban Park Rangers and patrons. In FY2012, plans are to move Urban Park Rangers' function to the Facilities Management and Development Group and the Safety Section to Management and Finance.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Hours of park patrol	53,500	58,600	35,000
Facilities secured	120	125	125
Parking citations issued	1,650	1,500	800
Safety tailgate sessions	40,000	58,600	42,325

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Parks and Recreation Fund No./Bus Area No. : 1000 / 3600			
Name: Facilities Management & Development -- 360007			
Mission: Provide world class park facilities by implementing Capital Improvement Plan and maintaining all facilities. Support the mission of the department by providing safe, well-maintained parks and to be good stewards of the environment.			
Goal: Implement the Capital Improvement Plan by providing project direction and coordination.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Playground inspections	3,676	3,800	3,500
Facility work orders completed	22,551	22,000	20,000
Park sites improved	13	19	8
Name: Zoological Gardens -- 360008			
Mission: Make timely payments pursuant to the City of Houston contract with the Houston Zoo.			
Goal: Ensure that the Houston Zoological, Inc. remain in compliance with the contractual agreement. The Consumer Price Index (CPI) increases the contract amount each year.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Monthly deadline met	100%	100%	100%
Name: Recreation and Wellness -- 360009			
Mission: Enhance the quality of life and wellness of Houstonians and ensuring that their environment and programs remain engaging. Provide youth and adults affordable recreational sports and fitness programs and provide a safe place for participating patrons.			
Goal: Provide quality leisure and wellness programs at swimming pools, golf courses and tennis centers. Provide golf, tennis and swim instructions, access to sports and wellness activities for all, including people with physical disabilities.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
After school achiev. prog.	1,540	1,401	N/A
Adaptive fitness	16,755	20,100	15,075
Family programs/Sr. social	3,917	3,956	3,708
Adaptive sports	3,130	4,100	3,075
Aquatics	266,979	207,869	215,000

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Parks and Recreation Fund No./Bus Area No. : 1000 / 3600			
Name: Greenspace Management -- 360013			
Mission: Support the mission of the department by providing safe, well-maintained parks and to be good stewards of the environment in carrying out that mission.			
Goal: Adhere to qualitative standards for mowing and delittering City of Houston (COH) parks and facilities. Provide arts, science and the technology of managing trees, forests, and natural resources in and around the city metro area for the health and well being of the communities.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Parks/plazas mowing cycle	10.51	14.60	14.0
Bike/hike mowing cycle	10.14	14.80	14.0
Libraries/multi mow cycle	8.99	11.50	14.0
Esplanade mowing cycle	11.16	18.40	N/A
Name: Lake Houston Park -- 360014			
Mission: Provide safe well-maintained parks and affordable programs for the community.			
Goal: Ensure that the park is properly managed and maintained to provide a safe and enjoyable experience for park patrons. Provide outdoor recreational programs (including camps). Manage the natural resources based on sound science to perpetuate the resource for community now and for future generations. In FY2012, plans are to move management of Lake Houston Park to the Greenspace Management Group.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Paid visitors	18,200	20,000	22,000
Revenue	84,226	86,000	90,000
Name: Community Center Operations -- 360015			
Mission: Enhance the quality of life and wellness of Houstonians by providing affordable programs at HPARD Community Centers.			
Goal: Provide quality leisure and wellness programs for youth, adults and seniors. Offer after school programs, summer camps, youth sports and wellness activities for youth, adults and seniors.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
After school enrichment	2,859	3,154	1,988
Senior/adults and crafts	246	678	437
Adult fitness	7,509	6,354	4,375
Summer enrichment	5,578	5,930	3,768
Youth sports	15,170	11,842	9,500

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Parks and Recreation Fund No./Bus Area No. : 1000 / 3600						
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Office of the Director 360001 Provide executive direction that enables the department to achieve its stated goals as identified in the department's master plan.	4.6	1,440,014	4.0	426,326	4.0	446,838
Management and Finance 360002 Direct the operations of all budget, finance, accounts payable/receivable, human resources, payroll, support services, management systems, purchasing, and information systems including applied technology. This group includes utilities, insurance, fuel, and drainage fees.	54.6	13,044,369	40.8	11,785,933	29.0	12,339,277
Parks Administration 360003 Coordinate all planning, design and construction activities for the City's signature parks. Provide direction and coordination to other divisions, advisory groups, park venues, consultants, contractors, and concessionaires for planning and development, events, traffic, parking, and other use of signature parks.	1.6	154,205	1.4	150,006	1.0	128,075
Communications Office 360004 The division is responsible for media relations-branding-web and print material for HPARD. Press releases-website-printed materials-citizen email systems and social media are used to inform public of HPARD programs and facilities. Staff proactively develops relationships with newsrooms to promote HPARD and monitor media coverage to insure and/or correct inaccuracies in reporting on HPARD.	7.0	570,452	7.0	587,601	5.0	484,830
Grant, Legislation and Development Office 360005 Provide professional support to HPARD's direct service divisions in grant application and grants management, value-added partnerships and development planning. Also review legislation and create award nominations.	3.0	281,217	3.0	288,802	0.0	0

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Parks and Recreation Fund No./Bus Area No. : 1000 / 3600						
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Urban Park Rangers 360006 Direct the safety operations and security services at parks, city operated pools, community centers, and other Parks Department facilities 24 hours a day, seven days a week. Ensure that the parks and park facilities are safe for patrons and employees. Educate parks patrons as well as employees on the aspect of personal and work place safety while mobilizing public safety awareness.	37.9	2,860,146	39.0	2,176,204	34.0	1,846,760
Facilities Management & Development 360007 To plan, direct, coordinate and monitor park planning and expansion, construction and renovation of park facilities. Inspect all park amenities and provide routine maintenance of all park department facilities.	109.9	7,642,826	107.3	7,380,305	89.0	6,973,127
Zoological Gardens 360008 On June 25, 2002 Houston City Council approved an ordinance privatizing the Houston Zoo (Ordinance 2002-574), which became effective July 8, 2002 in FY2003.	0.0	8,316,876	0.0	8,485,100	0.0	8,591,552
Recreation and Wellness 360009 Operate 28 outdoor swimming pools, 7 golf courses, 1 junior golf facility, 3 tennis centers, 1 adaptive recreation center, 1 staffed skate park, the Houston Garden Center, the Memorial Park Fitness Center, 143 tennis courts, and 9 disc golf courses. In addition, the division manages all the programs, services, educational, and volunteer opportunities at these facilities year round.	102.4	5,569,126	95.9	5,630,167	75.8	4,519,237
Greenspace Management 360013 Provides routine ground maintenance to COH parks, sports fields, trails, trees, libraries, multipurpose centers and other natural resources. Control invasive plants species and provide emergency services during disasters.	312.0	18,866,142	278.2	17,685,231	238.0	17,151,527

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Parks and Recreation Fund No./Bus Area No. : 1000 / 3600						
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Lake Houston Park 360014 Provide routine grounds and facility maintenance and recreational and natural resource based programming at the approximately 5000 acre Lake Houston Park. The natural reserve is utilized by the public for camping, outdoor recreation and natural resource based education.	5.2	405,403	5.5	416,222	6.5	428,454
Community Center Operations 360015 Operate 40 community centers. Offer year-round programs for youth, adults and seniors at sites throughout the City.	194.9	8,349,588	186.6	8,486,982	168.0	7,800,906
Total	833.1	67,500,364	768.7	63,498,879	650.3	60,710,583

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
 Business Area Name : Parks and Recreation
 Fund No./Bus Area No. : 1000 / 3600

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ACCOUNTING SERVICES SUPERVISOR	17	1.0	1.0	
ADMINISTRATION MANAGER	26	4.0	4.0	
ADMINISTRATIVE AIDE	10	6.0	4.0	(2.0)
ADMINISTRATIVE ASSISTANT	17	10.0	4.0	(6.0)
ADMINISTRATIVE ASSOCIATE	13	3.5	1.0	(2.5)
ADMINISTRATIVE COORDINATOR	24	8.4	7.0	(1.4)
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	0.0	1.0	1.0
ADMINISTRATIVE SPECIALIST	20	5.0	5.0	
ADMINISTRATIVE SUPERVISOR	22	3.0	2.0	(1.0)
ASSISTANT BUYER	12	1.0	1.0	
ASSISTANT DIRECTOR-PARKS & RECREATION (EXE LEV)	32	5.0	3.0	(2.0)
ASSISTANT ELECTRICAL SUPERVISOR	22	2.0	2.0	
ASSISTANT RECREATION REGIONAL MANAGER	25	4.0	0.0	(4.0)
ASSISTANT SHOP MANAGER	20	1.0	0.0	(1.0)
ASSISTANT SUPERINTENDENT	20	14.0	14.0	
AUTOMOTIVE SERVICE WRITER	15	1.0	0.0	(1.0)
BUILDING MAINTENANCE SUPERVISOR	13	1.0	1.0	
CARPENTER	14	7.0	6.0	(1.0)
CEMENT FINISHER	11	2.0	1.0	(1.0)
CEMENT FINISHER SUPERVISOR	15	1.0	0.0	(1.0)
COMMUNICATIONS TECHNICIAN	15	2.0	1.0	(1.0)
COMMUNITY INVOLVEMENT COORDINATOR	22	2.0	2.0	
COMMUNITY LIAISON	18	0.5	0.0	(0.5)
COMMUNITY RELATIONS SPECIALIST	11	1.4	0.0	(1.4)
CUSTODIAN	4	32.0	21.0	(11.0)
CUSTODIAN LEADER	8	1.0	1.0	
CUSTOMER SERVICE CLERK	10	4.0	3.0	(1.0)
CUSTOMER SERVICE REP. I	13	1.0	1.0	
CUSTOMER SERVICE REP. III	16	1.0	1.0	
CUSTOMER SERVICE SUPERVISOR	18	1.0	1.0	
DEPUTY DIRECTOR-PARKS & REC.	34	4.0	4.0	
DIVISION MANAGER	29	17.0	14.0	(3.0)
DIVISION MANAGER (EXE LEV)	29	2.0	2.0	
ELECTRICAL ESTIMATOR	23	1.0	1.0	
ELECTRICAL SUPERINTENDENT	26	1.0	1.0	
ELECTRICIAN	18	14.0	11.0	(3.0)
ELECTRICIAN APPRENTICE	10	2.0	0.0	(2.0)
EQUIPMENT WORKER	13	95.5	72.5	(23.0)
EXECUTIVE OFFICE ASSISTANT	15	1.0	2.0	1.0
EXECUTIVE STAFF ANALYST	30	1.0	0.0	(1.0)
FIELD SUPERVISOR	17	62.0	51.0	(11.0)
FINANCIAL ANALYST III	21	2.0	2.0	
FINANCIAL ANALYST IV	25	1.0	1.0	
FIXED ASSET CLERK	10	1.0	0.0	(1.0)
FORESTER	15	1.0	0.0	(1.0)
GARDENER	8	7.0	6.0	(1.0)
GIS ANALYST	20	1.0	1.0	
GRAPHIC DESIGNER	17	2.0	1.0	(1.0)
GROUNDKEEPER	5	1.0	0.0	(1.0)
HEAD LIFEGUARD	9	9.8	6.9	(2.9)
HEATING & AIR CONDITIONING LEADER	18	1.0	1.0	
HEATING & AIR CONDITIONING REPAIR PERSON	14	4.0	4.0	

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
 Business Area Name : Parks and Recreation
 Fund No./Bus Area No. : 1000 / 3600

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
HORTICULTURIST	18	4.0	3.0	(1.0)
HUMAN RESOURCES ASSISTANT	13	1.0	0.0	(1.0)
HUMAN RESOURCES SPECIALIST	17	2.0	0.0	(2.0)
HUMAN RESOURCES SUPERVISOR	24	1.0	0.0	(1.0)
INSPECTOR	18	1.0	1.0	
INSPECTOR TRAINEE	12	1.0	0.0	(1.0)
INVENTORY MANAGEMENT CLERK	9	2.0	0.0	(2.0)
IRM MANAGER	29	1.0	0.0	(1.0)
IRON WORKER	13	3.0	1.0	(2.0)
IRRIGATION INSTALLER	12	1.0	1.0	
IRRIGATION LEADER	18	2.0	2.0	
LABORER	4	1.0	1.0	
LIFEGUARD	8	24.0	18.2	(5.8)
MAINTENANCE MECHANIC I	8	5.0	1.0	(4.0)
MAINTENANCE MECHANIC II	12	6.0	5.0	(1.0)
MAINTENANCE MECHANIC III	14	10.0	10.0	
MANAGEMENT INTERN	11	0.2	0.0	(0.2)
MARKETING SPECIALIST	25	1.0	1.0	
MECHANIC HELPER	5	0.5	0.0	(0.5)
MECHANIC I	11	2.0	0.0	(2.0)
MECHANIC II	15	1.0	0.0	(1.0)
MECHANIC III	19	7.0	0.0	(7.0)
MEDIA REPRESENTATIVE	22	1.0	1.0	
MICROCOMPUTER ANALYST	20	1.0	1.0	
OFFICE SUPERVISOR	17	1.0	1.0	
PAINTER	11	4.0	2.0	(2.0)
PAINTER LEADER	15	1.0	1.0	
PARK MAINTENANCE AIDE	4	14.0	12.0	(2.0)
PARK MAINTENANCE SUPERVISOR	13	1.0	0.0	(1.0)
PARK NATURALIST	18	1.0	1.0	
PARKS & RECREATION DIRECTOR	36	1.0	1.0	
PLANNER	16	1.0	1.0	
PLUMBER	14	6.0	5.0	(1.0)
POOL MANAGER	13	4.0	1.0	(3.0)
POOL SUPERVISOR	10	11.8	7.4	(4.4)
PROCUREMENT SPECIALIST	24	1.0	1.0	
PROGRAMMER ANALYST III	22	1.0	0.0	(1.0)
PROGRAMMER ANALYST IV	25	1.4	1.0	(0.4)
PUBLIC INFORMATION OFFICER	26	1.0	0.0	(1.0)
RECEPTIONIST	7	1.0	1.0	
RECREATION ASSISTANT	6	67.5	67.3	(0.2)
RECREATION FACILITY MANAGER	20	18.0	17.0	(1.0)
RECREATION SPECIALIST	12	24.5	23.5	(1.0)
RECREATION SUPERVISOR	16	53.0	42.0	(11.0)
SAFETY REPRESENTATIVE	19	2.0	2.0	
SEMI-SKILLED LABORER	6	94.0	74.5	(19.5)
SENIOR ACCOUNT CLERK	13	5.4	2.0	(3.4)
SENIOR ACCOUNTANT	20	2.0	2.0	
SENIOR BUYER	22	1.0	1.0	
SENIOR CASHIER	10	1.0	1.0	
SENIOR COMMUNITY LIAISON	23	1.0	1.0	
SENIOR CONTRACT COMPLIANCE OFFICER	18	1.0	1.0	

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
 Business Area Name : Parks and Recreation
 Fund No./Bus Area No. : 1000 / 3600

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
SENIOR DISPATCHER	12	4.0	4.0	
SENIOR FIXED ASSET SPECIALIST	17	2.0	1.0	(1.0)
SENIOR GIS TECHNICIAN	17	1.0	1.0	
SENIOR HUMAN RESOURCES SPECIALIST	21	2.5	0.0	(2.5)
SENIOR INVENTORY MANAGEMENT CLERK	12	2.0	0.0	(2.0)
SENIOR MICROCOMPUTER ANALYST	23	2.0	2.0	
SENIOR OFFICE ASSISTANT	12	7.0	2.0	(5.0)
SENIOR PLANNER	20	1.0	1.0	
SENIOR PROJECT MANAGER	27	1.0	1.0	
SENIOR STAFF ANALYST	28	1.0	1.0	
SENIOR SUPERINTENDENT	27	6.0	6.0	
SENIOR TELECOMMUNICATIONS SPECIALIST	21	1.0	1.0	
STAFF ANALYST	26	2.0	1.0	(1.0)
STUDENT INTERN II	10	0.5	0.0	(0.5)
SUPERINTENDENT	24	22.4	18.0	(4.4)
SYSTEMS CONSULTANT	26	1.0	0.0	(1.0)
SYSTEMS SUPPORT ANALYST III	22	1.0	0.0	(1.0)
TRAINER	17	1.0	0.0	(1.0)
TRAINING ADMINISTRATOR	24	1.0	0.0	(1.0)
URBAN GARDEN MANAGER	23	1.0	1.0	
URBAN PARK RANGER	12	25.0	23.0	(2.0)
URBAN PARK RANGER SUPERVISOR	17	2.0	0.0	(2.0)
WEB DESIGNER	21	1.0	1.0	
YOUTH SPORTS PROGRAM ASSISTANT MANAGER	20	1.0	0.0	(1.0)
YOUTH SPORTS PROGRAM MANAGER	25	1.0	1.0	
Total FTEs		847.8	650.3	(197.5)
Less adjustment for Civilian Vacancy Factor		6.6	0.0	(6.6)
Full-Time Equivalents		841.2	650.3	(190.9)

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area Name : Parks and Recreation
 Fund No./Bus Area No. : 1000 / 3600

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
3600010001	PRD-Director Office			
422122	Municipal Service Fees - TIRZ	608,000	608,000	608,000
426370	Training Services	500	500	500
434510	Prior Year Revenue	2,000	2,000	2,000
452020	Recoveries & Refunds	536,300	536,300	536,000
452030	Miscellaneous Revenue	3,000	3,000	3,000
Total	PRD-Director Office	1,149,800	1,149,800	1,149,500
Total	Parks and Recreation	1,149,800	1,149,800	1,149,500

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Parks and Recreation
 Fund No./Bus. Area No. : 1000 / 3600

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	25,885,331	26,062,489	25,832,278	21,127,270
500030	Salary Part Time - Civilian	1,453,390	1,127,981	1,114,723	1,311,787
500060	Overtime - Civilian	351,159	158,225	158,225	89,000
500090	Premium Pay - Civilian	49,085	55,370	55,370	22,968
500110	Bilingual Pay - Civilian	44,175	48,939	47,862	34,348
500180	Temporary Employees	993,708	969,332	969,332	719,390
501070	Pension - Civilian	3,863,392	3,912,480	3,880,437	3,802,906
501120	Termination Pay - Civilian	273,458	22,875	22,875	22,875
501160	Vehicle Allowance - Civilian	15,212	15,453	15,453	11,153
502010	FICA - Civilian	2,097,557	2,186,343	2,167,294	1,778,997
503010	Health Ins-Act Civilian	4,694,973	4,767,576	4,735,498	4,297,478
503015	Basic Life Insurance - Active Civilian	15,323	15,917	15,795	12,487
503060	Long Term Disability-Civilian	58,342	61,328	60,975	47,345
503090	Workers Compensation-Civilian-Admin	169,544	175,178	172,638	131,397
503100	Workers Compensation-Civilian-Claim	641,435	641,964	637,964	558,722
504030	Unemployment Claims - Administration	66,296	25,474	25,254	1,002,154
Total	Personnel Services	40,672,380	40,246,924	39,911,973	34,970,277
511010	Chemical Gases & Special Fluids	142,917	170,266	170,467	97,300
511015	Cleaning & Sanitary Supplies	149,952	166,589	166,610	142,400
511020	Construction Materials	201,315	202,780	206,780	195,600
511025	Electrical Hardware & Parts	137,267	136,781	127,046	110,000
511030	Mechanical Hardware & Parts	55,507	80,302	60,392	59,700
511035	Meters Hydrants & Plumbing Supplies	71,146	82,564	89,564	70,700
511040	Audiovisual Supplies	282	9,215	9,215	7,800
511045	Computer Supplies	25,078	37,918	37,918	20,500
511050	Paper & Printing Supplies	13,666	27,653	27,869	14,500
511055	Publications & Printed Materials	2,295	6,243	6,043	4,200
511060	Postage	5,013	6,500	6,100	3,700
511070	Miscellaneous Office Supplies	94,241	77,051	75,375	42,550
511080	General Laboratory Supplies	5,975	5,200	5,200	2,700
511085	Drugs & Medical Chemicals	19	0	0	0
511090	Medical & Surgical Supplies	5,462	16,894	16,894	14,000
511095	Small Technical & Scientific Equipment	66	6,930	6,930	6,900
511110	Fuel	904,156	796,942	796,942	1,137,887
511115	Vehicle Repair & Maintenance Supplies	682,239	715,424	715,490	10,100
511120	Clothing	109,627	156,293	183,811	139,060
511125	Food Supplies	10,752	9,415	6,415	8,300
511135	Recreational Supplies	184,428	174,264	174,457	157,020
511140	Landscaping & Gardening Supplies	107,074	125,908	163,408	135,500
511145	Small Tools & Minor Equipment	141,385	153,446	155,446	124,850
511150	Miscellaneous Parts & Supplies	330,702	195,828	225,077	157,320
Total	Supplies	3,380,564	3,360,406	3,433,449	2,662,587
520100	Temporary Personnel Services	684,238	111,931	111,941	340,000
520101	Janitorial Services	79,703	129,476	129,522	115,300
520102	Security Services	500,296	146,773	146,773	146,800
520103	Subrecipient Contract Services	571,275	585,923	585,923	0
520106	Architectural Services	7,747	0	0	0
520107	Computer Info/Contr	0	2,000	2,000	0
520108	Information Resource Services	76,875	57,500	47,400	52,600
520109	Medical Dental & Laboratory Services	37,003	41,500	20,700	32,500
520110	Management Consulting Services	2,707	900	900	0
520113	Photographic Services	0	900	900	900
520114	Miscellaneous Support Services	22,424	30,551	14,071	34,100
520115	Real Estate Lease/Office Rental	408,574	177,600	177,600	179,100
520118	Refuse Disposal	246,177	189,800	189,800	174,600
520119	Computer Equipment/Software Maintenance	19,660	14,800	14,800	9,400

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Parks and Recreation
 Fund No./Bus. Area No. : 1000 / 3600

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
520120	Communications Equipment Services	8,070	10,200	10,200	5,000
520121	IT Application Svcs	48,692	38,933	38,933	54,201
520122	Office Equipment Services	0	200	200	0
520123	Vehicle & Motor Equipment Services	198,602	214,300	230,800	9,000
520124	Other Equipment Services	123,243	128,461	128,461	45,200
520126	Construction Site Work Services	0	4,570	4,570	2,600
520128	Other Construction Work Services	1,023,314	0	0	12,000
520138	Zoo Contract	8,316,876	8,485,100	8,485,100	8,591,552
520139	Motor Pool Charges	3,414	6,100	6,100	4,900
520141	Engineering Services	440	0	0	0
520146	Contract Instructor Sports	124,665	98,490	98,486	85,500
520510	Mail/Delivery Services	5,066	5,600	5,400	2,100
520515	Print Shop Services	12,184	18,274	16,522	9,300
520520	Printing & Reproduction Services	1,760	3,880	3,880	2,500
520605	Advertising Services	3,347	2,440	4,239	2,100
520705	Insurance Fees	443,610	435,103	435,103	521,854
520740	Document Recording/Filing Fees	0	100	100	100
520765	Membership & Professional Fees	13,370	19,640	19,640	12,500
520805	Education & Training	15,674	26,872	24,995	17,300
520815	Tuition Reimbursement	1,674	1,700	1,700	200
520905	Travel - Training Related	14,290	28,165	28,185	18,800
520910	Travel - Non-Training Related	18,709	21,736	21,783	13,700
521405	Building Maintenance Services	796,323	762,602	792,731	712,700
521410	Sewer Services	1,343,240	810,744	810,744	720,231
521415	Land and Grounds Maintenance	847,856	206,700	206,700	404,900
521435	Water Services	3,833	3,600	3,600	7,600
521505	Electricity	5,435,707	5,045,092	5,045,092	4,936,625
521510	Natural Gas	192,270	161,123	161,123	163,237
521605	Data Services	32,231	43,146	43,146	78,721
521610	Voice Services	599,636	597,477	597,425	591,276
521620	Voice Equipment	50,697	31,514	31,514	25,818
521625	Voice Labor	41,838	21,578	21,578	23,582
521630	GIS Revolving Fund Services	0	34,401	34,401	34,140
521705	Vehicle/Equipment Rental/Lease	25,516	32,937	32,937	25,000
521715	Office Equipment Rental	79,745	74,134	74,130	67,100
521725	Other Rental	165,370	333,256	224,756	266,200
522305	Freight Charges	0	600	600	600
522430	Miscellaneous Other Services & Charges	93,531	128,482	124,723	58,500
522435	Interest Charges Past Due Accounts	71	0	0	0
522721	Interfund HR Client Services	0	0	376,885	472,913
522722	KRONOS Service Chargeback	0	0	0	29,540
522723	Drainage Fee Service Chargeback	0	0	0	1,073,368
522735	Interfund Communication Equipment Repair	48,981	40,000	40,000	32,300
522780	Interfund Photo Copy Services	96	0	0	0
522840	Interfund Permit Center Rent Chargeback	0	0	0	98,713
522845	Interfund Vehicle Services	0	0	0	2,627,681
Total	Other Services and Charges	22,790,620	19,366,904	19,628,812	22,946,452
532015	Transfers to Convention & Entertainment	50,000	50,000	50,000	0
532020	Transfers to Capital Projects	0	0	0	131,267
532120	Transfer to Fleet/Eq	606,800	474,645	474,645	0
Total	Debt Service and Other Uses	656,800	524,645	524,645	131,267
Grand Total Expenditures		67,500,364	63,498,879	63,498,879	60,710,583

ADMINISTRATIVE SERVICES DEPARTMENTS

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ADMINISTRATION AND REGULATORY AFFAIRS

Department Description and Mission

The Administration and Regulatory Affairs (ARA) Department serves the citizens of the community and provides support to the City departments through sound management of the City's financial activities. It implements and monitors policies and procedures concerning the administrative, insurance management, procurement and regulatory affairs of the City.

The department's objectives are to:

- o Demonstrate integrity, accountability, consistency, and professionalism.
- o Provide excellent customer service.
- o Emphasize strategic financial planning and performance reporting.
- o Maximize the effective and efficient use of public funds.
- o Follow directives and policies of City Council and City management.
- o Build a cohesive team based on trust, respect, and mutual support.

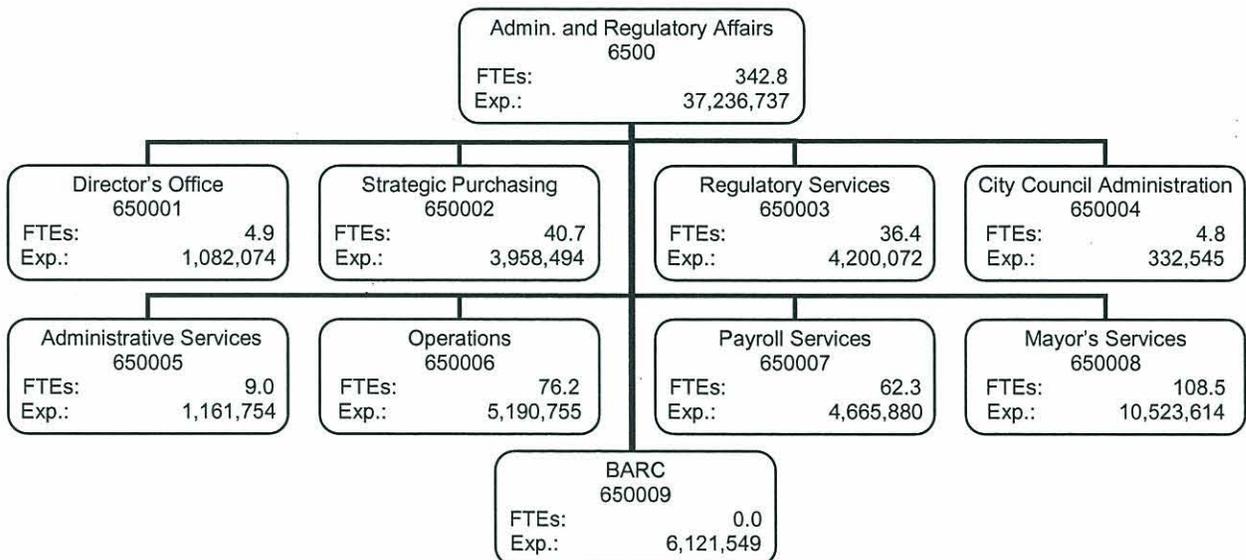
Department Short Term Goals

1. Successfully move the Commercial Permitting into the new Houston Permitting Center.
2. Transform the 311 Service Helpline Division from a telephone operator-centric platform to a voice IVR/technology platform to increase citizen engagement ratio from 1:1 to 3:1/6:1.
3. Continue the transformation of BARC successfully.
4. Complete the execution of the KRONOS Time & Attendance System.
5. Continue the excellent performance of all ARA Divisions.

Department Long Term Goals

1. Transform BARC into the top municipal Animal Shelter and Adoptions Center in the United States.
2. Transform the 311 Service Helpline Division into the top citizen engagement center in the United States.
3. Continue the excellent performance that all ARA divisions have exhibited.
4. Continue the transformation of Payroll Services.

Department Organization



Note: Certain functions are contained within the Administration and Regulatory Affairs budget although they report elsewhere within the organization.

FISCAL YEAR 2012 BUDGET

Business Area Budget Summary

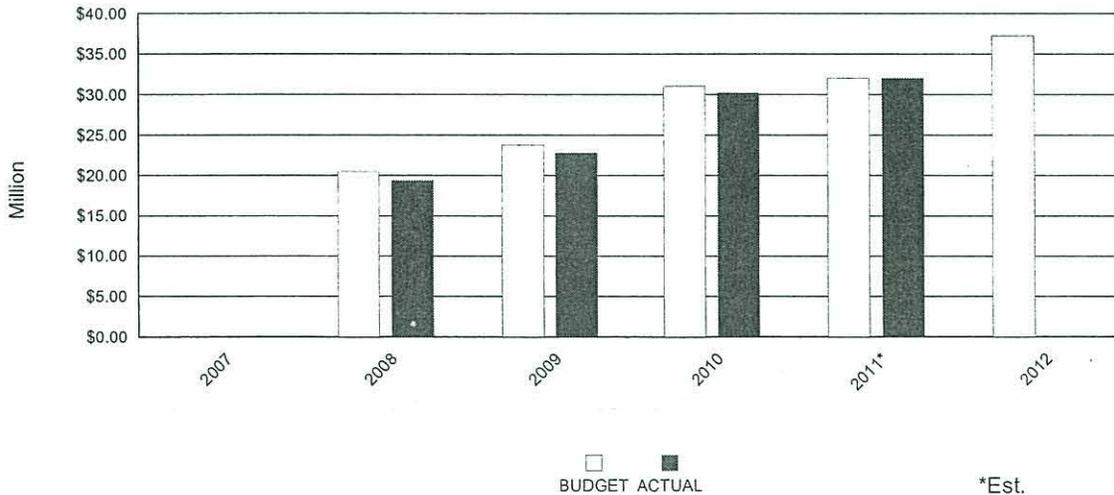
Fund Name : General Fund
 Business Area Name : Administration and Regulatory Affairs
 Fund No./Bus. Area No. : 1000 / 6500

		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	25,786,314	22,435,936	22,665,971	25,172,848
	Supplies	900,962	341,228	305,119	431,433
	Other Services and Charges	3,845,760	3,108,803	2,915,547	5,510,907
	Equipment	8,445	0	0	0
	Non-Capital Equipment	20,872	29,407	28,737	0
	Total M & O Expenditures	30,562,353	25,915,374	25,915,374	31,115,188
	Debt Service & Other Uses	(356,783)	6,143,369	6,143,369	6,121,549
	Total Expenditures	30,205,570	32,058,743	32,058,743	37,236,737
Revenues	194,699,959	193,789,777	195,276,817	195,741,929	
Staffing	Full-Time Equivalents - Civilian	374.5	336.7	327.8	342.8
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	374.5	336.7	327.8	342.8
	Full-Time Equivalents - Overtime	1.4	1.9	1.7	3.5

Significant Budget Changes and Highlights

- The FY2012 Budget includes the following:
- o Economic Development Office budget of \$471,720 with 5 FTEs transferred to Finance.
 - o Office of Emergency Management budget of \$830,475 with 8 FTEs transferred to HEC.
 - o Intergovernmental Relations Division budget of \$296,651 with 4 FTEs transferred to Mayor's Office.
 - o Legislative Sessions budget of \$95,500 in Intergovernmental Relations removed in FY2012.
 - o 2 FTEs with budget of \$116,993 transferred from ERP to Payroll Services Division.
 - o Citizens Assistance Office budget of \$906,498 with 11 FTEs transferred from Mayor's Office to ARA.
 - o Neighborhood Protection Corps budget of \$6,430,917 with 74 FTEs transferred from HPD.
 - o Houston Permitting Center's lease and operational cost of \$393,391.
 - o Funding for the pension increase of \$612,131.

**Administration and Regulatory Affairs
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Administration and Regulatory Affairs Fund No./Bus Area No. : 1000 / 6500			
Name: Director's Office -- 650001			
Mission: To efficiently deliver superior administration and regulatory affairs services to our customers through the efforts of a highly dedicated and professional staff committed to world class customer service and excellence in everything we do.			
Goal: Improve administrative and regulatory functions citywide by exercising sound management through hiring top performers that execute best practices, strategies, logical tactics and excellent customer service.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Revenues realized	100%	100%	100%
360°/DISC/Assessment	12	11	12
Mgmt & Perf. initiatives	14	12	14
Customer/Employee surveys	6	12	12
Name: Strategic Purchasing -- 650002			
Mission: To manage, facilitate, and provide the highest quality, value added procurement services that exceed the needs and expectations of our customers.			
Goal: Facilitate the purchase of goods and services for user departments in a timely and cost effective manner. Reduce the costs associated with the purchase of goods and services through best practices and continue the citywide consolidation program.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Purchasing-savings (\$)	\$27.6M	\$10M	\$8M
Avg days to award contract	96 days	140 days	160 days
Name: Regulatory Services -- 650003			
Mission: To efficiently provide reliable service of exceptional quality to the citizens of Houston in the areas of licensing and permitting vehicles for hire in order to ensure the public's safety, permitting over 50 categories of commercial activities in order to ensure community standards, and the administration and collection of franchise fees in order to maximize the public's revenue from private use of the public right-of-way.			
Goal: Ensure value is obtained for use of public right-of-way by public entities. Process permitting and licensing requests. Conduct enforcement activities for vehicles for hire and certain commercial and alcohol permits to ensure public safety.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Commercial permits issued	32,377	30,889	30,889
Vehicle inspections perfmd	5,398	5,460	5,549
Burglar alarm permits	91,232	109,203	109,550
Utility cust req handled	930	541	550
Total revenue managed	\$193.1M	\$192.8M	\$191.3M

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Administration and Regulatory Affairs Fund No./Bus Area No. : 1000 / 6500			
Name: City Council Administration -- 650004			
Mission: To effectively manage all administrative functions of City Council including payroll, accounts payable and human resources. We strive to utilize the most efficient office procedures in our effort to provide continuous support to City Council Members and their staff. Offering excellent customer service while providing sound fiscal management.			
Goal: Provide excellent service to City Council Members and their staff. Offer consistent superior customer service by ensuring all requests are handled timely and efficiently. Continue being proactive and constantly develop smarter work processes.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Requisitions processed	176	250	220
New hire/salary adjustment submitted	100%	100%	100%
Name: Administrative Services -- 650005			
Mission: To efficiently provide pro-active, responsive, reliable, and timely administrative services for the administration functions of budget, financial accounting, policies and procedures, training and asset management to our client departments with the utmost level of accountability, integrity, due diligence and in compliance with all City ordinances, policies, and procedures.			
Goal: Implement best practices and innovative advancements by setting the example for excellent customer service, streamlining the accounting process, ensuring departmental spending within budget, improving policy and procedures process, maintaining accurate fixed assets records and keeping employees abreast of professional training.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Cust svc satisfaction	86.0%	97%	95%
Policy and procedure developed/updated	20	42	40
Trainings processed	336	286	251
Fixed assets managed	73	599	599
Name: Operations -- 650006			
Mission: Provide first-class customer service. Facilitate citizen engagement with the City, and increase accountability of City departments. Manage citywide record classification, retention and retrieval. Generate revenue by selling used or excess property via online auction.			
Goal: To earn the trust and respect of our clients and customers by providing innovative, effective, and efficient services, and to be known for our expertise, helpfulness, and creativity.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Retention schedule updated	300	300	300
Pieces of mail handled	1,800,000	1,800,000	1,800,000
Asset disposition revenue	\$749K	\$2.1M	\$2.4M
311 Citizen engagements	2.4M	2.4M	2.4M
Elec. syst. certifications	2	4	4

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Administration and Regulatory Affairs Fund No./Bus Area No. : 1000 / 6500			
Name: Payroll Services -- 650007			
Mission: To efficiently deliver accurate, reliable, and timely payroll and support services to our employees and department customers through the efforts of a professional and dedicated staff committed to superior customer service and excellence in everything we do.			
Goal: To be the nationally recognized model of excellence in payroll planning, staffing, and operations, where City governments throughout the United States acknowledges the Houston Central Payroll as the beacon of best practices dedicated to delivering responsive, no excuse service.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Cust Svc satisfaction	98%	95%	95%
Payroll consolidation	60%	100%	100%
Div. SOP for all functions	25%	100%	100%
Kronos implem citywide	N/A	75%	100%
Payroll Academy - all emps	30%	75%	100%
Name: Mayor's Services -- 650008			
Mission: To assist with the processing of contracts, awards and ordinance amendments through efficient communication with City departments and Council Member offices. To bring communities together through positive interaction and events. To effectively assist youth and families in the prevention of gang activity. To defend and improve the quality of life of Houston neighborhoods by promoting city services.			
Goal: To publish a weekly City Council agenda as approved by the Mayor and respond to all Council office agenda related inquiries in a timely manner. To execute City's Civic Celebration Program. To improve identification, assessment and intervention for at-risk and delinquent youth. To improve neighborhood through the support of community initiatives.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Wkly pub of council agenda	47	48	48
Event days number	959	970	999
Youth and adults served	3,655	3,600	3,800
Site sweeps	4,896	5,100	5,800
Dangerous bldgs demolished	1,021	500	800
Name: BARC -- 650009			
Mission: (BARC has been moved to Special Revenue Fund 2427 in FY2011.)			
Goal: N/A			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
N/A	N/A	N/A	N/A

Division Mission and Performance Measures

Fund Name : General Fund
 Business Area Name : Administration and Regulatory Affairs
 Fund No./Bus Area No. : 1000 / 6500

Name: Major Initiatives -- 650091

Mission: Major initiatives for citywide projects were managed here in FY2011. This division is eliminated in FY2012.

Goal: N/A

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
N/A	N/A	N/A	N/A

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Administration and Regulatory Affairs Fund No./Bus Area No. : 1000 / 6500						
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Director's Office 650001						
Executive head of Administration and Regulatory Affairs Department with authority over all policies, procedures, and employees.	5.8	960,075	6.8	1,136,065	4.9	1,082,074
Strategic Purchasing 650002						
Manage citywide purchasing of goods and services that are consistent with applicable City policies and procedures and the State of Texas Bid Laws.	46.4	4,115,432	43.6	3,827,734	40.7	3,958,494
Regulatory Services 650003						
Regulate utilities (electricity, natural gas, private water companies). Administer ordinances related to regulation of vehicles for hire and certain permits for alcohol-related businesses. Manage franchises for the use of City rights-of-way.	44.0	3,886,352	42.4	4,149,038	36.4	4,200,072
City Council Administration 650004						
Manage all administrative functions of City Council including but not limited to payroll, accounts payable, human resources, information technology issues, vendor payments and travel expenses. Create and maintain detailed budget reports.	3.9	288,222	4.7	315,181	4.8	332,545
Administrative Services 650005						
Provide administrative services including financial accounting, budgeting, policies and procedures, training and asset management for Administration and Regulatory Affairs and various City departments.	13.2	1,154,240	12.3	1,214,245	9.0	1,161,754
Operations 650006						
Organize and manage the citywide records program. Organize, develop and supervise revenue-generating contracts and operations. Respond to citizens' questions. Sell surplus city property. Provide mail room services to 611 Walker, City Hall / City Hall Annex.	104.0	6,133,630	101.6	6,220,239	76.2	5,190,755

FISCAL YEAR 2012 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Administration and Regulatory Affairs Fund No./Bus Area No. : 1000 / 6500							
Division Description		FY2010 Actual		FY2011 Estimate		FY2012 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Payroll Services	650007						
Manage employee services and payroll systems processing support for all employees in the City of Houston.		50.3	3,672,994	70.5	4,660,978	62.3	4,665,880
Mayor's Services	650008						
Coordinate with various City departments to publish a weekly agenda. To manage and produce City events. Direct service programming and education initiatives. Coordinate responses and resolutions to community complaints. Enforce the code of ordinance for dangerous buildings, junk vehicles and solid waste.		49.6	4,296,228	44.4	4,207,728	108.5	10,523,614
BARC	650009						
BARC was moved to a Special Revenue Fund 2427 in FY2011. The budget line item "Transfer to Special Revenue Fund" is set up in General Fund.		53.4	5,466,744	0.0	6,121,549	0.0	6,121,549
Major Initiatives	650091						
Manage major initiatives for citywide projects in FY2011. This division is eliminated in FY2012.		3.9	231,653	1.5	205,986	0.0	0
Total		374.5	30,205,570	327.8	32,058,743	342.8	37,236,737

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Administration and Regulatory Affairs
Fund No./Bus Area No. : 1000 / 6500

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
3-1-1 TELECOMMUNICATOR	13	50.0	31.5	(18.5)
3-1-1 TELECOMMUNICATOR SUPERVISOR	20	7.0	6.0	(1.0)
ACCOUNTANT	17	1.0	2.0	1.0
ACCOUNTANT ASSOCIATE	14	1.0	0.0	(1.0)
ACCOUNTANT SUPERVISOR	24	0.0	1.0	1.0
ADMINISTRATION & REGULATORY AFFAIRS DIRECTOR	37	1.0	1.0	
ADMINISTRATION MANAGER	26	9.0	7.0	(2.0)
ADMINISTRATION MANAGER (EXE LEV)	26	3.0	0.0	(3.0)
ADMINISTRATIVE AIDE	10	3.0	5.0	2.0
ADMINISTRATIVE ASSISTANT	17	18.5	26.0	7.5
ADMINISTRATIVE ASSISTANT (EXE LEV)	17	4.0	0.0	(4.0)
ADMINISTRATIVE ASSOCIATE	13	9.0	6.0	(3.0)
ADMINISTRATIVE COORDINATOR	24	9.0	5.0	(4.0)
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	3.0	1.0	(2.0)
ADMINISTRATIVE SPECIALIST	20	16.0	13.0	(3.0)
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	1.0	0.0	(1.0)
ADMINISTRATIVE SUPERVISOR	22	9.0	10.0	1.0
ANIMAL CARE TECHNICIAN	11	16.0	0.0	(16.0)
ANIMAL CONTROL OFFICER	13	14.0	0.0	(14.0)
ANIMAL CONTROL OFFICER TRAINEE	11	4.0	0.0	(4.0)
ANIMAL CONTROL SUPERVISOR	22	2.0	0.0	(2.0)
ASSISTANT BUYER	12	1.0	0.0	(1.0)
ASSISTANT CUSTOMER SERVICE MANAGER	26	1.0	1.0	
ASSISTANT DIRECTOR (EXE LEV)	32	7.0	4.0	(3.0)
CHIEF INSPECTOR	27	0.0	5.0	5.0
CHIEF VETERINARIAN,DVM	30	1.0	0.0	(1.0)
CLERK	5	1.0	1.0	
COLLECTIONS SUPERVISOR	18	1.0	0.0	(1.0)
COMMUNITY INVOLVEMENT COORDINATOR	22	2.0	0.0	(2.0)
COMMUNITY LIAISON	18	0.0	5.0	5.0
COMMUNITY SERVICE INSPECTOR	16	0.0	40.0	40.0
CONTRACT ADMINISTRATOR	22	1.0	1.0	
CONTRACT COMPLIANCE SUPERVISOR	22	0.0	2.0	2.0
COUNSELOR	20	6.0	5.0	(1.0)
CUSTOMER SERVICE CLERK	10	3.5	0.0	(3.5)
CUSTOMER SERVICE MANAGER	29	1.0	1.0	
CUSTOMER SERVICE REP. I	13	7.0	7.0	
CUSTOMER SERVICE REP. II	15	2.0	3.0	1.0
CUSTOMER SERVICE REP. III	16	3.0	3.0	
DATA ENTRY OPERATOR	8	1.0	1.0	
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	6.0	4.0	(2.0)
DEPUTY DIRECTOR (EXE LEV)	34	4.0	4.0	
DIVISION MANAGER	29	12.0	13.0	1.0
DIVISION MANAGER (EXE LEV)	29	1.0	1.0	
ERP BUSINESS SYSTEMS CONSULTANT	28	0.0	1.0	1.0
EVENT COORDINATOR	19	3.0	2.0	(1.0)
EXECUTIVE OFFICE ASSISTANT	15	2.0	0.0	(2.0)
FINANCIAL ANALYST I	15	1.0	1.0	
FINANCIAL ANALYST II	18	1.0	1.0	
FINANCIAL ANALYST III	21	1.0	1.0	
FINANCIAL ANALYST IV	25	0.0	1.0	1.0
FIXED ASSET SPECIALIST	13	1.0	1.0	
HEARING OFFICER	27	1.0	1.0	
HUMAN RESOURCES MANAGER	27	1.0	0.0	(1.0)
HUMAN RESOURCES SPECIALIST	17	6.0	5.0	(1.0)

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
 Business Area Name : Administration and Regulatory Affairs
 Fund No./Bus Area No. : 1000 / 6500

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
INVENTORY MANAGEMENT CLERK	9	2.5	1.0	(1.5)
INVENTORY MANAGEMENT SUPERVISOR	17	2.0	1.0	(1.0)
IRM MANAGER	29	1.0	0.0	(1.0)
KENNEL ATTENDANT	8	1.2	0.0	(1.2)
LABORER	4	1.0	0.0	(1.0)
MANAGEMENT ANALYST I	15	1.0	0.0	(1.0)
MANAGEMENT ANALYST III	21	2.0	2.0	
MANAGEMENT ANALYST IV	25	6.0	8.0	2.0
MARKETING SPECIALIST	25	1.0	1.0	
MECHANIC III	19	0.9	0.0	(0.9)
OFFICE SERVICE MANAGER	23	0.0	1.0	1.0
OFFICE SUPERVISOR	17	2.0	2.0	
PAYROLL CLERK	9	4.0	2.0	(2.0)
PAYROLL SUPERVISOR	17	4.0	0.0	(4.0)
PROCUREMENT SPECIALIST	24	7.0	5.0	(2.0)
PROGRAMMER ANALYST IV	25	1.0	1.0	
PURCHASING MANAGER	27	3.0	3.0	
RECEPTIONIST	7	1.0	0.8	(0.2)
RECORDS ADMINISTRATOR	23	1.0	1.0	
RECORDS MANAGER	25	1.0	1.0	
REGULATORY INVESTIGATOR	11	4.0	2.0	(2.0)
REGULATORY SUPERVISOR	20	1.0	0.0	(1.0)
SENIOR 3-1-1 TELECOMMUNICATOR	15	21.0	18.5	(2.5)
SENIOR ACCOUNT CLERK	13	1.0	1.0	
SENIOR ACCOUNTANT	20	0.0	1.0	1.0
SENIOR ANIMAL CARE TECHNICIAN	15	2.0	0.0	(2.0)
SENIOR ANIMAL CONTROL OFFICER	16	4.0	0.0	(4.0)
SENIOR BUYER	22	4.0	5.0	1.0
SENIOR CASHIER	10	1.0	0.0	(1.0)
SENIOR CLERK	8	2.7	2.0	(0.7)
SENIOR COMMUNICATIONS SPECIALIST	20	0.0	1.0	1.0
SENIOR COMMUNITY LIAISON	23	0.0	5.0	5.0
SENIOR COUNSELOR	22	1.0	1.0	
SENIOR CUSTOMER SERVICE CASHIER	13	1.0	1.0	
SENIOR DISPATCHER	12	7.0	0.0	(7.0)
SENIOR ERP BUSINESS SYSTEMS ANALYST	26	0.0	1.0	1.0
SENIOR GIS ANALYST	24	1.0	0.0	(1.0)
SENIOR HUMAN RESOURCES SPECIALIST	21	2.0	0.0	(2.0)
SENIOR INSPECTOR	22	0.0	2.0	2.0
SENIOR INVENTORY MANAGEMENT CLERK	12	1.0	0.0	(1.0)
SENIOR OFFICE ASSISTANT	12	0.0	1.0	1.0
SENIOR PAYROLL CLERK	13	17.0	13.0	(4.0)
SENIOR PROCUREMENT SPECIALIST	27	11.0	11.0	
SENIOR REGULATORY INVESTIGATOR	14	9.0	7.3	(1.7)
SENIOR STAFF ANALYST	28	6.0	8.0	2.0
SENIOR STAFF ANALYST (EXE LEV)	28	3.0	0.0	(3.0)
SENIOR SUPERINTENDENT	27	1.0	1.0	
SHELTER SUPERVISOR	22	1.0	0.0	(1.0)
STAFF ANALYST	26	7.0	4.0	(3.0)
STAFF VETERINARIAN,DVM	28	1.0	0.0	(1.0)
STAGE SUPERVISOR	15	1.0	1.0	
STUDENT INTERN II	10	1.0	0.9	(0.1)
SYSTEMS CONSULTANT	26	0.0	1.0	1.0
SYSTEMS SUPPORT ANALYST II	19	1.0	0.0	(1.0)
SYSTEMS SUPPORT ANALYST III	22	2.0	0.0	(2.0)
SYSTEMS SUPPORT ANALYST IV	25	2.0	1.0	(1.0)

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Administration and Regulatory Affairs
Fund No./Bus Area No. : 1000 / 6500

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
TRAINING ADMINISTRATOR	24	1.0	1.0	
VETERINARIAN TECHNICIAN SUPERVISOR	21	1.0	0.0	(1.0)
VETERINARIAN,DVM	26	0.7	0.0	(0.7)
VETERINARY TECHNICIAN	15	5.0	0.0	(5.0)
Total FTEs		426.0	350.0	(76.0)
Less adjustment for Civilian Vacancy Factor		89.3	7.2	(82.1)
Full-Time Equivalents		336.7	342.8	6.1

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area Name : Administration and Regulatory Affairs
 Fund No./Bus Area No. : 1000 / 6500

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
650020001	ARA - SPD			
452030	Miscellaneous Revenue	500,000	380,000	260,000
6500030001	ARA - Transportation			
421220	School Bus Licenses & Permits	13,340	16,000	36,550
421230	Taxicab Licenses & Permits	908,150	1,160,000	1,134,500
421570	Limousine Permits	543,150	580,000	696,000
421580	Charter Bus Permits	151,950	166,000	177,650
421600	Jitney Permit & Inspection Fees	3,275	2,330	4,010
421610	Low Speed Shuttle Permit/Inspection Fees	0	200	2,300
421620	Pedicab Permits & Inspection Fees	0	10,000	25,000
421630	Administrative Fee - Licenses & Permits	0	235,000	541,000
424110	Other Interfund Services	0	18,000	16,800
426240	Limousine Inspection Fees	33,925	40,000	71,425
426330	Miscellaneous Copies Fees	0	120	0
428080	Returned Check Charges	288	288	288
452020	Recoveries & Refunds	0	508	0
Total	ARA - Transportation	1,654,078	2,228,446	2,705,523
6500030002	ARA - Franchise Administration			
416010	Electricity Franchise Tax	96,586,122	96,591,383	98,193,604
417010	Telephone Franchise Tax	46,000,000	46,000,000	44,482,800
418010	Natural Gas Franchise Tax	21,889,640	21,889,640	22,009,397
419010	Cable TV Franchise Tax	17,077,000	18,187,950	18,439,200
419040	Solid Waste Hauler Franchise Fee	5,325,000	5,400,000	5,568,000
419050	Spur Track Franchise Fee	20,426	20,426	20,426
419070	Fiber Optics Franchise Fee	272,361	40,180	16,100
419090	Telecomm Franchise Fees - Prior Year	0	150,000	0
419110	Cable TV Franchise Fees-Prior Year	0	163,135	0
419120	Solid Waste Franchise Fees-Prior Year	0	300,237	0
421590	Right-of-way Permits	317,018	317,018	324,378
Total	ARA - Franchise Administration	187,487,567	189,059,969	189,053,905
6500030003	ARA - Commercial Permitting			
421100	Occupation Licenses	120,000	142,000	152,650
421110	Sexually Oriented Business Permits	0	28,630	28,420
421130	Decals for Coin-Oper. Amusement Machines	375,000	265,000	280,141
421140	Dance Licenses	75,000	65,330	70,230
421150	Liquor Licenses	1,020,000	1,098,210	1,098,212
421280	Other Licenses & Permits	28,000	50,000	65,700
421410	Permit Preparation Fees	18,000	0	0
421630	Administrative Fee - Licenses & Permits	0	0	41,600
426330	Miscellaneous Copies Fees	0	0	120
428080	Returned Check Charges	288	288	288
Total	ARA - Commercial Permitting	1,636,288	1,649,458	1,737,361
6500070001	ARA - Payroll Services			
424030	Intfd Computer Dev	0	67,000	0
424080	Interfund Payroll Services	1,096,694	1,096,694	1,200,000
426290	Other Service Charges	102,250	102,250	101,000
Total	ARA - Payroll Services	1,198,944	1,265,944	1,301,000
6500070002	ARA - Administrative Services			
490080	Other Operating Transfers In	250,000	250,000	250,000

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area Name : Administration and Regulatory Affairs
 Fund No./Bus Area No. : 1000 / 6500

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
6500070007	ARA - Asset Disposition/PDMO			
434205	Sale of Scrap Metal	30,000	5,000	30,000
434225	Sale of Non-Capital Equip. & Merchandise	300,000	420,000	300,000
Total	ARA - Asset Disposition/PDMO	330,000	425,000	330,000
6500080005	ARA - Special Events			
421410	Permit Preparation Fees	0	18,000	18,000
6500080008	ARA - BARC			
421080	Rabies Control Licenses	560,000	0	0
426050	Animal Control Fees	102,200	0	0
434230	Animal Adoption	70,700	0	0
Total	ARA - BARC	732,900	0	0
6500080091	ARA - Neighborhood Services- GF			
421200	Other Building & Construction Permits	0	0	20,140
421630	Administrative Fee - Licenses & Permits	0	0	15,000
426330	Miscellaneous Copies Fees	0	0	3,000
428030	Release of Liens	0	0	48,000
Total	ARA - Neighborhood Services- GF	0	0	86,140
Total	Administration and Regulatory Affairs	193,789,777	195,276,817	195,741,929

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area Name : Administration and Regulatory Affairs
Fund No./Bus. Area No. : 1000 / 6500

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	18,287,247	16,171,113	16,149,922	17,125,079
500030	Salary Part Time - Civilian	258,020	124,787	119,267	40,912
500060	Overtime - Civilian	147,923	88,779	78,811	192,022
500090	Premium Pay - Civilian	13,994	20,150	13,036	266
500110	Bilingual Pay - Civilian	72,350	57,138	59,114	69,242
500180	Temporary Employees	12,674	0	0	0
500210	Pay for Performance-Municipal	14,683	0	0	0
501050	Employee Awards	4,171	6,500	6,500	6,500
501070	Pension - Civilian	2,741,726	2,410,374	2,406,338	3,082,516
501120	Termination Pay - Civilian	245,421	29,588	254,774	28,860
501160	Vehicle Allowance - Civilian	13,827	16,988	14,862	8,471
502010	FICA - Civilian	1,385,591	1,248,630	1,235,469	1,324,994
503010	Health Ins-Act Civilian	2,393,018	2,125,074	2,113,922	2,741,527
503015	Basic Life Insurance - Active Civilian	10,614	9,891	9,841	10,156
503060	Long Term Disability-Civilian	32,438	28,126	26,687	29,001
503090	Workers Compensation-Civilian-Admin	73,225	70,251	71,348	68,598
503100	Workers Compensation-Civilian-Claim	43,836	16,717	47,337	48,658
504030	Unemployment Claims - Administration	35,556	11,830	58,743	396,046
Total	Personnel Services	25,786,314	22,435,936	22,665,971	25,172,848
511010	Chemical Gases & Special Fluids	564	0	175	0
511015	Cleaning & Sanitary Supplies	42,017	300	150	300
511020	Construction Materials	4,491	650	325	650
511025	Electrical Hardware & Parts	21	500	250	500
511030	Mechanical Hardware & Parts	380	650	325	650
511040	Audiovisual Supplies	10,732	15,050	7,105	73,720
511045	Computer Supplies	20,220	19,232	19,232	14,735
511050	Paper & Printing Supplies	14,634	13,595	2,177	8,868
511055	Publications & Printed Materials	10,492	6,712	17,518	2,850
511060	Postage	28,710	32,470	33,588	87,290
511070	Miscellaneous Office Supplies	125,364	116,599	100,011	104,931
511085	Drugs & Medical Chemicals	36,177	0	0	0
511090	Medical & Surgical Supplies	23,886	8,740	6,032	240
511095	Small Technical & Scientific Equipment	1,638	6,500	0	0
511100	Veterinary & Animal Supplies	339,689	0	0	0
511110	Fuel	63,239	24,834	24,990	27,334
511115	Vehicle Repair & Maintenance Supplies	1,600	5,900	2,700	5,850
511120	Clothing	7,811	6,284	6,487	35,347
511125	Food Supplies	530	9,450	10,500	1,206
511140	Landscaping & Gardening Supplies	1,860	0	0	0
511145	Small Tools & Minor Equipment	6,083	6,000	3,000	0
511150	Miscellaneous Parts & Supplies	160,824	67,762	70,554	66,962
Total	Supplies	900,962	341,228	305,119	431,433
520100	Temporary Personnel Services	478,725	140,332	125,422	153,770
520101	Janitorial Services	2,625	0	0	0
520102	Security Services	10,538	9,000	9,000	9,000
520103	Subrecipient Contract Services	337,714	1,599	1,000	0
520105	Accounting & Auditing Services	1,217,714	1,126,942	1,077,301	1,079,511
520106	Architectural Services	5,000	0	0	0
520108	Information Resource Services	37	0	831	0

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Administration and Regulatory Affairs
 Fund No./Bus. Area No. : 1000 / 6500

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
520109	Medical Dental & Laboratory Services	2,854	0	467	300
520110	Management Consulting Services	119,632	142,105	82,286	66,918
520112	Banking Services	1,426	0	0	0
520113	Photographic Services	0	250	0	0
520114	Miscellaneous Support Services	102,711	114,175	58,458	1,340,491
520115	Real Estate Lease/Office Rental	55,034	100,067	100,067	680,793
520116	Parking Services Contract	0	300	300	0
520118	Refuse Disposal	5,964	15,000	15,000	15,500
520119	Computer Equipment/Software Maintenance	153,308	150,501	148,413	126,035
520120	Communications Equipment Services	7,604	7,403	7,403	0
520121	IT Application Svcs	41,044	26,994	26,994	40,347
520122	Office Equipment Services	190	2,050	2,050	450
520123	Vehicle & Motor Equipment Services	45,293	37,548	31,360	26,821
520124	Other Equipment Services	672	0	0	0
520126	Construction Site Work Services	14,192	0	0	0
520132	Contracts/Sponsorships	0	30,000	30,000	0
520143	Credit/Bank Card Services	360	0	0	0
520145	Criminal Intelligence Services	240	1,580	1,819	1,625
520510	Mail/Delivery Services	295	3,570	3,310	1,560
520515	Print Shop Services	26,523	25,736	25,989	53,106
520520	Printing & Reproduction Services	22,186	59,162	59,618	30,216
520605	Advertising Services	35,484	47,200	47,957	92,172
520705	Insurance Fees	17,918	23,004	23,004	12,996
520740	Document Recording/Filing Fees	0	0	0	30,000
520765	Membership & Professional Fees	12,641	10,255	9,697	14,385
520805	Education & Training	25,526	55,230	40,900	34,957
520905	Travel - Training Related	32,318	27,771	30,997	15,204
520910	Travel - Non-Training Related	31,846	72,127	52,139	25,774
521405	Building Maintenance Services	30,424	0	500	0
521410	Sewer Services	1,400	0	878	0
521415	Land and Grounds Maintenance	1,600	0	0	0
521505	Electricity	21,517	500	500	0
521510	Natural Gas	2,450	0	0	0
521605	Data Services	56,853	74,308	74,308	106,658
521610	Voice Services	459,988	380,480	380,480	358,987
521615	Radio Communications	0	3,000	3,000	0
521620	Voice Equipment	32,010	13,276	13,276	14,426
521625	Voice Labor	3,847	11,109	11,109	6,059
521630	GIS Revolving Fund Services	0	22,370	22,370	22,201
521705	Vehicle/Equipment Rental/Lease	36,341	11,750	11,750	11,750
521715	Office Equipment Rental	85,447	83,416	85,497	83,072
521725	Other Rental	2,351	14,313	14,313	47,739
521730	Parking Space Rental	125,196	151,714	171,718	152,627
522305	Freight Charges	310	0	0	0
522410	Cashier Shortages	0	100	100	100
522430	Miscellaneous Other Services & Charges	142,230	101,566	102,966	213,372
522435	Interest Charges Past Due Accounts	1	0	0	0
522721	Interfund HR Client Services	0	0	0	236,735
522722	KRONOS Service Chargeback	0	0	0	11,859
522735	Interfund Communication Equipment Repair	9,000	11,000	11,000	0
522780	Interfund Photo Copy Services	25,376	0	0	0

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Administration and Regulatory Affairs
 Fund No./Bus. Area No. : 1000 / 6500

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
522795	Other Interfund Services	1,805	0	0	0
522840	Interfund Permit Center Rent Chargeback	0	0	0	393,391
Total	Other Services and Charges	3,845,760	3,108,803	2,915,547	5,510,907
560240	Communication Equipment	8,445	0	0	0
Total	Equipment	8,445	0	0	0
551010	Non-Capital Office Furniture & Equipment	14,062	8,519	8,519	0
551015	Non-Capital Computer Equipment	5,952	6,600	6,980	0
551020	Non-Capital Communication Equipment	(192)	2,860	2,860	0
551040	Non-Capital Other	1,050	11,428	10,378	0
Total	Non-Capital Equipment	20,872	29,407	28,737	0
532015	Transfers to Convention & Entertainment	(380,834)	0	0	0
532025	Transfers to Special Revenues	0	6,121,549	6,121,549	6,121,549
532120	Transfer to Fleet/Eq	24,051	21,820	21,820	0
Total	Debt Service and Other Uses	(356,783)	6,143,369	6,143,369	6,121,549
Grand Total Expenditures		30,205,570	32,058,743	32,058,743	37,236,737

CITY CONTROLLER

Department Description and Mission

The mission of the Office of the City Controller is to protect the financial integrity of Houston's City government by:

- o Accurately and timely reporting on the City's current financial condition.
- o Assessing the City's future financial condition with accurate forecasts of projected revenues and expenses.
- o Certifying to City Council that funds are available for all appropriations and commitments of funds and keeping accurate books of account to reflect these commitments.
- o Certifying that vendors with City contracts are not delinquent on City taxes.
- o Auditing the financial activities of the City departments.
- o Ensuring that every City dollar is fully and wisely invested at all times.
- o Serving as the financial voice for City government, informing the citizens about important financial issues.

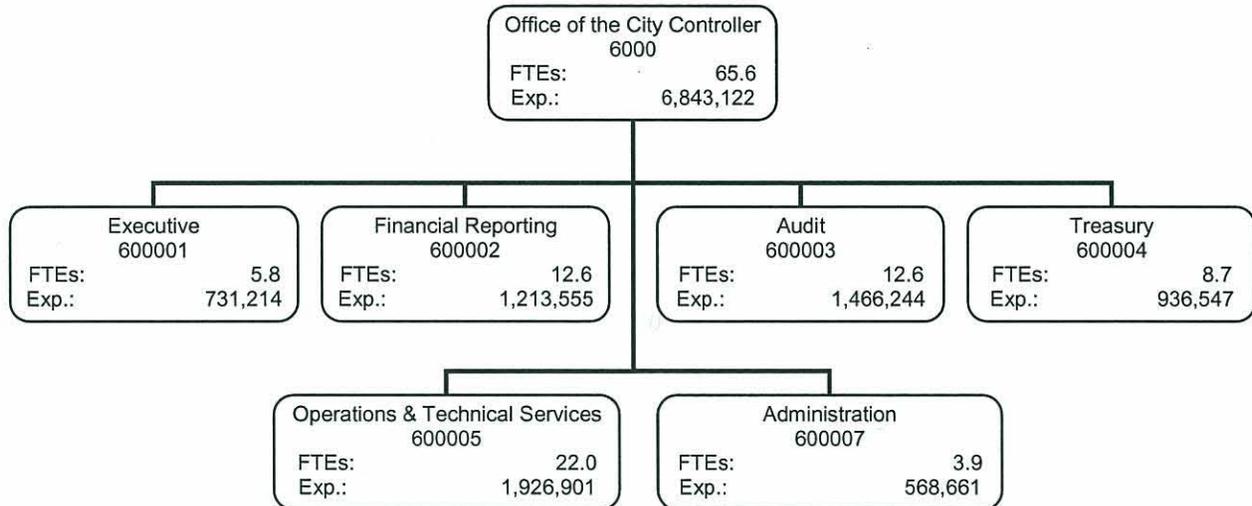
Department Short Term Goals:

- o Increase transparency of government spending.
- o Automate the City's Comprehensive Annual Financial Report.
- o Retain AAA rating from Standard and Poor's for the City's Investment Portfolio.
- o Work to implement paperless approval of City Invoices.

Department Long Term Goals:

- o Resume expansion of the Audit Division.
- o Successfully pass a peer review process for the Audit Division.
- o Complete paperless workflow system for financial data.

Department Organization



FISCAL YEAR 2012 BUDGET

Business Area Budget Summary

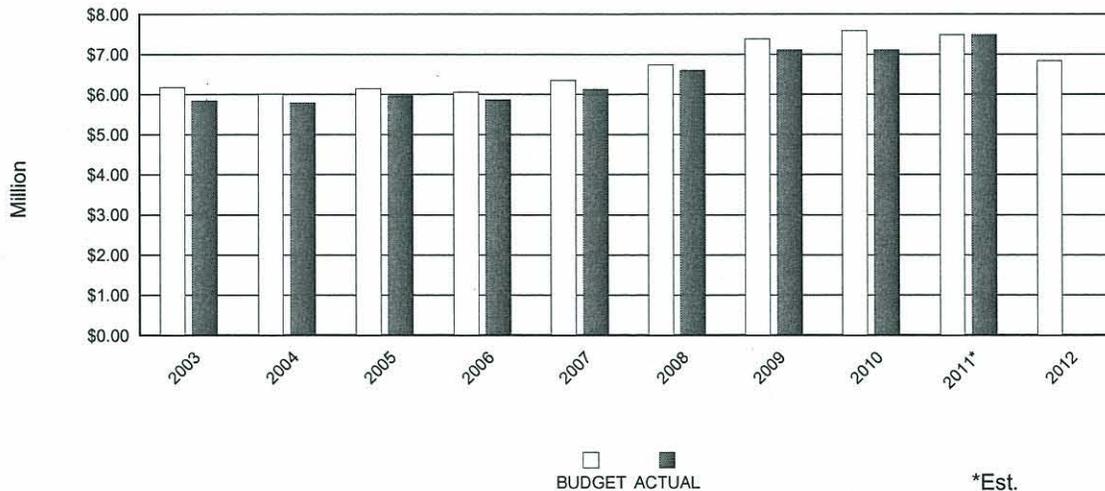
Fund Name : General Fund
 Business Area Name : City Controller
 Fund No./Bus. Area No. : 1000 / 6000

		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	6,348,287	6,381,128	6,431,128	5,853,523
	Supplies	125,732	127,148	127,148	102,919
	Other Services and Charges	640,879	983,611	933,611	886,680
	Equipment	0	0	0	0
	Total M & O Expenditures	7,114,898	7,491,887	7,491,887	6,843,122
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	7,114,898	7,491,887	7,491,887	6,843,122
Revenues		0	0	0	0
Staffing	Full-Time Equivalents - Civilian	76.8	75.7	75.7	65.6
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	76.8	75.7	75.7	65.6
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0

Significant Budget Changes and Highlights

o The FY2012 Budget provides funding for the continuation of current service levels.

**City Controller
 Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : City Controller Fund No./Bus Area No. : 1000 / 6000			
Name: Executive -- 600001			
Mission: Set policy for the City Controller's Office, serve as the independent financial voice for the City of Houston, and provide the communication link between the office and the public.			
Goal: Enhance the public's understanding of City finances. Maintain the Controller's Internet and Intranet Web sites. Research policy issues for the Controller. Respond promptly to constituent requests, correspondence and inquiries from the media, Mayor's Office and Council.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Superintend and oversee fiscal affairs of the the City of Houston as prescribed by the City Charter and Ordinances	100%	100%	100%
Name: Financial Reporting -- 600002			
Mission: Provide timely and accurate monthly financial reports and prepare the Comprehensive Annual Financial Report (CAFR).			
Goal: Work to standardize and streamline financial reporting citywide. Complete annual financial report by December 31.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
To provide monthly and annual financial reports in a timely and accurate manner	100%	100%	100%
Name: Audit -- 600003			
Mission: Provide the Mayor, City Council and department management with independent analyses, assurances and recommendations concerning the adequacy and effectiveness of the City's internal control structure. Respond to Fraud Hotline.			
Goal: Incorporate the IT section and Process Control Documentation (PCD) Section into the 2012 Audit Plan. Continue conducting Performance and Management Audits, while adding IT Risk Analysis and PCD/Control Evaluation Projects.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Complete audits from the annual audit plan and work strategically with external auditors	100%	100%	100%

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : City Controller Fund No./Bus Area No. : 1000 / 6000			
Name: Treasury -- 600004			
Mission: Manage all investments of City funds except pension and trust funds. Oversee all debt operations, revolving credit agreements and letters of credit, new debt issuances and refinancing of existing debt.			
Goal: Invest City funds so as to protect principal, maintain liquidity, and provide maximum return within the limits imposed by our investment policy and state statute. Manage investments to provide timely funding for daily operations. Manage debt issuance and payments.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Manage investments to exceed benchmarks	100%	100%	100%
To ensure debt payments are done on time	100%	100%	100%
Name: Operations & Technical Services -- 600005			
Mission: Provide the Office of the City Controller with services in human resources, budget, purchasing and administrative processes to maximize staff productivity.			
Goal: Control and improve the payment of bills for telephone, copier equipment, postage and other shared services in the Controller's Office. Provide timely administrative support services for the Office.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Certify agenda items	100%	100%	100%
Recon. bank, travel accts.	100%	100%	100%
Review and approve vendor/payroll payments	100%	100%	100%
Manage records retention	100%	100%	100%
Name: Administration -- 600007			
Mission: Provide the Office of the City Controller with services in human resources, budget, purchasing and administrative processes to maximize staff productivity.			
Goal: Control and improve the payment of bills for telephone, copier equipment, postage and other shared services in the Controller's Office. Provide timely administrative support services for the office.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Ensure office supplies are maintained weekly	100%	100%	100%
Daily invoices paymts.	100%	100%	100%
Office budget maintained annually	100%	100%	100%

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : City Controller Fund No./Bus Area No. : 1000 / 6000						
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Executive 600001 Set policy for the City Controller's Office, serve as the independent financial voice for the City of Houston, and provide the communication link between the office and the public.	6.5	654,436	6.6	754,276	5.8	731,214
Financial Reporting 600002 Provide timely and accurate monthly financial reports and prepare the Comprehensive Annual Financial Report (CAFR).	13.6	1,198,177	12.3	1,092,185	12.6	1,213,555
Audit 600003 Provide the Mayor, City Council and department management with independent analyses, assurances and recommendations concerning the adequacy and effectiveness of the City's internal control structure. Respond to Fraud Hotline.	14.4	1,487,415	14.2	1,675,833	12.6	1,466,244
Treasury 600004 Manage all investments of City funds except pension and trust funds. Oversee all debt operations, revolving credit agreements and letters of credit, new debt issuances and refinancing of existing debt.	8.1	874,258	8.5	893,733	8.7	936,547
Operations & Technical Services 600005 Provide the Office of the City Controller with services in human resources, budget, purchasing and administrative processes to maximize staff productivity.	29.5	2,345,386	28.4	2,360,225	22.0	1,926,901

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : City Controller Fund No./Bus Area No. : 1000 / 6000						
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Administration 600007 Provide the Office of the City Controller with services in human resources, budget, purchasing and administrative processes to maximize staff productivity.	4.7	555,226	5.7	715,635	3.9	568,661
Total	<u>76.8</u>	<u>7,114,898</u>	<u>75.7</u>	<u>7,491,887</u>	<u>65.6</u>	<u>6,843,122</u>

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
 Business Area Name : City Controller
 Fund No./Bus Area No. : 1000 / 6000

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ACCOUNTANT SUPERVISOR	24	2.0	1.0	(1.0)
ADMINISTRATION MANAGER	26	0.0	1.0	1.0
ADMINISTRATION MANAGER (EXE LEV)	26	1.0	1.0	
ADMINISTRATIVE ASSISTANT	17	10.0	8.0	(2.0)
ADMINISTRATIVE ASSOCIATE	13	2.0	1.0	(1.0)
ADMINISTRATIVE COORDINATOR	24	2.0	2.0	
ADMINISTRATIVE SPECIALIST	20	1.0	2.0	1.0
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	1.0	1.0	
ADMINISTRATIVE SUPERVISOR	22	2.0	2.0	
ASSISTANT CITY AUDITOR I	14	1.0	1.0	
ASSISTANT CITY AUDITOR III	25	5.0	3.0	(2.0)
ASSISTANT CITY AUDITOR IV	27	5.0	4.0	(1.0)
ASSISTANT CITY AUDITOR V	29	2.0	3.0	1.0
ASSISTANT CITY CONTROLLER II	19	3.0	2.0	(1.0)
ASSISTANT CITY CONTROLLER III	25	5.0	5.0	
ASSISTANT CITY CONTROLLER IV	27	4.0	5.0	1.0
ASSISTANT CITY CONTROLLER V	29	4.0	2.0	(2.0)
ASSISTANT DIRECTOR-CONTROLLER'S OFFICE (EXE LEV)	28	1.0	0.0	(1.0)
CITY AUDITOR (EXE LEV)	34	1.0	1.0	
CITY CONTROLLER		1.0	1.0	
DEPUTY CITY CONTROLLER (EXE LEV)	36	2.0	4.0	2.0
DEPUTY DIRECTOR-CONTROLLER'S OFFICE (EXE LEV)	31	4.0	3.0	(1.0)
LAN SPECIALIST	26	1.0	0.0	(1.0)
MANAGEMENT ANALYST II	18	1.0	1.0	
MANAGEMENT ANALYST III	21	2.0	0.0	(2.0)
MANAGEMENT ANALYST IV	25	0.0	2.0	2.0
SENIOR ACCOUNT CLERK	13	4.0	3.0	(1.0)
SENIOR HUMAN RESOURCES SPECIALIST	21	1.0	0.0	(1.0)
SENIOR MICROCOMPUTER ANALYST	23	1.0	1.0	
SENIOR STAFF ANALYST (EXE LEV)	28	2.0	2.0	
SENIOR TREASURY ANALYST	26	2.0	2.0	
STAFF ANALYST (EXE LEV)	26	1.0	1.0	
SYSTEMS SUPPORT ANALYST III	22	1.0	1.0	
SYSTEMS SUPPORT ANALYST IV	25	1.0	1.0	
TREASURY ANALYST	21	2.0	1.0	(1.0)
TREASURY MANAGER	30	2.0	1.0	(1.0)
Total FTEs		80.0	69.0	(11.0)
Less adjustment for Civilian Vacancy Factor		4.3	3.4	(0.9)
Full-Time Equivalents		75.7	65.6	(10.1)

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : City Controller
 Fund No./Bus. Area No. : 1000 / 6000

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	4,781,938	4,826,347	4,826,347	4,279,539
500060	Overtime - Civilian	95	0	0	0
500110	Bilingual Pay - Civilian	3,155	2,730	2,730	1,820
500210	Pay for Performance-Municipal	5,000	0	0	0
501070	Pension - Civilian	707,219	706,841	706,841	770,314
501120	Termination Pay - Civilian	40,198	0	50,000	0
501160	Vehicle Allowance - Civilian	2,148	0	0	0
502010	FICA - Civilian	348,773	366,035	366,035	321,036
503010	Health Ins-Act Civilian	434,330	449,722	449,722	455,482
503015	Basic Life Insurance - Active Civilian	2,775	2,889	2,889	2,540
503060	Long Term Disability-Civilian	5,687	6,436	6,436	5,578
503090	Workers Compensation-Civilian-Admin	13,721	15,897	15,897	13,119
503100	Workers Compensation-Civilian-Claim	386	1,580	1,580	1,580
504030	Unemployment Claims - Administration	2,862	2,651	2,651	2,515
Total	Personnel Services	6,348,287	6,381,128	6,431,128	5,853,523
511045	Computer Supplies	47,967	49,800	49,800	33,300
511050	Paper & Printing Supplies	0	0	0	2,875
511055	Publications & Printed Materials	1,238	4,450	4,450	3,500
511060	Postage	39,529	32,000	32,000	32,000
511070	Miscellaneous Office Supplies	34,585	37,415	37,415	27,761
511150	Miscellaneous Parts & Supplies	2,413	3,483	3,483	3,483
Total	Supplies	125,732	127,148	127,148	102,919
520100	Temporary Personnel Services	9,000	0	0	0
520105	Accounting & Auditing Services	159,401	367,000	367,000	308,200
520108	Information Resource Services	106,327	105,000	105,000	83,000
520109	Medical Dental & Laboratory Services	187	187	187	200
520110	Management Consulting Services	2,010	0	0	0
520112	Banking Services	75,312	150,000	100,000	150,000
520114	Miscellaneous Support Services	28,295	30,000	30,000	20,000
520119	Computer Equipment/Software Maintenance	29,799	46,500	46,500	40,500
520121	IT Application Svcs	20,575	19,531	19,531	19,687
520510	Mail/Delivery Services	960	2,350	2,350	2,050
520515	Print Shop Services	9,338	6,185	6,185	4,518
520520	Printing & Reproduction Services	7,802	16,100	16,100	16,100
520705	Insurance Fees	1,034	849	849	1,461
520765	Membership & Professional Fees	5,577	9,320	9,320	7,400
520805	Education & Training	30,516	35,500	35,500	17,500
520905	Travel - Training Related	17,246	22,500	22,500	11,283
520910	Travel - Non-Training Related	1,218	4,000	4,000	2,500
521430	Katrina Support Services	(64)	0	0	0
521605	Data Services	8,279	11,925	11,925	21,888
521610	Voice Services	33,154	41,041	41,041	23,167
521620	Voice Equipment	1,066	5,064	5,064	1,934
521625	Voice Labor	0	1,107	1,107	472
521630	GIS Revolving Fund Services	0	2,877	2,877	2,855
521715	Office Equipment Rental	25,357	27,000	27,000	27,000
521720	Computer Equipment Rental	22,050	26,000	26,000	26,000
521725	Other Rental	48	1,300	1,300	1,300
521730	Parking Space Rental	42,411	48,377	48,377	48,377
522430	Miscellaneous Other Services & Charges	3,981	3,898	3,898	3,598
522721	Interfund HR Client Services	0	0	0	42,992
522722	KRONOS Service Chargeback	0	0	0	2,698
Total	Other Services and Charges	640,879	983,611	933,611	886,680
Grand Total Expenditures		7,114,898	7,491,887	7,491,887	6,843,122

CITY COUNCIL

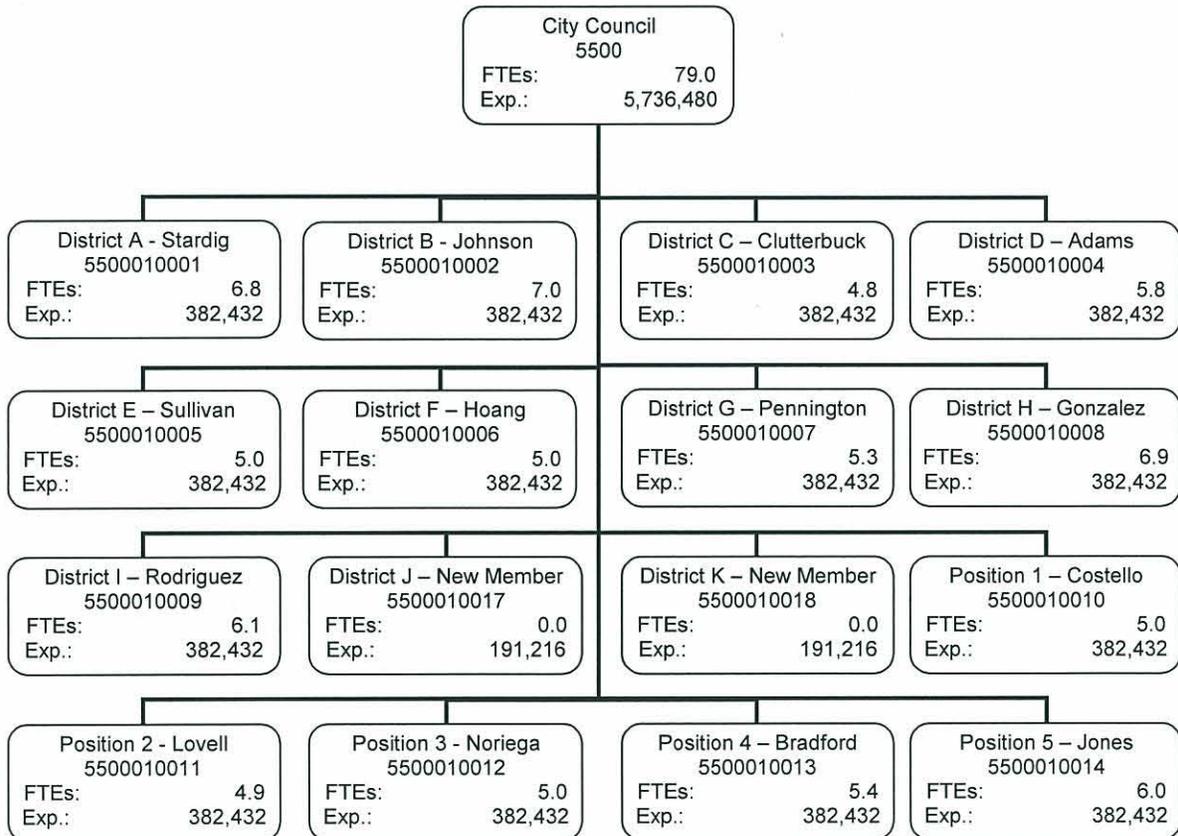
Department Description and Mission

There are fourteen Council Members who represent nine geographical districts and five at-large positions. Effective January 2012, there will also be two additional Council districts.

The Houston City Council serves as the legislative body with power to enact all ordinances and resolutions. The Members of Council jointly determine policy and initiate legislation. The City Council convenes twice weekly to administer duties set forth by the City Charter.

The Council Members respond to several thousand constituents' calls and letters weekly, hold community meetings, and attend civic organization meetings. The Administrative Office of City Council provides the administrative support function for City Council.

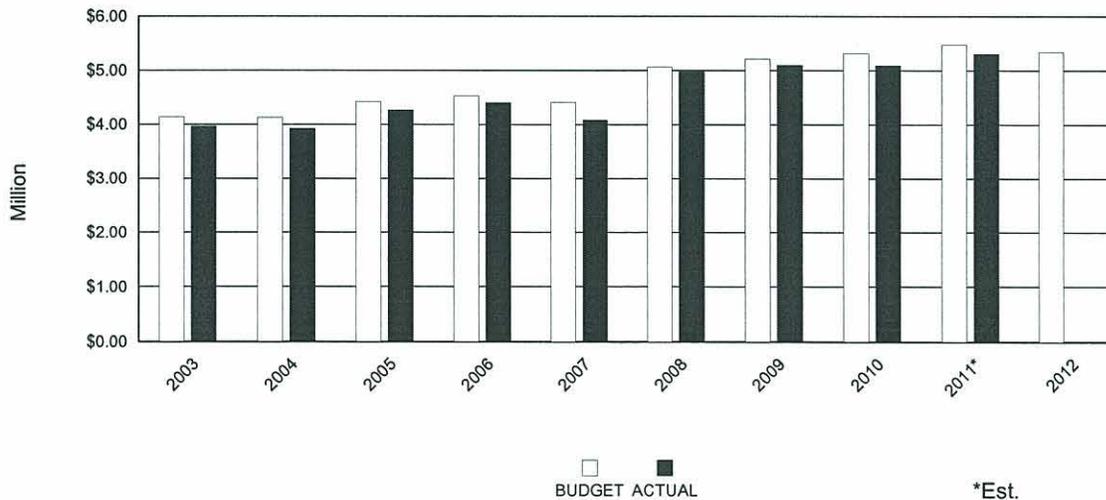
Department Organization



FISCAL YEAR 2012 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : City Council					
Fund No./Bus. Area No. : 1000 / 5500					
		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	4,844,482	5,110,565	5,051,612	5,120,689
	Supplies	48,958	30,455	30,455	35,979
	Other Services and Charges	178,715	330,298	218,575	579,812
	Non-Capital Equipment	21,298	2,190	2,190	0
	Total M & O Expenditures	5,093,453	5,473,508	5,302,832	5,736,480
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	5,093,453	5,473,508	5,302,832	5,736,480
Revenues		0	0	0	0
Staffing	Full-Time Equivalents - Civilian	72.4	83.0	83.0	79.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	72.4	83.0	83.0	79.0
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	o The FY2012 budget includes the additional amount for two new Council Members beginning January 2012.				

**City Council
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : City Council Fund No./Bus Area No. : 1000 / 5500			
Name: City Council -- 550001			
Mission: Serve as a legislative body with power to enact all ordinances and resolutions. Members determine policy, initiate legislation and administer duties set forth in the City Charter.			
Goal: Provide policy leadership on municipal issues, identify and respond to legislative needs of the community, actively seek citizens input through outreach efforts and encourage citizens involvement in the decision-making process.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
N/A	N/A	N/A	N/A

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : City Council Fund No./Bus Area No. : 1000 / 5500						
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
City Council 550001 Serve as a legislative body with power to enact all ordinances and resolutions. Members determine policy, initiate legislation and administer duties set forth in the City Charter.	72.4	5,093,453	83.0	5,302,832	79.0	5,736,480
Total	<u>72.4</u>	<u>5,093,453</u>	<u>83.0</u>	<u>5,302,832</u>	<u>79.0</u>	<u>5,736,480</u>

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : City Council
Fund No./Bus Area No. : 1000 / 5500

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
COUNCIL ADMINISTRATIVE ASSISTANT (EXE LEV)	20	9.0	11.0	2.0
COUNCIL INTERN (EXE LEV)	8	10.0	7.4	(2.6)
COUNCIL MEMBER		14.0	14.0	
COUNCIL RESEARCH ASSISTANT (EXE LEV)	23	18.0	10.6	(7.4)
COUNCIL SECRETARY (EXE LEV)	15	18.0	22.0	4.0
SENIOR COUNCIL AIDE (EXE LEV)	28	14.0	14.0	
Total FTEs		83.0	79.0	(4.0)
Less adjustment for Civilian Vacancy Factor		0.0	0.0	0.0
Full-Time Equivalents		83.0	79.0	(4.0)

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : City Council
 Fund No./Bus. Area No. : 1000 / 5500

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	3,321,116	3,456,164	3,409,145	3,440,750
500030	Salary Part Time - Civilian	293,154	292,222	284,378	289,583
500110	Bilingual Pay - Civilian	5,618	8,818	8,817	6,328
500130	Equipment Allowance-Classified	76	0	0	0
500180	Temporary Employees	71,148	54,169	54,169	28,516
501070	Pension - Civilian	494,866	531,924	531,924	619,327
501160	Vehicle Allowance - Civilian	59,866	59,024	59,024	59,024
502010	FICA - Civilian	278,027	301,699	300,512	288,038
503010	Health Ins-Act Civilian	299,642	375,401	375,401	366,595
503015	Basic Life Insurance - Active Civilian	1,922	2,171	2,171	2,078
503060	Long Term Disability-Civilian	4,488	4,945	4,945	4,590
503090	Workers Compensation-Civilian-Admin	14,559	18,361	18,361	15,860
504020	Compensation Contingency	0	2,902	0	0
504030	Unemployment Claims - Administration	0	2,765	2,765	0
Total	Personnel Services	4,844,482	5,110,565	5,051,612	5,120,689
511045	Computer Supplies	5,480	2,275	2,275	256
511050	Paper & Printing Supplies	1,169	2,070	2,070	1,280
511055	Publications & Printed Materials	2,959	5,032	5,032	5,563
511060	Postage	5,717	3,596	3,596	7,170
511070	Miscellaneous Office Supplies	25,633	13,873	13,873	20,610
511120	Clothing	2,946	0	0	0
511150	Miscellaneous Parts & Supplies	5,054	3,609	3,609	1,100
Total	Supplies	48,958	30,455	30,455	35,979
520107	Computer Info/Contr	1,858	8,134	8,134	2,687
520109	Medical Dental & Laboratory Services	963	534	534	124
520114	Miscellaneous Support Services	247	19,739	19,739	2,488
520119	Computer Equipment/Software Maintenance	3,173	0	0	0
520121	IT Application Svcs	3,751	4,764	4,764	3,840
520515	Print Shop Services	27,865	6,533	6,533	3,900
520520	Printing & Reproduction Services	19,639	6,062	6,062	3,886
520605	Advertising Services	1,006	1,540	1,540	0
520755	Contingency	0	111,723	0	434,221
520765	Membership & Professional Fees	812	2,170	2,170	700
520805	Education & Training	22,630	17,217	17,217	1,919
520905	Travel - Training Related	8,956	12,205	12,205	7,374
520910	Travel - Non-Training Related	13,372	18,069	18,069	12,199
521405	Building Maintenance Services	2,399	0	0	0
521605	Data Services	10,668	14,115	14,115	24,074
521610	Voice Services	51,623	89,741	89,741	59,029
521620	Voice Equipment	0	2,016	2,016	594
521625	Voice Labor	489	1,984	1,984	714
521630	GIS Revolving Fund Services	0	3,038	3,038	3,026
521715	Office Equipment Rental	5,962	8,722	8,722	8,722
522430	Miscellaneous Other Services & Charges	3,302	1,992	1,992	7,263
522722	KRONOS Service Chargeback	0	0	0	3,052
Total	Other Services and Charges	178,715	330,298	218,575	579,812
551010	Non-Capital Office Furniture & Equipment	16,970	2,190	2,190	0
551015	Non-Capital Computer Equipment	4,328	0	0	0
Total	Non-Capital Equipment	21,298	2,190	2,190	0
Grand Total Expenditures		5,093,453	5,473,508	5,302,832	5,736,480

CITY SECRETARY

Department Description and Mission

The Office of the City Secretary is responsible for recording the minutes of City Council meetings and maintaining all official City records. The activities of the City Secretary include: preparing the Council meeting agenda, administering City elections, receiving vendor bid proposals, and processing Council motions, resolutions, and ordinances.

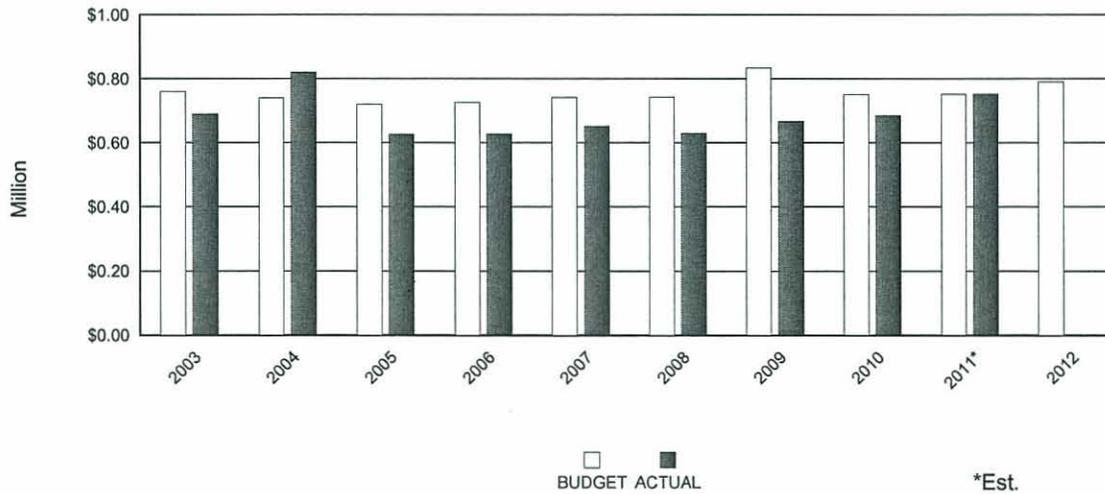
Department Organization

	City Secretary	
	750001	
FTEs:		12.2
Exp.:		790,347

FISCAL YEAR 2012 BUDGET

Business Area Budget Summary					
Fund Name : General Fund Business Area Name : City Secretary Fund No./Bus. Area No. : 1000 / 7500					
		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	602,869	651,270	654,015	678,443
	Supplies	8,477	17,839	14,521	12,945
	Other Services and Charges	73,803	83,214	83,787	98,959
	Total M & O Expenditures	<u>685,149</u>	<u>752,323</u>	<u>752,323</u>	<u>790,347</u>
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	<u>685,149</u>	<u>752,323</u>	<u>752,323</u>	<u>790,347</u>
Revenues		2,635	4,000	2,000	3,000
Staffing	Full-Time Equivalents - Civilian	11.4	12.4	12.4	12.2
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>11.4</u>	<u>12.4</u>	<u>12.4</u>	<u>12.2</u>
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	o The FY2012 Budget provides funding for the continuation of current service levels.				

**City Secretary
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures

Fund Name : General Fund
Business Area Name : City Secretary
Fund No./Bus Area No. : 1000 / 7500

Name: CSC - City Secretary -- 750001

Mission: The Office of the City Secretary acts as the official custodian of the proceedings of City Council meetings. Prepare minutes and motions in final form. Prepare City Council weekly agenda. Receive vendor bid proposals.

Goal: Efficient and effective preparation and management of all agendas by the deadline. Provide timely and courteous services to the public and City departments.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Agenda ready by deadline	100%	100%	100%

FISCAL YEAR 2012 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : City Secretary Fund No./Bus Area No. : 1000 / 7500							
Division Description		FY2010 Actual		FY2011 Estimate		FY2012 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
CSC - City Secretary	750001	11.4	685,149	12.4	752,323	12.2	790,347
Total		<u>11.4</u>	<u>685,149</u>	<u>12.4</u>	<u>752,323</u>	<u>12.2</u>	<u>790,347</u>

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : City Secretary
Fund No./Bus Area No. : 1000 / 7500

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ADMINISTRATIVE ASSISTANT	17	1.8	1.7	(0.1)
ADMINISTRATIVE ASSOCIATE	13	3.0	3.0	
CITY SECRETARY	34	1.0	1.0	
EXECUTIVE OFFICE ASSISTANT	15	1.0	1.0	
OFFICE ASSISTANT	9	0.8	0.8	
OFFICE SUPERVISOR	17	0.8	0.7	(0.1)
SENIOR CLERK	8	1.0	1.0	
SENIOR WORD PROCESSOR	12	1.0	1.0	
WORD PROCESSOR	10	2.0	2.0	
Total FTEs		12.4	12.2	(0.2)
Less adjustment for Civilian Vacancy Factor		0.0	0.0	0.0
Full-Time Equivalents		12.4	12.2	(0.2)

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area Name : City Secretary
Fund No./Bus Area No. : 1000 / 7500

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
7500010001	CSEC - City Secretary			
426330	Miscellaneous Copies Fees	4,000	2,000	3,000
Total	City Secretary	<u>4,000</u>	<u>2,000</u>	<u>3,000</u>

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : City Secretary
 Fund No./Bus. Area No. : 1000 / 7500

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	383,210	407,007	403,203	412,849
500030	Salary Part Time - Civilian	65,519	71,849	68,031	81,839
500060	Overtime - Civilian	450	9,844	19,537	500
500110	Bilingual Pay - Civilian	1,794	1,800	1,800	1,800
501070	Pension - Civilian	56,936	59,108	62,240	74,314
501120	Termination Pay - Civilian	0	415	0	0
502010	FICA - Civilian	32,975	37,667	36,112	37,871
503010	Health Ins-Act Civilian	58,849	59,525	59,525	65,339
503015	Basic Life Insurance - Active Civilian	231	240	240	241
503060	Long Term Disability-Civilian	593	850	595	850
503090	Workers Compensation-Civilian-Admin	2,312	2,615	2,732	2,490
504030	Unemployment Claims - Administration	0	350	0	350
Total	Personnel Services	602,869	651,270	654,015	678,443
511045	Computer Supplies	1,087	0	0	0
511060	Postage	1,152	2,000	1,800	2,000
511070	Miscellaneous Office Supplies	5,980	11,013	8,624	8,445
511150	Miscellaneous Parts & Supplies	258	4,826	4,097	2,500
Total	Supplies	8,477	17,839	14,521	12,945
520111	Real Estate Services	31,069	31,575	31,575	31,575
520121	IT Application Svcs	2,102	2,050	2,050	2,431
520122	Office Equipment Services	0	913	0	913
520515	Print Shop Services	5,950	10,000	7,000	7,500
520705	Insurance Fees	94	192	192	200
521605	Data Services	1,743	2,510	2,510	4,608
521610	Voice Services	15,102	8,114	20,000	22,497
521620	Voice Equipment	0	2,400	0	759
521630	GIS Revolving Fund Services	0	460	460	456
521715	Office Equipment Rental	9,668	15,000	10,000	10,500
521730	Parking Space Rental	8,075	10,000	10,000	9,800
522721	Interfund HR Client Services	0	0	0	7,258
522722	KRONOS Service Chargeback	0	0	0	462
Total	Other Services and Charges	73,803	83,214	83,787	98,959
Grand Total Expenditures		685,149	752,323	752,323	790,347



FINANCE

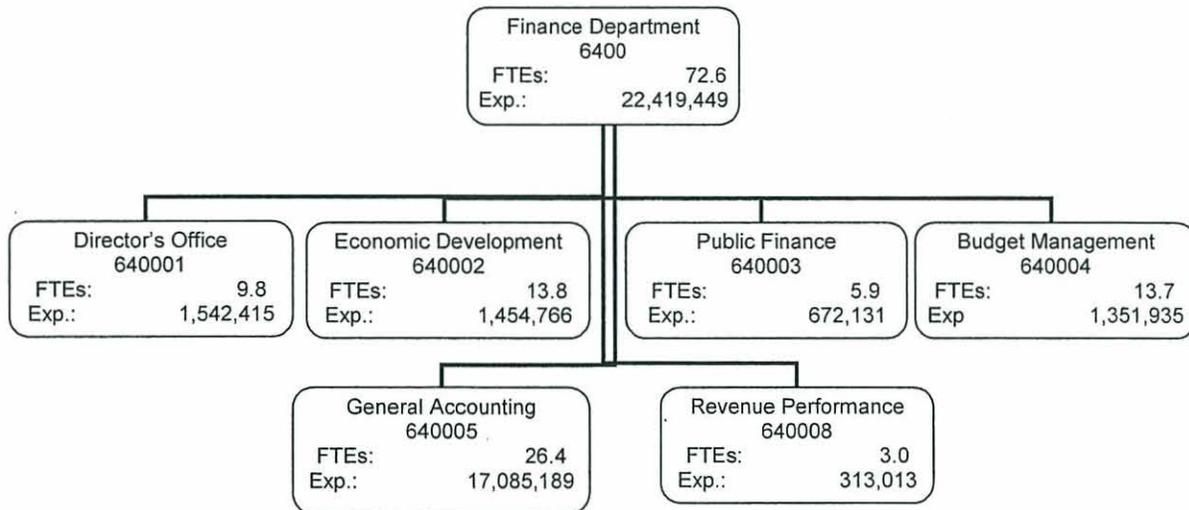
Department Description and Mission

The Finance Department's mission is to serve the citizens of the City of Houston and provide support to City departments through sound management of the City's finances.

The Finance Department's mission objectives are to:

- Demonstrate integrity, accountability, consistency, professionalism and a strong work ethic.
- Emphasize strategic financial planning and performance reporting.
- Maximize the effective and efficient use of public funds.
- Execute directives and policies of the Administration and City Council.
- Build a cohesive team of highly qualified talented professionals based on trust, respect, and mutual support.
- Provide excellent customer service.

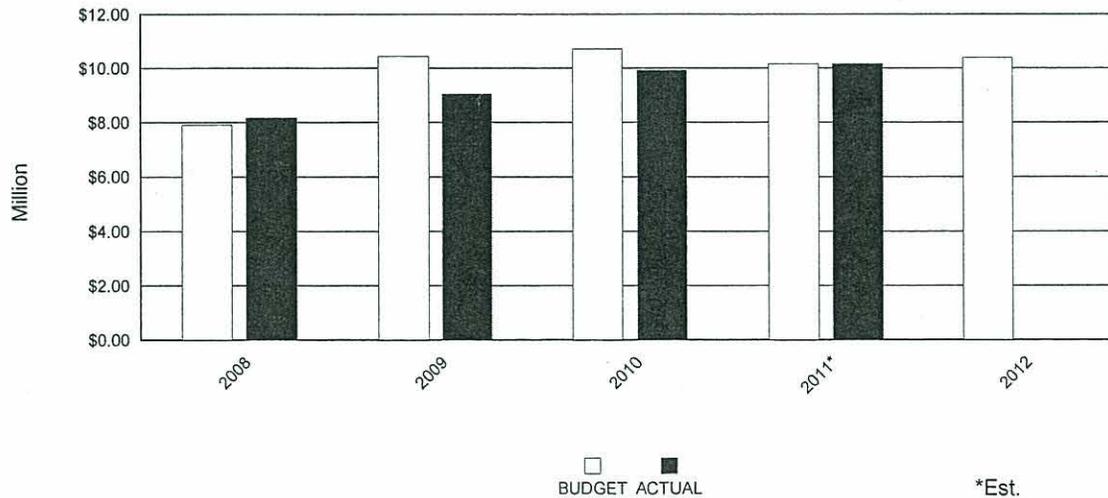
Department Organization



FISCAL YEAR 2012 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : Finance Department					
Fund No./Bus. Area No. : 1000 / 6400					
		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	6,691,825	6,707,617	6,707,617	6,988,403
	Supplies	71,840	57,706	54,706	75,266
	Other Services and Charges	3,135,364	3,394,943	3,397,943	15,355,780
	Non-Capital Equipment	9,169	2,580	2,580	0
	Total M & O Expenditures	9,908,198	10,162,846	10,162,846	22,419,449
	Debt Service & Other Uses	0	0	0	0
	Total Expenditures	9,908,198	10,162,846	10,162,846	22,419,449
Revenues		1,397,846,902	1,357,006,580	1,375,000,723	1,404,451,900
Staffing	Full-Time Equivalents - Civilian	76.9	74.9	74.9	72.6
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	76.9	74.9	74.9	72.6
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	o Create new Accounts Receivable Collections group within Finance.				
	o Consolidate Capital Improvement Program (CIP) services and reporting into Public Finance.				
	o Conduct an internal assessment of the use of information technology and identify areas to leverage the use of technology to connect the day to day financial processing operations of the City.				

**Finance Department
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Finance Department Fund No./Bus Area No. : 1000 / 6400			
Name: Directors Office -- 640001			
Mission: Ensure the financial integrity of the City by promoting responsible resource allocation, providing oversight of resource usage, and improving financial accounting and management processes.			
Goal: Review current financial processes and identify areas where the Finance Department can improve management of city funds and financial systems. Strengthen citywide accounts receivable collection efforts by the creation of a dedicated collection oversight section to work jointly with departments to improve collection efforts.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Fin Processes New/Impr.	N/A	N/A	6
Fin Outputs New/Impr.	N/A	N/A	4
Name: Economic Development/TIRZ -- 640002			
Mission: Implement and manage citywide policy and procedure for economic development programs including Tax Increment Reinvestment Zones (TIRZ) and tax abatements in addition to other innovative incentive programs. Market Houston as the place to grow or relocate a targeted business.			
Goal: Improve policy and procedure for economic development programs and incentives. Ensure transparency on all budgets and financial analyses as they pertain to the various TIRZs. Grow economic activity within the City and support economic activity in the region.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
TIRZ-Bring Admin in House	8	3	2
Tax Abatements Creation	1	3	3
Tax Abatements Recapture	\$220,000	\$40,000	\$275,000
Economic Growth Incentives	\$81 mil	\$654 mil	\$350 mil
Industrial Districts	\$19.2 mil	\$19.5 mil	\$22 mil
Name: Public Finance -- 640003			
Mission: Design, issue and manage debt financing needs of General Obligation, Combined Utility System, Houston Airport System, and Convention and Entertainment. Manage the bond funded capital budgets of the Capital Improvement Plan, the Equipment Acquisition Plan, and the Technology Investment Plan. Compile the Capital Improvement Plan.			
Goal: Proficiently and resourcefully manage capital transactions. Process and approve budget requests and RCAs that require capital funding in a timely and responsive manner.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Debt Transactions	7	9	4
GF Trsf to Debt Service	13.3%	12.2%	12%

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Finance Department Fund No./Bus Area No. : 1000 / 6400			
Name: Budget Management -- 640004			
Mission: Monitor the financial activities of City departments. Coordinate, develop, implement and monitor the citywide budget. Administer budget, tax and financial reporting.			
Goal: Monitor the City's fiscal activities through financial analysis, review and report preparation.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Financial Reports Prepared	15	15	15
City Departments Monitored	25	25	25
Funds Managed	39	40	42
Name: General Accounting -- 640005			
Mission: Citywide monitoring and oversight of accounting, fixed assets, internal control, hotel tax audits, grant management, tax revenues and delinquent collections. Establish and update accounting and internal control policies. Coordinate annual audit. Prepare cost allocation plan. Manage accounting and Federal Emergency Management Agency (FEMA) compliance for disasters.			
Goal: To assist all departments to properly account for financial transactions and safeguard assets. Develop indirect cost allocation plan for recovering \$15 million in services from federal grant administrative costs for General Fund. Ensure hotels are paying hotel occupancy taxes. Assisting in complying with grant regulations and coordinating the Single Audit. Record property taxes collected. Advise departments with the receivable collections.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Asset Acctg/Ext Audit	\$32.1B/1	\$33.7B/1	\$34.6B/1
Intl Audits/Cost Plan	31 audits/1	49 audits/1	49 audits/1
Grants/Awards/FEMA	170/\$428M/1	160/\$250M/1	160/\$250M/1
Prop, Tax/Cash Flow	\$1.362B	\$1.340B	\$1.357B
Review AR Coll Process	NA	NA	7
Name: Revenue Performance Management -- 640008			
Mission: Improve revenue collections and financial performance of departments citywide. Implement performance management processes and systems to ensure continued process excellence.			
Goal: Implement standard Accounts Receivable (AR) collections policies, procedures, and systems citywide with accompanying performance management system.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
AR Policies Implemented	N/A	N/A	1
Department AR Policies	N/A	N/A	100%
Dept AR Automated	N/A	N/A	50%

FISCAL YEAR 2012 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Finance Department Fund No./Bus Area No. : 1000 / 6400							
Division Description		FY2010 Actual		FY2011 Estimate		FY2012 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Directors Office	640001						
The Director's Office provides fiscal leadership developing financial and strategic policies and priorities to promote stability and financial health for the City of Houston. In alignment with the departmental mission to serve the citizens of Houston, the Director's Office is committed to providing superior financial services thru prudent and efficient management of the City's financial affairs.		9.5	1,421,019	10.3	1,378,417	9.8	1,542,415
Economic Development/TIRZ	640002						
The division develops, implements and manages citywide policies and procedures for economic development programs such as Tax Increment Reinvestment Zones (TIRZ) and tax abatements in addition to other innovative incentive programs.		8.5	816,706	8.8	794,286	13.8	1,454,766
Public Finance	640003						
The division serves the citizens of Houston by providing cost-efficient debt management services to the City and City's Enterprise Funds (Houston Airport System, Combined Utility System, and Convention & Entertainment Facilities), for short, medium and long-term debt.		13.0	1,240,279	10.1	930,345	5.9	672,131
Budget Management	640004						
The primary responsibility of the Budget Management division is the development and management of the City budget and the Five Year Plan. The division works with all other City department's financial management teams to produce the Fiscal Year Budget and Monthly Financial and Operations Report. The Five Year Plan projects the financial position of the General Fund over a five year horizon.		17.7	1,615,417	18.4	1,658,644	13.7	1,351,935
General Accounting	640005						
Citywide monitoring and oversight of accounting, fixed assets, internal control, hotel tax audits, grant management, tax revenues & delinquent collections. Establish and update accounting and internal control policies. Coordinate annual audit. Prepare cost allocation plan. Manage accounting and FEMA compliance for disasters.		28.2	4,814,777	27.3	5,401,154	26.4	17,085,189

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Finance Department Fund No./Bus Area No. : 1000 / 6400						
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Revenue Performance Management 640008 Leads financial performance improvement projects to improve accounts receivable, collections, revenue, and financial efficiency.	0.0	0	0.0	0	3.0	313,013
Total	<u>76.9</u>	<u>9,908,198</u>	<u>74.9</u>	<u>10,162,846</u>	<u>72.6</u>	<u>22,419,449</u>

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
 Business Area Name : Finance Department
 Fund No./Bus Area No. : 1000 / 6400

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ADMINISTRATION MANAGER (EXE LEV)	26	0.0	1.0	1.0
ADMINISTRATIVE ASSISTANT	17	2.0	2.0	
ADMINISTRATIVE ASSOCIATE	13	0.0	2.0	2.0
ADMINISTRATIVE COORDINATOR	24	1.0	2.0	1.0
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	0.0	1.0	1.0
ADMINISTRATIVE SPECIALIST	20	4.0	4.0	
ASSISTANT DIRECTOR (EXE LEV)	32	3.0	1.0	(2.0)
CONTRACT ADMINISTRATOR	22	1.0	0.0	(1.0)
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	2.0	3.0	1.0
DEPUTY CHIEF POLICY OFFICER (EXE LEV)	36	0.2	0.0	(0.2)
DEPUTY DIRECTOR (EXE LEV)	34	2.0	3.0	1.0
DEPUTY DIRECTOR-FINANCE/ADMIN.	36	2.0	0.0	(2.0)
DIVISION MANAGER	29	11.0	11.0	
EXECUTIVE OFFICE ASSISTANT	15	1.0	2.0	1.0
FINANCE DIRECTOR	37	1.0	1.0	
FINANCIAL ANALYST I	15	1.0	1.0	
FINANCIAL ANALYST III	21	5.0	4.0	(1.0)
FINANCIAL ANALYST IV	25	18.0	18.0	
MANAGEMENT ANALYST II	18	1.0	1.0	
MANAGEMENT ANALYST III	21	1.0	2.0	1.0
MANAGEMENT ANALYST IV	25	2.0	2.0	
SENIOR AUDITOR	21	4.0	3.0	(1.0)
SENIOR FIXED ASSET SPECIALIST	17	1.0	0.0	(1.0)
SENIOR STAFF ANALYST	28	10.1	5.0	(5.1)
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	2.0	1.0
STAFF ANALYST	26	3.0	2.0	(1.0)
STUDENT INTERN I	4	2.5	0.0	(2.5)
SYSTEMS CONSULTANT	26	1.0	1.0	
Total FTEs		80.8	74.0	(6.8)
Less adjustment for Civilian Vacancy Factor		5.9	1.4	(4.5)
Full-Time Equivalents		74.9	72.6	(2.3)

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area Name : Finance Department
 Fund No./Bus Area No. : 1000 / 6400

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
6400020001	Economic Development - TIRZ			
415010	Industrial District Assessment	16,000,000	14,800,000	14,800,000
452020	Recoveries & Refunds	100,000	0	0
490120	Transfer from Component Unit	0	0	141,000
	Total Economic Development - TIRZ	16,100,000	14,800,000	14,941,000
6400030001	Public Finance			
424110	Other Interfund Services	0	0	50,000
6400050001	General Accounting			
426090	Demolition Fees	603,391	604,000	600,000
426120	Weed Cutting Fees	552,316	673,000	640,000
426480	Securing/Boarding - Nuisance Abatement	60,000	56,000	52,000
426485	Visual Blight - Nuisance Abatement	3,000	1,850	1,900
428030	Release of Liens	65,000	80,000	78,000
428080	Returned Check Charges	1,000	0	1,000
428100	Interest on Liens-COH	85,000	128,000	131,000
428105	Interest on Liens-Contract	540,000	577,000	600,000
434150	Streets & Bridges Assessments	56,000	73,000	75,000
434315	Reimbursement of Court Costs	0	5,000	0
434510	Prior Year Revenue	0	107,000	0
452030	Miscellaneous Revenue	0	2,000	0
490120	Transfer from Component Unit	0	0	11,773,000
	Total General Accounting	1,965,707	2,306,850	13,951,900
6400050002	Auditing			
424150	Interfund Auditing Services-601	226,873	226,873	229,000
6400050004	Tax & Rev Acctg			
411020	Current Property Tax	741,267,744	765,865,764	759,547,505
411030	Current Year Delinquent Property Tax	82,374,256	61,096,236	60,342,495
411040	Delinquent Property Tax - Prior Years	497,647	546,688	520,812
411120	Prior Year Delinquent Property Tax-1999	1,004	1,198	0
411130	Prior Year Delinquent Property Tax-2000	90,090	65,340	1,142
411140	Prior Year Delinquent Property Tax-2001	89,151	86,429	62,248
411150	Prior Year Delinquent Property Tax-2002	109,434	119,835	82,338
411160	Prior Year Delinquent Property Tax-2003	172,714	146,930	114,163
411170	Prior Year Delinquent Property Tax-2004	269,432	258,936	139,976
411171	Prior Year Delinquent Property Tax-2005	465,297	707,906	246,680
411172	Prior Year Delinquent Property Tax-2006	773,368	1,855,220	531,499
411173	Prior Year Delinquent Property Tax-2007	1,440,522	1,869,544	1,910,306
411174	Prior Year Delinquent Property Tax-2008	2,439,828	2,772,456	1,781,053
411175	Prior Year Delinquent Property Tax-2009	5,454,513	4,369,518	2,641,226
411176	Prior Year Delinquent Property Tax-2010	0	0	4,162,559
411180	Current Delinquent - P & I	4,645,424	4,513,953	4,298,707
411190	Penalty&Interest-Delinq. Property Tax	6,755,576	7,146,047	6,805,291
411210	Property Tax Rebates	(710,000)	(710,000)	(710,000)
412010	Sales Tax	473,754,000	490,883,000	518,912,000
413010	Mixed Beverage Tax	10,590,000	10,621,000	10,621,000
414010	Bingo Tax	206,000	175,000	185,000
428060	Other Interest Income	28,000	6,000	21,000
432010	Interest on Pooled Investments	6,750,000	5,000,000	3,000,000
452020	Recoveries & Refunds	0	0	63,000
	Total Tax & Rev Acctg	1,337,464,000	1,357,397,000	1,375,280,000
6400060001	Fleet Management			
424110	Other Interfund Services	0	191,000	0
6400070001	Capital Improvement Program			
424110	Other Interfund Services	1,250,000	79,000	0
	Total Finance Department	1,357,006,580	1,375,000,723	1,404,451,900

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Finance Department
 Fund No./Bus. Area No. : 1000 / 6400

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	5,057,000	5,067,254	5,067,254	5,092,713
500030	Salary Part Time - Civilian	48,026	0	0	0
500110	Bilingual Pay - Civilian	0	0	0	1,356
501050	Employee Awards	5,412	2,700	2,700	2,700
501070	Pension - Civilian	748,860	760,064	760,064	916,692
501120	Termination Pay - Civilian	14,603	15,451	15,451	15,451
501160	Vehicle Allowance - Civilian	8,544	8,558	8,558	12,858
502010	FICA - Civilian	375,839	369,132	369,132	379,388
503010	Health Ins-Act Civilian	406,321	452,153	452,153	484,867
503015	Basic Life Insurance - Active Civilian	2,943	3,050	3,050	3,044
503060	Long Term Disability-Civilian	5,799	6,345	6,345	6,207
503090	Workers Compensation-Civilian-Admin	13,377	15,717	15,717	14,588
503100	Workers Compensation-Civilian-Claim	591	600	600	600
504020	Compensation Contingency	0	4,062	4,062	0
504030	Unemployment Claims - Administration	4,510	2,531	2,531	57,939
Total	Personnel Services	6,691,825	6,707,617	6,707,617	6,988,403
511020	Construction Materials	1,535	0	0	0
511040	Audiovisual Supplies	0	2,235	2,235	2,235
511045	Computer Supplies	4,535	9,665	9,665	13,289
511050	Paper & Printing Supplies	3,020	7,800	7,800	8,800
511055	Publications & Printed Materials	1,913	3,791	3,791	4,441
511060	Postage	2,556	6,000	3,000	10,850
511070	Miscellaneous Office Supplies	43,217	20,737	20,737	18,335
511110	Fuel	10,113	3,778	3,778	7,600
511115	Vehicle Repair & Maintenance Supplies	0	0	0	6,016
511125	Food Supplies	457	0	0	0
511145	Small Tools & Minor Equipment	0	200	200	200
511150	Miscellaneous Parts & Supplies	4,494	3,500	3,500	3,500
Total	Supplies	71,840	57,706	54,706	75,266
520100	Temporary Personnel Services	47,784	23,445	23,445	0
520105	Accounting & Auditing Services	1,522,550	1,778,000	1,778,000	1,778,000
520107	Computer Info/Contr	17,000	0	0	0
520109	Medical Dental & Laboratory Services	0	500	500	500
520110	Management Consulting Services	270,781	283,650	283,650	292,291
520114	Miscellaneous Support Services	54	2,315	2,315	2,315
520119	Computer Equipment/Software Maintenance	444	10,000	10,000	14,000
520121	IT Application Svcs	18,735	2,050	5,050	5,212
520123	Vehicle & Motor Equipment Services	1,659	3,516	3,516	0
520136	Billing & Collection Services	1,066,768	1,100,000	1,100,000	1,135,000
520510	Mail/Delivery Services	951	2,650	2,650	2,650
520515	Print Shop Services	44,989	37,695	37,695	45,195
520605	Advertising Services	4,241	21,305	21,305	21,305
520705	Insurance Fees	1,995	2,349	2,349	2,630
520760	Contributions	0	0	0	11,773,000
520765	Membership & Professional Fees	2,720	10,500	10,500	355
520805	Education & Training	8,874	16,267	16,267	11,583
520905	Travel - Training Related	9,346	7,641	7,641	6,300
520910	Travel - Non-Training Related	12,554	13,200	13,200	11,790
521405	Building Maintenance Services	2,734	694	694	694
521605	Data Services	25	102	102	1,980
521610	Voice Services	61,062	22,550	22,550	76,427
521620	Voice Equipment	0	3,112	3,112	1,039

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Finance Department
 Fund No./Bus. Area No. : 1000 / 6400

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
521625	Voice Labor	785	448	448	501
521630	GIS Revolving Fund Services	0	3,106	3,106	75,094
521715	Office Equipment Rental	7,000	16,448	16,448	19,648
521725	Other Rental	0	0	0	75
521730	Parking Space Rental	28,473	27,600	27,600	31,890
522430	Miscellaneous Other Services & Charges	1,500	2,800	2,800	3,550
522721	Interfund HR Client Services	0	0	0	40,200
522722	KRONOS Service Chargeback	0	0	0	2,556
522795	Other Interfund Services	2,340	3,000	3,000	0
Total	Other Services and Charges	3,135,364	3,394,943	3,397,943	15,355,780
551010	Non-Capital Office Furniture & Equipment	2,394	1,000	1,000	0
551015	Non-Capital Computer Equipment	6,775	1,580	1,580	0
Total	Non-Capital Equipment	9,169	2,580	2,580	0
Grand Total Expenditures		9,908,198	10,162,846	10,162,846	22,419,449

HUMAN RESOURCES

Department Description and Mission

The Human Resources Department (HR) provides overall policy direction on human resource management issues and administrative support functions related to the management of employees for all City departments. The mission of the department is to be a strategic partner by providing Human Resources programs that attract, develop, retain, and engage a skilled and diverse workforce. The vision is to be universally recognized for Human Resources excellence and as a premier employer.

In addition to providing strategic central human resources functions, the Human Resources Department is responsible for administering the Health Benefits, Workers Compensation, and Long Term Disability programs. Further responsibilities include citywide coordination of the Combined Municipal Campaign program, the Employee Recognition program, temporary employee services, and publishing newsletters reporting City events, activities, and employee information.

The department manages the E.B. Cape Center, whose core curriculum includes professional development, safety and technical training for all City departments.

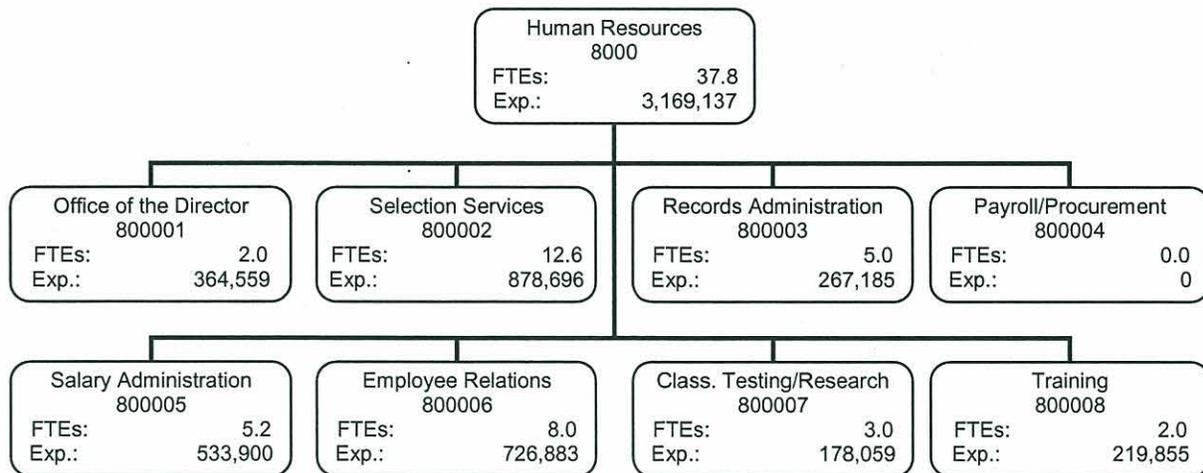
Department Short Term Goals

- Continue to pursue technological advances that improve operating efficiencies.
- Integrate new technologies across divisions to increase efficiency and effectiveness of central HR functions.
- Maximize features of SAP, NEOGOV, salary continuation program, automated personnel transaction program, and the new learning management system to improve operating efficiency in HR and other departments.

Department Long Term Goals

Develop the staff at all levels of the organization through formal programs offered through departments and across departments.

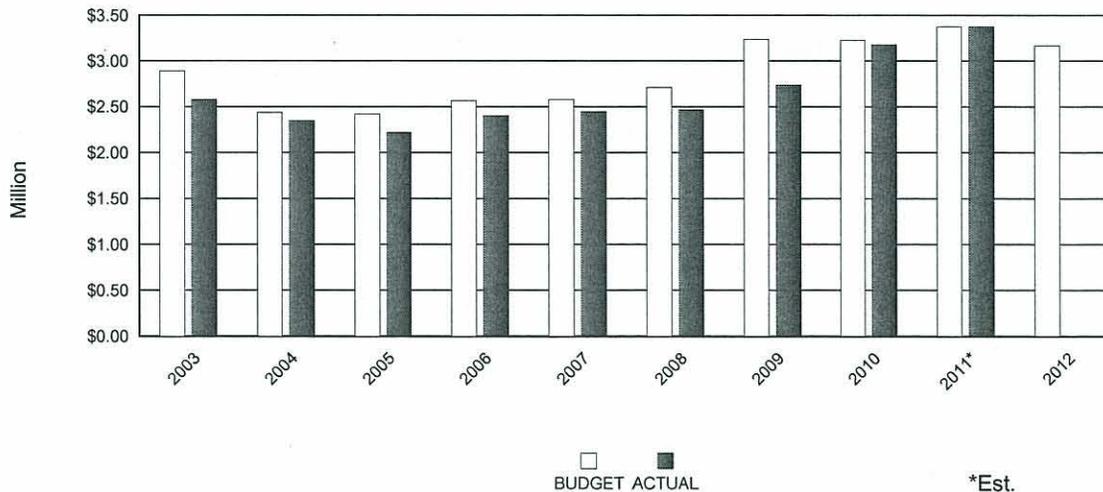
Department Organization



FISCAL YEAR 2012 BUDGET

Business Area Budget Summary					
Fund Name : General Fund					
Business Area Name : Human Resources					
Fund No./Bus. Area No. : 1000 / 8000					
		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	2,755,850	2,819,440	2,742,470	2,701,548
	Supplies	51,402	73,681	75,608	70,995
	Other Services and Charges	365,752	483,188	558,231	396,594
	Equipment	0	0	0	0
	Non-Capital Equipment	0	0	0	0
	Total M & O Expenditures	3,173,004	3,376,309	3,376,309	3,169,137
	Debt Service & Other Uses	7,794	1,335	1,335	0
	Total Expenditures	3,180,798	3,377,644	3,377,644	3,169,137
Revenues		329,187	4,500	10,000	6,000
Staffing	Full-Time Equivalents - Civilian	41.8	40.8	38.6	37.8
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	41.8	40.8	38.6	37.8
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o The E.B. Cape Center provides excellent training and professional development to City of Houston employees and leaders. The Center continues to develop and deliver new programs and to improve existing programs based on the needs of the City's departments. Customized training is also provided to specific organizations and individuals in response to their unique requirements. o Institutionalizing Personnel Action Request (PAR), Job Evaluation System and the Learning Management System (LMS). 				

**Human Resources
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Human Resources Fund No./Bus Area No. : 1000 / 8000			
Name: Office of the Director -- 800001			
Mission: To be a strategic partner by providing Human Resources programs that attract, develop, retain, and engage a skilled and diverse workforce.			
Goal: Provide support to the functions/responsibilities of the various programs of the departments.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Dept administrator strategy sessions	12	24	24
Name: Selection Services -- 800002			
Mission: To be a strategic partner by providing Human Resources programs that attract, develop, retain, and engage a skilled and diverse workforce.			
Goal: Provide recruitment/selection support to departments. Track applicants, analyze staffing trends and process all personnel actions. Ensure compliance with all applicable laws, regulations and codes.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Applications processed	222,577	188,308	220,000
Vacancies filled	4,114	3,257	4,500
Personnel actions prepared	7,220	4,543	7,500
Name: Records Administration -- 800003			
Mission: To be a strategic partner by providing Human Resources programs that attract, develop, retain, and engage a skilled and diverse workforce.			
Goal: Maintain custody of the official personal records for all active and inactive employees.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Folders retrieved & filed	7,218	5,107	8,000
Emp. Perf. Eval. processed	17,498	18,561	16,000
Phone/written verification	107,222	5,912	3,600
Documents received	61,407	38,538	50,000

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Human Resources Fund No./Bus Area No. : 1000 / 8000			
Name: Payroll/Procurement -- 800004			
Mission: Reorganized within the department in FY2010.			
Goal: N/A			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
N/A	N/A	N/A	N/A
Name: Salary Administration -- 800005			
Mission: To be a strategic partner by providing Human Resources programs that attract, develop, retain, and engage a skilled and diverse workforce.			
Goal: Administer the City's classification and compensation programs to facilitate the acquisition and maintenance of an experienced, competitive workforce. Ensure compliance with all applicable laws, regulations and codes.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Job Audits	21	35	N/A
Job Audit/Desc Reviews	0	20	N/A
Teaching/Training	32	17	30
Salary surveys	207	164	200
Job Description	N/A	N/A	50
Name: Employee Relations -- 800006			
Mission: To be a strategic partner by providing Human Resources programs that attract, develop, retain, and engage a skilled and diverse workforce.			
Goal: Provide City employees with a forum to address and correct real and perceived problems. Provide administrative support to the Civil Service Commission (CSC) and Police Officers Civil Service Commission (POCSC).			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
No. of Step III processed	26	25	30
No. Step IV Processed	20	10	15
No. of Commission Reviews	30	40	45
No. of Commission Hearings	40	65	70

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures

Fund Name : General Fund
Business Area Name : Human Resources
Fund No./Bus Area No. : 1000 / 8000

Name: Classified Testing and Research -- 800007

Mission: To be a strategic partner by providing Human Resources programs that attract, develop, retain, and engage a skilled and diverse workforce.

Goal: Administer exams in Police and Fire Departments as mandated by Chapter 143 of the Texas Local Government Code.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Promotional applicants tested	972	588	1,335
Question written & edited	809	1,289	1,020
Police/ Fire Cadets tested	1,500	1,508	2,275
Exams administered	9	16	11

Name: Training -- 800008

Mission: To be a strategic partner by providing Human Resources programs that attract, develop, retain, and engage a skilled and diverse workforce.

Goal: Provide formal training/staff development programs aimed at meeting special needs of City departments in such areas as: management/supervisory development, employee development, technology, and orientation for new employees.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
New employee orientation	12	9	9
Classes by HR trainers	N/A	121	135
Employees trained	8,271	12,012	13,000
Develop new courses	31	33	32

FISCAL YEAR 2012 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Human Resources Fund No./Bus Area No. : 1000 / 8000							
Division Description		FY2010 Actual		FY2011 Estimate		FY2012 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Office of the Director	800001						
Provide executive support and leadership to all divisions/programs of the department.		1.5	247,109	2.0	366,659	2.0	364,559
Selection Services	800002						
Develop/utilize more extensive recruiting networks. Improve communication of employment opportunities and quality of service to applicants and departments within the City of Houston. Process personnel actions and generate computer reports using Applicant Tracking System.		16.7	1,110,512	14.1	921,258	12.6	878,696
Records Administration	800003						
Accurate and timely maintenance of onsite and archived employee records. Administer the employment verification contract ensuring vendor compliance and timely response to numerous TPIA requests, subpoenas and social service requests.		4.8	239,542	4.9	271,071	5.0	267,185
Payroll/Procurement	800004						
Reorganized within the department in FY2010.		0.8	31,828	0.0	0	0.0	0
Salary Administration	800005						
Develop, administer, review and maintain the job evaluations and descriptions, pay structures, variable pay programs and salary studies. Report on compensation issues. Administer organizational management module in SAP. Provide consultive services to departments on classification and compensation matters.		6.5	571,882	5.7	645,806	5.2	533,900
Employee Relations	800006						
Administer classified/municipal grievance system as mandated by Local Govt. Code/Code of Ordinances, Section 14-50 Ord. Meet and Confer. Schedule disciplinary appeals/arbitration as mandated by City Charter and Texas Local Government Code.		4.8	384,272	6.4	609,410	8.0	726,883

FISCAL YEAR 2012 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Human Resources Fund No./Bus Area No. : 1000 / 8000							
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget		
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$	
Classified Testing and Research 800007 Develop and administer classified promotional exams for Fire and Police Chapter 143 positions in 120 days of receipt of the source material. Assist Fire and Police to active timely hiring of trainees through cooperative efforts in scheduling and administering entrance exams.	2.7	194,357	2.5	219,344	3.0	178,059	
Training 800008 Provide quality training programs that will enhance the efficiency and productivity of participants and meet specific department/employee needs. Promote City Accreditation Program for Supervisors (CAPS).	4.0	401,296	3.0	344,096	2.0	219,855	
Total	41.8	3,180,798	38.6	3,377,644	37.8	3,169,137	

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Human Resources
Fund No./Bus Area No. : 1000 / 8000

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ADMINISTRATIVE AIDE	10	3.0	2.0	(1.0)
ADMINISTRATIVE ASSISTANT	17	1.0	1.0	
ADMINISTRATIVE SPECIALIST	20	1.0	1.0	
AFFIRMATIVE ACTION SPECIALIST	20	0.0	2.0	2.0
ASSISTANT DIRECTOR-HUMAN RESOURCES (EXE LEV)	32	2.0	1.0	(1.0)
COMPENSATION SPECIALIST	18	1.0	1.0	
CUSTOMER SERVICE CLERK	10	3.0	1.0	(2.0)
DIVISION MANAGER	29	2.8	3.8	1.0
HUMAN RESOURCES ASSISTANT	13	1.7	1.0	(0.7)
HUMAN RESOURCES DIRECTOR	35	1.0	1.0	
HUMAN RESOURCES SPECIALIST	17	2.0	2.0	
HUMAN RESOURCES SUPERVISOR	24	2.0	2.0	
HUMAN RESOURCES TECHNICIAN	12	2.0	2.0	
MANAGEMENT ANALYST IV	25	1.0	1.0	
OFFICE SUPERVISOR	17	1.0	1.0	
RECORDS SUPERVISOR	18	1.0	1.0	
RECORDS TECHNICIAN	9	4.0	4.0	
SENIOR CLERK	8	0.7	0.8	0.1
SENIOR HUMAN RESOURCES SPECIALIST	21	9.8	9.8	
SENIOR TRAINER	21	2.0	1.0	(1.0)
Total FTEs		42.0	39.4	(2.6)
Less adjustment for Civilian Vacancy Factor		1.2	1.6	0.4
Full-Time Equivalents		40.8	37.8	(3.0)

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area Name : Human Resources
Fund No./Bus Area No. : 1000 / 8000

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
8000010001	Office of the Director			
426330	Miscellaneous Copies Fees	4,500	10,000	6,000
Total	Human Resources	<u>4,500</u>	<u>10,000</u>	<u>6,000</u>

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Human Resources
 Fund No./Bus. Area No. : 1000 / 8000

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	1,860,217	1,946,242	1,889,176	1,808,480
500030	Salary Part Time - Civilian	91,629	146,175	146,609	133,421
500060	Overtime - Civilian	3	0	49	0
500110	Bilingual Pay - Civilian	6,879	6,325	5,363	5,422
501070	Pension - Civilian	276,648	296,334	292,095	325,526
501120	Termination Pay - Civilian	127,940	0	2,743	0
501160	Vehicle Allowance - Civilian	2,037	4,200	4,200	4,200
502010	FICA - Civilian	149,265	157,778	154,395	145,397
503010	Health Ins-Act Civilian	222,429	247,257	235,000	235,046
503015	Basic Life Insurance - Active Civilian	1,046	1,235	1,174	1,094
503060	Long Term Disability-Civilian	3,003	3,407	2,972	3,009
503090	Workers Compensation-Civilian-Admin	7,569	9,108	8,530	7,583
503100	Workers Compensation-Civilian-Claim	185	0	164	0
504030	Unemployment Claims - Administration	7,000	1,379	0	32,370
Total	Personnel Services	2,755,850	2,819,440	2,742,470	2,701,548
511040	Audiovisual Supplies	0	500	100	1,500
511045	Computer Supplies	6,719	5,900	5,600	6,200
511050	Paper & Printing Supplies	341	6,160	5,760	7,060
511055	Publications & Printed Materials	9,888	25,660	17,860	19,700
511060	Postage	3,780	5,075	5,075	6,675
511070	Miscellaneous Office Supplies	17,205	20,273	38,100	28,600
511125	Food Supplies	12,723	8,613	1,613	0
511150	Miscellaneous Parts & Supplies	746	1,500	1,500	1,260
Total	Supplies	51,402	73,681	75,608	70,995
520100	Temporary Personnel Services	22,855	47,812	68,811	30,500
520108	Information Resource Services	167	38,000	38,000	0
520109	Medical Dental & Laboratory Services	155	0	0	0
520110	Management Consulting Services	32,498	112,250	107,250	51,000
520114	Miscellaneous Support Services	127,156	102,504	157,085	124,819
520119	Computer Equipment/Software Maintenance	109,438	88,800	95,800	91,500
520121	IT Application Svcs	2,484	7,175	7,175	5,104
520126	Construction Site Work Services	0	2,982	0	0
520515	Print Shop Services	10,041	4,500	4,500	4,000
520520	Printing & Reproduction Services	123	2,160	2,160	2,160
520605	Advertising Services	0	1,500	1,500	1,000
520705	Insurance Fees	350	1,098	1,098	468
520765	Membership & Professional Fees	1,590	5,335	5,335	5,375
520805	Education & Training	9,640	15,835	15,835	18,485
520905	Travel - Training Related	1,403	3,200	1,900	1,400
520910	Travel - Non-Training Related	556	100	100	100
521605	Data Services	4,389	6,289	6,289	11,520
521610	Voice Services	14,100	11,644	11,644	11,775
521620	Voice Equipment	270	79	79	109
521625	Voice Labor	246	606	606	343
521630	GIS Revolving Fund Services	0	1,672	1,672	1,660
521730	Parking Space Rental	6,408	10,600	13,872	14,000
522430	Miscellaneous Other Services & Charges	2,521	3,247	1,720	1,720
522722	KRONOS Service Chargeback	0	0	0	2,556
522780	Interfund Photo Copy Services	19,362	15,800	15,800	17,000
Total	Other Services and Charges	365,752	483,188	558,231	396,594
532120	Transfer to Fleet/Eq	7,794	1,335	1,335	0
Total	Debt Service and Other Uses	7,794	1,335	1,335	0
Grand Total Expenditures		3,180,798	3,377,644	3,377,644	3,169,137

INFORMATION TECHNOLOGY DEPARTMENT

Department Description and Mission

The Information Technology Department was created in 2002 to improve technology utilization throughout the City by using proven and emerging strategies to reduce cost, limit growth and improve citizen services, as well as, reduce security and system failure risks.

Primary Objectives of the Department:

1. Create a new Information Technology Department that focuses on delivering services in alignment with its clients' requirements.
2. Consistently deliver innovative solutions to business requirements while minimizing operating expense.
3. Reduce cost of IT services by leveraging resources, streamlining processes, consolidating facilities, adopting new technology and aggregating purchases.
4. Reduce IT spending by eliminating duplication of effort.
5. Improve IT services.

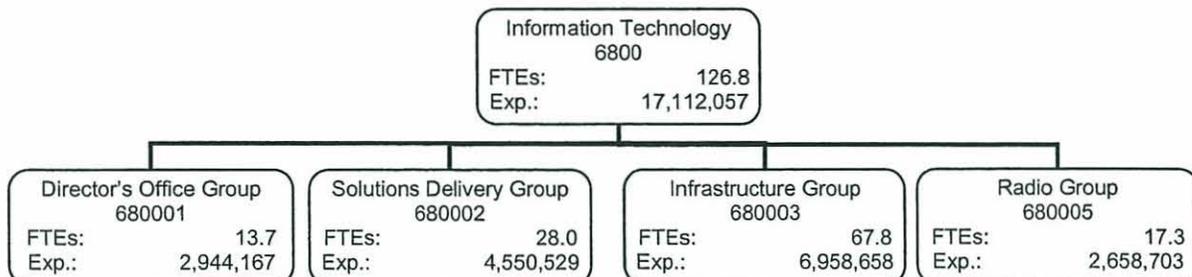
Department Short Term Goals

1. Consolidate IT resources, starting with Phase I departments.
2. Position new IT Organization for future phases of consolidation.
3. Establish an IT Governance process.
4. Transition the initial phase for the public service users of the new radio system.
5. Implement a custom developed system for Municipal Court Case Management.
6. Continue to assist HPD in the implementation of the Next Generation Records Management Technology.
7. Consolidate data centers/servers to reduce operating and capital expenses and implement an effective Disaster Recovery Plan over the next three years.

Department Long Term Goals

1. Implement an effective Disaster Recovery Plan and establish a Network Operating Center to provide 24/7 monitoring.
2. Development of a Citywide Security Framework.
3. Implement new service delivery processes that are documented and commit to Service Accountability Standards.
4. Establish capability to operate all of the City's data centers and servers.
5. Significantly improve reliability and stability of email, networks, etc.
6. Reduce cost of IT services by defining and managing performance against defined performance metrics; consolidating processes and facilities; adopting new technology; aggregating purchases across consolidated departments.

Department Organization



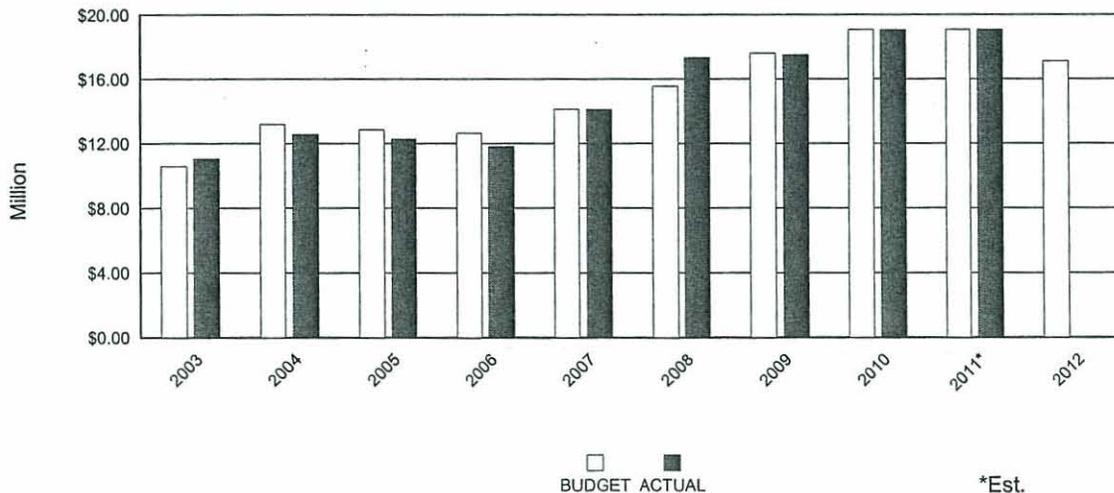
FISCAL YEAR 2012 BUDGET

Business Area Budget Summary

Fund Name : General Fund
 Business Area Name : Information Technology
 Fund No./Bus. Area No. : 1000 / 6800

		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	15,801,410	14,926,702	14,940,786	12,707,792
	Supplies	142,358	494,075	479,659	455,750
	Other Services and Charges	3,097,374	3,655,486	3,655,818	3,948,515
	Equipment	0	0	0	0
	Non-Capital Equipment	17,918	0	0	0
	Total M & O Expenditures	19,059,060	19,076,263	19,076,263	17,112,057
	Debt Service & Other Uses	6,233	570	570	0
	Total Expenditures	19,065,293	19,076,833	19,076,833	17,112,057
Revenues		123,164	537,090	537,090	537,090
Staffing	Full-Time Equivalents - Civilian	168.8	164.4	155.9	126.8
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	168.8	164.4	155.9	126.8
	Full-Time Equivalents - Overtime	0.8	1.1	1.1	0.7
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o Consolidate IT Resources, starting with Phase I Departments, building the foundation for a more responsive and reliable IT. o Reduce cost of IT services by leveraging resources, streamlining processes, consolidating facilities, adopting new technology and aggregating purchases. o Implement the initial phase for the public service users of the new radio system. o Upgrade the 3-1-1 System to next generation technology. o Continue to assist HPD in the implementation of next generation records management technology. o Begin the process of consolidating data centers/servers to reduce operating and capital expenses and to implement an effective Disaster Recovery Plan over the next three years. 				

**Information Technology
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Information Technology Fund No./Bus Area No. : 1000 / 6800			
Name: IT - Director's Office Group -- 680001			
Mission: To improve the quality of services to our customers (citizens and employees) on a daily basis through cross-functional teamwork while minimizing operating expenses and improving the City's business processes.			
Goal: To provide citywide leadership for technology management and direction of department and administrative support functions.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
IT staff to COH employees	1:132	1:176	1:185
Client satisfaction	N/A	N/A	90%
1st call resolution	N/A	70%	95%
Cost Benefit Analysis proj	N/A	N/A	75%
Name: IT- Solutions Delivery Group -- 680002			
Mission: Responsible for providing citywide applications support to the City's core business systems, as well as, support for selected departmental applications. Solutions Delivery's mission is to ensure that its client departments technology needs are well understood, organized, efficiently delivered, and effectively supported.			
Goal: The primary goal of Solutions Delivery is to develop, deliver, and sustain citywide and departmental software applications that support the needs of its business users. Solutions Delivery is responsible for consulting with client departments' to understand their business operations and technology requirements, overseeing the process by which projects are identified, defined, prioritized, funded and executed.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Attribute work to clients	79.5%	70.0%	75.0%
Uptime percentage	N/A	95.0%	97.5%
Project mgmt processes	N/A	N/A	50.0%
Defined bus. processes	N/A	N/A	1,000
Meta data fields defined	N/A	N/A	1,500
Name: IT - Infrastructure Group -- 680003			
Mission: To improve the quality of services to our customers (citizens and employees) on a daily basis through cross-functional teamwork while minimizing operating expenses and improving the City's business processes.			
Goal: To provide a reliable and secure network infrastructure, an effective and efficient (secure, reliable, highly available, and scalable) server operations infrastructure and a reliable telecommunications infrastructure and to support the departments' 4,000 desktop users.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Desktops supported	2,800	3,250	3,250
User satisfaction	4.6	4.6	4.6
Network availability	95.0%	95.0%	95.0%
Key systems availability	95.0%	95.0%	95.0%
Service requests	9,000	11,000	11,000

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures

Fund Name : General Fund
Business Area Name : Information Technology
Fund No./Bus Area No. : 1000 / 6800

Name: IT - Radio Group -- 680005

Mission: To improve the quality of services to our customers (citizens and employees) on a daily basis through cross-functional teamwork while minimizing operating expenses and improving the City's business processes.

Goal: To provide leadership and direction for converting to a 700MHz radio system. Provide management and oversight of the City's existing radio systems.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Old infrastructure avail.	89.0%	95.0%	95.0%
Repeaters/Rcvrs supported	608	608	608
Fire station alert avail.	99.9%	99.9%	99.9%
New system training	15 Hours	300 Hours	300 Hours

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Information Technology Fund No./Bus Area No. : 1000 / 6800						
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
IT - Director's Office Group 680001 Citywide IT oversight, administrative support in financial analysis and reporting, cost accounting, capital planning, project staffing, funds management, asset management, procurement, contract compliance, open records and accounts payable. Management of cost common to entire IT Department.	19.5	2,767,425	19.2	2,686,717	13.7	2,944,167
IT- Solutions Delivery Group 680002 Provides citywide applications support and IT solutions for business processes to City departments. Responsible for implementing and supporting commercial off-the-shelf applications like 3-1-1, Fleet, the Contact Center, etc. The ERP Team supports Procurement, Human Resources, Financials, and Payroll applications.	48.2	6,851,542	34.2	5,640,189	28.0	4,550,529
IT - Infrastructure Group 680003 Provides help desk /field support for citywide applications. Manages the City's network/telecommunications infrastructure, internet access and remote connectivity to ensure the reliability. Manages server platforms, storage systems, data center facilities, server rooms, e-mail, communication systems, and system management tools.	85.2	7,367,880	76.0	7,546,417	67.8	6,958,658
IT - Radio Group 680005 Responsible for upgrading current city radios to 700 MHz. (Radio Interoperability Project). The four existing radio systems will be replaced with a reliable, effective and efficient radio system that will improve Citywide communications and provide for inter-agency interoperability between City, County, Regional, State and Federal agencies.	15.9	2,078,446	26.5	3,203,510	17.3	2,658,703
Total	168.8	19,065,293	155.9	19,076,833	126.8	17,112,057

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Information Technology
Fund No./Bus Area No. : 1000 / 6800

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ACCOUNTANT	17	1.0	1.0	
ACCOUNTANT ASSOCIATE	14	1.0	0.0	(1.0)
ACCOUNTANT MANAGER	27	1.0	1.0	
ACCOUNTANT SUPERVISOR	24	1.0	0.0	(1.0)
ADMINISTRATIVE AIDE	10	1.0	0.0	(1.0)
ADMINISTRATIVE ASSISTANT	17	3.0	1.0	(2.0)
ADMINISTRATIVE ASSOCIATE	13	1.0	1.0	
ADMINISTRATIVE COORDINATOR	24	5.8	5.0	(0.8)
ADMINISTRATIVE SPECIALIST	20	1.0	1.0	
ADMINISTRATIVE SUPERVISOR	22	2.0	0.4	(1.6)
ASSISTANT DIRECTOR (EXE LEV)	32	4.0	4.0	
ASSISTANT OPERATIONS MANAGER	22	1.0	1.0	
CENTRAL NETWORK ADMINISTRATOR	26	7.0	7.0	
CHIEF INFORMATION OFFICER (EXE LEV)	36	1.0	0.2	(0.8)
COMMUNICATIONS TECHNICIAN	15	1.0	1.0	
COMMUNICATIONS TECHNICIAN SUPERVISOR	25	4.0	2.5	(1.5)
COMPUTER OPERATOR	10	2.0	1.0	(1.0)
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	1.0	1.0	
DEPUTY CITY CONTROLLER (EXE LEV)	36	1.0	1.0	
DEPUTY DIRECTOR (EXE LEV)	34	2.5	1.4	(1.1)
DIVISION MANAGER	29	3.0	2.0	(1.0)
ERP BUSINESS SYSTEMS CONSULTANT	28	5.0	3.0	(2.0)
EXECUTIVE OFFICE ASSISTANT	15	0.0	1.0	1.0
FINANCIAL ANALYST III	21	1.0	1.0	
FINANCIAL ANALYST IV	25	3.0	0.5	(2.5)
FIXED ASSET MANAGER	25	1.0	1.0	
HUMAN RESOURCES SUPERVISOR	24	1.0	0.0	(1.0)
INFORMATION SYSTEMS ADMINISTRATOR	30	3.0	1.0	(2.0)
INVENTORY MANAGEMENT SUPERVISOR	17	1.0	0.0	(1.0)
IRM MANAGER	29	3.3	5.6	2.3
IT PROJECT MANAGER	28	7.0	5.2	(1.8)
LAN SPECIALIST	26	2.0	2.0	
MAINTENANCE MECHANIC III	14	1.0	1.0	
MANAGEMENT ANALYST IV	25	1.0	0.0	(1.0)
MICROCOMPUTER ANALYST	20	8.0	9.0	1.0
OPERATIONS MANAGER	27	2.0	2.0	
OPERATIONS SUPERVISOR	18	2.0	0.0	(2.0)
PROGRAMMER ANALYST III	22	1.0	0.0	(1.0)
PROGRAMMER ANALYST IV	25	2.0	2.0	
PROJECT MANAGER	24	0.1	0.0	(0.1)
SENIOR BUYER	22	0.0	1.0	1.0
SENIOR CENTRAL NETWORK ADMINISTRATOR	28	2.0	1.0	(1.0)
SENIOR COMMUNICATIONS TECHNICIAN	19	2.0	2.0	
SENIOR DATA BASE ANALYST	25	1.0	1.0	
SENIOR ERP BUSINESS SYSTEMS ANALYST	26	2.0	0.0	(2.0)
SENIOR FIXED ASSET SPECIALIST	17	1.0	1.0	
SENIOR IS/IT HELP DESK COORDINATOR	14	1.0	0.0	(1.0)
SENIOR MICROCOMPUTER ANALYST	23	11.0	11.0	
SENIOR TELECOMMUNICATIONS SPECIALIST	21	6.0	5.0	(1.0)
STAFF ANALYST	26	1.0	1.0	
STUDENT INTERN I	4	1.0	1.0	
STUDENT INTERN II	10	1.8	0.0	(1.8)

Business Area Roster Summary

Fund Name : General Fund
 Business Area Name : Information Technology
 Fund No./Bus Area No. : 1000 / 6800

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
SYSTEMS ACCOUNTANT IV	29	3.0	2.0	(1.0)
SYSTEMS CONSULTANT	26	3.5	3.0	(0.5)
SYSTEMS SUPPORT ANALYST I	16	1.0	1.0	
SYSTEMS SUPPORT ANALYST III	22	1.0	1.0	
SYSTEMS SUPPORT ANALYST IV	25	7.5	5.0	(2.5)
TECHNICAL HARDWARE ANALYST I	17	3.0	3.0	
TECHNICAL HARDWARE ANALYST II	21	15.0	14.0	(1.0)
TECHNICAL HARDWARE ANALYST III	23	12.0	4.0	(8.0)
TELECOMMUNICATIONS SPECIALIST	18	5.0	3.0	(2.0)
Total FTEs		170.5	126.8	(43.7)
Less adjustment for Civilian Vacancy Factor		6.1	0.0	(6.1)
Full-Time Equivalents		164.4	126.8	(37.6)

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area Name : Information Technology
Fund No./Bus Area No. : 1000 / 6800

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
6800050001	IT - Radio Comm Services			
424030	Intfd Computer Dev	0	38,000	0
457020	Interfund Communication Equipment Repair	537,090	499,090	537,090
Total	IT - Radio Comm Services	<u>537,090</u>	<u>537,090</u>	<u>537,090</u>
Total	Information Technology	<u>537,090</u>	<u>537,090</u>	<u>537,090</u>

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area Name : Information Technology
Fund No./Bus. Area No. : 1000 / 6800

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	11,176,628	10,501,510	10,246,618	8,922,542
500030	Salary Part Time - Civilian	57,355	54,180	87,920	0
500060	Overtime - Civilian	105,946	84,000	84,000	55,000
500090	Premium Pay - Civilian	9,732	7,500	7,500	8,000
500110	Bilingual Pay - Civilian	1,808	2,000	2,000	0
500180	Temporary Employees	59,804	64,729	64,729	0
500210	Pay for Performance-Municipal	2,109	7,000	0	0
501070	Pension - Civilian	1,676,398	1,607,863	1,570,735	1,606,058
501120	Termination Pay - Civilian	695,620	592,480	893,534	50,000
501160	Vehicle Allowance - Civilian	16,704	22,880	15,120	22,880
502010	FICA - Civilian	839,018	802,164	782,577	676,913
503010	Health Ins-Act Civilian	1,070,680	1,112,406	1,090,317	1,044,343
503015	Basic Life Insurance - Active Civilian	5,851	6,585	6,585	5,224
503060	Long Term Disability-Civilian	13,057	13,775	13,775	10,805
503090	Workers Compensation-Civilian-Admin	30,025	34,376	34,376	25,425
503100	Workers Compensation-Civilian-Claim	36,409	7,500	12,500	0
504030	Unemployment Claims - Administration	4,266	5,754	28,500	280,602
Total	Personnel Services	15,801,410	14,926,702	14,940,786	12,707,792
511025	Electrical Hardware & Parts	0	104,111	130,128	150,000
511040	Audiovisual Supplies	89	0	0	0
511045	Computer Supplies	46,231	68,250	46,250	34,750
511050	Paper & Printing Supplies	461	2,733	1,000	0
511055	Publications & Printed Materials	1,353	500	700	0
511070	Miscellaneous Office Supplies	48,017	51,460	38,560	26,000
511095	Small Technical & Scientific Equipment	0	156,450	156,450	168,000
511110	Fuel	10,970	52,671	52,671	40,000
511115	Vehicle Repair & Maintenance Supplies	0	3,000	1,000	5,000
511120	Clothing	0	5,400	5,400	0
511125	Food Supplies	806	6,000	4,000	0
511145	Small Tools & Minor Equipment	0	17,500	17,500	12,000
511150	Miscellaneous Parts & Supplies	34,431	26,000	26,000	20,000
Total	Supplies	142,358	494,075	479,659	455,750
520100	Temporary Personnel Services	715,508	175,000	175,000	50,000
520101	Janitorial Services	0	4,500	0	0
520107	Computer Info/Contr	11,310	197,000	197,000	439,775
520109	Medical Dental & Laboratory Services	62	750	750	0
520110	Management Consulting Services	1,022,850	1,279,548	1,244,744	1,188,840
520114	Miscellaneous Support Services	16,115	1,000	1,000	0
520115	Real Estate Lease/Office Rental	0	4,200	0	0
520119	Computer Equipment/Software Maintenance	7,673	99,100	99,100	39,000
520120	Communications Equipment Services	6,965	44,000	44,000	10,000
520121	IT Application Svcs	303,168	307,500	277,500	340,272
520123	Vehicle & Motor Equipment Services	16,603	16,500	27,800	17,000
520126	Construction Site Work Services	49,591	0	0	0
520510	Mail/Delivery Services	280	500	500	0
520515	Print Shop Services	616	2,100	2,100	0
520520	Printing & Reproduction Services	1,035	1,500	1,500	0
520605	Advertising Services	6,570	6,500	7,000	0
520705	Insurance Fees	43,212	40,478	46,237	316,585
520765	Membership & Professional Fees	32,102	27,400	30,100	0
520805	Education & Training	27,525	122,500	114,000	0
520815	Tuition Reimbursement	3,948	8,050	4,050	4,000

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Information Technology
 Fund No./Bus. Area No. : 1000 / 6800

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
520905	Travel - Training Related	8,355	31,000	31,000	0
520910	Travel - Non-Training Related	10,138	10,000	10,000	0
521405	Building Maintenance Services	12,381	6,800	10,550	0
521415	Land and Grounds Maintenance	0	5,250	1,500	2,000
521505	Electricity	0	48,000	0	0
521510	Natural Gas	315	204	204	0
521605	Data Services	125,884	131,174	181,174	336,005
521610	Voice Services	194,616	251,319	184,319	178,728
521620	Voice Equipment	61,918	47,976	94,976	34,532
521625	Voice Labor	17,080	14,409	14,409	12,015
521630	GIS Revolving Fund Services	0	6,051	6,051	6,005
521715	Office Equipment Rental	26,345	21,100	21,100	19,100
521725	Other Rental	249,146	607,381	694,808	770,000
521730	Parking Space Rental	96,180	112,496	112,496	80,000
522305	Freight Charges	0	1,300	1,300	0
522430	Miscellaneous Other Services & Charges	28,533	21,550	19,550	8,800
522721	Interfund HR Client Services	0	0	0	89,893
522722	KRONOS Service Chargeback	0	0	0	5,965
522735	Interfund Communication Equipment Repair	1,350	1,350	0	0
Total	Other Services and Charges	3,097,374	3,655,486	3,655,818	3,948,515
551015	Non-Capital Computer Equipment	17,918	0	0	0
Total	Non-Capital Equipment	17,918	0	0	0
532120	Transfer to Fleet/Eq	6,233	570	570	0
Total	Debt Service and Other Uses	6,233	570	570	0
Grand Total Expenditures		19,065,293	19,076,833	19,076,833	17,112,057

LEGAL

Department Description and Mission

The mission of the Legal Department is to provide the City of Houston with the highest quality municipal legal services, facilitate the operations of the City and protect its interests. The department is organized into eight (General Fund) sections to accomplish this mission: Staff Administration, General Counsel, Municipal Prosecution, Real Estate, Neighborhood Service, Contracts, PWE Legal Administration and Office of Inspector General.

The Legal Department's work is funded primarily from the General Fund and the Property and Casualty Fund. Additionally, some legal services related to workers compensation benefits are funded out of the Workers Compensation Administration Fund.

The central duties of the Legal Department funded from the General Fund include the preparation of City ordinances and resolutions, research and drafting of legal opinions, preparation of contracts, bond issue representation, deed restriction (DR) enforcement, support for the dangerous building demolition project, utility regulation, collection of revenue on past due accounts, claims resolution, personnel actions, prosecution of violators of City ordinances, and representing the City in commercial and employment litigation.

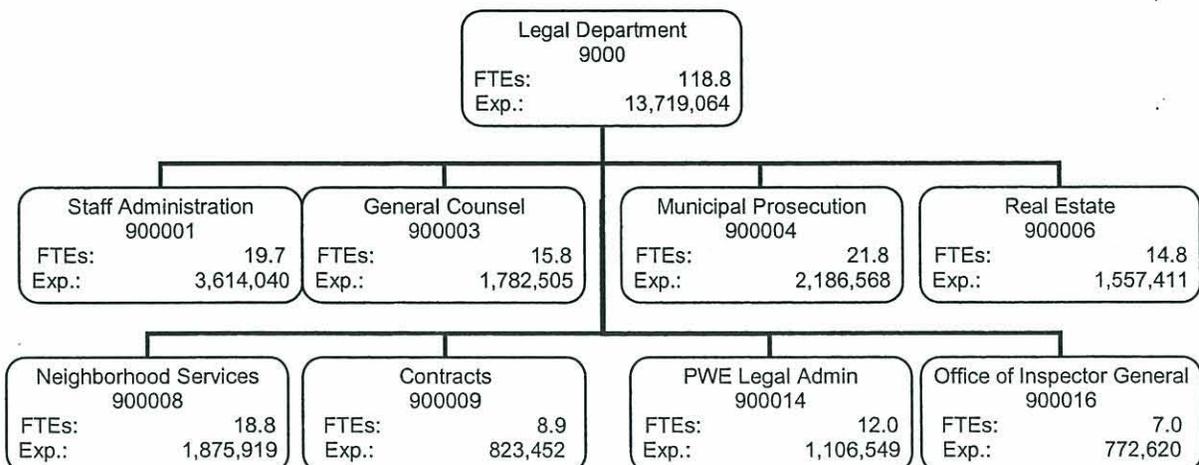
Department Short Term Goals

- Provide greater efficiencies in the provision of high quality and timely legal services.
- Enhance coordination of legal services related to neighborhood preservation and focus attention on consistency in litigation and administrative hearing processes.
- Seek to enhance responsiveness to requests for ordinance and opinion research and drafting.
- Review the department's computer technology and support services to maximize efficient use of resources.
- Recover funds for the City and seek incentives to assist in recruiting and retaining high quality personnel.
- Improve awareness by City employees of liability concerns through training.

Department Long Term Goals

- Reduce turnaround time for assignments and expand use of technology to enhance efficiency of service.
- Continue to improve incentives to aid in recruiting and retaining high quality professionals.

Department Organization



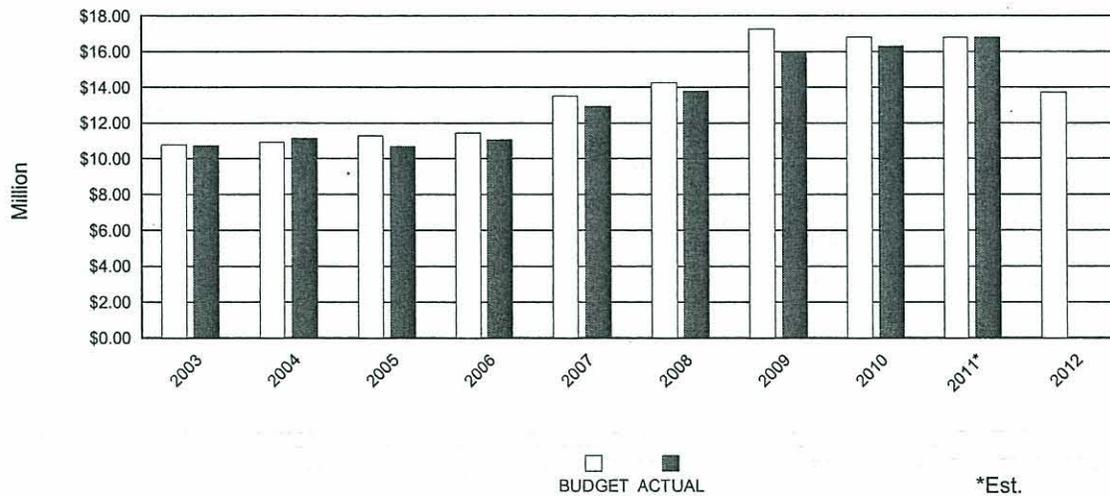
FISCAL YEAR 2012 BUDGET

Business Area Budget Summary

Fund Name : General Fund
 Business Area Name : Legal
 Fund No./Bus. Area No. : 1000 / 9000

		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	14,943,943	15,515,478	15,559,006	12,003,716
	Supplies	459,473	368,852	354,800	353,900
	Other Services and Charges	898,490	915,334	885,858	1,361,448
	Total M & O Expenditures	<u>16,301,906</u>	<u>16,799,664</u>	<u>16,799,664</u>	<u>13,719,064</u>
	Debt Service & Other Uses	8,584	2,767	2,767	0
	Total Expenditures	<u>16,310,490</u>	<u>16,802,431</u>	<u>16,802,431</u>	<u>13,719,064</u>
Revenues		926,230	1,247,598	1,247,134	1,123,824
Staffing	Full-Time Equivalents - Civilian	161.0	169.8	162.3	118.8
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>161.0</u>	<u>169.8</u>	<u>162.3</u>	<u>118.8</u>
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o In FY2012 the City Attorney is instituting a re-organization effort to have the Legal Department closely resemble and operate as a law firm. o Land Use Section has merged into the Real Estate Section in FY2012. o Defense Litigation Section dissolved and personnel moved to the Labor, Employment and Civil Rights Section and the General Litigation Section in FY2012. o The FY2012 reorganization and transfer of 25 FTEs from the General Fund decreased personnel budget by \$2,897,974. o FY2012 Management Consulting Services' Budget includes \$500,000 for contract services associated with redistricting. 				

**Legal
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures

Fund Name : General Fund
Business Area Name : Legal
Fund No./Bus Area No. : 1000 / 9000

Name: LGL - Staff Administration Section -- 900001

Mission: To facilitate the general operations of the department and to support the efforts of its attorneys and paralegals in completing their primary functions.

Goal: Maintain continuous operation of dept PC environment, control records management from inception to archiving, create/monitor/close POs. Process timely payments to vendors and employee reimbursements, manage petty cash/check book to expedite court payments, respond to all HR matters, coordinate all courthouse/other deliveries, handle facility/conference room needs, coordinate Continue Legal Education programs and control budget.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
100% data restore after PC failures-0 byte loss	100%	100%	100%
Work intake files created	10,441	10,849	11,000
Work file aging reports	4	4	4

Name: LGL - General Litigation Section -- 900002

Mission: This division was moved to Fund 1004 as part of the department's reorganization.

Goal: N/A

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
N/A	N/A	N/A	N/A

Name: LGL - General Counsel Section -- 900003

Mission: To provide legal services and assistance to the Mayor and City Council, City Boards and Commissions and the client departments in the Section's assigned areas of practice.

Goal: Improve response time for ordinances and opinions, track requests and response status, interface with Council and Depts on their needs, attend regulatory board and committee meetings, subpoena requests, work with Planning Dept on strategic partnership agreements with MUDs, track collection of delinquent taxes, establish mentoring programs on annexation, taxation, utility regulation and public finance.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Bd/Comm.mtgs attended	150	90	90
TPIA requests handled	1,523	1,467	1,491
Subpoeanas handled	1,696	1,516	1,500
Util.regulatory matters	80	41	60

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Legal Fund No./Bus Area No. : 1000 / 9000			
Name: LGL - Criminal Prosecution Section -- 900004			
Mission: To effectively represent the City of Houston as the State's attorney in all cases filed in the municipal courts.			
Goal: Work directly with the Presiding Judge to solve problems and establish policy for the municipal courts. Assist citizens regarding the direct filing of non-traffic misdemeanors. Assist, educate and advise police officers, inspectors and other departments regarding statutory and code enforcement.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Cases filed	1,146,562	875,796	950,000
In-house meetings focused on section consistency	6	6	6
Name: LGL - Labor, Empl. & Civil Rights Section -- 900005			
Mission: This division was moved to Fund 1004 as part of the department's reorganization.			
Goal: N/A			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
N/A	N/A	N/A	N/A
Name: LGL - Real Estate Section -- 900006			
Mission: To support the City in the acquisition and disposition of property, economic development activities, regulation of development, environmental regulation and compliance, implementation of state and federal housing and community services programs.			
Goal: Maximize revenue, minimize expense and risk in buying and selling land, expend Community Development Block Grants (CDBG) and other grant funds, increase revenues through economic incentives and secure compliance with environmental and land development regulations.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Land use issues	254	161	200
Environmental issues	40	35	40
Title exams processed	207	271	250
General property matters	609	365	268
Ordinances/resolutions	199	195	200

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures

Fund Name : General Fund
 Business Area Name : Legal
 Fund No./Bus Area No. : 1000 / 9000

Name: LGL - Land Use (merged with Real Estate) -- 900007

Mission: This division was merged into the Real Estate Section - cost center 9000060001 as part of the department reorganization.

Goal: N/A

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
N/A	N/A	N/A	N/A

Name: LGL - Neighborhood Services Section -- 900008

Mission: Address quality-of-life issues and help improve neighborhoods.

Goal: Remove blighted structures, proactively file nuisance lawsuits, enforce sexually - oriented businesses regulations and liquor protests, respond to the Mayor and Council inquiries where judgments are obtained and enforce collection of penalties and attorney fees.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Admin.matters resolved	2,823	5,070	4,250
Lawsuits resolved	32	38	35
DR complaints resolved	762	992	885
Public meetings attended	238	333	290
Title reports provided	2,362	2,642	2,500

Name: LGL - Contracts Section -- 900009

Mission: To serve the contract and procurement related legal needs of City departments.

Goal: Speed up production of first draft of routine contracts to 2 weeks, develop form addendum for small computer software contracts and develop a system for tracking engineering contracts.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Contracts prepared	1,208	1,250	1,300
Contracts reviewed by paralegals	288	207	250
Other-grants, bond claims, opinions and ordinances	381	486	200

FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures			
Fund Name : General Fund Business Area Name : Legal Fund No./Bus Area No. : 1000 / 9000			
Name: LGL - PWE Legal Administration -- 900014			
Mission: N/A			
Goal: N/A			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
N/A	N/A	N/A	N/A
Name: LGL - Governmental Regulations (merged) -- 900015			
Mission: This section was merged into the General Counsel Section, Cost Center 9000030001.			
Goal: N/A			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
N/A	N/A	N/A	N/A
Name: LGL - Office of Inspector General -- 900016			
Mission: Conduct investigations of alleged misconduct and violations by City employees (except HPD), elected officials, Mayoral appointees, vendors and contractors, serve as ombudsman for citizens who allege police misconduct.			
Goal: To prevent or uncover evidence of fraud, corruption, waste, mismanagement, conflicts of interest, ethics violations, discrimination and violations of state or federal law, the City Charter, City Ordinances, City Council Code of Conduct, Executive Orders, Administrative Procedures or Mayor's Policies.			
Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Initial complaint intakes	N/A	N/A	200
Complaint investigations	N/A	N/A	150
Written investigative rpts	N/A	N/A	150

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Legal Fund No./Bus Area No. : 1000 / 9000						
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
LGL - Staff Administration Section 900001 This section is responsible for IT, payables, receivables, budget management, facility maintenance, conference rooms, HR assistance, courthouse deliveries, copy services, assignment matter set up, archiving, library organization and management feedback.	26.0	3,677,458	27.6	3,608,728	19.7	3,614,040
LGL - General Litigation Section 900002 Commercial and construction litigation, hotel occupancy tax, franchise fee and other collections, contract disputes and litigation. This division was moved to Fund 1004 as part of the department's reorganization.	12.0	1,317,803	12.0	1,277,466	0.0	0
LGL - General Counsel Section 900003 Prepare Code amendments and ordinances, research/prepare opinions, provide advice to City Committees, handle sign code issues, ad valorem taxation, public info. requests, financial disclosure statements, Department of Justice submissions, subpoenas, muni. finance, legislation, elections, redistricting, annexation, utility franchise/rate setting matters, counsel regulatory bids & commissions.	4.6	473,107	17.5	1,799,612	15.8	1,782,505
LGL - Municipal Prosecution Section 900004 The Municipal Prosecution Section represents the State in municipal court. The section handles judge, jury and jail trials, appeals and administrative hearings. The section assists officers and inspectors with questions and training related to the operation of the courts, state law and municipal ordinances; interacts daily with citizens who have questions or cases that need to be resolved.	24.0	2,148,461	24.1	2,260,909	21.8	2,186,568
LGL - Labor, Empl. & Civil Rights Section 900005 Represent City in personal hearings, arbitrations, legal appeals from adverse rulings and judgements. Act on EECO and Texas Commission on Human Rights matters. Review pension issues and FMLA/ADA accommodations. Provide legal opinions on personnel matters. This division was moved to Fund 1004 as part of the department's reorganization.	13.5	1,338,322	11.7	1,354,812	0.0	0

FISCAL YEAR 2012 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Legal Fund No./Bus Area No. : 1000 / 9000							
Division Description		FY2010 Actual		FY2011 Estimate		FY2012 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
LGL - Real Estate Section	900006						
Provide legal services/draft ordinances, contracts, opinions, title reports and other documents relating to buying/selling/leasing/abandoning real estate, eminent domain proceedings, environmental and land development regulation, economic incentives and federal/state grant programs		11.9	1,125,791	16.0	1,720,459	14.8	1,557,411
LGL - Land Use (merged with Real Estate)	900007						
Land use planning, pollution law enforcement, utility franchise issues and rate hearings before the Public Hearing Commission and Texas Commission on Environmental Quality, tax abatement and special districts. This division was moved to Fund 1004 as part of the department's reorganization.		7.0	701,992	0.0	0	0.0	0
LGL - Neighborhood Services Section	900008						
Enforce deed restrictions, respond to citizen complaints and Council and Mayor inquiries, file lawsuits, provide title work for Neighborhood Protection and deed restriction matters, attend dangerous building hearings, investigate Texas Alcohol Beverage Commission complaints, enforce sexually - oriented business ordinances and statutes, attend public hearings.		25.3	2,137,534	23.4	2,036,029	18.8	1,875,919
LGL - Contracts Section	900009						
The section is responsible for preparing, reviewing, negotiating City contracts, drafting budget and appropriation ordinances and opinions, researching and issuing bid irregularity opinions, handle McGregor Act claims and grants greater than \$400,000.		11.0	979,337	11.4	1,060,379	8.9	823,452
LGL - PWE Legal Administration	900014						
This cost center was created to capture the payroll costs of 12 personnel in the Real Estate, Contracts and Labor, Employment and Civil Rights Sections who provide services exclusively to PWE which reimburses the Legal Department for said costs.		11.9	1,073,788	12.0	1,062,064	12.0	1,106,549

FISCAL YEAR 2012 BUDGET

Division Summary						
Fund Name : General Fund Business Area Name : Legal Fund No./Bus Area No. : 1000 / 9000						
Division Description	FY2010 Actual		FY2011 Estimate		FY2012 Budget	
	FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
LGL - Governmental Regulations (merged) 900015 Handle ad valorem taxation, public information request, financial disclosure statements, Department of Justice submissions, subpoenas, municipal finance, legislation, elections, redistricting, annexation, utility franchise/rate setting matters, counsel regulatory boards and commissions. This division was moved to Fund 1004 as part of the department's reorganization.	13.8	1,336,897	0.0	0	0.0	0
LGL - Office of Inspector General 900016 Investigate alleged violations by City employees (excluding employees of HPD), elected officials, Mayoral appointees, vendors and contractors of state or federal laws, City Charter provisions, City Ordinances, City Council Code of Conduct, Executive Orders, Administrative Procedures, ombudsman for citizens with allegations of police misconduct;consult with Independent Police Oversight Board.	0.0	0	6.6	621,973	7.0	772,620
Total	161.0	16,310,490	162.3	16,802,431	118.8	13,719,064

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
Business Area Name : Legal
Fund No./Bus Area No. : 1000 / 9000

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ADMINISTRATION MANAGER	26	1.0	1.0	
ADMINISTRATIVE AIDE	10	1.0	1.0	
ADMINISTRATIVE ASSISTANT	17	5.0	4.0	(1.0)
ADMINISTRATIVE ASSISTANT (EXE LEV)	17	3.0	2.0	(1.0)
ADMINISTRATIVE ASSOCIATE	13	1.0	0.0	(1.0)
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	1.0	1.0	
ADMINISTRATIVE SPECIALIST	20	2.0	1.0	(1.0)
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	1.0	1.0	
ADMINISTRATIVE SUPERVISOR	22	3.0	3.0	
ADMINISTRATIVE SUPERVISOR (EXE LEV)	22	1.0	0.0	(1.0)
ASSISTANT CITY ATTORNEY I	21	26.0	16.0	(10.0)
ASSISTANT CITY ATTORNEY II	24	15.0	15.0	
ASSISTANT CITY ATTORNEY III	27	8.0	6.0	(2.0)
CITY ATTORNEY	39	1.0	1.0	
CLERK	5	4.0	2.0	(2.0)
COMMUNITY LIAISON	18	1.0	1.0	
DEPUTY CITY ATTORNEY	38	1.0	0.0	(1.0)
DEPUTY DIRECTOR (EXE LEV)	34	0.0	1.0	1.0
DIVISION MANAGER	29	1.0	2.0	1.0
EXECUTIVE OFFICE ASSISTANT	15	2.0	1.0	(1.0)
FIRST ASSISTANT CITY ATTORNEY	37	1.0	2.0	1.0
LAN SPECIALIST	26	1.0	0.0	(1.0)
LEGAL ABTRACTOR	10	1.0	0.0	(1.0)
LEGAL INVESTIGATOR	18	2.0	2.0	
MESSENGER	6	1.0	1.0	
PARALEGAL I	12	8.0	5.0	(3.0)
PARALEGAL II	14	5.0	2.0	(3.0)
PARALEGAL III	16	9.0	4.0	(5.0)
RECEPTIONIST	7	1.0	1.0	
RECORDS TECHNICIAN	9	1.0	1.0	
SENIOR ACCOUNT CLERK	13	2.0	1.0	(1.0)
SENIOR ASSISTANT CITY ATTORNEY I	30	6.0	4.0	(2.0)
SENIOR ASSISTANT CITY ATTORNEY II	32	13.0	2.0	(11.0)
SENIOR ASSISTANT CITY ATTORNEY III	34	8.0	7.0	(1.0)
SENIOR ASSISTANT CITY ATTORNEY IV	35	3.0	2.0	(1.0)
SENIOR ASSISTANT CITY ATTORNEY,SECTION CHIEF	35	9.0	5.0	(4.0)
SENIOR LEGAL ABTRACTOR	13	2.0	1.0	(1.0)
SENIOR LEGAL WORD PROCESSOR	13	4.0	2.0	(2.0)
SENIOR OFFICE ASSISTANT	12	1.0	1.0	
SENIOR PARALEGAL	19	14.0	12.0	(2.0)
SENIOR PUBLIC LOSS INVESTIGATOR	24	0.0	4.0	4.0
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	1.0	
SYSTEMS CONSULTANT	26	1.0	1.0	
Total FTEs		172.0	120.0	(52.0)
Less adjustment for Civilian Vacancy Factor		2.2	1.2	(1.0)
Full-Time Equivalent		169.8	118.8	(51.0)

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area Name : Legal
 Fund No./Bus Area No. : 1000 / 9000

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
9000010001	LGL - Staff Administration			
424070	Interfund Legal Services	1,234,498	1,225,469	1,110,724
426330	Miscellaneous Copies Fees	3,000	4,000	3,000
434305	Judgments & Claims	5,000	6,900	5,000
434510	Prior Year Revenue	0	665	0
452020	Recoveries & Refunds	5,000	10,000	5,000
452030	Miscellaneous Revenue	100	100	100
Total	LGL - Staff Administration	1,247,598	1,247,134	1,123,824
Total	Legal	1,247,598	1,247,134	1,123,824

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area Name : Legal
Fund No./Bus. Area No. : 1000 / 9000

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	11,151,681	11,439,082	11,545,837	8,613,055
500110	Bilingual Pay - Civilian	5,464	6,342	6,342	6,319
500180	Temporary Employees	1,323	0	0	0
501070	Pension - Civilian	1,652,033	1,818,939	1,801,859	1,550,349
501120	Termination Pay - Civilian	369,728	280,455	299,152	192,842
501160	Vehicle Allowance - Civilian	4,216	4,200	4,200	4,200
502010	FICA - Civilian	799,069	860,480	838,934	616,588
503010	Health Ins-Act Civilian	905,768	1,038,504	984,158	806,447
503015	Basic Life Insurance - Active Civilian	6,562	7,470	7,470	5,119
503060	Long Term Disability-Civilian	12,950	14,434	14,434	10,099
503090	Workers Compensation-Civilian-Admin	29,065	37,128	37,120	23,760
503100	Workers Compensation-Civilian-Claim	0	1,500	1,500	1,500
504030	Unemployment Claims - Administration	6,084	6,944	18,000	173,438
Total	Personnel Services	14,943,943	15,515,478	15,559,006	12,003,716
511020	Construction Materials	1,261	0	0	0
511045	Computer Supplies	77,438	59,000	70,000	59,000
511050	Paper & Printing Supplies	17,428	17,626	17,200	16,000
511055	Publications & Printed Materials	253,748	190,000	177,700	190,000
511060	Postage	25,858	27,000	19,000	23,000
511070	Miscellaneous Office Supplies	79,195	69,000	59,000	60,000
511110	Fuel	1,661	2,600	2,700	2,600
511150	Miscellaneous Parts & Supplies	2,884	3,626	9,200	3,300
Total	Supplies	459,473	368,852	354,800	353,900
520108	Information Resource Services	888	700	800	700
520109	Medical Dental & Laboratory Services	527	800	600	800
520110	Management Consulting Services	1,716	0	15,000	500,000
520112	Banking Services	732	300	300	300
520114	Miscellaneous Support Services	260,769	279,934	227,525	250,479
520119	Computer Equipment/Software Maintenance	790	22,000	22,000	22,000
520121	IT Application Svcs	4,345	3,075	4,000	4,861
520122	Office Equipment Services	0	0	100	0
520123	Vehicle & Motor Equipment Services	5,405	2,700	3,670	3,600
520510	Mail/Delivery Services	2,286	2,700	800	1,500
520515	Print Shop Services	7,872	5,600	6,859	7,000
520520	Printing & Reproduction Services	23,624	35,000	35,000	35,000
520705	Insurance Fees	1,768	2,372	2,613	3,327
520765	Membership & Professional Fees	30,797	34,300	32,100	28,800
520805	Education & Training	35,430	46,100	20,640	21,300
520905	Travel - Training Related	10,187	12,300	13,900	8,250
520910	Travel - Non-Training Related	9,179	13,200	5,000	7,100
521405	Building Maintenance Services	0	0	1,000	0
521605	Data Services	19,482	28,041	28,041	41,281
521610	Voice Services	57,502	80,853	80,853	45,663
521620	Voice Equipment	0	9,002	9,002	1,720
521625	Voice Labor	395	525	525	360
521630	GIS Revolving Fund Services	0	6,530	6,530	6,480
521715	Office Equipment Rental	1,467	1,800	2,000	1,800
521725	Other Rental	1,198	1,300	1,300	1,300
521730	Parking Space Rental	102,357	108,002	117,000	117,000
521905	Legal Services	265,346	168,000	186,000	189,611
521915	Legal Svcs - Atty Fee	100	0	0	0
521935	Legal Svcs -Claims	1,000	0	0	0

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Legal
 Fund No./Bus. Area No. : 1000 / 9000

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
521950	Legal Svcs -Doc Rec	140	0	0	0
522420	Petty Cash/Change Special Fund	1,563	1,200	1,500	1,500
522430	Miscellaneous Other Services & Charges	4,761	3,900	16,100	8,900
522722	KRONOS Service Chargeback	0	0	0	5,716
522735	Interfund Communication Equipment Repair	0	100	100	100
522780	Interfund Photo Copy Services	46,864	45,000	45,000	45,000
Total	Other Services and Charges	898,490	915,334	885,858	1,361,448
532120	Transfer to Fleet/Eq	8,584	2,767	2,767	0
Total	Debt Service and Other Uses	8,584	2,767	2,767	0
Grand Total Expenditures		16,310,490	16,802,431	16,802,431	13,719,064



MAYOR'S OFFICE

Department Description and Mission

The Mayor of Houston is designated by City Charter as the Chief Executive Officer of the City. The Mayor's Office directs, monitors and coordinates the service delivery and work product of all City departments.

The Mayor's responsibilities include the following:

- Overall City policy development and coordination.
- Directing and monitoring all City services focusing on efficient and responsive delivery of those services.
- Directing management of the City's fiscal policy.
- Responding to information and service inquiries by the public.
- Responding to information inquiries by the press.
- Participating in legislative issues that affect City government at the state and federal level.
- Promoting and encouraging economic development as a source of fiscal strength for the community.
- Protecting and bettering Houstonians' quality of life.
- Providing constituency services to the citizens of Houston.
- Representing the City's interests in international trade development.
- Improving mobility by directing regional transportation policies.
- Directing infrastructure and environmental policies.
- Directing the City's boards and commissions.
- Directing supervision of the Homeland Security Department.
- Directing the agenda for council and presiding over City Council meetings.

Department Organization

Mayor's Office	
5000	
FTEs:	22.4
Exp.:	2,310,327

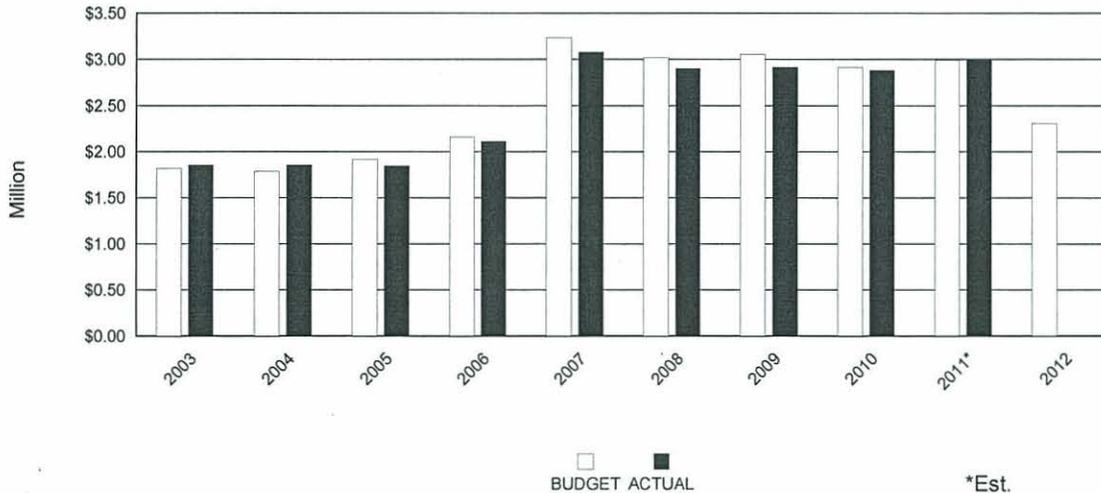
FISCAL YEAR 2012 BUDGET

Business Area Budget Summary

Fund Name : General Fund
 Business Area Name : Mayor's Office
 Fund No./Bus. Area No. : 1000 / 5000

		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	2,730,706	2,803,225	2,801,202	2,131,668
	Supplies	24,742	23,789	27,289	18,629
	Other Services and Charges	121,756	163,357	161,880	160,030
	Non-Capital Equipment	0	0	0	0
	Total M & O Expenditures	2,877,204	2,990,371	2,990,371	2,310,327
	Debt Service & Other Uses	2,154	0	0	0
	Total Expenditures	2,879,358	2,990,371	2,990,371	2,310,327
Revenues		35,205	0	0	0
Staffing	Full-Time Equivalents - Civilian	35.2	34.5	34.3	22.4
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	35.2	34.5	34.3	22.4
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	o Merger of Neighborhood Protection, Citizens Assistance Office, Veterans' and Homeless Affairs, Education Initiatives, and the Office for People with Disabilities into the Office of Neighborhood Services.				

**Mayor's Office
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Division Mission and Performance Measures

Fund Name : General Fund
Business Area Name : Mayor's Office
Fund No./Bus Area No. : 1000 / 5000

Name: Mayor's Office -- 500001

Mission: Provide support functions necessary to fulfill the chartered requirements of the Mayor and oversee departmental activity.

Goal: Provide timely and effective customer service to the public and City of Houston departments.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Citizen inquires addressed	N/A	N/A	100%

FISCAL YEAR 2012 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Mayor's Office Fund No./Bus Area No. : 1000 / 5000							
Division Description		FY2010 Actual		FY2011 Estimate		FY2012 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
Mayor's Office	500001	35.2	2,879,358	34.3	2,990,371	22.4	2,310,327
Provide support functions necessary to fulfill the chartered requirements of the Mayor and oversee departmental activity. Provide timely and effective customer service to the public and City of Houston departments.							
Total		<u>35.2</u>	<u>2,879,358</u>	<u>34.3</u>	<u>2,990,371</u>	<u>22.4</u>	<u>2,310,327</u>

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
 Business Area Name : Mayor's Office
 Fund No./Bus Area No. : 1000 / 5000

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ADMINISTRATION MANAGER	26	1.0	1.0	
ADMINISTRATIVE AIDE	10	1.0	2.0	1.0
ADMINISTRATIVE ASSISTANT	17	4.0	1.0	(3.0)
ADMINISTRATIVE ASSISTANT (EXE LEV)	17	4.0	2.0	(2.0)
ADMINISTRATIVE ASSOCIATE	13	1.0	0.0	(1.0)
ADMINISTRATIVE COORDINATOR (EXE LEV)	24	3.0	4.0	1.0
ADMINISTRATIVE SPECIALIST	20	2.0	2.0	
ADMINISTRATIVE SPECIALIST (EXE LEV)	20	1.0	2.0	1.0
ASSISTANT DIRECTOR (EXE LEV)	32	3.0	1.5	(1.5)
CHIEF OF STAFF-MAYOR'S OFFICE (EXE LEV)	36	1.0	1.0	
COMMUNICATIONS SPECIALIST	15	1.0	0.0	(1.0)
COMMUNITY LIAISON	18	7.0	0.0	(7.0)
DEPUTY ASSISTANT DIRECTOR (EXE LEV)	30	0.0	1.0	1.0
DIVISION MANAGER (EXE LEV)	29	1.0	0.0	(1.0)
MAYOR		1.0	1.0	
OFFICE SUPERVISOR	17	1.0	1.0	
RECEPTIONIST	7	2.0	0.0	(2.0)
SENIOR COMMUNITY LIAISON	23	4.0	0.0	(4.0)
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	2.0	1.0
STAFF ANALYST	26	0.0	1.0	1.0
STAFF ANALYST (EXE LEV)	26	0.0	1.0	1.0
Total FTEs		39.0	23.5	(15.5)
Less adjustment for Civilian Vacancy Factor		4.5	1.1	(3.4)
Full-Time Equivalents		34.5	22.4	(12.1)

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Mayor's Office
 Fund No./Bus. Area No. : 1000 / 5000

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	2,007,067	2,038,731	2,032,852	1,553,715
500030	Salary Part Time - Civilian	13,145	0	0	0
500110	Bilingual Pay - Civilian	9,015	9,910	9,630	3,615
501070	Pension - Civilian	292,763	325,097	309,600	279,669
501120	Termination Pay - Civilian	40,908	12,000	9,938	0
501160	Vehicle Allowance - Civilian	11,518	12,648	12,648	12,648
502010	FICA - Civilian	148,024	145,654	154,858	109,325
503010	Health Ins-Act Civilian	196,138	241,747	237,502	154,599
503015	Basic Life Insurance - Active Civilian	1,100	1,332	1,332	910
503060	Long Term Disability-Civilian	3,016	3,124	3,124	1,908
503090	Workers Compensation-Civilian-Admin	6,685	7,718	7,718	4,489
503100	Workers Compensation-Civilian-Claim	0	4,000	4,000	0
504030	Unemployment Claims - Administration	1,327	1,264	18,000	10,790
Total	Personnel Services	2,730,706	2,803,225	2,801,202	2,131,668
511055	Publications & Printed Materials	906	1,854	1,854	1,253
511060	Postage	3,377	2,800	2,800	2,800
511070	Miscellaneous Office Supplies	12,829	16,000	16,000	12,000
511110	Fuel	4,918	500	4,000	576
511125	Food Supplies	(5)	0	0	0
511150	Miscellaneous Parts & Supplies	2,717	2,635	2,635	2,000
Total	Supplies	24,742	23,789	27,289	18,629
520100	Temporary Personnel Services	3,550	3,000	0	0
520109	Medical Dental & Laboratory Services	280	0	280	0
520114	Miscellaneous Support Services	1,662	4,000	4,000	4,000
520121	IT Application Svcs	5,916	7,688	7,688	8,021
520123	Vehicle & Motor Equipment Services	3,859	1,457	4,000	576
520510	Mail/Delivery Services	408	500	200	374
520515	Print Shop Services	6,924	4,000	3,000	2,774
520520	Printing & Reproduction Services	1,614	1,100	1,100	0
520705	Insurance Fees	1,574	1,356	1,356	530
520755	Contingency	4,200	5,000	5,000	5,000
520765	Membership & Professional Fees	150	700	700	0
520805	Education & Training	1,073	500	500	500
520905	Travel - Training Related	254	500	500	500
520910	Travel - Non-Training Related	395	4,300	4,300	4,300
521605	Data Services	15,313	21,993	21,993	40,129
521610	Voice Services	46,873	57,918	57,918	41,738
521620	Voice Equipment	169	4,501	4,501	1,476
521625	Voice Labor	795	677	677	562
521630	GIS Revolving Fund Services	0	1,387	1,387	1,377
521715	Office Equipment Rental	10,689	15,000	15,000	10,800
521725	Other Rental	575	600	600	600
521730	Parking Space Rental	14,500	25,000	25,000	12,800
522430	Miscellaneous Other Services & Charges	303	2,000	2,000	2,000
522721	Interfund HR Client Services	0	0	0	20,659
522722	KRONOS Service Chargeback	0	0	0	1,314
522735	Interfund Communication Equipment Repair	180	180	180	0
522795	Other Interfund Services	500	0	0	0
Total	Other Services and Charges	121,756	163,357	161,880	160,030
532120	Transfer to Fleet/Eq	2,154	0	0	0
Total	Debt Service and Other Uses	2,154	0	0	0
Grand Total Expenditures		2,879,358	2,990,371	2,990,371	2,310,327

MAYOR'S OFFICE OF BUSINESS OPPORTUNITY

Department Description and Mission

Established by Resolution 81-2, the Mayor's Office of Business Opportunity ("OBO") promotes equal access, and economic opportunity in government contracting. The mission of OBO is to provide quality certification, business development and training for small, disadvantaged, minority and women owned businesses. The OBO is also responsible for monitoring various components of city and federally funded contracts.

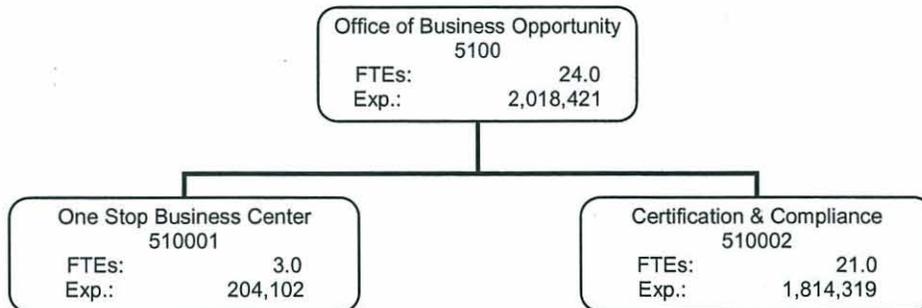
Department Short Term Goals

- Coordinate completion of disparity study;
- Enhance Mentor/Protégé programs;
- Increase number of commercially useful function audits;
- Implement a small contractor's development program.

Department Long Term Goals

- Enhance community awareness of OBO programs and services;
- Continue partnerships with other departments, agencies, and organizations to provide constituent programs and services;
- Continue to support the Contract Compliance Commission, and the Affirmative Action Advisory Commission.

Department Organization



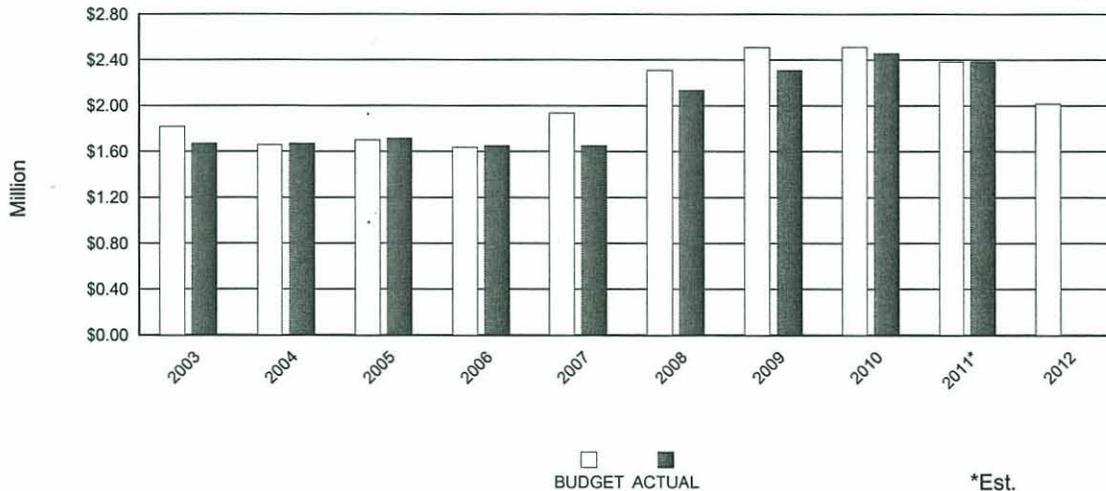
FISCAL YEAR 2012 BUDGET

Business Area Budget Summary

Fund Name : General Fund
 Business Area Name : Office of Business Opportunity
 Fund No./Bus. Area No. : 1000 / 5100

		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	2,311,810	2,195,467	2,181,872	1,803,630
	Supplies	28,935	38,277	37,650	35,767
	Other Services and Charges	96,034	142,844	157,066	179,024
	Equipment	0	0	0	0
	Non-Capital Equipment	11,820	0	0	0
	Total M & O Expenditures	<u>2,448,599</u>	<u>2,376,588</u>	<u>2,376,588</u>	<u>2,018,421</u>
	Debt Service & Other Uses	7,776	7,776	7,776	0
	Total Expenditures	<u>2,456,375</u>	<u>2,384,364</u>	<u>2,384,364</u>	<u>2,018,421</u>
Revenues	55,743	221,854	101,000	70,000	
Staffing	Full-Time Equivalents - Civilian	35.8	30.0	30.0	24.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>35.8</u>	<u>30.0</u>	<u>30.0</u>	<u>24.0</u>
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<ul style="list-style-type: none"> o Continue to maximize resources by partnering with other agencies in business development activities; o Increase the use of technology to operate more efficiently; o Continue to provide an expeditious process for the Minority/Women/Disadvantaged Business Enterprise (M/W/DBE) and small business certifications; o Enhance Mentor Protégé programs; o Update M/W/DBE program and small business administrative procedures; o Continue partnerships with other departments, agencies, and organizations to provide constituent programs and services; o Continue to support the Contract Compliance Commission, and the Affirmative Action Advisory Commission. 				

**Office of Business Opportunity
 Current Budget vs Actual Expenditures**



Division Mission and Performance Measures

Fund Name : General Fund
Business Area Name : Office of Business Opportunity
Fund No./Bus Area No. : 1000 / 5100

Name: One Stop Business Center -- 510001

Mission: To provide free business assistance and monitor business creation and job development by systematically tracking clients.

- Goal:**
- * Continue to provide assistance to Houston area business owners;
 - * Provide quality training and seminars to entrepreneurs;
 - * Help create jobs.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Clients Assisted	9,000	9,000	9,000
Packets Processed	7,500	7,500	7,500
Outreach/Speaking	25	25	25

Name: Certification & Compliance -- 510002

Mission: *To provide quality certification, compliance, business development, and training programs to promote equal access, employment and economic opportunity at every level of government, and to ensure compliance with Local, State and Federal mandates.
 *To provide a supportive work environment where all employees are appreciated, encouraged, and respected.

- Goal:**
- * Promote the new outlook of the department and create a positive perception of the programs;
 - * Improve process for M/W/DBE and small business certifications;
 - * Coordinate and review completion of Disparity Study;
 - * Continue to enhance Mentor/Protege programs;
 - * Coordinate Government Procurement Connections contracting affairs.

Performance Measures	FY2010 Actual	FY2011 Estimate	FY2012 Budget
Certified Payroll Audited	23,489	18,000	18,000
Field Audits	1,630	1,700	1,700
City Employees Trained	5,493	4,000	0
Business Owners Trained	14,146	3,500	3,500
MWBE Application Processed	2,052	1,600	1,600

FISCAL YEAR 2012 BUDGET

Division Summary							
Fund Name : General Fund Business Area Name : Office of Business Opportunity Fund No./Bus Area No. : 1000 / 5100							
Division Description		FY2010 Actual		FY2011 Estimate		FY2012 Budget	
		FTEs	Cost \$	FTEs	Cost \$	FTEs	Cost \$
One Stop Business Center	510001						
The One-Stop Business Center provides free information and referral services for Houston metropolitan area business owners, and conducts seminars.		3.0	209,352	3.0	203,108	3.0	204,102
Certification & Compliance	510002						
In FY2012, OBO will consist of three sections; Certification and Business Development, Contract Compliance and Administration.		32.8	2,247,023	27.0	2,181,256	21.0	1,814,319
Total		35.8	2,456,375	30.0	2,384,364	24.0	2,018,421

FISCAL YEAR 2012 BUDGET

Business Area Roster Summary

Fund Name : General Fund
 Business Area Name : Office of Business Opportunity
 Fund No./Bus Area No. : 1000 / 5100

Job Description	Pay Grade	FY2011 Current Budget FTE	FY2012 Budget FTE	Change
ADMINISTRATION MANAGER	26	1.0	1.0	
ADMINISTRATIVE AIDE	10	2.0	3.0	1.0
ADMINISTRATIVE ASSISTANT	17	1.0	0.0	(1.0)
ADMINISTRATIVE ASSOCIATE	13	3.0	2.0	(1.0)
ADMINISTRATIVE COORDINATOR	24	2.0	2.0	
ADMINISTRATIVE SPECIALIST	20	1.0	0.0	(1.0)
AFFIRMATIVE ACTION DIVISION DIRECTOR (EXE LEV)	34	1.0	1.0	
AFFIRMATIVE ACTION SPECIALIST	20	2.0	0.0	(2.0)
ASSISTANT DIRECTOR (EXE LEV)	32	1.0	1.0	
CONTRACT COMPLIANCE OFFICER	15	5.0	2.0	(3.0)
CONTRACT COMPLIANCE SUPERVISOR	22	3.0	1.0	(2.0)
DIVISION MANAGER	29	3.0	2.0	(1.0)
EXECUTIVE OFFICE ASSISTANT	15	1.0	1.0	
MANAGEMENT ANALYST III	21	1.0	1.0	
PROCUREMENT SPECIALIST	24	0.0	1.0	1.0
RECEPTIONIST	7	1.0	0.0	(1.0)
SENIOR COMMUNITY LIAISON	23	1.0	0.0	(1.0)
SENIOR CONTRACT COMPLIANCE OFFICER	18	5.0	4.0	(1.0)
SENIOR STAFF ANALYST	28	0.0	1.0	1.0
SENIOR STAFF ANALYST (EXE LEV)	28	1.0	1.0	
STAFF ANALYST	26	1.0	0.0	(1.0)
Total FTEs		36.0	24.0	(12.0)
Less adjustment for Civilian Vacancy Factor		6.0	0.0	(6.0)
Full-Time Equivalents		30.0	24.0	(6.0)

FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
Business Area Name : Office of Business Opportunity
Fund No./Bus Area No. : 1000 / 5100

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
5100020001	Certification & Compliance			
424160	Interfund Affirmative Action Services	221,854	101,000	70,000
Total	Office of Business Opportunity	<u>221,854</u>	<u>101,000</u>	<u>70,000</u>

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : Office of Business Opportunity
 Fund No./Bus. Area No. : 1000 / 5100

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
500010	Salary Base Pay - Civilian	1,715,989	1,604,632	1,597,431	1,251,158
500110	Bilingual Pay - Civilian	5,425	7,229	7,229	3,650
501070	Pension - Civilian	253,621	244,851	244,851	225,209
501120	Termination Pay - Civilian	0	0	2,294	0
502010	FICA - Civilian	127,605	123,312	123,312	95,833
503010	Health Ins-Act Civilian	191,076	194,561	194,561	147,013
503015	Basic Life Insurance - Active Civilian	1,000	1,000	1,000	744
503060	Long Term Disability-Civilian	2,693	2,934	2,934	2,040
503090	Workers Compensation-Civilian-Admin	6,360	7,245	7,000	4,800
503100	Workers Compensation-Civilian-Claim	1,545	8,443	0	8,443
504030	Unemployment Claims - Administration	6,496	1,260	1,260	64,740
Total	Personnel Services	2,311,810	2,195,467	2,181,872	1,803,630
511045	Computer Supplies	775	150	150	200
511055	Publications & Printed Materials	176	700	700	100
511060	Postage	14,776	13,883	13,800	11,323
511070	Miscellaneous Office Supplies	7,148	14,544	14,000	14,944
511110	Fuel	4,404	5,800	5,800	6,000
511115	Vehicle Repair & Maintenance Supplies	25	200	200	200
511150	Miscellaneous Parts & Supplies	1,631	3,000	3,000	3,000
Total	Supplies	28,935	38,277	37,650	35,767
520100	Temporary Personnel Services	2,356	12,115	12,115	5,000
520109	Medical Dental & Laboratory Services	156	0	2,399	1,000
520110	Management Consulting Services	0	0	12,000	13,000
520114	Miscellaneous Support Services	4,728	23,000	23,000	23,000
520119	Computer Equipment/Software Maintenance	0	2,500	2,500	2,500
520121	IT Application Svcs	3,975	3,278	3,278	3,646
520123	Vehicle & Motor Equipment Services	6,586	8,500	8,500	8,500
520515	Print Shop Services	9,266	13,902	13,902	8,686
520520	Printing & Reproduction Services	0	900	900	5,500
520605	Advertising Services	500	1,000	1,000	5,500
520705	Insurance Fees	492	549	549	668
520765	Membership & Professional Fees	4,010	5,000	5,000	5,000
520805	Education & Training	3,640	5,677	5,000	4,200
520905	Travel - Training Related	7,934	8,000	8,000	8,000
520910	Travel - Non-Training Related	379	2,500	2,500	2,500
521405	Building Maintenance Services	0	0	500	0
521605	Data Services	4,103	5,869	5,869	10,752
521610	Voice Services	15,398	13,400	13,400	15,604
521620	Voice Equipment	0	2,369	2,369	749
521625	Voice Labor	0	1,079	1,079	1,203
521630	GIS Revolving Fund Services	0	1,406	1,406	1,396
521730	Parking Space Rental	18,369	18,700	18,700	19,000
522430	Miscellaneous Other Services & Charges	871	1,100	1,100	1,500
522721	Interfund HR Client Services	0	0	0	18,984
522722	KRONOS Service Chargeback	0	0	0	1,136
522780	Interfund Photo Copy Services	11,386	12,000	12,000	12,000
522795	Other Interfund Services	1,885	0	0	0
Total	Other Services and Charges	96,034	142,844	157,066	179,024
551015	Non-Capital Computer Equipment	11,820	0	0	0
Total	Non-Capital Equipment	11,820	0	0	0
532120	Transfer to Fleet/Eq	7,776	7,776	7,776	0
Total	Debt Service and Other Uses	7,776	7,776	7,776	0
Grand Total Expenditures		2,456,375	2,384,364	2,384,364	2,018,421

GENERAL GOVERNMENT

Department Description and Mission

The General Government Budget includes citywide costs that are not attributable to any single Department. Expenditures consist of general and run-off elections, interest on short-term borrowing, health insurance fees for retired General Fund civilian employees and tax appraisal fees.

Department Organization

General Government	
9900	
FTEs:	0
Exp.:	102,293,940

FISCAL YEAR 2012 BUDGET

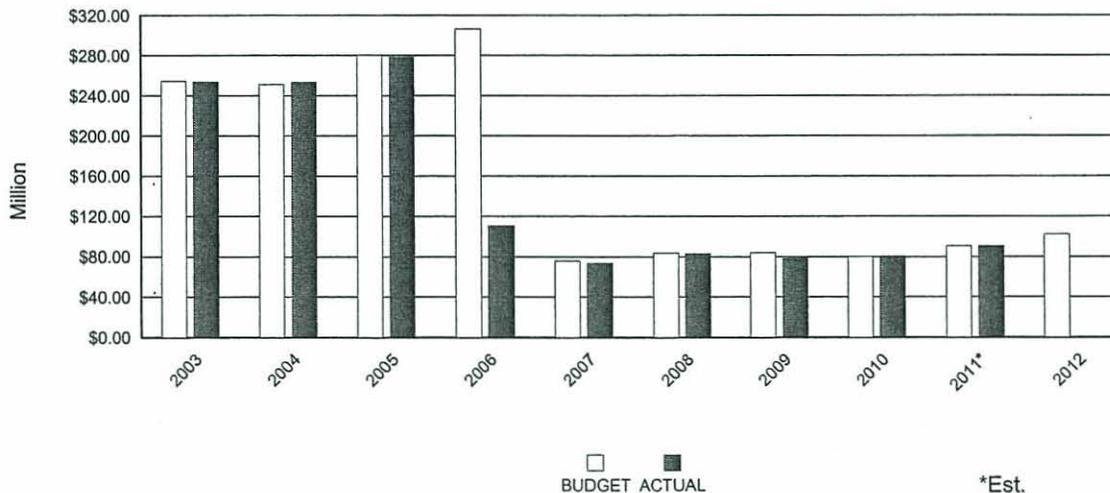
Business Area Budget Summary

Fund Name : General Fund
Business Area Name : General Government
Fund No./Bus. Area No. : 1000 / 9900

		FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
Expenditures	Personnel Services	18,896,863	16,818,547	16,818,547	14,839,728
	Supplies	0	0	0	3,597,000
	Other Services and Charges	60,411,031	64,932,338	64,932,338	74,160,380
	Total M & O Expenditures	79,307,894	81,750,885	81,750,885	92,597,108
	Debt Service & Other Uses	1,258,425	8,927,766	8,927,766	9,696,832
	Total Expenditures	80,566,319	90,678,651	90,678,651	102,293,940
Revenues		75,762,720	68,897,572	65,601,984	62,707,926
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0

- Significant Budget Changes and Highlights**
- o Termination pay for civilian employees.
 - o Fuel contingency.
 - o Health Benefits for civilian retirees.
 - o Limited Purpose Annexation Sales Tax payments
 - o Contingency funding of \$4.1 million for unplanned expenditures in other General Fund Departments.

**General Government
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Business Area Revenue Summary

Fund Name : General Fund
 Business Area Name : General Government
 Fund No./Bus Area No. : 1000 / 9900

Commit Item	Description	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
9900010003	General City Wide			
416020	Miscellaneous Franchise Fee	1,565,172	1,559,911	1,500,000
422122	Municipal Service Fees - TIRZ	5,625,200	5,625,200	5,625,200
422141	Intergovernmental Revenue - TIRZ	3,474,000	3,369,364	3,427,672
425010	Indirect Cost Recovery-Aviation	3,316,303	3,140,667	3,209,709
425020	Indirect Cost Recovery - Civic Center	772,515	397,242	881,180
425030	Indirect Cost-CUS Fund	3,034,287	3,034,287	3,868,673
425060	Indirect Cost Recover -Public TV	35,836	35,836	39,659
425070	Indirect Cost-Building Inspection	1,734,697	1,734,697	1,753,262
425080	Indirect Cost Recovery-Street & Drainage	1,158,533	1,158,533	1,257,112
425090	Indirect Cost Recovery-911 Emergency	418,295	110,000	110,000
425100	Indirect Cost Recovery-Other	1,562,234	1,562,234	2,259,388
426330	Miscellaneous Copies Fees	0	1,200	1,200
429095	Medicare Part D Distribution	996,000	996,000	0
434240	Sale of Capital Assets-Land/Streets	0	10,125,918	0
434305	Judgments & Claims	100,000	0	100,000
434330	Subrogations	10,000	0	10,000
434505	Prior Year Expenditure Recovery	50,000	1,231	50,000
434510	Prior Year Revenue	50,000	2,809,272	50,000
445050	Cell Tower Revenue	144,500	100,000	211,000
452020	Recoveries & Refunds	1,600,000	17,318	1,450,000
452030	Miscellaneous Revenue	15,250,000	150,000	250,000
490020	Transfer from Special Revenue Fund	7,500,000	10,100,000	0
490030	Transfer from Debt Service Fund	0	812,497	0
490060	Transfer from Civic Center	0	0	10,000,000
490070	Transfer from Capital Project Fund	0	431,577	0
490080	Other Operating Transfers In	0	0	17,111,500
490110	Transfer from Grant	13,500,000	10,070,000	0
490120	Transfer from Component Unit	0	0	425,000
490140	Transfer from Parking Management	7,000,000	8,259,000	9,117,371
Total General City Wide		68,897,572	65,601,984	62,707,926
Total General Government		68,897,572	65,601,984	62,707,926

FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
 Business Area Name : General Government
 Fund No./Bus. Area No. : 1000 / 9900

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
501120	Termination Pay - Civilian	0	0	0	5,424,000
503050	Health/Life Insurance - Retiree Civilian	18,896,863	16,818,547	16,818,547	9,415,728
Total	Personnel Services	18,896,863	16,818,547	16,818,547	14,839,728
511110	Fuel	0	0	0	3,597,000
Total	Supplies	0	0	0	3,597,000
520110	Management Consulting Services	1,007,715	731,000	731,000	681,000
520112	Banking Services	54,705	127,800	127,800	127,800
520114	Miscellaneous Support Services	574,664	0	0	0
520115	Real Estate Lease/Office Rental	4,835,198	4,650,000	4,650,000	4,650,000
520144	Limited Purpose Annexation Payment	29,124,997	31,500,000	31,500,000	36,300,000
520605	Advertising Services	214,569	250,000	250,000	250,000
520730	Tax Appraisal Fees	7,890,117	7,890,117	7,890,117	7,890,117
520750	Elections	2,532,652	1,100,000	1,100,000	3,000,000
520755	Contingency	0	5,542,366	5,542,366	4,100,000
520765	Membership & Professional Fees	730,470	770,122	770,122	1,195,122
521905	Legal Services	2,799,198	2,485,000	2,485,000	1,485,000
522205	Metro Commuter Passes	758,849	720,000	720,000	720,000
522430	Miscellaneous Other Services & Charges	1,817,047	1,665,933	1,665,933	1,727,575
522620	Claims & Judgments	8,070,850	7,500,000	7,500,000	10,562,583
522721	Interfund HR Client Services	0	0	0	742,000
522723	Drainage Fee Service Chargeback	0	0	0	198,876
522845	Interfund Vehicle Services	0	0	0	530,307
Total	Other Services and Charges	60,411,031	64,932,338	64,932,338	74,160,380
531085	Other Interest	877,591	1,000,000	1,000,000	3,645,000
532015	Transfers to Convention & Entertainment	380,834	406,316	406,316	426,632
532025	Transfers to Special Revenues	0	5,625,200	5,625,200	5,625,200
532100	Trans to CUS Operating	0	1,896,250	1,896,250	0
Total	Debt Service and Other Uses	1,258,425	8,927,766	8,927,766	9,696,832
Grand Total Expenditures		80,566,319	90,678,651	90,678,651	102,293,940

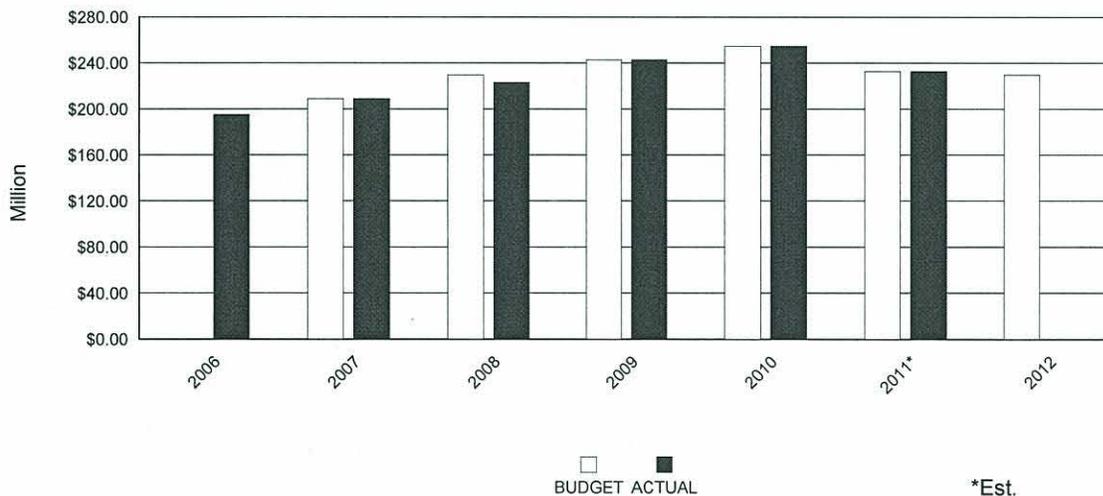
GENERAL FUND DEBT SERVICE

The largest revenue source for the General Debt Service Fund is the General Fund, which transfers a portion of ad valorem taxes (property tax receipts) required for principal and interest payments on tax supported debt.

FISCAL YEAR 2012 BUDGET

Business Area Budget Summary					
Fund Name : General Fund		FY2010	FY2011	FY2011	FY2012
Business Area Name : General Debt Service		Actual	Current Budget	Estimate	Budget
Fund No./Bus. Area No. : 1000 / 9700					
Expenditures	Debt Service & Other Uses	254,604,000	232,545,000	232,545,000	229,700,000
	Total Expenditures	<u>254,604,000</u>	<u>232,545,000</u>	<u>232,545,000</u>	<u>229,700,000</u>
Revenues		0	0	0	0
Staffing	Full-Time Equivalents - Civilian	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Classified	0.0	0.0	0.0	0.0
	Full-Time Equivalents - Cadets	0.0	0.0	0.0	0.0
	Total	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	Full-Time Equivalents - Overtime	0.0	0.0	0.0	0.0
Significant Budget Changes and Highlights	<p>o In FY2009 City Council instituted the Drainage Supplemental Debt Service Fund for the purpose of funding additional long-term drainage initiatives. The program calls for an annual set aside of a pre-determined portion of ad valorem tax receipts, as approved by Council annually. With the passage of Proposition 1 on November 2, 2010 (Rebuild Houston) this set aside is being discontinued since the proposition requires the City to establish a dedicated pay-as-you-go drainage and street renewal fund.</p> <p>o Historically about two-thirds of the City's public improvement bonds, excluding annexed water district debt, have been issued for drainage and street projects. As a result of the passage of Proposition 1 (Rebuild Houston) the City expects to greatly reduce or eliminate the issuance of public improvement bonds for drainage and streets purposes starting on or about Fiscal Year 2012.</p>				

**General Debt Service
Current Budget vs Actual Expenditures**



FISCAL YEAR 2012 BUDGET

Business Area Expenditure Summary

Fund Name : General Fund
Business Area Name : General Debt Service
Fund No./Bus. Area No. : 1000 / 9700

Commit Item	Description	FY2010 Actual	FY2011 Current Budget	FY2011 Estimate	FY2012 Budget
532050	Trans to PIB Bonds Debt Service	223,001,000	207,507,000	207,507,000	220,200,000
532050	Trans to Drainage Supp. Debt Service Fund	5,019,000	5,331,000	5,331,000	0
532055	Transfer to Certificates of Obligation	12,000,000	8,000,000	8,000,000	9,500,000
532120	Transfer to Fleet/Equip Spec. Rev. Fund	14,584,000	11,707,000	11,707,000	0
Total	Debt Service and Other Uses	254,604,000	232,545,000	232,545,000	229,700,000
532120	Transfer of Equip to Gen Fund	(14,584,000)	(11,707,000)	(11,707,000)	(0)
Total		240,020,000	220,838,000	220,838,000	229,700,000

